



SEEMORE STRATEGIES HANDBOOK

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1 ABOUT THE SEEMORE PROJECT

1.1 Project Summary

SEEMORE shows that regional actors in 8 European coastal tourist regions are able to change the travel behaviour of visitors within their regions towards more sustainable transport modes. The main objectives of the project are to:

- Increase visitors' awareness of sustainable mobility;
- Strengthen the co-operation between mobility and tourism sectors;
- Shift travel behaviour of tourists to sustainable transport modes; and
- Communicate and transfer experiences to other tourist regions.

1.2 The SEEMORE consortium

Project Partner	Country
CINESI Transport Consultancy (Coordinator)	Spain
Mallorca Transports Consortium	Spain
Trivector Traffic AB	Sweden
Association of Local Authorities Fyrbodol	Sweden
FGM-AMOR Austrian Mobility Research	Austria
Common Europe Pomeranian Association	Poland
Municipality of Choczewo	Poland
Sustainable Development of Civil Society Club	Bulgaria
Province of Forli-Cesena	Italy
Central European Initiative	Italy
Limassol Tourist Development and Promotion Co Ltd	Cyprus
Stratagem Energy Ltd	Cyprus
Horários do Funchal Public Transport	Portugal
Local Councils' Association	Malta

Table 1 – SEEMORE partners

2 GLOSSARY

Abbreviations provided in this report

Abbreviation	Full name
PT	Public Transport
CSDCS	Sustainable Development of Civil Society
SUMP	Sustainable Urban Mobility Plan
CTM	Concorci Transports Mallorca
EC	European Commission
EU	European Union
LCA	Local Councils' Association of Malta
Apps.	Mobile applications
NTS	National Transfer Seminar

Table 2 - Abbreviations used

3. Revision and peer review history

Version Number	Date	Comments	Peer reviewed by (Name, Organisation)
1.0	26.02.2015	First draft sent for peer review	CINESI
1.1		Second draft	HF

Table 3: document revision and peer review history

4 WHY A STRATEGY HANDBOOK?

The objective of this handbook is to provide information and practical advice based on 8 regions experience in handling a European project dedicated to change tourist's mindset with regard to sustainable mobility habits for leisure. To implement such a project it is firstly important to make a positive impact on the way transport and tourism sectors regard each other as they are often reported to be set apart. This handbook reports this work, showing how the 8 regions of SEEMORE put in motion assorted strategies to cope with common problems to be solved in quite different way.

More practically, the handbook – addressing local and regional authorities at tourist destinations in Europe, mobility providers, hotels and leisure attractions – collides several testimonials with an overview on how the framework conditions in each of the 8 regions have modified during this 3 year project. The method used for collecting data about the main experiences described by regions was through the development of a small group discussion during SEEMORE strategic conclusions and future strategies in the 7th project meeting, held in Malta on the 28th of January of 2015.

5 MAIN REGION STRATEGY

5.1 Main SEEMORE actions

5.1.1 Local Implementation Focus

Better information enabled a better promotion of the touristic destination. Several measures were implemented to achieve better promotion during the SEEMORE project, but the focus in each region was on providing better sustainable mobility information. **Limassol** has focused on providing information through the mobility brochure, info kiosks, bus stop banners, hotel reception desks, press releases/articles and on the Internet. In **Malta**, the most effective actions vis-à-vis tourists have been the tourist information package and the cooperation with long distance transport providers. In **Dobrich** initially measures focused on information and awareness, after those other kinds of measures have followed. It is important to notice that in this Bulgarian region, it was the first time that mobility measures were put in the decision maker agenda.

The driving force that led **Madeira** to adhere to SEEMORE was to focus on public transportation, as the PT operator was the main project beneficiary but also because in the project vision, the regional stakeholders identified the public transport as the mode where there would be more room for modal shifting among tourists. **Mallorca** has also promoted the use of PT service for the main tourist destinations and improve tourist information about sustainable mobility options. **Bohuslän** developed better possibilities to travel with public transport, created new ticket options (combined PT + attraction), deployment of bikes on train, distribution of a bike-map and creation of an innovative exchange platform for tourism and mobility employees. **Pomerania** promoted the use of sustainable modes through the media banners and did a strong effort to put mobility in tourist agenda and vice versa.

