



LAST MILE
Interreg Europe



European Union
European Regional
Development Fund



Best Practices Analysis

Synopsis

CSDCS

Club Sustainable Development of Civil Society



www.interregeurope.eu/lastmile

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Summary

The main objective of this report is to transfer knowledge on good practice and policies with special focus on the last mile issue and to define the lessons learned from the experience exchange (e.g. adopted/transferred approaches from another region) in order to stimulate a regional discourse on the possibility of new approaches, and use the information gained in the process of elaborating the planned actions with special regard to the policy instrument, the players involved, timeframes, costs and funding sources.

This report is the synthesis of the best practices in the 6 regional areas considered by the LAST MILE project. It summarises the collected information during the study visits in target regions for analyzing the sustainable transport networks and existing flexible transport systems (sharing/pooling/shuttle/call systems) in rural areas in different European countries. The 6 regions analysed are: Varna District in Bulgaria, Upper Sûre Nature Parks in Luxemburg, East Tyrol in Austria, Košice Region in Slovakia, Westpomeranian Voivodeship (with main focus on Szczecin Metropolitan Area) in Poland and Catalonia in Spain. All of them have rural and touristic areas which could take benefit from the implementation of flexible transport systems.

During the study visits the regional flexible transport systems and solutions were demonstrated and evaluated using a predesigned template presented by the JS. The evaluation was based on a systematic collection and scrutiny of information about the

activities, characteristics, and outcomes of implemented last mile actions to make judgments about their impact, improve their effectiveness, assess their transferability and inform decisions about future programming. In this regard, potentials for optimization, innovation and replication was identified, and following the lessons learned the project partners could develop their RAP.

1. Introduction

LAST MILE addresses the priority axis 3 "Low carbon economy" which is allocated to the Investment priority 4(e). In order to reduce CO₂ emissions in tourism, it is inherent to promote sustainable mobility and set further measures to influence the tourists` mobility behaviour at the destination. Under this light, the last mile has a crucial role in modal choice as the (multimodal) transport chain from origin to destination is as strong as the weakest link of the chain.

Implementation of multimodal and/or demand-oriented mobility systems requires a professional management including information facilities, booking and dispatching and being accessible for all (target) groups. Through the knowledge exchange/transfer, interregional and intraregional cooperation the efficiency and effectiveness of multimodal offers may be enhanced. The wide spread partnership of regions across Europe shall facilitate a learning from different cases in different countries, each of them with its own legal and institutional framework.

The overall objective of the project is to improve the regional policies and to create clear framework conditions for sustainable, flexible transport forms in the last mile of the travel chain to change the mode choice towards more sustainable transport modes in tourism and recreational related traffic from car to sustainable transport modes by 5% by 2020 (based on 2015), thus in line with the long term goal towards a competitive low carbon economy in Europe.

As a subjective is defined: "*Exchange* of policies and best practices in the field of sustainable mobility with a focus on the last mile among the 6 project regions in order to encourage participating regional authorities to adopt other approaches learned

from this exchange and integrate them in their own regional policy » During meetings with stakeholders the best practices will be presented and discussed asking for implementation possibilities where it is relevant. In view of actual implementation these policies and concrete measures shall be elaborated in line with the regional structural funds programme.

The “Synopsis of Best Practices” summarises the collected information during the study visits in target regions for analyzing the sustainable transport networks and existing flexible transport systems (sharing/pooling/shuttle/call systems) in rural areas in different European countries. The 6 regions analysed are: Varna District in Bulgaria, Upper Sûre + Our Nature Parks in Luxemburg, East Tyrol in Austria, Košice Region in Slovakia, Westpomeranian Voivodeship (with main focus on Szczecin Metropolitan Area) in Poland and Catalonia. All of them have rural and touristic areas which could take benefit from the implementation of flexible transport systems.

2. Objectives

2.1. LAST MILE Objectives

The LAST MILE project (INTERREG EUROPE, 2016 – 2020) aims to find innovative, flexible solutions for sustainable regional mobility systems. It wants to offer visitors the possibility to travel the ‘last mile’ of their travel chain sustainably and, at the same time, provide alternatives to car use for residents on their daily trips.

The project sets a concrete focus on the problematic accessibility of the last link of the travel chain from origin to destination (the so called "last mile") and collects and analyses solutions to cover this bottleneck with sustainable modes of transport. The environmental benefit and resource- and cost-efficiency in the long run are considered.

LAST MILE aims, among others, at pointing out how sound institutional framework facilitate the implementation of especially demand-responsive transport (public, sharing, pooling). The project will take on-board lessons learnt here, to further encourage at a later stage of the project partners and regional stakeholders to

implement new successful approaches from other regions in Europe when preparing their regional action plans.

Transfer of best practices and innovative approaches to regional policies is also an aim of LAST MILE project. The 6 regional project partners have elaborated a set of regional reports analysing their territories in relation to the status-quo of sustainable mobility, flexible transport and tourist activity. This exercise is the first step towards building a backbone of the interregional exchange.

Regional reports have been consolidated and summarized in this Synopsis Report. This report deals with analyses of the institutional frameworks and barriers of each region and the evaluation of good practices, and it identifies common opportunities and challenges shared among all regions.

Action plans for each territory will be developed later on based on project findings and cross-fertilization among partners, which in a second phase will be implemented in each of the regions and monitored later on. Conclusions drawn will contribute to policy learning.

2.2. Objectives of this Report

This report is the synthesis of the good practices (GP) in the 6 regional areas considered by the LAST MILE project. During the study visits the regional flexible transport systems and solutions were demonstrated and evaluated using a predesigned template presented by the JS. In this regard, potentials for optimization, innovation and replication were identified, and following the lessons learned the project partners could develop their regional Action Plans (RAP).

It is important first to define what a “good practice” is. Below are presented some relevant definitions:

“A good practice is not only a practice that is good, but a practice that has been proven to work well and produce good results, and is therefore recommended as a model. It is a successful experience, which has been tested and validated, in the broad sense, which has been repeated and deserves to be shared so that a greater number of people can adopt it.”

Source: www.fao.org/capacitydevelopment/goodpractices/gphome/en/

“Good Practice means to carry out a function or testing using only recommended or approved methods. Good practice documents may include guidelines, codes of practice, procedures manuals, regulations, and other documents.”

Source: Urs E. Gattiker (corporate Europe's leading **social media metrics expert**)

„A good practice is an initiative that has been proven to work well (i.e. process evaluation) and produce good results (i.e. output and outcome evaluation), and is therefore recommended as a model. It is a sustainable and efficient experience, with clear objectives and clearly defined target groups that is aimed to be empowered. Its activities use existing structures and it has a broad support amongst the target population, thus deserves to be shared so that a greater number of people can adopt it“

Source: Definition and criteria for good practices - www.janpa.eu

The main objective of this report is to transfer knowledge on good practice and policies with special focus on the last mile issue and to define the lessons learned from the experience exchange (e.g. adopted/transferred approaches from another region) in order to stimulate a regional discourse on the possibility of new approaches, and use the information gained in the process of elaborating the planned actions with special regard to the policy instrument, the players involved, timeframes, costs and funding sources.

3. Methodology

The general goal of most evaluations is to provide “useful” feedback to a variety of audiences, including program staff members, organizational administrators, program participants, sponsors, and other stakeholders. Feedback is considered most useful when it informs program improvement decisions, budget decisions, future program design choices,

The Evaluation in the current project is a systematic collection and scrutiny of information about the activities, characteristics, and outcomes of implemented last mile actions to make judgments about their impact, improve their effectiveness,

assess their transferability and inform decisions about future programming. It is important to extract the “lessons learned” from experiences so that the regional/local administrations can develop further solutions in the transport and mobility areas.

3.1. INTERREG Europe Questionnaire

The methodology applied consists in fulfilling specialized questionnaires following previously elaborated Evaluation template by the INTERREG Europe programme.

Good Practice template

- All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme;
- In order to submit a practice, you will have to register in the INTERREG Europe website. Online submission will be available the first semester of 2017;
- NB: in orange: 2 optional fields. All other fields are compulsory.

1. General information	
Title of the practice	<i>[100 characters]</i>
Does this practice come from an Interreg Europe Project	<i>Yes or no</i> <i>[Technical: Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]</i>

In case ‘yes’ is selected, the following sections appear:

Please select the project acronym	<i>Drop down menu with all acronyms</i>
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Specific objective	<i>Drop-down list of the 6 specific objectives</i> <i>[Technical: In case a project is selected, the specific objective is automatically completed]</i>	
Main institution involved	<i>[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]</i>	
Location of the practice	Country	<i>Drop-down list</i>
	NUTS 1	<i>Drop-down list</i>

	NUTS 2	Drop-down list
	NUTS 3	Drop-down list

2. Detailed description	
Detailed information on the practice	<p>[1500 characters] Please provide information on the practice itself. In particular:</p> <ul style="list-style-type: none"> - What is the problem addressed and the context which triggered the introduction of the practice? - How does the practice reach its objectives and how it is implemented? - Who are the main stakeholders and beneficiaries of the practice?
Resources needed	[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.
Timescale (start/end date)	e.g. June 2012 – May 2014/ongoing
Evidence of success (results achieved)	[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).
Difficulties encountered/ lessons learned	[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.
Potential for learning or transfer	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</p> <p>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</p>
Further information	Link to where further information on the good practice can be found
Contact details [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
Name	
Organisation	
Email	
Expert opinion	[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]

3.2. Adapted questionnaires

For obtaining better results, the PP4 CSDCS, leading the good practice analysis, elaborated 2 variants of the questionnaire – for hosting organizations and for visitors, as shown below:

1. General information	
Title of the practice	[100 characters]
Does this practice come from an Interreg Europe Project	Yes or no [Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]

In case 'yes' is selected:

Please select the project acronym	
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Main institution involved	The name of the institution and location of the practice are per default those of the practice author.	
Location of the practice	Country	
	NUTS 1	
	NUTS 2	
	NUTS 3	
3. Detailed description		
Detailed information on the practice	[1500 characters] Please provide information on the practice itself. In particular: <ul style="list-style-type: none"> - What is the problem addressed and the context which triggered the introduction of the practice? - How does the practice reach its objectives and how it is implemented? - Who are the main stakeholders and beneficiaries of the practice? 	
Resources needed	[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.	
Timescale (start/end date)	e.g. June 2012 – May 2014/ongoing	
Evidence of success (results achieved)	[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable	

	<i>outputs/results).</i>
Difficulties encountered/ lessons learned	<i>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i>
Further information	<i>Link to where further information on the good practice can be found</i>
Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	
Organisation	
Email	

Study visit evaluation for visitors*		
<i>*If you visit more than one FMS in a region, please provide separate evaluation for each one</i>		
Name of the best practice:		
Name of the visitor:		
Job title of the visitor:		
E-mail of the visitor:		
The visitor represents:	<i>PP-organization (name, country)</i>	
	<i>Stakeholder organization (name, country)</i>	
	<i>Other (precise what)</i>	
Please describe shortly the good practices of flexible transport service (FTS) that you identified in the visited region:		
1. Description of the good practice:	<i>What is the problem addressed and the context which triggered the introduction of the practice?</i>	
	<i>How does the practice reach its objectives and how it is implemented?</i>	
	<i>Who are the main stakeholders?</i>	
	<i>Who are beneficiaries of the practice?</i>	
2. Resources needed	<i>Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</i>	
3. Timescale (start/end date)	<i>e.g. June 2012 – May 2014/ongoing</i>	
4. Evidence of success (results achieved)	<i>Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</i>	
5. Difficulties encountered/ lessons learned	<i>Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i>	
6. Transferability of this good practice:	<i>Degree of transferability (indicate: High, Medium, Low, Non-transferable)</i>	
	<i>If you could transfer this good practice in your region, what elements would you take and what would you change or add to the FTS? (up to 50 words)</i>	
	<i>If the degree of transferability is low or absent, please justify (up to 50 words)</i>	
If you were a consultant, what kind of advice would you give to the host? (50-100 words)		
Do you have some other comments?		

The templates were disseminated by PP4 (CSDCS) to all participants in the study visits in target regions (project staff and stakeholders), which after the visit answer to the questions and send back the template to PP4 for processing the results. The final results for each region are announced and discussed during the subsequent project meeting.

4. Presentation of best practices

The collection of key facts on the good practices, based on the visitors' evaluation forms, is presented in the Annex. The Gp are presented in the special templates provided by INTERREG Europe programme.

Below, a template with classification of the good practices per category according to the operating system is presented. The best practices collected are described in details following the evaluation of the visitors in the frames of the LAST MILE study visits. For each project partner region two good practices are evaluated. They are presented with their main goals, stakeholders, brief SWOT-analyses, transferability and recommendations from the part of the visiting experts.