In all cases the success of measures was a result of the cooperation between the government and the stakeholders involved. In **Province Forli-Cesena** the best measure has precisely been the setting up of the Local Working Group. In fact, actors from the tourism and transport fields did not use to interact and, thanks to SEEMORE, they became aware of each other's problems and difficulties and tried to find common solutions such as the new routes tailored to tourists' needs which were implemented during the summer period.

5.1.2 Progress in regional authorities regarding SEEMORE objectives

The SEEMORE experience allowed regional authorities to adopt new ways of looking at the relation between tourism and mobility sector and to recognize that both sectors share interrelated goals and should share same resources. Through a series of soft measures, SEEMORE in **Limassol** proved that positive changes can be made towards sustainable mobility with a significant impact with a stronger link between tourism and mobility sectors, sharing information, resources and tools. In **Bohuslän**, the SEEMORE project progress was driven by the will of the PT authority but nowadays there are already regular contacts between sectors within the region of Vestra Gotaland that were not previously existent. In **Dobrich**, despite the political uncertainty on both national and local level during the SEEMORE period, local governments are now more aware sustainable mobility options and how to relate transport and tourism at once. In **Mallorca**, protocols were established between the regional and local level and tourism and transport sectors. In **Madeira**, the political spectrum was fairly stable during SEEMORE project lifetime at a regional level, but unstable at municipal level, as the 2011 elections turn to left wing coalitions in most of the municipalities. These circumstances have led to several delays, as the steering committee led by the PT Operator expected to count on the municipalities support to implement the measures. Nonetheless, both local and regional authorities recognize the importance to join the mobility and tourism and after the project implementation, they will sought to find new project opportunities to maintain current synergies in motion. In **Malta**, the support of the Bicycle Advocacy Group has been a key factor to give a special boost to the project actions. This group grants important support to achieve project objective and its action was relevant to motivate stakeholders platform. In **Forli-Cesena** the project team has had a very positive feedback from the coastal municipalities involved in the project, as well as from the PT operator.

Apart of this general consensus, **Pomerania** come across with a hard political situation which was a barrier for project implementation as tourism and transport were not perceived as an urgent need to deal with.

All in all, there has been a common understanding that initiatives such as the National Transfer Seminars were important to include all the important stakeholders in the discussion, and to bring these matters to local and national political agendas.

5.1.3 SEEMORE meaning for stakeholders and local actors

Some of the regions had very good results with the involvement of the stakeholders, whilst in others this task seemed to have been very difficult. In **Limassol**, before the project has started,

public transportation was planned based only on the local population needs. Nowadays the needs of tourists are also taken into account. This region is at the moment greener in the sense that it provides more and improved sustainable mobility options to visitors, lowered the travelling cost for visitors allowing them to spend more in enriching activities rather than transportation and encouraged increased use of sustainable modes of transport, thanks to the improved services that were put in place during the SEEMORE project.

In **Madeira**, SEEMORE was conceived on the founding pillars of previously successful CIVITAS project to achieve specific objective in tourism market. In **Malta** and **Forli-Cesana**, SEEMORE has been an opportunity to link the issues of tourism and sustainable mobility, put them on the agenda together and address them with a joint perspective.

In **Dobrich** there has been wide consensus about the format advocated by SEEMORE to address mobility and tourism issues at once. The regional government has introduced SEEMORE material on the website and partially because of this locals have also been using material produced within the project and visitors to exhibitions have risen among them as well.

In **Mallorca**, SEEMORE is known as “Tourism by public transport” which is also the name of the website in TIB. The main stakeholders involved in the project, the municipalities, are now taking mobility and tourism into account. As for the locals, they now realize that they can profit from the new routes because they are available for all. So improvements in the tourism sector can directly benefit them as well. This evidence makes clear that there are multiplying and underlying effects in the tourism sector, as those effects spill over to locals as well. Another example is that in **Bohuslän** the general public now have access to special combined offers for Public transport and attractions.

Unfortunately in **Pomerania** the involvement of stakeholders was a hard work and change of mentality was not fully achieved. Hotel’s managers of the Polish region revealed to be only business-oriented and did not act to promote sustainable mobility neither was the project team capable of showing them the real assets that the project can bring to their local businesses. In Madeira, stakeholders were really committed during the starting phase, but a lack of commercial interest for some actors, such as the chamber of commerce, allied with political uncertainty at the local level, have weakened their involvement along the project.