4.1. Template of Good practices per category of the operating system

Operating System	Means of transport / name of the service						Practice Example
	train	bus	car	bike	boat	others	
Regular public transport with request stops	<i>train with request stops</i>	<i>bus with request stops</i>					SP -Train with stops on demand
Call/Dial Systems (operates only after calling)							
<ul style="list-style-type: none"> following the regular route/schedule of the bus line (only after calling) 		dial-a-bus					LUX-Bummelbus
<ul style="list-style-type: none"> fixed start and end stop, deviation from the regular route to serve additional request stops within a defined corridor 		dial-a-bus					Lux-Nightrider
<ul style="list-style-type: none"> fixed stops, flexible routing to 		hailed-shared-taxi	hailed-shared-taxi				AT-Defmobil – a hailed shared taxi

individual destination							SP- Taxi services in the National park
Shuttle seasonal/temporary (operates only seasonally or at specific occasions) fixed route and stops, mostly small distances							
<ul style="list-style-type: none"> seasonal 	<i>seasonal train</i>	hiking/skiing bus			boat ferry in summer		BG-Bus line 209 PL- Narrow Gauge railway SK-Nostalgic train
<ul style="list-style-type: none"> events 		festival shuttle					
Sharing			Carsharing	Bikesharing/-rental			AT-Flugs e-carsharing PL-Baltic bike –bike rental system SK- CykloTourSpiš
Pooling			Carpooling				
others						Phaeton with horses	BG_Byala open-air e-bus and phaeton for tourists

Flexible transport services for the "last mile"

4.2. Regular public transport with request stop

4.2.1. Good practice from Spain: FGC train with stops on demand from Lleida to La Pobla de Segur



The train has a fixed route and a regular timetable. Stops on demand between fixed stops were introduced at the beginning of 2016. The system operator is Ferrocarriles de la Generalidad de Cataluña (FGC) - a railway carrier providing transport services in the Catalunya area. The main goal was to create a railway connection aiming at the highest possible optimization of communication and response to the needs of the passengers on the route indicated between the towns of Lleida and La Pobla de Segur. Stops on demand were set mainly to serve smaller intermediate stations, which significantly increased the transport accessibility of the areas along the route. The solution was fully coordinated with the other elements of the transport system. Not only the high-speed AVANT and AVE train schedules (connections between Lleida - Barcelona and Lleida - Madrid) were taken into account, but also integration with bus transport was ensured by modifying the network of connections and timetables.

Trains have a regular schedule with an increased number of rush hour courses. The schedule of journeys has been prepared in order to maximize the demand response for transport. Thanks to coordination with other systems, during periods of the least demand, routes are served by buses. In addition, as part of the integration of the transport offer, a single common ticket system was introduced and a unified tariff for both modes of transport to not generate problems with the mutual price competitiveness of services. The system of discounts for card holders and travel subsidies has been adjusted and unified. Constant quality control is measured on a daily basis.

The rail staff is being trained to perform multiple functions, which optimizes the work and minimizes the workforce. Special adjustments of couch for the disabled people were made, as well as special adjustments of platforms well-fitting bikers needs.

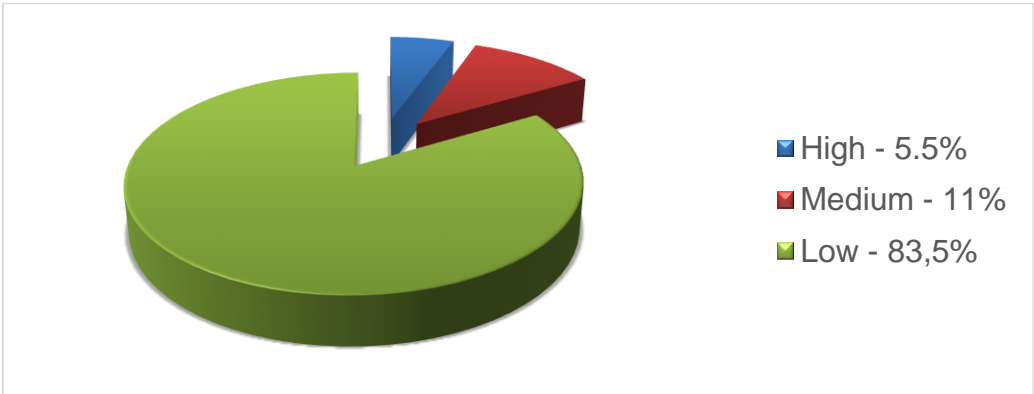
The main strengths of this good practice are its flexibility and accessibility, because it brings accessibility to the less communicated areas (small villages, point of interest). It is a 'custom made' solution – resulting from very well examined and diagnosed needs of users with the right cost effective approach. It allows integration with other transport systems and maintains high standard of service with relatively low workforce, because the staff is trained to perform multiple functions. The solution presents a holistic approach with well defined aims and goals for implementing flexible transport service at many levels (improvement to the stations, new sale and

validation systems, marketing campaign, associated tourism packages, plan for historical building renovations etc.).

As main opportunities for further development/expansion is considered the possibility of constant updates of its service quality based on the evaluation of user needs, the possibility for further integration with the touristic offers in the region and the efforts towards creating of single ticket system for better multimodality.

The good practice of train with stops on demand has also some **weaknesses**. Actually the stops on demand are not very attractive for tourists because there are no any services as kiosks, bars, toilets, touristic hot spot, etc. Partly is due to the lack of cooperation with stakeholders, i.e. with tourist associations. The service is mainly oriented to local people – all the information is in Catalanian. Other weaknesses derive from the costs – increase of operational costs, fast depreciation of the transport system, difficulties for respecting the timetable, etc. In such a way the financial sustainability is the main threat for this flexible train service in the future.

The transferability, according to the visitors' opinion, can be presented as follows:



It is relatively low because in many countries the railways have to respect the fixed timetables by law. The legislative framework in the Catalan region regarding regulation and requirements in the field of transport and railway traffic allow to stop a train by reporting such a need by a passenger whilst in many other EU countries such a possibility exists only in an emergency.

The recommendations for improving this good practice are to establish agreements with regional/local tourist associations in order to make the service more attractive for tourists at the stops on demand by providing supplementary services

and attractions as cycling paths, connection of the stops by foot/bike, availability of toilets/kiosk/general tourist information, interesting trekking paths, etc. The tourist information should be provided also in other languages (English, German, Russian). It will increase and diversify the tourism flow to High Pyrenees.

4.3. Call/Dial Systems

4.3.1. Good practice from Luxembourg: Bummelbus



Bummelbus is a “on demand” transport system (the need for the journey should be hailed with a minimum of two hours in advance) operating in an area of 40 municipalities of Luxembourg (mostly located in the northern part of the country). Bummelbus is a social project occupying long-time unemployed people. The project is co-financed by the Ministry of Labor, Employment and the Social Economy. Drivers’ employments are limited on 2 years. The aim is to re-educate them for being drivers and to make them fit for the job market. Drivers' remuneration is paid from the Ministry's funds, the other costs of maintaining the system are assured by the organizers - Forum pour l'Emploi (Employment Forum) which is a non-profit association supporting the policy of counteracting unemployment.

At the beginning the aim of this good practice was to offer a mobility service, especially for children, elderly people and for those deprived of public transport, but now the offer is expanded to everybody. Starting from implementation in a few municipalities now the service is provided in the whole north part of Luxembourg. The

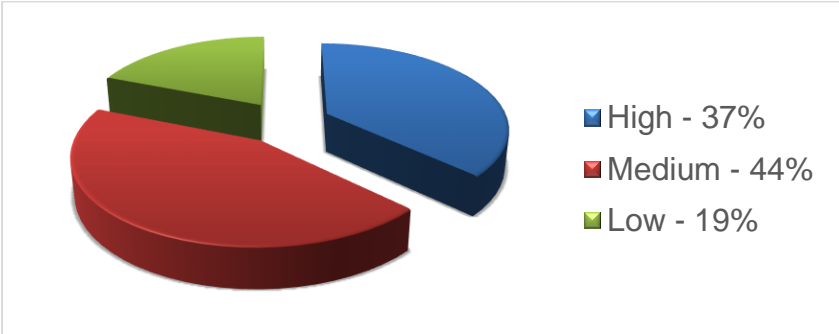
idea of the project fits perfectly well into the low-emission economy, by partially eliminating the need to use individual car transport (eg. in order to bring children, in organized way, for the after-school activities, go to doctor or for shopping purposes).

The main strength of this good practice is the combination of social and mobility project that provides flexible transport services (dial-a-bus). The service is accessible for everybody but the main beneficiaries are children, elderly people and citizens deprived of public transport. Although the system operates as an on-demand call system, it is possible to report a regular transport service performed cyclically in specific hours and days of the week (e.g. children's commute to sports activities at fixed times). It minimizes the number of individual journeys (individual parent bringing and delivering a child to classes).

As **weaknesses** we can mention the lack of night service. There are no any special offers for regular customers and the service is not very applicable to tourists.

Bummelbus has many **opportunities for further development** as introduction of flexible ticketing system with two-way tickets, travel cards and family tickets, improvement of the Call center services, permanent updates of the service quality based on the evaluation of user needs and cooperation with tourism organizations in order to promote the service to tourists. As the financing from the Ministry covers about 70% of the system's operating costs, it provides the organizers with a high stability of operation and a constant increase of its operational area.

Transferability:



The transferability is very good but the local authorities and the transport operators have to coordinate their initiative for such projects with the central Government (Ministry of Labor and/or Ministry of Social Economy).

As a conclusion, Bummelbus is a great example of comprehensive and coherent approach that integrates transportation needs of local society with national social policy by using flexible transport systems. This holistic approach is the key element that should be transferred to the other regions.

To reach more flexibility, the call centre should be available during the operation hours (also on Saturday). For the call centre additional staff (unemployed people) could be hired. Drivers should be trained not only for driving professionally but in parallel for maintaining good contacts with clients - both residents and tourists, improving their language skills, if needed, etc.). It is also recommended to establish contact with local non-profit organisations in order to clarify potential mobility needs and to integrate some specific services (access to social clubs, clubs for elderly people, etc.).

4.3.2. Good practice from Luxembourg: Nightrider



This is a classical demand responsive service with subsidies from the municipalities operated by a local bus operator closing the public transport supply gap during the night. "Nightrider" operates the area of approx. 60 municipalities in Luxembourg. The system was created in 2005 together with the Ministry of Transport that provided a

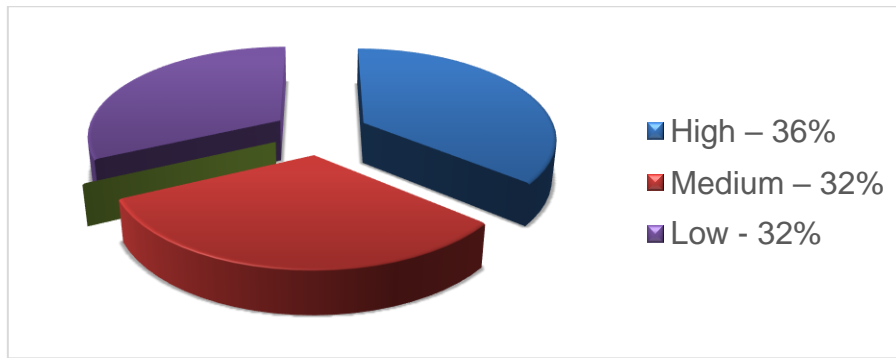
financial support for the first 4 years of operation. Now the service runs without any subsidies having around 40.000 passengers a year.

The main goal of the project was to respond to the lack of adequate public transport systems allowing for overnight commuting to the entertainment venues and safe return at night. Particularly the problem concerned peripheral areas, distant from the larger urban centres of Luxembourg. The implemented system additionally affects the reduction of the weekend traffic load, stimulating at the same time the use of public transport and fitting into the approach to the development of low-emission economy. The service is directed mainly to residents of municipalities in which the system operates, but it can also be used by people currently staying temporarily in the area (tourists, people working seasonally, etc.). They pay by kilometer (around 1.3 €/km). There is an individual tariff for each municipality for the purposes of a "night card" subscription - the carrier proposes a special annual subscription program based on spatial and population analysis of the area defining its potential service costs. Then, the municipality may declare its partial co-financing and offer it in the form of a "night card" at a lower price to its residents. The card entitles the user to an unlimited number of trips per year within the system.

The main strength of this service is its availability during the night thus reducing night traffic and road accidents. It's also worth to mention the affiliate program with one of the Luxembourg banks that facilitates the payments. When using a credit card issued by this bank, the traveller can make payments in the system with a significant discount.

But when the area of service is very large and sparsely populated, the cost-coverage could be very poor, which is one of the main **weaknesses** of this good practice. For being profitable, it should concentrate on the central areas of the region and run only along defined corridors in the peripheral areas as a demand responsive service based on a time-table. Also the PT-operator should be willing to be on standby the whole night and especially in rural areas sometimes the demand may be very limited. Therefore **the threat** is in the monopolistic tendency of the PT-operator providing this service. The main **opportunities for further development** is the possibility for cooperation between private entrepreneur and local government – as this service has a positive impact on safety it should be supported by the public sector.

The transferability is shown below:



The transferability is equally spread among the three possibilities – one third of the PPs are very optimistic and estimates a high level of possibilities for implementation of similar services. Another third are less optimistic mainly having in mind the relatively high price of such service and the last third think the possibility for transfer is low due to the low demand for night transportation.

In conclusion, as this service runs only to Friday, Saturday and Sunday from 18.00 to 5.00 h., it could be considered to extend the project activity to all days of the week after a serious marketing research and cost-benefit analysis. Since 2005, over 450,000 people have been transferred as passengers. In addition, the project has more than 10.5 thousand likes on Facebook. Modern ways of communication with passengers should be appreciated and used for analyzing the demand.

4.3.3. Good practice from Austria: DefMobil- a hailed shared taxi

A hailed shared taxi system DefMobil has been operating in the Deferegggen Valley for several years. It covers the municipalities of St. Jakob, Hopfgarten and St. Veit. Due to the mountain terrain (large differences in height) and the dispersed settlements, there was no possibility for starting a regular bus line because it would be too expensive and not affordable for the municipalities. As a result, the three municipalities located in the valley registered an Association that launched a flexible transport solution that suits the physiographic and spatial conditions of the area. DefMobil system is mainly used by valley inhabitants (elderly people, people without a driver's license or without a car). Transport of children to kindergarten is also organized within the system. DefMobil provides connection with regular bus lines to

the capital city of east Tyrol Lienz and to Kitzbühel or further connections to the capital city of Tyrol Innsbruck. The implemented system is one of the measures provided to counteract the progressive depopulation of the area and was developed within the cooperation with the University of Natural Resources and Life Sciences of Vienna.

The association cooperates with a local taxi company, which provides drivers to operate the service. The mini-bus (8 seats), however, was provided by the association itself. For bigger groups, a bus from the property of the taxi company can be used. The service was developed for inhabitants as a first priority, but meanwhile shall also attract tourists. Therefore, the offer is under a continuous optimization process.

The main goals were to provide mobility at reasonable intervals for local residents and tourists and to establish a cost-efficient and user-tailored mobility offer for the Deferegggen Valley. The stakeholders are the three municipalities, the Regional Management East Tyrol (RMO), the Ministry of Austria (by funding) and the BOKU (University). The management is provided by the Association of the municipalities.



The main strength of this good practice is that it meets the local demands and needs for mobility, which is key element of high life quality in region. DefMobil is a comprehensive solution for transport services coordinated with other forms of

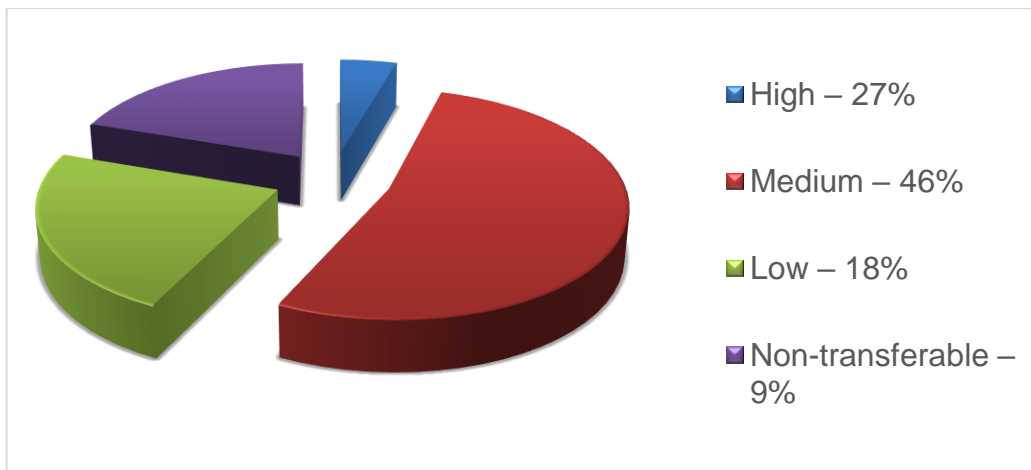
transport. It is available and affordable for all residents and tourists because it is a flexible and cheap (for users) transport system. Tickets of the federal Public Transport Association are also valid on the Defmobil. Luggage, bicycles and skies can be transported. The service is economically viable – there are no empty rides and it creates local jobs.

The opportunities for further development of this flexible transport service are related to its integration to the regional public transport system (communication, ticketing, funding, etc.), as well as to the improvement of its tourist orientation (higher frequency timetable, new destinations to the touristic regions). There are plans to combine all public transports into one system integrating DefMobil with regular buses, Hikerbus from the High Tauern National Park, the schoolbuses and the skibus in the region.

The weaknesses are mainly related to financial issues. The high cost of maintaining the service requires a stable source of funding. The current income from ticket sales covers only to 10% of the costs and the annual tickets do not work well – they don't have many annual subscriptions. They need to attract more tourists, but actually the information materials on nature paths and trails are only in German language. For the environment it would be better to have an electric bus instead of a fuel driven. All these financial problems together with the rather negative attitude of the taxi operators can threaten the initiative of DefMobile in a long term.

The transferability of this good practice is quite high due to its overall approach to touristic product including soft mobility solutions. Many elements could be transferred as the hailed dispatch, the validation of tickets from the Public Transport Association, the multimodality by integration with other existing public transport systems and the fix-scheduled on-demand system with connection to regional public transport axes.

According to the opinion of visitors, the transferability is shown below:



Only in Slovakia this good practice cannot be transferred because of specific legal requirements. In the Slovak Transport law the vehicles 8+1 are treated as TAXI and they cannot be funded from public budgets.

We can conclude that the DefMobil system works mostly thanks to the support of external funding. Nearly 70% of the funds come from external sources, of which 50% are provided by the federal Government of Tyrol. More than 15% of the funding comes from the national “klima:aktiv” program, which supports the implementation of the solutions related to climate protection and low carbon economy. Only 10% come from ticket sales.

Although this good practice is a very good example of a comprehensive solution to the problem of the accessibility and social exclusion due to lack of mobility, for providing long term financial sustainability it is advisable to establish a stronger cooperation with the tourism sector (promotion in touristic websites, to include information about DefMobil to online searches and transport operators, to elaborate and disseminate information materials in other languages – EN, FR, IT, etc.).

Further development of Defmobil: in December 2017, the defMobil has been integrated into the national transport association (centralized ticketing, information dissemination, accounting via transport association). The system “defMobil” remains stable as before, the local private taxi company still operator of the service. Due to the integration into the transport association, a mile stone was reached and shows, that the overall transport association has recognize the urgency for providing such flexible and efficient transport solutions to keep mobility in rural areas upright and thus save quality of life for residents.

Therefore the initial association defMobil has now capacity to develop further projects to link the last mile in the municipalities to improve mobility in the Defereggen Valley.

4.3.4. Good practice from Spain: Val de Boi taxi service



The system of shared shuttle taxis on demand was launched in 1995 in response to the decision of the National Park Aigüestortes and Estany de Sant Maurici and the Lleida Province Administration to prohibit the access of private cars into the National park. This was related to the annually increasing number of tourists in this area, and thus the number of private cars and the growing problem of congestion on the access roads to the park. At the same time, there was no any public transport in the area that could be an alternative to individual movement. Introduced traffic restriction resulted in the need to implement a system solution targeted at tourists visiting the region. As a result of the agreement reached between the Park, the Provincial administration and the entrepreneurs, the provision of transport services was entrusted to the municipal taxi association consisting of local taxi owners. The developed agreement included the establishment of an optimal tariff model, which was affordable for tourists providing at the same time an adequate break-even point for carriers. They have 19 buses and 19 drivers (each driver is the owner his/her bus – that is a small bus with 8 seats) and thus create local jobs.

Taxi owners belonging to the association (mainly residents of the area) coordinate the order of their rides. Need for the service are signalised by telephone (call/dial

system), moreover, in the high season with a larger tourist traffic accumulation, shuttle buses wait for the tourists at designated stops. In the case when the bus is not full, the maximum waiting time for the ride is one hour. This minimizes journeys with a small number of passengers.

Despite initial fears, the regulation of the transport situation resulting from the drastic limitation of individual traffic has also increased the attractiveness of the area (steadily increasing number of visitors).

The Taxi association service offers an additional service on demand. There is a **dial-a-taxi service** to transport people from their homes to the market in Pont de Suerte on Friday (Pont de Suerte: ~2300 inhabitants, whole county ~ 4000 inhabitants). In order to use this dial-a-taxi service, people have to call the city council which then coordinates the service. They have to call the day before, at the opening hours of the city council. The service is especially for elderly people.

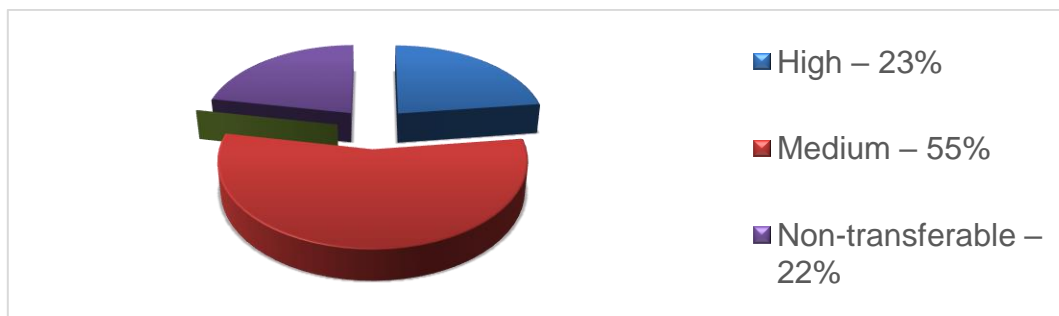
The main strengths are evident – this service meets the local demands and needs for mobility, which is key element of high quality of life in region, it is available to all residents and tourists - stops are in front of the tourist information in the villages as well as at hotels (on demand), it is flexible and cheap (for users) – there are prices for single tickets and family tickets and the offer is valid all over the year. As part of the service organization, a well-balanced and optimal financing model was developed. On the one hand, the tariff is sufficiently attractive for users (acceptance of the price for the service), on the other hand, it ensures profitability for carriers performing transport services. Thanks to this, the service is self-financing, and the system does not burden the municipality's expenses. This good practice is a perfect example of working association between all local taxi drivers that is auto-financed by tickets. No subsidy from national/regional level is needed, because the service is organized as cooperative, each of the taxi drivers receives the same share of the earnings and keeps his job.

The service has a very positive impact on the environment and tourism development as since the Park was closed for private cars, the number of visitors increases permanently thus giving a positive signal to green tourism. A good opportunity for further development would be to replace the existing mini-buses by e-shuttles, as well as to satisfy the increased tourism demand by offering packages with e-bikes.

This flexible service has also some weaknesses. The parking area for cars at the entrance of the national park means high land consumption but arriving by car is not possible to avoid because of the lack of connecting lines of public transport to the valley. There is no any integration of other public transport services. The service for locals is limited by the working time of the city council – they can call only during the working hours and the prices for individual routes for locals are more expensive.

As threats we can mention the eventual decrease of number of tourists for different reasons provoking the usage of less number of taxis. Negative consequence of the monopole also should be taken in to account eventually leading to lower quality of services in the future.

The transferability is defines as follows:



Bulgaria and Slovakia estimate that this good practice cannot be transferred because of the lack of cooperation among taxi companies.

As a conclusion we can say that this service can be considered as an answer to the problem of depopulation as well as an act of environmental preservation of the park. It is advisable to offer more information for tourists via internet, to establish a cooperation with touristic websites, online searches and transport operators including information about the available transport service by 4x4 taxis. This good practice is also a very good example of a comprehensive solution to the problem of accessibility and social exclusion in remote mountain areas due to lack of mobility, because it is addressed to all groups of users: local inhabitants, families, elderly people, and visitors.

4.4. Shuttle seasonal/temporary (operates only seasonally or at specific occasions) fixed route and stops, mostly running on small distances

4.4.1. Good practice from Bulgaria: Fast seasonal bus line 209



In 2016, the municipality of Varna decided to launch a new fast tourist connection in the form of a bus line No. 209 connecting the city centre with tourist resorts located on the nearby Black Sea coast (Evksinograd, St. Konstantin and Helena, Sunny Day and Golden sands). The line operates from May to the end of September and performs a regular course from 5:30 to 22:40. Line 209 is referred to as a fast bus route - only 10 bus stops are located on the served route, which shortens the travel time. For comparison, the operating all-year line No. 409 covers the same route and serves more than 50 stops. Already in the first season, line 209 recorded a very high turnout. It is used by both tourists (the line begins near the airport, and stops also at the main train station) as well as people working in the tourist services sector in the area of seaside resorts. There are stops inside in the resorts where the hotels and the main attractions are situated. Tickets are sold inside in the buses by conductors. The cost of the tickets is different according to the distance (from €0.5 for the city area up to €1.5 to the Golden sands).

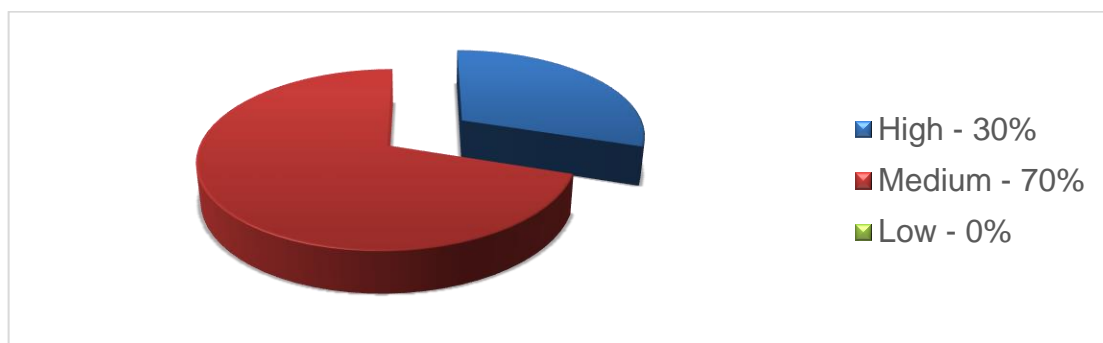
The main strength of the fast bus line is that it is fully integrated with the urban transport system of Varna and provides multimodal services as connection of the

airport and the railway station with the resorts. The implementation of the solution within the framework of the existing transport system facilitates its quick integration and the process of accepting the solution by users. It is easy and cheap to get tickets, because they are sold in the bus at prices dependant of the distance.

As weaknesses we can indicate the lack of night service, which is important during the summer touristic season, as well as the lack of specific travel cards (daily and weekly cards would be very appreciated by tourists) or family tickets. The information on the stops of this service is still only in Bulgarian. The fast line is not promoted in touristic sites and brochures in foreign languages.

All these weaknesses could be overcome in the further development of the service by introducing of flexible ticketing system with two-way tickets, travel cards, family tickets, etc. The quality of the service could be constantly updated based on the evaluation of user needs, a night service could be provided, as well as the development of “on-demand” service by shuttles could be considered..

The transferability of this good practice is relatively easy and 30% of the visitors estimate that it is fully possible to be replicated in their cities. 70% think there is a medium possibility for transfer.