5.2 SEEMORE as an investment opportunity

5.2.1 Opportunities that SEEMORE offered to partner regions

The testimonials of regions point out that SEEMORE has efficiently engaged citizen's tourists but especially local decision makers that now envisage how this winning combination of road transport policies and tourism can be profitable.

Sharing knowledge about bold mobility measures targeting tourists and leisure journeys was the backing bone behind the SEEMORE programme and this was precisely what regions have undertaken. Even if the cooperation did not run as one envisaged in terms of pre-established phone-conferences and permanent contacts, there has been room for knowledge and experience sharing.

Because SEEMORE is very much about transferring know-how and lessons learned among its member regions and beyond, for **Malta** and for **Province FC** it was the opportunity to join the two themes of tourism and sustainable mobility, as well as to get the sector stakeholders together with the NTSs.

SEEMORE entailed a unique occasion to cooperate with other regions but also leverage cooperation at local and regional level. With SEEMORE, **Bohuslän** made concrete steps to launch the implementation of sustainable mobility measures. In **Dobrich**, local governments have budget restrictions and, as a result, information measures have been implemented mainly on the website and in other digital supports. Local governments agree on the implementation of sustainable mobility but it was not considered a priority. Trainings were also difficult to implement because participants expected travel expenses to be paid and there are no internal specific resources to perform this task. All in all, the project has been able to take the preparations for the SUMP in Kavarna to a deeper level and to make private sector aware of the potential of mobility for their profit.

In the Spanish region of **Mallorca**, SEEMORE intended to improve the existing service, so it was not seen as an investment opportunity. Budget restrictions were severe and affected the implementation but at the end it was important to dig out the potential of existing tools to target more and more tourists.

In **Pomerania** it was the chance to purchase 7 map dispensers which were very much anticipated and needed. Measures implemented in other project pilot regions gave Pomerania representatives a vision that such initiatives might be feasible to implement in the near future, so one can conclude that the project was capacity building.

The most striking example of a mind shift comes from **Limassol** where SEEMORE awareness campaigns have significantly increased interest in using the bus, airport shuttle and bikes. Buses were not considered an option for travelling in Limassol for decades. But urban and rural buses moved 4,5 million passengers in 2013 and up to 5 million passengers in 2014 (compared to 2 million in 2012). On the other hand, a few years ago, cycling was completely old-fashioned. The only people cycling were the ones that were too poor to own a motor vehicle. Nowadays cycling has become very popular and it's possible to see people of all ages using their bikes any time of the day. These facts encourage the development of new cycling and walking paths as well as the installation of bus shelters and the improvement of the bus system as a whole. Another example of taking the most of the SEEMORE experience is that the Limassol bus company were used to operate with subsidies from national government. Their priority was always to try to get more subsidies. With SEEMORE they now come up to the conclusion that they can increase profit and get more demand if they provide new services and improve effectiveness in PT-offer. In sum, they now envisage new business opportunities.

Also at communication, policy and evaluation level, cooperation outcomes were brought up successfully. A good example was the photo-competition and the production of a video that were overarching activities developed by most regions and are a sound communication material that can be used in international tourism fairs and put on display at public transport terminals alike.

5.2.2 Was the implementation of many small actions an effective strategy?

Comprising a total budget of nearly 2 Million euros, the 8 implementation regions of SEEMORE took forward 179 actions. The debate around whether to focus resources on a small set of actions or rather to develop several actions is quite a hot topic for the European decision makers to reflect before defining the EU policies on the key challenges ahead of our economies and of our societies. There are particularities in the testimonials given by regions to this respect.

In a region like **Limassol** where the situation was at a very disappointing stage for a very long time, small actions were the best way to re-introduce sustainable mobility modes to both locals and visitors. Gradually awareness was created and interest was demonstrated as the available services started to improve. Arguably, in Cyprus, large investments tend to create barriers and public opinion seems not in favour and this project has successfully been able to make great progress with a low amount of funding.

In **Bohuslän**, small changes are paving the way. In Sweden the best option is to start with small measures. Once these small actions are successful they can lead to larger ones. The right formula according to the Swedish culture has to be to «think global but to act local».

Local authorities of **Mallorca** think it would have been better to focus on fewer actions and get really deep into that, instead of having many small and wide-spread actions. The fellow project STARTER is seen as a good example, as this project entail a fewer number of actions and have had better results.