In Bulgaria such type of flexible transport services is in the very beginning stage and needs a lot of improvements. The seasonal tourist bus line 209 has been implemented within the existing urban transport system of the city of Varna. Users use it the same way as regular urban line. The same tariff, discount system, common infrastructure of stops and information distribution platform apply. The timetable is coordinated and consistent with the timetable for the entire urban transport system and information about it is placed both on the stop-boards and on the websites via the on-line system.

4.4.2. Seaside Narrow Gauge Railway



Seaside Narrow Gauge Railway Company was established in 2013. The former Railway Transport Department of Rewal Municipality, which was created after the acquisition of a narrow-gauge railway from the Polish National Railways, was incorporated into the company's structure and was transformed into a free-market economic entity. The main task of the Seaside Narrow Gauge Railway is to organize tourist transport on the Gryfice-Pogorzelnica route and to manage the railway infrastructure.

Regular transport season begins on May and lasts until the last days of September. In season, railway daily starts the first course from the Gryfice depot. After reaching Trzęsacz - the first stop in the municipality of Rewal, the train continues on a shuttle route Trzęsacz - Pogorzelnica - Trzęsacz. The last course is a return trip to the Gryfice depot. In the off-season, it is possible to rent a non-plan course.

This good practice has a lot of **strengths**. It combines individual cities with the transport system and integrates the tourist offer of the area. The railway cooperates in organizing numerous cultural initiatives and events (concerts at railway stations, museum events, historical spectacles) and works for integration with other communal transport systems (e.g. the Rewal Bike System - providing free transport of rented bikes). Thanks to cooperation with operators of tourist attractions, it offers the form of tourist packages, for example a ticket for rail travel entitles to receive a discount for

the use of other touristic attractions. It also works the other way - using the indicated attractions entitles you to purchase a train ticket with a significant discount. This solution encourages tourists to move around the municipality without having to use a private means of transport.

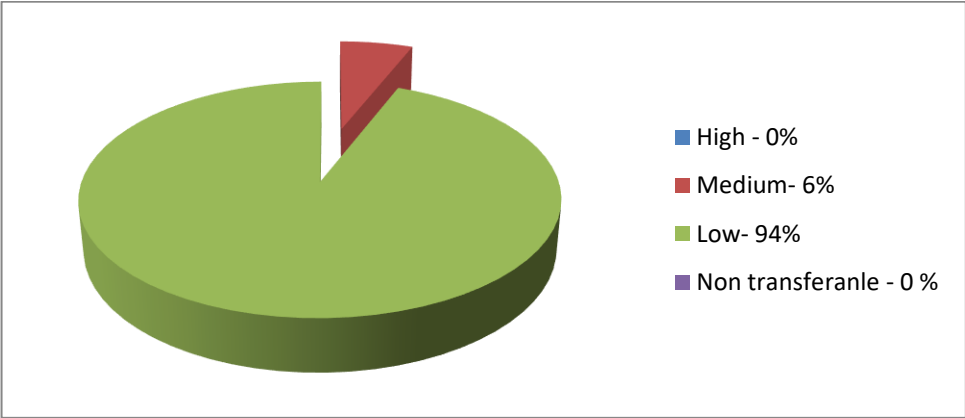
There are many **opportunities** for expansion of this good practice. In addition to the services provided for seasonal transport, the offer includes the possibility of ordering individual travel services after the season (events, conferences, guided tours, integration events) or organization of recreational and occasional events (picnics, bonfires, bike rallies). The company actively obtains sponsorship and promotional contracts (eg for hosting events and concerts). The travel fare is varied and affordable for tourists (includes individual, group, family, full-day tickets, etc.).

Seaside Narrow Gauge Railway operates on the basis of the revitalized and modernized railway infrastructure of the area. As a result of the actions taken, the infrastructure and railway assets were taken from Polish National Railways and are currently managed by the municipality. Through the restructuring process municipality received the right to perpetual use of plots and land property where stations are located and free use of buildings used for the operation of the narrow-gauge line. It gave the opportunity to prepare a comprehensive revitalization program for the narrow-gauge railway system. The total cost of revitalization was nearly 46 million PLN, of which almost 15.5 million were co-financed by the Regional Operational Program of the Westpomeranian Voivodeship for the years 2007-2013. Most of the remaining funds were the own resources of Rewal Municipality. More than 2 million of the overall amount was spent on the modernization and purchase of rolling stock and the remaining funds were allocated to the infrastructure (rails, train stations, powerlines).

Weaknesses and threats are not detected – the service was used by 146 000 passengers in 2016 and the numbers are growing. If bigger damages, either of the rolling stock or at the tracks occur, additional subsidies are needed as usually this cannot be paid from regular revenues. Alternatively voluntary works can relieve the financial requirements. The only shortage of this system is that it serves only for tourists and the local inhabitants' don't use it as a mean of transport. It is recommended to increase the use of the railway by locals in low season by

organizing at the train stops some exhibitions, fairs for eco-foods and drinks, cultural events, etc.

Although this good practice demonstrates good viability, **the transferability** is rather low (94%). Examples of creation of new or reconstruction of dismantled railway lines are rare, but exists (<http://www.festrail.co.uk/>; <http://museumstramway.at/neu/>). In most of the partner regions no old or narrow railway tracks exist (Slovakia, Luxembourg) and in some of them (Bulgaria Varna region) there is no any narrow railways. Somewhere there is a train running daily (Spain), so it is difficult to have a tourist service that might interfere with the daily service. Also the cost of the historical locomotive and wagons in some countries is too expensive for being profitable. The visitors would rather transfer the idea of having rental bikes at each train station and the special coach for bikes.



We can conclude that the Seaside Narrow Gauge Railway is a commercial law company and does not receive constant financing or subsidies from the municipality. It strives to maintain the profitability of its activities. The initial funding was provided by the regional OP of the West Pomeranian Voivodeship. Hence, a number of diversification activities are carried out related to the use of owned infrastructure and rolling stock. This good practice demonstrates that in the case of a well-developed business model and active search for financing, even seasonal transport solutions can be profitable and do not require system co-financing from public funds.

4.4.3.Nostalgic train



As a passenger transport was stopped on some regional railway lines and the only way to reach touristic attractions in these areas were individual cars, a new transport possibility was introduced to tourists through “event trains”. On selected regional routes, nostalgic “event” trains have meaning only as seasonal tourist traffic (from May until September). In some particular cases it is even interesting to have regular rides during the high season. It is attractive to make these regions accessible by railway again. Travelling by nostalgic trains provides tourists with whole different experience than travelling by own car - it attracts the attention of many people.

Children's Railway Košice civic association provides train rides to a previously pre-arranged events / routes to reach touristic attractions. 70% of all the events are their own and 30% are responds to requests of others. Unfortunately, the association is not able to respond to all requests. At the beginning the activities were carried out by Historic Rolling Stock Club, at the moment all the activities are carried out by Children's Railway Košice civic association.

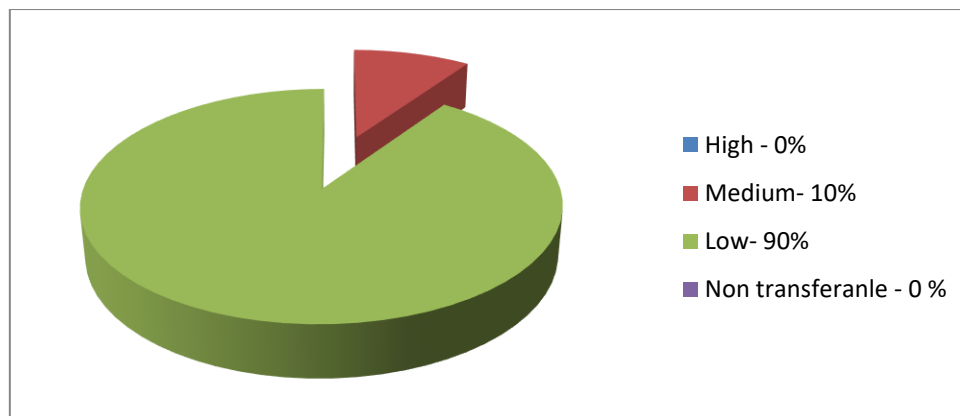
The main stakeholder of the practice is Children's Railway Košice and the main beneficiaries are from 80% inhabitants of Košice city. Beneficiaries cooperating within this practice are also local operators of tourist attractions. Within the scope of cooperation, tourist packages are being built, which combine transport offer with access to attractions. This is the main **strength** of the Nostalgic train.

As weaknesses the old technology and the difficulties in the maintenance can be mentioned. 10 persons participate in the preparation of a trip. During the ride 6 persons are necessary and a large amount of people work on voluntary basis, because here are only 4 permanent employees in the Children's Railway Košice civic association.

The practice is considered as good as the interest for the event rides is increasing each year and the association is not able to satisfy the interest of all due to its other activities within the narrow gauge railway and due to difficulties for maintenance. The train usually consists of 3 carriages with capacity of 45 persons each.

The main threats are related to the financial sustainability of the service – there are no enough funds for firing professional workers and maintain the train. From the other hand **the opportunities** for developing are visible – the interest is constantly rising. At the beginning there were only 2 rides in 2009 and in 2017 the number of rides increased up to 16.

For the nostalgic train **the transferability** is rather low (90%) for the same reasons as the narrow gauge train in Poland. The cost of the historical locomotive and wagons in many countries is too expensive for being profitable.



The Children's Railway Košice is a good example how an NGO as a narrow-gauge railway operator provides the “event trains”. Various types of tickets are available e.g. for adults, reduced for children and family tickets. Costs of tickets vary depending on distance and difficulty of the track. It is recommended to intensify the collaboration with travel agencies or bigger hotels to develop packages of excursions

including a trip of the railway and to search for an option to carry bicycles at the train, e.g. using an old freight coach.

4.5. Sharing systems

4.5.1. Good practice from Austria: Flugs – e-car sharing



The Flugs system operates in Lienz since 2015 as a solution based on the car-sharing service. The stakeholders were: Regional Management East Tyrol, private persons interested in E-Cars/E-carsharing, the City of Lienz (Mayor). The service was created as part of the implementation of social projects reported and chosen by residents, aimed at improving the quality of life in the area. The main goals were: to introduce sharing instead of owning, to reduce cars by providing flexible mobility offers such as a shared car; to establish electric mobility by lowering customer bias and facilitating the trial of e-cars, and to introduce green mobility instead of combustion engine propulsion technology.

The system was created thanks to the residents' initiative. At the implementation stage, the optimal locations of the rental station deployment, tariff plans and operating principles were consulted. In addition, volunteers help in servicing the system (cleaning and vacuuming the car, minor service work). Flugs is a public system that aims to replace the need for a possession of second car in households. The fleet is based on electrical units, and additionally the power supply comes from existing renewable energy sources. The system has an easy way to book and pay

via the website. It is used for journeys in the urban area, but due to the relatively large coverage (about 200 km) it also allows trips outside the city.

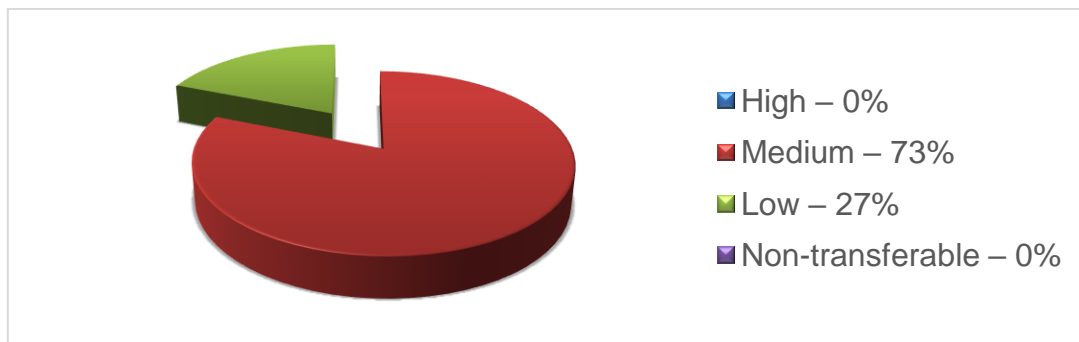
The strengths of this good practice are evident – first of all it introduces the innovative idea of sharing transport instead of private ownership. The service is very attractive for environmental aware users and reduces the number of cars in the public space. It has a high accessibility (spatially – car station placed in neuralgic zone, and from the booking side – easy online reservations via webpage or mobile phone). The price is also quite affordable (service can be used by everyone) because no human resources are needed for car's maintenance (the car cleaning is performed by customers after using it).

The main **opportunities** for further development / expansion of this good practice are in searching for connection between Flugs system and touristic products based on environmental friendly services and in creating a special tourism offer as packages and combined services for visitors coming without cars. There is a necessity to increase the number of e-cars and offer the service in different villages. The idea of returning the e-cars to the starting point shall be retained.

The weaknesses are mainly related to the particularity of e-vehicles use – actually there is only one fixed place for car dispatching, the relatively long charging time for batteries and still lack of charging places and no common standards for that. With only one car in the beginning the service was unavailable during repairs period and technical malfunctions but since 2017 more e-cars were introduced. For tourists the procedure of getting a membership card and renting the car needs to be simplified because the membership fee of 120 €/year for a single person makes it not useful to visitors.

The main threats are related to the financial sustainability of the service. In case of expansion the operating cost for administration and the high cost of maintenance of e-vehicles (as battery replacement cost is equal to 30% of total new vehicle) will increase and the cost of using Flugs cars will become comparable with using own car. In case of high demand there will be a necessity to guarantee the availability of a car.

The transferability of this good practice is medium to low mainly due to the availability necessary equipment for maintaining e-cars flow. In Bulgaria, there are still very few charging stations and they are situated mainly in big cities, not in remote tourism regions. The price and the maintenance of e-cars are not affordable for municipalities and tourism organizations in eastern European countries.



Although many elements vehicles, the contribution to green tourism and the use of local sustainable energy sources for e-cars, there is still a need to increase the integration with the other transport systems in the region (by creating one common platform), to improve the cooperation with touristic websites, online searches and transport operators in order to include information about Flugs system in different languages and to permanently increase the number of cars and available charging stations. The service could be combined with e-bike sharing. A loyalty program for active users could be developed for keeping them in the long term customer tie by offering lower prices, reservations primacy, collection of points, etc.

A particular attention should be paid to the idea of minimizing operational costs, which is particularly important in the case of innovative and pilot systems. The car and batteries are covered by the leasing contract, cleaning and minor maintenance repairs are carried out as part of volunteering of urban activists, and the cost and implementation of the charging station was covered by a regional energy company (energy supplier). The staff are also trained so that they can perform various functions. Minimizing capital expenditure and operating costs reduces the burden for the commune. Even a small monthly income from usage fees covers the operating costs of the system and even ensures profitability. This situation allows for a smooth improvement of the service and optimization of the tariff plan without the pressure

related to excessive financial obligations. It is thus a good example for other cities and areas that are interested in implementing similar solutions.

Development of e-carsharing “Flugs”: up to January 2018, Flugs has meanwhile 4 additional locations in the municipalities of East Tyrol and is constantly expanding. In the city of Lienz are now 2 e-cars of Flugs available (enlargement of one additional e-car parking place). Flugs is carried over a regional cooperative, which overtakes the role as unique regional e-carsharing provider in East Tyrol.

4.5.2. Good practice from Poland: BalticBike.pl



BalticBike system is a private initiative that received in 2013 an EU funding of 300 thousand PLN from the EFR - European Fisheries Fund (with the requirement of 50 % co-funding as own contribution). In total, the project implementation costs nearly 700 000 PLN (190,000 €). The system employs 6 fulltime workers and 6 additional workers in summer season. The project was developed in response to the growing demand and expectations of tourists to increase the sustainable mobility in the tourist area. Constantly improved bicycle tourism infrastructure and mobility approach on the Polish and German side is beneficial for the development of initiatives related to bike rental systems. Initially the system was based on 20 bikes and developed from the idea of a single rental place for the needs of a private hotel. To reach the threshold of profitability the system had to significantly increase its scales. At present the system has about 900 bicycles and realizes about 40 000 bike rentals per year. The first rental stations were created in the city of Świnoujście, and nowadays bicycles are available in the towns of Międzyzdroje and Kamień Pomorski.

The BalticBike organizer cooperates with the authorities of the City of Swinoujscie (e.g. reconciliation of stops), the hotel industry, and the German bicycle rental system

UsedomRad (joint promotion and capacity building). The main beneficiaries are tourists visiting the area and spending their holidays here. The vast majority of system users come from Germany. The system offers good quality bicycles (for adults and children) as well as a wide range of accessories for family trips (families with children are one of the main customer groups).

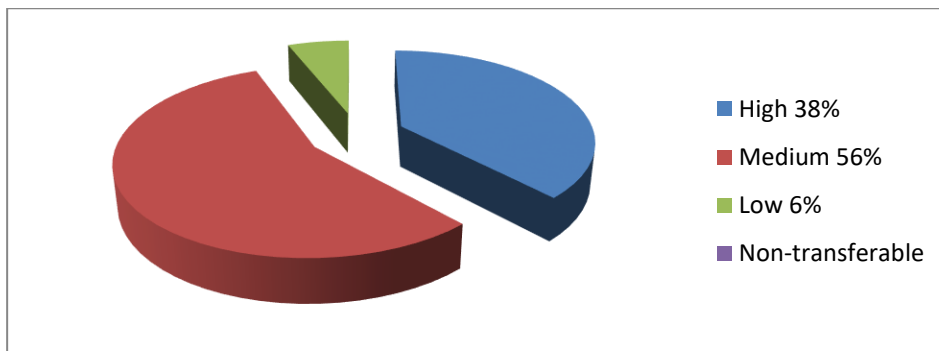
As part of the system, a diversified tariff plan and numerous discounts promoting long-term rentals were developed. Full-time staff are trained in service of the renting point, but also carries out repair, do the maintenance tasks and transports bicycles between stations. Additional workers are employed in the season peak and they are only students who will return to universities after the holiday period. This approach reduces operating costs while guaranteeing a stable employment structure.

The main strength of this good practice is the rising expectations of reducing emissions and protecting air quality in the region because the town of Świnoujście has the status of a health resort. It is a very good example of cooperation between the private sector and the local authorities, as well as of a profitable trans-border cooperation for achieving sustainable mobility in tourism area.

No any weaknesses or threats were envisaged, but the system has some **problems** like facing the seasonality issue (as most of the entities operating in service sector on the seaside area). During the season, it must generate profits to sustain the operating through the rest of the year. Some problems could stem also from the necessity to negotiate with the cities, their units or private entities, about the possibility of locating new bicycle stations.

There are **opportunities** for expanding the system to other coastal cities in the Northern part of Westpomeranian Voivodeship as well as to promote the service to local population in order to be more used in low season.

The transferability is very good, only in some mountain regions of Spain it might be low because of lack of sufficient tourism flow.



In conclusion this good practice shows that such system can be profitable if good marketing is applied. The system does not receive any subsidies or financial support from public funds. Despite the smaller resources to operate and rely on a maintenance system requiring more staff, in 2016, BalticBike registered twice more rent than the UsedomRad system (based on the maintenance-free Nextbike platform operating across the border). This is the result, among other things, of a good matching of the service to the selected tourist target group (families with children). The rental company started operating almost all year round (after summer season mostly serves organized groups and guests of hotels and guesthouses). Thanks to the well-developed technical base, the company can bring bicycles and necessary equipment to the indicated address. In addition, the company provides technical support on the route for people using its services. In the situations when bicycle breakdown on specific routes, the company repairs or exchanges equipment so that the user can continue the trip. It is possible to book a bike online, and there is also a non-cash payment possibility in the company's headquarter in Świnoujście.

4.5.3. Cyclo Tour Spiš bike rental system



Cyclo Tour Spiš bike rental system was established in 2006 in response to the dynamically growing tourist traffic in the area of the Slovak Paradise National Park. Due to the lack of public transport offer or the services of private operators allowing to return from routes or moving between them, a tourist bike rental system was launched to facilitate navigation around the area. Currently, the system has 250 bicycles and three rental stations. The main station is located in Podlesok, the other two stations are located in the Suchá Belá valley and the Kláštorisko clearing.

The system's offer has been prepared in response to the expectations of a growing group of tourists who want to actively explore the area of the Slovak Paradise. The prepared offer provides the possibility of servicing various types of clients (eg. families with children), which is why special bicycles (in different sizes) and appropriate equipment facilitating travel are prepared with them in mind (panniers, baskets, helmets, child seats, travel trailers).

Cyklo Tour Spiš is a private initiative, implemented by a family company (most of the employees, also in the season, are family members). Due to numerous difficulties related to conducting business activity in the area of the National Park, it took about three years to obtain the necessary permits (the operator estimates that during this period he had to obtain about 174 different types of permits and agreements).

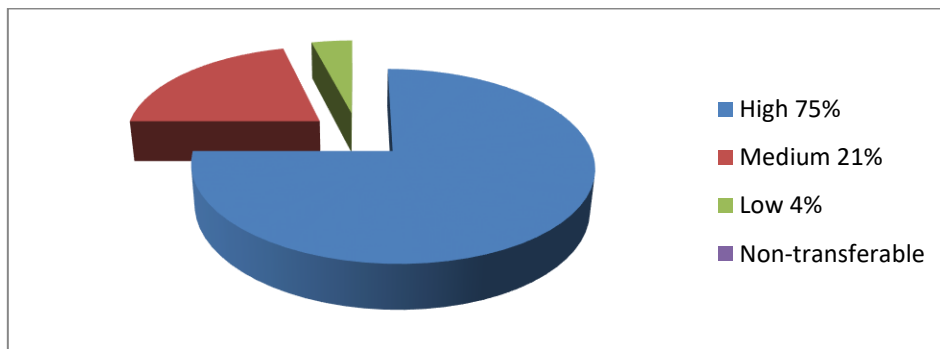
The main **strength** is that the system is profitable, even though it does not use any forms of co-financing from public funds. In the process of implementation and development, it did not use external financial instruments or EU funds.

The system is very flexible and presents a lot of **opportunities**. Operation in the family business model allows for a more flexible approach to estimating service costs and determining the employment structure (eg. during the seasonal period). Cyklo Tour Spiš cooperates with operators and managers of tourist services in the area of the Slovak Paradise National Park. Guests using the accommodation base of hotels and resorts are informed about the offer of tourist bike rental. It also works the other way - hotels can advertise their offer indicating cooperation with Cyklo Tour Spiš. The amount of tourists using the bikes is increasing every year. The system offers also bicycles with children's seats, children's bikes in different sizes, a children's carriage and an attractive tandem bicycle, helmets, handbags and baskets.

The number of bikes is rising and in the future the company would like to introduce also e-bikes.

As **weaknesses** the owner mentioned some legal obstacles - difficulties for obtaining relevant permits and a need to renew them. In long term **threats** stem from the need to maintain the bikes, to support the clients, if the bike brakes down during the trip, to ensure ensuring a sufficient number of bikes for the tourists in peak times. Also transporting the bikes to the starting points causes some problems and is costly.

The **transferability** of bike rental is usually high and already exists in most of the PP-countries.



4.6. Others

4.6.1. Good practice from Bulgaria: Flexible mobility services in Byala



Byala is located 50 km south of Varna and during the high season (May-September) there are a lot of tourists coming to this picturesque town. The tourists spend their holidays using private apartments or available hotels. Some of the guests (mainly from Russia, Ukraine and Belarus)have their own summer flats in hotels in the resort area of the municipality.

One of the main attractions in the area is the museum on Cape St. Athanasius presenting an open-air exhibition of remains of the ancient settlement being a Greek colony, a Roman fortress and an early Christian cult centre discovered during archaeological works.

The distance from the Byala centre to the resort area is 2-5 km and in the past it was covered only by taxis or private cars. In order to limit individual traffic between the centre of Byala and resorts located at the seaside, in 2014 the administration of Byala allowed private owners to offer horse-drawn carriage services (phaetons) for tourists. Actually there are 4 phaetons operating in summer time.

In addition, a limitation of the access to the open-air museum area for private cars was introduced. The reason for that was the intense traffic congestion during the high season. As an alternative, an electric minibus was commissioned in 2015 to regularly bring tourists from the village centre to the museum.

Since 2014, the number of visitors to Byala has increased by over 10%, which may indicate an indirect impact of the implemented transport solutions.

The main strengths of the introduced good practice for seasonal transport are its originality and availability. It is available and affordable to all residents and tourists – the stops are situated in front of the Tourist Information Centre/Municipality as well as at hotels (on demand). It is evident that it meets the local touristic demands and needs for mobility, which is a key element of the high quality of life in the region. It is proven by the permanent increase of the number of visitors (with 10% after 2014). Nearly all of them use the e-minibus and phaetons thus contributing to the green tourism and demonstrating the usefulness of the local good practice.

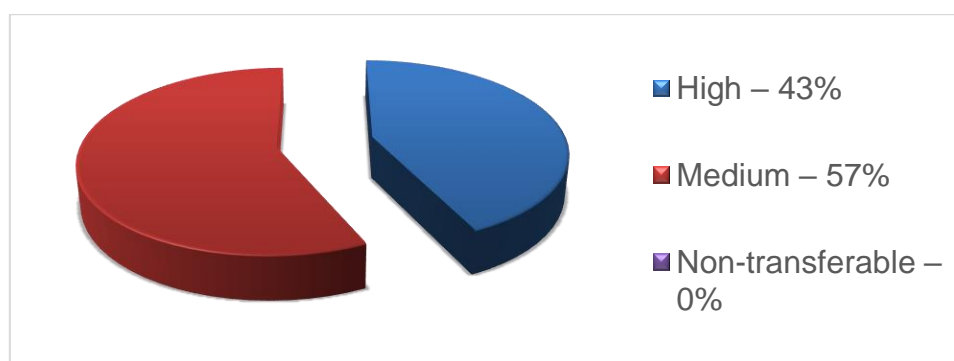
There are still some **weaknesses** as the small capacity of the sustainable transport units insufficient for great number of tourists, the lack of tourist information in foreign languages and also the lack of stops with information about the flexible service

offers, FTS. The parking along the Byala streets is free of charge thus stimulating the visits by car. There are no any possibilities for fast and sustainable transport connections of the town with Varna.

As threats we can mention the difficulties related to the maintenance of the local flexible transport - the batteries' change for the e-minibus and the horses breeding for the phaetons are quite costly.

At the same time there are many **opportunities** for developing further this good practice. As it is giving a positive signal to green tourism and environment because of reduction of emissions, more tourists appreciating the eco-tourism will be attracted to Byala resorts. There is a possibility to increase the number of e-shuttles and phaetons and combine them with other sustainable mobility offers as e-bikes rental, small boats, etc.

The visitors evaluated **the transferability** of this good practice very high. It can be transferred without big investments in every touristic region where the municipality is active enough and works for developing of eco and green tourism.



We can conclude that the launch of the electric bus was possible thanks to the use by the Byala municipality of funds from the Operational Programme "Regional development" (OPRD 2007-2013). The Operational Programme was part of the practical implementation of Priority 4 of the National Programme called "Sustainable Territorial Development", its financing came from the European Regional Development Fund (ERDF). The good practice shows that the local government should be very active in introducing sustainable options for tourism development because the profit is twofold: the service can be considered as an answer to the

problem of depopulation (by job creation) as well as an act of environmental preservation of the maritime area.