Pomerania thinks that it would be better to focus on a maximum of 2 measures, to get more concrete results. The region recognizes that it is difficult to take forward only a limited number of measures, as projects are only approved by the EC when you propose many measures.

Malta has a distinguishable position, arguing that the right answer should be yes and no. No, because there was not enough time to fully dedicate yourself to each of the actions. Yes, because with many actions you can target stakeholders with many issues. However, it's better to focus more on a smaller number of actions: having too many actions was in fact a weak aspect of the SEEMORE project. It is also worth considering that when you have no or little budget, you are at the mercy of stakeholders, especially because you're asking for their involvement without giving them any funds or significant resources to perform the desired tasks. To this respect, **Province FC** said that it's better to concentrate on a small number of actions, especially those which fall within your field of competence so than the success can be guaranteed.

Madeira recognizes that this is a decisive question. The regional project was a success, most measures were carried out and the results are evident. But in their case the set of measure had a common framework that was that all measures were strictly related with public transportation and focus was put on information and better PT services. This link tied measures together. Madeira recognizes that if their opened the set of measures to electrical mobility or cycling the level of success would not be the same because the budget was very low.

5.3 Impacts beyond assessment

5.3.1 Most important achievements in terms of tourism and mobility

Apart from the predefined indicators that make the headline of final outputs brochures, the project has come up with a number of achievements that it is important to bring to the light. This

is relevant especially because they are helpful to have a complete overlook of the project implementation.

In **Limassol**, cooperation between transport and tourism has shifted. At present, the exchange of information has led to better service and more satisfactory collaboration. Private funding and subsidies from national tourism board for extra actions arose the overall impact and results of the project.

Bohuslän had a similar situation in terms of collaboration. There was a frustration between the two sectors with both complaining to each other. Now new services and cooperation channels have been developed and tested with good results.

In **Madeira** a task force assembling tourism and mobility professionals was set up at regional level and thanks to the national transfer seminars the national ministry is now following the project very attentively and might leverage further project-related initiatives. At local level and with immediate impact, the main achievement was the development of the mobility guide which filled the gap that was felt by local practitioners to what public transport information is concerned.

In **Province FC**, SEEMORE enable an increase coordination of actors between sectors which led them to start working together. There are latent not yet measureable but already visible results in place, for example, bike-sharing was not used for tourists before, hotels provided them separately, but now, with SEEMORE, it can be seen that bike-sharing is a good service and tourists are willing to leave the car parked. Similarly, in **Malta**, SEEMORE has got both sectors on board, and it is likely that they will continue embarking on joint ventures in the future.

For the **Dobrich** district, it was the first time that the term of mobility was introduced in the tourism sector. Also the approach to policy making has changed as is shown by the SUMP of Kavarna which will be the first ever SUMP in Bulgaria. Public transport usage has increased thanks to the new public transport line and parking regulations were introduced. Moreover, Dobrich has noted an increased use of bicycles among tourists.

In **Pomerania** there are no important achievements to point out. SEEMORE has had a very limited impact on relevant regional policies, since there were too many small actions and a too small budget to work on.

In **Mallorca**, a direct protocol for data exchange was established between the transport authority and the municipal tourism information offices. The tourist information offices can now count on regularly updated information about the public transport offer and other mobility services. On the other hand, the transport authority receives feedback from tourists on PT service through the tourist information offices which is a very important achievement. It will allow adjusting service inefficiencies within the shortest time possible. This has an impact on better accessibility to PT information for tourists as well as increased service level for tourists.

5.4 Ingredients for success and European added-value

5.4.1 Most important achievements in terms of tourism and mobility

Political support is certainly a key driver. In general, it was found easier for regions which are in more direct contact with national governments, such as Limassol or Malta to guarantee this high level political support. In some cases like in Malta, politicians fully embraced the project and mobility is currently a distinctive element of their public policies; in others like in Pomerania, local politicians disregard the project and mobility/tourism policies, which have decisively contributed to achieve less positive implementation results.

Looking more attentively to what regions have reported in the workshop, one can see that **Limassol** tried to decrease the cost for tourists of holiday packages in order to allow them to experience what the region has to offer. Success with biking measures and airport busses were underpinned by creative marketing campaigns and have incentivised other companies to invest and improve their own services. The project has made all players to see opportunities that they otherwise would miss.