5. Summary of the best practices visited

The project participants had the possibility to visit 6 picturesque touristic regions in Europe, very different from each other but presenting interesting practices concerning the “last mile” concept.



The Austrian experience was very profitable for all visitors and they expressed their satisfaction with the visited picturesque sites.

The lessons learned from the Austrian best practices are related to:

- **Overall approach** to touristic product including environmental friendly soft mobility solutions meaning that all stakeholders are aware of the benefits of such integration;
- **Multilateral funding** due to the good policy at all levels (state, regional, local, private) and good cooperation between all stakeholders;

- **Perfect integration** of Last Mile - solutions with the existing Public Transport scheme;
- Creation of **trendy and attractive e-mobility offers**, available for locals and tourists.



The Spanish experience was extremely exciting because we visited a region in Pyrenees that is not well known for foreign visitors. The lessons learned from the Spanish visit were related to:

- **Bringing accessibility** to the less communicated areas (small villages, point of interest, etc.);
- **Overall approach** to preservation of natural parks by reducing the private cars flow and introducing environmental friendly mobility solutions;
- Creation of **attractive and flexible mobility offers**, available for locals and tourists.



The Bulgarian experience was quite unusual and interesting for the visitors. The lessons learned from the demonstrated best practices were:

- ***Bringing accessibility*** to the most visited touristic areas in big resorts as well as in small seaside towns presents high interest and is crucial for tourism development;
- ***First steps to reduce the car traffic*** flow by introducing environmental friendly mobility solutions in tourism areas are made;
- Creation although in a small scale of some ***attractive and flexible mobility offers***, available for locals and tourists, can improve the image of the destination.



The Luxembourg experience was challenging for the visitors and they expressed their satisfaction with the demonstrated flexible transport services. The lessons learned were:

- ***The high level of state funding*** and municipal support in the fields of the flexible transportation is possible in a country with a very high living standard and perfectly developed Public Transport - system like Luxembourg;
- ***The transferability of the FTS*** was evaluated as high mainly by the visitors from Western Europe;
- The evaluations of transferability as “low” are presented by the visitors from Slovakia and Bulgaria mainly because of the lack of state/municipal funding for flexible transport services and lack of skilled unemployed people in these countries.



The Polish experience was very profitable for all visitors, which expressed their satisfaction with the visited maritime resort areas.

The lessons learned from the Polish best practices are related to:

- ***Combination of funding with good business planning and marketing*** due to the good policy at all levels (state, regional, local, private) and good cooperation between all stakeholders;
- ***Good public-private partnership and trans-border cooperation*** resulting in competitive mobility solutions;
- Creation of ***trendy and attractive e-mobility offers***, available for tourists and opening new jobs.



The Slovak experience was very exciting because we visited the mountain region named Slovak paradise that is very picturesque but known mostly by locals and by visitors from neighbouring countries. The lessons learned from the Slovak visit were related to:

- **Overall approach** to preservation of the natural parks by reducing the private cars flow and introducing environmental friendly mobility solutions;
- **Bringing accessibility** to the points of interests and small settlements by creation of **attractive and flexible mobility offers**
- Cooperation between businesses and NGOs.

6. Conclusions – Lessons learned

The process of exchange of experience was very profitable for the project partners and their stakeholders. They learned a lot from the visited best practices and have many new ideas how to implement new flexible transport systems in their own regions. The high level of transferability of the demonstrated flexible services proves this fact. XX% can be directly transferred, XX% could be transferred partially taking into account some regional restrictions, in most cases – legal and only XX% are evaluated as non-transferable. The lessons learned are in the following spheres:

Overall approach to touristic product including soft mobility solutions

We saw many examples of integration of the Public Transport system with local touristic offers (AT, SP, BG, PL). In Austria there was a full integration of the service to the regional Public Transport system (communication, ticketing, funding, etc.) and/or creation of new tourist-oriented services (higher frequency timetable, new destinations to the touristic regions and historical sites, etc.).

Cooperation and multi-lateral funding due to the good policy at all levels (state, regional, local, private) and good cooperation between all stakeholders.

Many examples of fruitful cooperation of FTS providers with municipalities, regional government, central government, tourism offices, transport providers, hotels, and NGOs were demonstrated in all visited countries. Nearly everywhere we saw good examples of Public-Private Partnership.

Benefits in the social sphere

There are many examples of job creation (LU, SP, PL, SK) and social inclusion (AT, BG, LU). The flexible transport systems are a very good example of a comprehensive solution to the problem of the accessibility and social exclusion due to the lack of mobility. The offers are addressed to all groups of users: young and old, singles and families, locals and visitors.

Environmental profit

In all visited regions the implemented flexible transport services give a positive signal to green tourism and environment because of reduction of emissions and noise in tourism areas.

Modern marketing approach.

The accent is on the **attractiveness** of the offer – flexible, available, sometimes free of charge, sometimes with playful elements. Usually there are different loyalty programmes for regular users.

Self-funding systems

Most of the visited good practices were functioning already on a self-funding basis that shows the high level of business-planning and competitiveness of the provided services.

Some general conclusions deriving from the exchange of experience performed in the frames of the LAST MILE project can be made:

The cooperation between the decision makers (regional/local administration) and stakeholders in tourism in transport is crucial for the FTS introduction and maintaining. The transferability of best practices entirely depends on them, but also of the national legal frame.

The study visits have shown that where such cooperation exists and the local service providers are supported by the higher levels of administration, the results are always very promising. Funding should not be neglected, it is important not only during the implementation of the new sustainable last-mile initiatives but also during their exploitation. For providing sustainability funding sources have to be identified during its whole life cycle of the new measures and strong economic calculations should be permanently performed having in mind the social impact of the innovations introduced.

All the best practices that have been demonstrated have a strong contribution to greening of tourism. They have a very positive impact on the environment by reducing the air pollution, noise and congestion thus reducing the carbon footprint of the transport and the recreation activities.

The idea of sharing transport instead of private ownership should be the leading principle in the last mile approach. For successfully introducing the novelties, an expansion of branding policy is necessary in touristic regions thus improving the mobility information for visitors as a basis for increase of the tourism flow. The flexible transport systems should be considered as **car-free and care-free services** for tourists.

Full integration of advanced technologies and modern trends (e-mobility, ITS, combining all public transports into one system, mobile applications, etc.) can help the process of providing information and attract more visitors, which will result in positive economic and social benefits for the local communities.

Annexes

Annex 1 - Best practice from Austria: defMobile – a hailed shared taxi

1. General information	
Title of the practice	<i>defMobil - a hailed shared taxi</i>
Does this practice come from an Interreg Europe Project	YES
Please select the project acronym	LAST MILE
Specific objective	
Main institution involved	<i>Regional Management Osttirol, City of Lienz</i>
Location of the practice	Country <i>AUSTRIA</i>
	NUTS 1 <i>Western Austria – AT3</i>
	NUTS 2 <i>TYROL- AT33</i>
	NUTS 3 <i>EAST TYROL- AT333</i>
2. Detailed description	
Detailed information on the practice	<p>Main problems: Ordinary bus transport is too expensive for municipalities to be financed in a way that reasonable intervals can be achieved. So a financeable and higher frequency mobility offer was developed –the defMobil.</p> <p>Main goals: To provide mobility at reasonable intervals for local residents primarily and for tourists secondarily. To establish a cost-efficient and user-efficient mobility offer for the Deferegggen valley</p> <p>Establishment/running operation: 9 seat bus + 2 bicycles + luggage, Managed by the association defMobil, consisting out of the 3 municipalities of the Deferegggen valley,</p> <p>Booking via phone call (prior), information via the municipalities and various marketing initiatives, no online application for booking, different ticket-options (single ticket, weekly, monthly, yearly ticket –for single person and for family available)</p> <p>Stakeholders involved: Municipalities, the Regional Management East Tyrol (RMO), Ministry of Austria (by funding), BOKU – University of Natural Resources and Applied Sciences as scientific project partner evaluating and</p>

	<p>monitoring the concept</p> <p>Beneficiaries: Local residents (and tourists)</p>
Resources needed	<p>Financing (incl. the partitioning of costs between the municipalities), different perspectives between political parties and decision makers, finding a concessionaire who can make an economically feasible offer,</p> <p>3 municipalities share payment</p> <p>Long term financial strategy is only given when incorporated at the transport authority/provider of the federal state</p>
Timescale (start/end date)	<i>December 2010 - ongoing</i>
Evidence of success (results achieved)	defMobil had until 2016 more than 35.000 users, the service is taken over into national transport association in December 2017, residents as well as tourists gain from the service and is no longer indispensable for the Defereggental valley.
Difficulties encountered/ lessons learned	<i>Acceptance of use needs to be strengthened all the time, it is an awareness raising process; difficulties in long-term financing after subsidies run out, good cooperation with touristic agencies/accommodations is necessary, clear and consequent evaluation of every passenger</i>
Potential for learning or transfer	It is a good system and not so difficult in establishing, however many difficulties particularly concerning the long-term financing after subsidies run out; Difficulties also regarding the integration into public transport service and awareness rising for tourists (only possible with local tourist agencies and hotels etc.)
Further information	<i>http://www.defereggental.eu/page.cfm?vpath=index/defereggental-mobil/defmobil</i>
Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	<i>Nicole Suntinger</i>
Organisation	<i>PP2 Regional Management East Tyrol</i>
Email	<i>n.suntinger@rmo.at</i>
Expert opinion	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

Annex 2 - Best practice from Austria: Flugs – e-car sharing

1. General information		
Title of the practice	<i>Flugs e-carsharing East Tyrol</i>	
Does this practice come from an Interreg Europe Project	YES	
Please select the project acronym	LAST MILE	
Specific objective		
Main institution involved	<i>Regional Management Osttirol, City of Lienz</i>	
Location of the practice	Country	AUSTRIA
	NUTS 1	Western Austria – AT3
	NUTS 2	TYROL-AT33
	NUTS 3	EAST TYROL- AT333
2. Detailed description		
Detailed information on the practice	<p>Main problems: Missing FTS-offer in the city of Lienz, missing innovative mobility offer.</p> <p>Main goals: Sharing instead of owning -> replacing the 2nd car in the households of rural areas; Reducing cars by providing flexible mobility offers such as a shared car; Establishing electric mobility and to lower customer bias and facilitate the trial of E-mobility and E-Cars; Green mobility instead of combustion engine propulsion technology; if extended also touristic effect -> positioning of green touristic offers</p> <p>Main barriers for developing: Funding, financing scheme, marketing & awareness rising, customer-tie, trade-off between adequate financing and an appealing tariff system;</p> <p>Stakeholders: Regional Management East Tyrol, private persons interested in E-Cars/E-Carsharing, the City of Lienz (mayor), private association Verein “Energie ImPulse Osttirol”</p> <p>Beneficiaries: Local residents of Lienz and surrounding area, companies, municipalities, public service sector.</p>	
Resources needed	Initial phase it was supported by state fundings, the operational costs are covered by the revenues from the users. Since 2016 the service was taken over by a regional company who cares for the organization of the system.	

Timescale (start/end date)	<i>April 2015 - ongoing</i>
Evidence of success (results achieved)	It was created to make a step towards the role as frontrunner in E-mobility and Carsharing at regional and rural level and to establish alternatives to 2 nd cars within a household. The car-sharing system is constantly used by locals as well as companies. Extension of additional e-cars in Lienz and surrounding area.
Difficulties encountered/ lessons learned	<i>Acceptance of use need to be strengthened all the time, important is appearance in regional press, it is a awareness raising process;</i>
Potential for learning or transfer	Car-sharing is with regard to a trend with reduced car-ownership a potential means of transport that allows individuals to be mobile without possessing an own car; This especially holds true for cities, but also promises success (if a sound user concept is elaborated) for rural areas in cooperation with companies, public service providers, etc. There is a high standard of service with relatively low workforce (staff trained to perform multiple functions)
Further information	<i>http://e-tirol.at/</i>
Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	<i>Nicole Suntinger</i>
Organisation	<i>PP2 Regional Management East Tyrol</i>
Email	<i>n.suntinger@rmo.at</i>
Expert opinion	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

Annex 3 - Best practice from Spain: FGC train with stops on demand from Lleida to La Pobla

1. General information	
Title of the practice	<i>FGC Train with stops on demand from Lleida to la Puebla (High Pyrenees)</i>
Does this practice come from an Interreg Europe Project	Yes
Please select the project acronym	LAST MILE
Specific objective	
Main institution involved	FCG (Ferrocarrils de la Generalitat de Catalunya and the Catalonia Government.
Location of the practice	Country <i>Spain</i>
	NUTS 1 <i>East of Spain (ES 5)</i>
	NUTS 2 <i>Catalonia (ES51)</i>
	NUTS 3 <i>Lleida (ES513)</i>
2. Detailed description	
Detailed information on the practice	<p>Sustainable travelers often face bottlenecks on the last link of their journey, e.g. the distance between the regional railway station and accommodations. Experiences have shown that a demand-responsive transport service embedded in the trunk net of regular public transport is a thankful enhancement in many cases: to cover the "last mile" in the travel chain of tourists and to provide an alternative to car use for the inhabitants` daily ways. The Catalanian Government wants to attract more tourists and to facilitate the mobility of the local population in the High Pyrenees. Train with stops on demand (FGC) from Lleida to La Pobla was launched for this purpose. The main characteristics are:</p> <ul style="list-style-type: none"> • Fixed route and regular timetable. Stops on demand between fixed stops. • Integration and coordination with the fast train to Barcelona (AVANT and AVE high speed trains between Lleida and Barcelona and Lleida and Madrid) • Timetable based on actual train demand, with no services at times of least demand or when routes are covered by buses • Coordination with the other forms of public transport (connection between train and busses) • Constant quality control measured on a daily basis • The rail staff are being trained to perform multiple functions, which

	<p>optimizes the work and minimizes the workforce (good example for other regions)</p> <ul style="list-style-type: none"> • Special adjustments of couch for the disabled people • Special adjustments of platforms well-fitting bikers needs. <p>The stakeholders are FCG (Ferrocarrils de la Generalitat de Catalunya and the Ministry of Territory and Sustainability of Catalonia. The main beneficiaries are the local inhabitants and tourists.</p>
Resources needed	<i>State funding from the budget of the Catalanian Railway Company.</i>
Timescale (start/end date)	<i>Permanent service since 2014.</i>
Evidence of success (results achieved)	<i>The train line is constantly used by locals and tourists.</i>
Difficulties encountered/ lessons learned	<i>Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i>
Potential for learning or transfer	<p><i>This practice is interesting for other regions, because:</i></p> <ul style="list-style-type: none"> • It brings accessibility to the less communicated areas (small villages, point of interest), • It is a 'custom made' solution – very well examined and diagnosed needs of users with the right cost effective approach • It offers integration with other transport systems • There is a high standard of service with relatively low workforce (staff trained to perform multiple functions) • It applies a holistic approach with well defined aims and goals for implementing FGC on many levels (improvement to the stations, new sale and validation systems, marketing campaign, associated tourism packages, plan for historical building renovations etc.)
Further information	http://leidalapobla.fgc.cat/
Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	Lara Medina
Organisation	Ministry of Territory and Sustainability of Catalonia
Email	
Expert opinion	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

Annex 4 - Best practice from Spain: Val de Boi taxi

1. General information	
Title of the practice	<i>4x4 Shuttle Taxi services at Aigüestortes National Park</i>
Does this practice come from an Interreg Europe Project	Yes
Please select the project acronym	LAST MILE
Specific objective	
Main institution involved	<i>Taxi drivers association from Boi Valley</i>
Location of the practice	Country <i>Spain</i>
	NUTS 1 <i>East of Spain (ES 5)</i>
	NUTS 2 <i>Catalonia (ES51)</i>
	NUTS 3 <i>Lleida (ES513)</i>
2. Detailed description	
Detailed information on the practice	<p>Some years ago, there were lots of cars trying to get to the Boi Valley, especially on weekends. The first decision that was taken to reduce this problem was to allow the car entrance into the National Park but only until 10 o'clock in the morning. But there were many problems with this decision, especially with vehicles arriving at 10.05.</p> <p>Finally, on 1994 the city council and the National Park authority, with the support from the Catalan Government, decided to forbid the entrance into the National Park by private vehicles, (except for citizens from the Boi Valley and disabled people). At the same time it was created a taxi drivers association at the Boi Valley in order to take people from the town to the National Park by 4x4 vehicles. Since then, vehicles must be left at the parking areas. Visitors can ask for a taxi service at the tourist office and when the taxi is full (they can take 7 people and the driver) the vehicle gets them into the National Park.</p> <p>The taxi association does not receive public funding, they work as a cooperative and share benefits.</p> <p>Since this measure was implanted and the taxi services established, the visitors at the national park have increased more than a 10% each year.</p> <p>The stakeholders are: the city council from la Vall de Boi, the taxi drivers</p>

	<p>association from la Vall de Boi, the Aigüestortes National Park authority and the Ministry of Territory and Sustainability of Catalonia.</p> <p>At the same time the taxi drivers from la Vall de Boi provide private services for locals.</p>
Resources needed	Nowadays there are 19 shuttle 4*4 taxis. They need to be 4*4 because of slopes and winter weather.
Timescale (start/end date)	Permanent service since december 1994
Evidence of success (results achieved)	<i>This service is very used by visitors especially in spring and summer.</i>
Difficulties encountered/ lessons learned	At the beginning there was quite a bit of disappointment and annoyance from visitors that were not allowed to get with their own car into the National Park but after the years it has been demonstrated that the Park without cars is much more pleasant. In fact the number of visitors is growing year by year.
Potential for learning or transfer	<p><i>This practice is interesting for other regions, because:</i></p> <ul style="list-style-type: none"> <i>It allows stopping vehicles from getting into the National Park and protecting the area from air and noise pollution, but at the same time offers the possibility to provide accessibility to visitors in a more sustainable way.</i> <i>It is a solution that does not need funding, the taxi association shares the earnings from ticket fares between its members.</i>
Further information	http://www.taxisvalldeboi.com/eng/index.htm
Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	Lara Medina
Organisation	Ministry of Territory and Sustainability of Catalonia
Email	lara.medina@gencat.cat
Expert opinion	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

Annex 5 - Best practice from Bulgaria: Fast seasonal bus line 209 (Varna Airport to Golden sands)

1. General information	
Title of the practice	<i>Fast seasonal bus line 209 (Varna – Golden sands resort)</i>
Does this practice come from an Interreg Europe Project	No <i>[Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]</i>
Please select the project acronym	LAST MILE
Main institution involved	Varna Municipality
Location of the practice	Country <i>BULGARIA</i>
	NUTS 1 <i>BG3 – North and east Bulgaria</i>
	NUTS 2 <i>BG33 – Northeast region</i>
	NUTS 3 <i>BG331- Varna District</i>
2. Detailed description	
Detailed information on the practice	<p>During the high season (May-September) there are a lot of tourists coming to Varna seaside resorts (Evksinograd, Sv. Konstantin and Helena, Sunny Day and Golden sands). The visitors use to arrive by plane, by train or by bus and have to travel the last mile to the Golden sands resort by Varna public transport. The regular bus line from the city centre to the resort area is used by local people and is mostly overcrowded and stops to about 50 stops on the itinerary bringing citizens to their homes. It is very long and uncomfortable for tourists travelling with their luggage.</p> <p>The fast temporary line 209 has 10 stops and goes from the airport (with stop at city centre close to the railway station) directly to the resort area. There are stops inside in the resorts where the hotels and the main attractions are situated. It runs from 5:30 h. till 22:40 h. and is very useful and appreciated by the tourists. The cost of the tickets is different according to the distance (from €0.5 for the city area up to €1.5 to the Golden sands).</p> <p>The stakeholders are the Varna municipality and the transport providing company. The main beneficiaries are the tourists but also local people during the summer season, who goes to their summer villas along the seaside or go to the beach during the holidays.</p>
Resources needed	n/a

Timescale (start/end date)	01 June 2016 – ongoing
Evidence of success (results achieved)	The observations for the first season in 2016 showed that bus line is very successful and used by all the tourists.
Difficulties encountered/ lessons learned	As for all PT in Varna, only single tickets are sold inside in the buses, which is not very useful for tourists. It is not possible to buy a card for several days or a week and to use it during the stay in the resort. There are no any family or group tickets.
Further information	http://www.gtvarna.com/209b
Contact details [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
Name	Mladen Ivanov
Organisation	Varna Municipality
Email	Ivanov.parkingi@gmail.com

Annex 6 - Best practice from Bulgaria: Flexible mobility services in Byala

1. General information		
Title of the practice	<i>Flexible mobility services in Byala (open air e-minibus and phaetons with horses)</i>	
Does this practice come from an Interreg Europe Project	No <i>[Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]</i>	
Please select the project acronym	LAST MILE	
Main institution involved	Byala Municipality	
Location of the practice	Country	BULGARIA
	NUTS 1	BG3 – North and east Bulgaria
	NUTS 2	BG33 – Northeast region
	NUTS 3	BG331- Varna District
2. Detailed description		
Detailed information on the practice	<p>During the high season (May-September) there are a lot of tourists coming to Byala for holidays. Some of the guests have their own summer flats in hotels in the resort area of the municipality. The distance from the Byala centre to the resort area is 2-5 km and in the past it was covered only by taxis or private cars. The same means of transport were used for visiting since 2014 the restored and opened for visitors Late Antique Fortress at Cape Sv. Atanas representing the biggest tourist attraction in Byala.</p> <p>In 2014 the Byala municipality allowed private citizens to offer transportation with phaetons with horses and next year under a project funded by OPRD a e-minibus for site-seeing was purchased and launched during the summer season. There are 4 phaetons operating in summer time.</p> <p>The stakeholders are the Byala municipality, the Municipal Cultural Institute and the Historical Museum of Byala. The main beneficiaries are the tourists and the owners of summer houses and flats in the municipality who goes to the beach during the holidays.</p>	
Resources needed	n/a	
Timescale (start/end date)	01 June 2014 – ongoing	
Evidence of success (results achieved)	The number of visitors of Byala increased with 10% after 2014. Nearly all of them use the e-minibus and phaetons thus demonstrating the usefulness of the	

	local sustainable transportation. The access by cars to the Antique Fortress is forbidden.
Difficulties encountered/ lessons learned	The maintenance of the e-bus is difficult because the recharge of the batteries is expensive and the demand is very high. The minibus is too small for all tourists willing to use it (only 8 places).The same is valid for the phaetons – their number is not sufficient for all visitors willing to use them but the maintenance of horses is quite expensive and this private initiative is not supported by any state body.
Further information	http://www.byala.org/
Contact details [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
Name	Kostadin Samardjiev
Organisation	Byala Municipality
Email	samardzhiev@mail.bg

Annex 7 - Best practice from Luxembourg: BUMMELBUS

1. General information		
Title of the practice	<i>Bummelbus</i>	
Does this practice come from an Interreg Europe Project	No	
Please select the project acronym	LAST MILE	
Specific objective		
Main institution involved	<i>Luxembourg's municipalities</i>	
Location of the practice	Country	<i>Luxembourg</i>
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>Bummelbus is a combination of a social project and a mobility supply filling gaps in the mobility in some Luxembourg provinces. It is a dial-a-bus service, operating in the entire "Ösling" region. The project is co-financed by the Ministry of labor, Employment and the Social Economy.</p> <p>Bummelbus is a social project occupying long-time unemployed people. Drivers' employments are limited on 2 years. The aim is to re-educate them for being drivers and to make them fit for the job market. The other aim is to offer a mobility service, especially for elderly people and for those deprived of public transport, but now the offer is for everybody. At the beginning it was implemented in a few municipalities and later it was expanded to the whole north part of Luxembourg.</p>	
Resources needed	70% funded by the State because it provides training and occupation as drivers for unemployed people. The rest is covered by funding from the part of the municipalities and the income from tickets sold.	
Timescale (start/end date)	Since July 2001	
Evidence of success (results achieved)	The project covers 40 municipalities of the north part of the country with 82 000 inhabitants. The buses are constantly used by locals and tourists. Children are an important user group, the minimum age for passengers is 4 years; Bummelbus is often requested by parents to give their children a save lift; comfort for parents who can save rides.	

	The vehicle park of the project at present consists of 47 mini-buses and vans. Only in the 2016 the project of Bummelbus was giving a job to 190 long-term unemployed job seekers.
Difficulties encountered/ lessons learned	Relevance for tourism: would only make sense if Bummelbus could be enhanced to a national system including all Luxembourg territory, but this task cannot be fulfilled by a private company in the point of view of the operators.
Potential for learning or transfer	Bummelbus could be enhanced to a national system including all Luxemburg regions. This would require an overall communication/information/marketing strategy in which the tourism branche/tourism companies play an important dissemination role. It could be transferred easily, but usually the private PT companies are afraid of competition.
Further information	http://www.fpe.lu
Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	Pit Winandi – Managing Director
Organisation	NGO "Forum pour l'emploi a.s.b.l."
Email	bummelbus@fpe.lu
Expert opinion	<i>[500 characters]</i> <i>[Technical: to be filled in by the Policy Learning Platforms experts]</i>

Annex 8 - Best practice from Luxembourg: NIGHTRIDER

1. General information	
Title of the practice	<i>Nightrider</i>
Does this practice come from an Interreg Europe Project	No
Please select the project acronym	LAST MILE
Specific objective	<p><i>Drop-down list of the 6 specific objectives</i></p> <p><i>[Technical: In case a project is selected, the specific objective is automatically completed]</i></p>
Main institution involved	<i>Luxembourg's municipalities</i>
Location of the practice	Country <i>Luxembourg</i>
	NUTS 1
	NUTS 2
	NUTS 3
2. Detailed description	
Detailed information on the practice	<p>This is a classical demand responsive service with subsidies from the municipalities operated by a local bus operator closing the public transport supply gap during the night. The Nightrider serves local population willing to go to parties, concerts, restaurants, etc. by night.</p> <p>It operates all over Luxembourg and has around 40 000 passengers a year. The system was created together with the Ministry of transport and had financial support for the first 4 years of operation, now it operates without subsidies.</p> <p>Beneficiaries of the project are younger residents of the Luxembourg state, particularly of those areas that lack access to public transport as well as passenger cars and those who wish to abandon individual motoring.</p> <p>At the beginning, people could pay cash in the bus, which caused difficulties like the risk for the driver to get robbed. It was also difficult to make contact with the users, when the bus is at the arranged place. Now users send an SMS ten minutes before they have to take the bus. A "night-card" is handled by each community individually (they set the price). The service can be used by everybody, also by tourists without "night-card", then they pay by kilometer (around 1,3 € / km for passengers).</p>
Resources needed	The system was created together with the Ministry of Transport which provided

	a financial support for the first 4 years of operation. Now a private company Flexibus offers this service. Municipalities can offer their inhabitants special cards, which allow them to pay less for the trips and the municipality is paying to the operator the difference of the price.
Timescale (start/end date)	Operates since 2005
Evidence of success (results achieved)	The practice is considered as good, because they provide locals with the possibility to go out by night without car thus preventing accidents from drunken car drivers. The buses are constantly used by locals and tourists and the number of passengers is 40 000 per year. The Night rider has transported 450 000 passengers since the launch and it has more than 10 500 fans on the Facebook – thus it appears to be very popular. For regular customers there is also available a Night Card, which is a travel card that offers unlimited transportation by the Night Rider for a very favourable fixed price. More than 60 municipalities of Luxembourg have signed the Night Card.
Difficulties encountered/ lessons learned	If the area is very large and sparsely populated, the cost-coverage could be very poor. They should concentrate on central areas of the region and only along corridors in the remaining area, maybe demand responsive service based on a time table. An operator should be willing to be on standby the whole night. Especially in rural areas demand may be very limited
Potential for learning or transfer	Already today youth residing in rural areas organise a taxi or a driver for their leisure late night activities. If the costs are not too high, this service will have a positive impact on safety and security and could be transferred to other countries and regions.
Further information	http://www.sales-lentz.lu/en/individuel/flexibus
Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	GuyThinnes
Organisation	Sales-Lenz Group Ltd
Email	Tel.(+352) 2 36 26 - 1
Expert opinion	<i>[500 characters]</i> [Technical: to be filled in by the Policy Learning Platforms experts]