In **Bohuslän** SEEMORE has provided the opportunity to create a will in both sectors to work towards the same goal. They needed some infrastructural framework like SEEMORE to facilitate this “meeting and gluing” of both two sectors. The PT planning authority has been the main player to initiate the cooperation.

As for **Madeira**, the region has entered in the project at the right time according to its representatives. The tourism sector wanted to be more competitive and transport was considered a differentiation element, able to raise the quality of the touristic experience by offering sustainable mobility options that are better than on other standard touristic destinations.

In the **Pomerania** case, no liaison between transport and tourism was evident before SEEMORE has begun and so they were probably the region which was situated on a lower starting point. The NTS's made it possible to start a lot of contacts, but there were neither sufficient resources nor the time for the process to progress favourably.

In **Province FC** the main drivers behind project implementation were organizational, namely the establishment of Local Working Groups which led to the signature of protocols for data exchange. Forlí Cesena missed unfortunately at the political level, in convincing politicians of the importance of the project and therefore it was not possible to count on their support.

In **Malta**, some local council wanted to do something better compared to what previous politicians had made in these areas in order to show their political added-value. Mobility status was raised and is now a flagship topic which benefited actual politicians and will be in their favour during the next elections. Slowly, politicians started to recognize transport problems in Malta and that tourists make a meaningful contribution to them by raising the traffic flows in sensible and historic sites.

In **Dobrich** district, CSDCS were the first entity to establish this link so it raised the interest from the Ministry and now they are a participative voice in the ongoing work which is being made to draft a national strategy document. The national association of local council is now also interested in working on the topic of sustainable mobility. The first SUMP in Bulgaria (Kavarna) is part of the SEEMORE project. Another success factor has been the manager of the Albena resort that groups 50 hotels under the same ownership. Once the owner realized that tourists appreciate sustainable mobility policies (that is, policies such as bike rental, or the ones that led to decrease the number of cars in the area) the measure were extended by its will.

In **Mallorca**, CTM is a decision maker in public transport so it had the power to start implementing the SEEMORE actions. The SEEMORE outputs mean an added value to the tourist sector so they have been well accepted by the tourism stakeholders.

5.4.2 Cooperation in a large European consortium and interaction with other regions in national workshops

The main conclusion to be drawn is that despite the difficulties that normally arise when one deals with heterogenic cultures and working habits, SEEMORE pushes regions to stop doing “business-as-usual” and start looking beyond frontiers for inspiration and guidance. All regions agreed cooperation within touristic region for the mobility matter is a relevant topic and it is especially important to replicate best practice already successfully tested in other regions.

In 2012, Cyprus faced a terrible financial situation with a general shortage of funds to implement innovative transport solutions. However, **Limassol** looked at cases like Madeira bus promotion, no cars in old town in Malta and bike parking in Forli and were surprised by how they could make the difference with limited resources. During the project, the discussion at consortium meetings about interventions on travel planners and bike maps for example, as well as the possibility to visit places and check *in loco* what regions have developed have been an inspiration source. In the future implementation programme, Limassol intends to develop similar actions that were carried out in other pilot regions, such as the audio guides inspired by Madeira. **Forlí Cesena** will also

implement other SEEMORE actions that were already implemented in **Madeira**, which should therefore be regarded as a laboratory for follow regions.

Pomerania preferred to underline that, despite some positive learning activities, unfortunately no element of the Operational Management Board of the SEEMORE project was from Eastern Europe and this fact has created an invisible barrier between Eastern and Western Europe. Cooperation could have been higher, Pomerania argues, if it wasn't the existence of this cultural barrier which has limited a smooth progress of measures.

A different position has the Bulgarian partner. The national transfer within Bulgaria has been very successful. The **Dobrich** partners have involved about 50% of all tourist districts from the country. During the event in Romania (central European transfer seminar), CSDCS has seen huge interest from other regions in the Balkan area. Working with other countries was found important, especially because one is able to show that in these other countries the measures are having good results. For Eastern decision-makers, good practices from the west are very important. Also the acceptance of certain policies by the EC (and the link to EU funding) is important. The motto is "Be European, leave the car". In **Mallorca** the feeling is similar. Policy makers are impressed by European projects. The EU project provides an extra spark. Without the project umbrella, the decision makers would not have started the measures that were carried out in SEEMORE.

5.5 Future strategy for reaching more sustainable mobility of tourists

4.4.1. The future of SEEMORE measures

Seemore project has created the best premises to build on relevant achievement in the next future. In several cases, the internal budget will be used in different ways or this can be a innovative approach to old problems which can be funded with external resources.

In **Madeira** many measures can be sustained in time after the project within ordinary budget. Examples are the trainings for civil servants, information desk personnel, the mobile app. with information about guides and time tables. To illustrate the potential these measures have in terms of business strategy, one can mention that Madeira is currently looking for a sponsor to the mobile application developed under SEEMORE. This means that there is added value. Actions in

partnership with hotels also have a future, as they don't live from tax subsidies but from selling services.

In **Pomerania** the rich media banner has opened possibilities to do campaigns on the internet targeted to different groups. Future cooperation with interested institutions to develop these segmented campaigns is likely to occur.

One of the most important actions developed in **Mallorca** was the translations into foreign languages, since once they are done they have a little maintenance cost over time. Not to represent a cost over time will determine the future of SEEMORE activities. The printed map is an example of a material which has a market commercial price, so it's sustainable and will continue to be produced. In Madeira, a measure that will be sustained is the training of the staff from tourist info points. In Mallorca this action will even be expanded because the info points outside the target area are interested in this measure and it is now agreed that CTM will provide the trainings for free.

As for **Dobrich**, nearly all measures are likely to be sustained, since the infrastructural investments were already made (e.g. bike rentals, parking policies). As regards to the tourist information packages, everybody understood how can be useful: the packages brought about a high increase in PT use, so the company decided to keep the measure rolling. It's the first time in Bulgaria that tourism was linked to transportation and tourist regions outside Dobrich are willing to replicate the measures introduced in this area.

In the Swedish region of **Bohuslän** local stakeholders act around SEEMORE themes intend to keep on meeting and extending successful measures like the «bikes on train» one, which might be extended and scaled up so as to include all trains in the entire region. With the bike map, cycling has become more interesting and thus activity will be sustained by the destination management organization.

Also in **Limassol**, the airport shuttle will be sustained and expanded since it proved to be a profitable operation. The new urban bus route which was created under the SEEMORE umbrella, connecting the tourist area to the shopping centre, is also very attractive and profitable, operating five times daily and thus will be kept. The information kiosks installed will always provide mobility information for free. The bus shelters installed which feature urban bus routes, airport shuttle bus itinerary and useful websites also have advertising spaces which generates income to be invested in installing more bus shelters in the tourist area. The cooperation created between tourist and transport sectors has proved to be mutually beneficial and seems like both sides are eager to continue working together.

The creation of the local working group has been the central and most important measure developed in **Provincia FC**. The region strongly expects that this co-operation can continue, though the role of the Provinces in Italy is changing and it is not clear yet whether the Province can continue to be the leader of the working group. In the future Provincia FC advocates that the

municipalities will have to take up a more leading role. On the other hand, for future continuation of measures, it is important that the regional PT operators keep the needs of tourists into account when planning the service and it is equally important to keep the public bike system easily accessible to visitors.

In **Malta**, LCA aims to sustain the mobility package in the coming years and will try to finance it by obtaining new project funding. The concept of the SEEMORE national transfer seminar has been highly successful and will be turned into an annual event.

As part of SEEMORE, LCA has produced three strategic documents that have been presented to the national government of Malta:

- Bicycle sharing system;
- Solutions for bicycle parking;
- Network of bicycle lanes.

The national government has taken up these documents and they will form part of an initiative to promote the uptake of SUMP among the Maltese municipalities.

5.6 Lessons, results and recommendations

4.5.1. Measures with most relevant impact

In **Madeira** one could point out the business partnership with shops and attractions as the single most relevant measure taken forward during SEEMORE lifetime. This measure proved to the local authorities that there is a private interest. Surely that there is still much room left to improve on this matters, but SEEMORE were breakthrough in showing that PT can be profitable if the right synergies are fostered, Moreover, with SEEMORE, the PT Operator realized that the travel planner is an emergent niche, especially if using open source data which can be found everywhere.

Pomerania opted to raise awareness towards a challenge they have come across during SEEMORE implementation lifetime, that is the mind gap between decision makers and users, which led to a lack of understanding that technicians were not successful in overcoming.