Annex 9 - Best practice from Poland – BalticBike

5. General information		
Title of the practice	<i>BalticBike.pl – Tourist bike rental system</i>	
Does this practice come from an Interreg Europe Project	No <i>[Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]</i>	
Please select the project acronym	LAST MILE	
Main institution involved	<i>BalticBike.pl - Private company</i>	
Location of the practice	Cou ntry	<i>Poland</i>
	NUT S 1	<i>PL4 (Region Północno-Zachodni)</i>
	NUT S 2	<i>PL42 (Zachodniopomorskie)</i>
	NUT S 3	<i>PL428 (Szczeciński)</i>
6. Detailed description		
Detailed information on the practice	<p>The system was developed in response to the growing demand and expectations of tourists to increase ways of mobility in the tourist area. Constantly improved bicycle tourism infrastructure and mobility approach on the Polish and German side is beneficial for the development of initiatives related to bike rental systems. The system development fits also in the rising expectations of reducing emissions and protecting air quality (the town of Świnoujście has the status of a health resort).</p> <p>Initially the system was based on 20 bikes and developed from the idea of a single rental place for the needs of private hotel. To reach the threshold of profitability system had to significantly increase its scales. At present the system has about 900 bicycles and realizes about 40 thousand bike rentals per year. The first rental stations were created in the city of Świnoujście, now bicycles are available in the towns of Międzyzdroje and Kamień Pomorski. It is planned to develop into other coastal cities.</p> <p>The BalticBike organizer cooperates with the authorities of the City of Swinoujscie (eg reconciliation of stops), the hotel industry, and the German bicycle rental system UsedomRad (joint promotion and capacity building). The main beneficiaries are tourists visiting the area and spending their holidays here. The vast majority of system users come from Germany. The system offers good quality bicycles (for adults and children) as well as a wide range of accessories for family trips (families with children are one of the main customer groups).</p>	
Resources needed	For the project development BalticBike system received in 2013 an EU funding of 300 thousand PLN from the EFR - European Fisheries Fund (with the requirement of 50 % co-funding from the own resources). In total, the project implementation cost nearly 700 thousand PLN (190,000 €). System employs 6 fulltime workers with 6 additional in summer season.	
Timescale (start/end date)	2009 – ongoing	
Evidence of success (results achieved)	Operating system is profitable. The system does not receive any subsidies or financial support from public funds. Despite the smaller resources to operate and rely on a maintenance system requiring more staff, in 2016, BalticBike registered twice more rent than the UsedomRad system (based on the maintenance-free Nextbike platform operating across the border). This is the result, among other things, of a good matching	

	of the service to the selected tourist target group (families with children).
Difficulties encountered/ lessons learned	One of the problems is the seasonality issue faced by most of the entities operating in service sector on the seaside area. During the season, it must generate profits to sustain the operating through the rest of the year. As a private company it must negotiate with the city, its units or private entities, the possibility of locating a bicycle station.
Further information	<i>www.balticbike.pl</i>
Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	<i>MR Michał Barkas – co-owner</i>
Organisation	<i>BalticBike.pl</i>
Email	<i>info@balticbike.pl</i>
Expert opinion	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

Annex 10 - Best practice from Poland – Rewal narrow gauge railway

7. General information		
Title of the practice	Seaside Narrow Gauge Railway in Rewal Municipality	
Does this practice come from an Interreg Europe Project	No [Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]	
Please select the project acronym	LAST MILE	
Main institution involved	Seaside Narrow Gauge Railway - limited liability company owned by Rewal Municipality	
Location of the practice	Country	Poland
	NUTS 1	PL4 (Region Północno-Zachodni)
	NUTS 2	PL42 (Zachodniopomorskie)
	NUTS 3	PL428 (Szczeciński)
8. Detailed description		
Detailed information on the practice	<p>The proposed solution in the form of a seaside narrow-gauge railway is aimed at combining the tourism potential of the area with the transport system. The system is an alternative to private cars, which are used as the primary means of transportation for travel around the area. The municipality is inhabited by about 3500 inhabitants, while in the high season the area is occupied by nearly 80 thousand visitors. As a result, the municipality faces many communication problems, especially with congestion and parking places capacity.</p> <p>The narrow-gauge railway connects the largest villages in the municipality. Most of the inhabitants live from the tourist traffic. During the summer season (from May to September) railway performs 5 trips on the route Trzesacz-Pogorzelica (the main touristic part of the line has about 10 km). The transport offer is directed mainly to tourists. The railway also cooperates with the municipal bike rental system (Rewal Bike System) and offers free transport of rented bicycles.</p> <p>The main stakeholders and beneficiaries cooperating within the solution are local operators of tourist attractions. Within the scope of cooperation, tourist packages are being built, which combine transport offer with access to attractions (system of mutual discounts for services). Entrepreneurs inform about overall offer of other operators. The connection of the municipality villages by the transport system allows for the common information and promotion strategies and building of the transboundary recognition of the area.</p>	
Resources needed	The total cost of revitalization of the narrow-gauge line was nearly 46 million PLN, of which almost 15.5 million was the co-financed under the Regional Operational Program of the Westpomeranian Voivodeship for the years 2007-2013. Most of the remaining funds were the own resources of Rewal Municipality. More than 2 million of the overall amount was spent on the modernization and purchase of rolling stock, the remaining funds were allocated to the infrastructure (rails, train stations, powerlines).	
Timescale (start/end date)	April 2013 – ongoing	
Evidence of success (results achieved)	Since the launch of the seasonal connection the annual increase in passenger traffic is noted. In the season 2016 from the beginning of May to the end of September 158 844 people travelled by train. It was over 7964 more than in year 2015. It is also worth noting that the company's income grew by 2016, and at the end of the season income was 19% higher than in the previous year. Since launch in 2014 the operator, carried over 500	

	thousand passengers.
Difficulties encountered/ lessons learned	The biggest problem was the delay in the implementation of the investment caused, among other things, by the use of modern technology - non-contact bars. This is a modern, very unique method, never used on narrow gauge railways in Poland. Selected contractor due to implementation problems delayed the schedule of works. Eventually, the investment was extended by nearly two years.
Further information	www.kolej.rewal.pl
Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	MR Janusz Cetera - president
Organisation	Nadmorska Kolej Wąskotorowa Sp. Z o.o. (Seaside Narrow Gauge Railway GmbH)
Email	kolej@rewal.pl
Expert opinion	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

Annex 11 - Best practice from Slovakia – Nostalgic train

9. Good practice general information		
Title of the practice	<i>Nostalgic train – rides to beauties of Košice region and surroundings</i>	
Does this practice come from an Interreg Europe Project	No <i>[Technical: Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]</i>	
Please select the project acronym	LAST MILE	
Location of the practice	Country	<i>Slovakia</i>
	Region	<i>Košice</i>
	City	<i>Košice</i>
10. Detailed description		
Short summary of the practice	<i>Nostalgic train is an alternative to individual car to visit touristic attractions by public transport in the areas where regular railway transport was stopped.</i>	
Detailed information on the practice	<p>As a passenger transport was stopped on some regional railway lines and the only way to reach touristic attractions in these areas were individual cars, a new transport possibility was introduced to tourists through “event trains”. On selected regional routes, nostalgic “event” trains have meaning only as seasonal tourist traffic (from May until September). In some particular cases it is even interesting to have regular rides during the high season. It is attractive to make these regions accessible by railway again. Travelling by nostalgic trains provides tourists with whole different experience than travelling by own car - it attracts the attention of many people.</p> <p>Children's Railway Košice civic association provides train rides to a previously pre-arranged events / routes to reach touristic attractions. 70% of all the events are their own and 30% are responds to requests of others. Unfortunately, the association is not able to respond to all requests. At the beginning the activities were carried out by Historic Rolling Stock Club, at the moment all the activities are carried out by Children's Railway Košice civic association.</p> <p>The main stakeholder of the practice is Children's Railway Košice and the main beneficiaries are from 80% inhabitants of Košice city. Beneficiaries cooperating within this practice are also local operators of tourist attractions. Within the scope of cooperation, tourist packages are being built, which combine transport offer with access to attractions.</p>	
Resources needed	<p>Generally 10 persons participate in setting up the event ride but during the ride alone 6 people are necessary. 4 people are responsible for preparation and maintenance of the technical park in general. A large amount of people work on voluntary basis.</p> <p>Fares for event trains depend on the distance.</p>	
Timescale (start/end date)	2009 - ongoing	
Evidence of success (results achieved)	<p>The practice is considered as good as the interest for the event rides is increasing each year and the association is not able to satisfy the interest of all due to its other activities within the narrow gauge railway and due to difficulties mentioned in “challenges encountered”.</p> <p>At the beginning there were only 2 rides in 2009 and in 2017 the number of rides increased up to 16. The train usually consists of 3 carriages with capacity of 45 persons each.</p>	
Challenges encountered (optional)	<p>Technological challenges - technology is old, it needs to be repaired often.</p> <p>Personal - more people and professionals are needed.</p>	

	<i>Financial – more funds would help.</i>
Potential for learning or transfer	The practice can potentially be interesting for other regions where passenger transport was stopped on some regional railway lines. As this happened on some regional railway lines at the Eastern part of Slovakia and the touristic attractions were not possible to reach by regular train, an initiative with event rides was launched in the year 2009. At the beginning only 2 rides were introduced, gradually the number of rides increased and in 2017 the number of rides increased up to 16. The evidence of rising number of rides shows us that the practice is a little success within the region and could be transferred to other regions.
Further information	<i>Link to where further information on the good practice can be found</i> http://www.detskazeleznica.sk/
Keywords related to your practice	<i>Event ride, nostalgic train</i>
Expert opinion	<i>[1500 characters] [to be filled in by the Policy Learning Platforms experts]</i>

Annex 12 - Best practice from Slovakia – CykloTourSpiš

11. Good practice general information		
Title of the practice	CykloTourSpiš - Tourist bike rental system	
Does this practice come from an Interreg Europe Project	No [Technical: Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]	
Please select the project acronym	LAST MILE	
Thematic objective of the practice	Drop-down list of the 6 specific objectives	
Geographical scope of the practice	Select National/Regional/Local	
Location of the practice	Country	Drop-down list
	Region	Drop-down list
	City	Drop-down list
12. Detailed description		
Short summary of the practice	The bike rental system within the national park helps to overcome the last mile of tourists that are not prepared for long hiking trails.	
Detailed information on the practice	<p>The system was developed in response to the growing number of tourists with lack of information about the hiking trails. Some of the tourists coming to Slovak Paradise National Park were not aware of the length of the hiking trails. Coming to the end of the trail they wanted to call a taxi or they asked when the bus will come. Having a possibility to use bicycles made the way back easier. The final stop is at Podlesok (beginning and end point of different hiking trails) where they can use a public transport – bus to continue their way back home. Another service is a possibility to be transported by microbus to the saddle of Kopanec road and have a 16 km long downhill ride.</p> <p>At present the system has around 300 bikes, the main rental base is at Podlesok where tourists start their hiking and 2 others are at Kláštorisko and on the top of Suchá Belá. From these 2 points can tourists ride a bike back to Podlesok. The CykloTourSpiš also cooperates with operators of hotels and guesthouses in Slovak Paradise so tourists can also rent bikes this way.</p> <p>The main stakeholder is the private company CykloTourSpiš and main beneficiaries of the practice are tourists coming to Slovak Paradise and hotel and guesthouses operators.</p>	
Resources needed	The system did not receive any national and EU funds. It started as a small family business and all members of the family help with the business during the season. It operates from 1st of May until the end of October. Price for rental of 1 bike is 5,- €. Price for transporting the bike to the saddle of Kopanec road and have a downhill ride is 10,- € per person. The off season is used for maintenance of the bikes.	
Timescale (start/end date)	2006 - ongoing	
Evidence of success (results achieved)	<p>Operating system is profitable. The system does not receive any subsidies or financial support from public funds. The amount of tourists using the bikes is increasing every year. The system offers also bicycles with children's seats, children's bikes in different sizes, a children's carriage and an attractive tandem bicycle, helmets, handbags and baskets.</p> <p>The number of bikes is rising and in the future the company would like to introduce also</p>	

	e-bikes.
Challenges encountered (optional)	It took 3 years (174 permits from different subjects) to get all the relevant permits for starting the business with bike rental within the national park It is necessary to have these permits renewed every 2 years.
Potential for learning or transfer	The practice can potentially be interesting for other regions with national parks to start the bike rental system and to overcome the bureaucracy in permitting the service.
Further information	<i>Link to where further information on the good practice can be found</i> www.facebook.com/cyklotourspis.pozicovnabicyklov
Keywords related to your practice	<i>Bike rental</i>
Expert opinion	<i>[1500 characters] [to be filled in by the Policy Learning Platforms experts]</i>