Mallorca responsables are convicted that including tourism in the PT industry will have a long-term impact. This was evident during SEEMORE, as the overall quality of Mallorca as a tourist destination has improved during the project lifetime. The tourism sector feels happy if tourists can get complete information “at the origin”, i.e. before they leave for holidays. “Do It Yourself” individuals represent the majority of tourists in Balearics and they can now find information through the website. The attractiveness of the destination has therefore increased.

For **Dobrich** it is difficult to identify the measures with widest impact, but the region stresses that a huge interest around parking policies, walking opportunities and improved PT information have been reported.

In **Bohuslän**, work on bike tourism maps for alternative routes is likely to significantly increase non-motorized trips in the near future. On the other hand, all the work carried out to promote public transportation including increased information, special tickets, possibility to carry bikes on trains, are expected to lead to a reduction of private car use, especially with regard to leisure trips. The main problem ahead of the local team is the relatively short season in Bohuslän and the fact that there are mainly second home owners as tourists – and so it will take more time to reach them.

In **Província FC** the alternative transport modes started to be communicated in a more fashionable manner. This is important to shift clerical habits namely to convince parents that children do not have to be taken always by car to school.

In **Malta** the creation of a safe infrastructure for cycling and the organization of awareness raising campaigns on safe cycling are among the most relevant measures taken forward. Malta local project team has highlighted the attractiveness that bicycle is achieving as more and more cyclists start using this mode of transport to move around the region.

In **Limassol**, cycling has also become increasingly popular and trendy. To make cycling fashionable Limassol partners have used local actors and models to promote it (along with PT) in advertorials in lifestyle magazines as part of a structured awareness campaign. However, the measure which impacted the most was the new airport shuttle connection due to its immediate impact on the reduction of private car use. Other new bus routes such as the nr. 201 which connects a point in the sea-side road with the Central Bus Station in the town where all rural buses depart and arrive have also contributed to the increase of public transport demand registered during SEEMORE project lifetime and strived by the project will to increase sustainable modes of transport (other supportive measures include intervention on new bus shelters – bus drivers have reported increased passenger traffic from the bus stations where bus shelters were installed improving the quality of waiting time and also providing mobility information – and bus tickets with free entrance to museums).

4.5.2. Strategic lessons and recommendations for take-up regions

The most important lesson that **Madeira** takes from the project implementation is that technology is developing at a high pace, it can support business models related with public transportation and mobility and tourism must both be a part of this development. It's vital both

for regions to find visitors and for visitors to find travel options. It is also important to foster public private partnerships that can leverage public transportation.

Pomerania underlines that a behaviour gap was evident throughout the project, as decision makers are not on the same level as the users. There is thus a lack of understanding between the groups. That is a challenge to overcome in coming cooperation projects at European level.

Mallorca understands now that it is important to be wise, that is to say to be smarter than economic powers: these have a lot of money, so it's not worth fighting against them – it's rather better to work on smart topics, such as the improvements in the website. It is also important to focus the workload on measures that are cost-effective for yourselves. For instance, in the Balearics Islands, working with tourist info points and on Apps. is considered to be more effective than working directly with hotels.

Dobrich has learned that it is now feasible to elaborate SUMP's for the whole touristic regions. This step would guarantee a sustainable development of tourism. Many cities in Bulgaria rely on tourism and SUMP's would be essential for them, since this way separate measures will all be embedded in a single and structured plan/strategy. Also, it is worth stressing that tour operators have to be considered as a specific target group, since they determine tourists' expectations by informing them on what they will find. For this reason, it is essential that local actors work with tour operators and travel agencies, so that these inform tourist on the mobility options available (which represent an added value to the destination) and on the healthiness of less polluted destinations.

In **Bohuslän**, the project has been able to show that local cooperation is possible and proficuous, even if for a 2-months season (summer in Sweden is concentrated in only two months) bigger investments are not cost-efficient.

Província FC shares the feeling that the creation of a roundtable were different stakeholders cooperate through periodic meetings is the biggest lesson to take from SEEMORE, apart from the creation of easily accessible information for the target group.

This last lesson was mentioned by Malta partners which stressed that they have learned in the project how to create clear and accessible information on public transport through the deployment of promotion and awareness raising actions.

For **Limassol**, the main conclusions point out to firstly establish cooperation and trust between tourism and transport sectors. To do this both sides need to see the expected benefit. Secondly, cooperation with the local authorities should be established which should not be difficult once you have the tourism and transport sectors on your side. Thirdly, the measures planned should be prioritised taking into consideration which ones will have the higher long term impact and will also be sustained after the completion of a project period. Measures should target specific results which will encourage the parties involved to keep trying and investing in sustainable mobility. A

good combination of measures will create a positive change that will be evident to both the public and professionals of the tourism and transport sectors. Lastly, change of attitudes of the general public and tourist public is necessary to make measures successful.

5. FINAL CONCLUSIONS

Taking into account how the regions judge the project implementation, the measure focus depend on the beneficiary partner power to steer the project and involve the right stakeholders with the appropriate resources and tools. In several cases the success of the project has been dependent on the level of autonomy and power of the leading partner and the stakeholder group activity. So if in Madeira the main project partner was the PT Operator, the measures focus rely on actions targeting the improvements of public transport and related services, whereas in small countries like Malta have been able to successfully target long distance operators such as airline companies.

Even if in some cases like in Pomerania the commitment of local actors was hampered by cultural barriers and political uncertainty, all partners share to some extent the principle that the project kicked off important and forward looking synergies at local level. Tourism and transport players, will likely produce results in the near future after this fruitful cooperation. Decisive for shifting the mind of national and local stakeholders was the organization of the transfer seminars at different levels which are envisaged as a sound tool of communication to disseminate the results of the project and to inspire other regions to take up from the SEEMORE pilot regions cases.

SEEMORE has represented, for most of the region's, the moment where public and private authorities start to look to mobility tourist needs and take them into consideration in their policies. Soon partners have realized that by improving transport options for tourists, they are also providing better services and communicating more efficiently with locals as well, in what is a boomerang effect that should be better investigated in coming projects.

SEEMORE has also been able to demonstrate how business models can be drawn up from the successful liaison between transport options, emergent technology and involvement of private partners. Audio trips, mobility guides, discounted fares, new advertising products are among the most mentioned business opportunities that pilot regions are now exploring.

As for the strategy defined by the regions, in Limassol and in regions like Madeira, Province FC, Dobrich or Bohuslän alike the conduction of several small actions was envisaged as an advantage because normally there are significant barriers to large investments. All other regions share this opinion except for Pomerania that explains that according to Polish culture, projects with a limited number of measures are seen as not relevant and therefore not subject to public and political support. To this respect, Malta has a distinctive position, stressing that in projects that combine many measures and working-load with a low budget, the project teams have to rely on the good will of the stakeholders and so a strong cooperation culture is needed as well as smart ideas to strengthen the advantages that all partners involved can take from it.

Pomerania is the only region not aligned with the significant steps made forward with regard to cooperation tasks within the local working groups established during the SEEMORE project. All other regions were able to set up – within their roles and responsibilities – enduring partnerships that are expected to keep consolidated and thus should be considered as one of the main legacies of the project as they consist on proper platforms for policy developments.

What described above is a key element for the sustainability of the project, whilst this would not be possible if it wasn't for political leverage. Political support is essential to access the level of success a region has achieved during the project, including its preparation, implementation and operational phases. In cases where the local, regional or national politicians did not endorse the project, like in Province FC and especially in Pomerania, the project goals failed to succeed and the chance that the benefits of the project remain in time are less likely.

In any case, to what the European added-value is concerned, SEEMORE entailed a unique occasion to cooperate with other regions but also leverage cooperation at local and regional level. The cooperation at a consortium level was of paramount importance to convince local stakeholders of the importance of the measures in every region agenda. Also, transferability of results and of processes is guaranteed by all pilot regions due to the chance they had to discuss the measures with its peers and in most cases to see *in loco* the evolution that measures have had and the effect they produced in tourism and in transport options.

Regions has a common opinion about the future of SEEMORE measures, showing a strong conviction that measures that did not have a dedicated budget or are not linked with specific private interests are the more difficult to keep alive for the future.

All in all, thanks to SEEMORE, it was possible for regional actors to start to know touristic mobility habits in depth and also to define concrete baseline for furthers projects to take up from here. Moreover, the tourism driven approach have generated fresh ideas and politician support to consolidate incoming initiatives that were initiated within SEEMORE.

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