



Long-term Operational Concepts of Rural Mobility Solutions in MAMBA

Work Package 3, Group of Activities 3.4

Authors: All implementation partners of MAMBA

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The MAMBA project – striving for better mobility and accessibility of services in rural areas

MAMBA stands for “**Maximising Mobility and Accessibility of Services in Regions Affected by Demographic Change.**” It is a European project (Interreg) that aims to improve the quality of life in rural areas in the Baltic Sea region through innovative mobility and accessibility solutions. MAMBA is a project under the Interreg [Baltic Sea Region Programme 2014-2020](#). It includes 15 partners from six countries: Denmark, Germany, Poland, Latvia, Finland and Sweden. MAMBA has a budget of 3.54 million EUR. These partners have worked together in this transnational project on common key challenges and opportunities associated with rural mobility.

The story is similar if not the same everywhere: with decreasing and ageing populations in many rural areas in the Baltic Sea Region, it is becoming increasingly difficult to keep up public transport and other services that depend on mobility, such as home care or home deliveries. This reduced accessibility of services impacts life quality of people living outside urban centres. The MAMBA project aims to meet this challenge by promoting sustainable “people-to-service” and “service-to-people” mobility solutions in rural areas. In practice, MAMBA partners have collaborated to improve the integration of existing mobility structures with innovative mobility solutions like citizen buses, mobility as a service (MaaS) and ride sharing applications with the goal of maximising mobility and accessibility of services in rural regions, while involving users in the process.

What is this document about?

With the successful completion of the MAMBA project (October 2017 - September 2020), this report elaborates on the long-term operational concepts (LTOCs) developed in order to ensure the viability of the products and activities MAMBA has set off, well beyond the project lifetime. The LTOCs served as background documents for the implementation and of the rural mobility solutions in the different partner regions. The project partners have developed them with inputs from a vast range of stakeholders such as the local, regional and national policy-makers and mobility planners; public and private transport companies and service providers, grassroots organisations representing rural mobility users (e.g. village associations); and information and communication technology developers. Additional stakeholders include related Interreg projects, regional collaboration councils, research institutes focusing on sustainable transport and mobility, and not least civil society organisations working for sustainable rural development, mobility and accessibility of services.

Besides a range of pilot actions (e.g. Transport-on-Demand, Ridesharing, Car-Sharing), the MAMBA partners have also developed Mobility Centres (MC), which have the main aim to integrate, provide information and services around different mobility solutions in the region. The general idea of an MC, its different forms, functions, objectives and set-ups are laid out in a [Pre-Study on MC models](#) – in the Annexes (p. 57ff) you will find the concepts of the MAMBA MCs developed in the early stages of the project and based on the MC conceptual framework, which you will find in the Pre-Study and can use to develop your own rural MC. This study as well as further background information and a diverse

range of examples of different rural mobility solutions can be found on the MAMBA website, not least in the [major publication](#) “**Mobility for All in Rural Areas**” and the [Database](#) of good practice solutions. Visit www.mambaproject.eu for more publications and information.

The LTOCs have been reviewed and revised at the last stage of the project to integrate a strategic, forward-looking perspective in order to ensure the long-term viability and sustainability beyond the project lifetime. They shall be used as a reference document by staff involved in operational and strategic activities of the rural mobility services as well as other interested stakeholders on the administrative or political level in the region, and thus have been translated into the local languages and are being stored in the partners premises. Furthermore, this collection shall be an inspirational blueprint for other local or regional authorities or other stakeholders striving to find solutions to the mobility and accessibility challenges in their rural areas.

The LTOCs accumulated in this report have retrospective elements but are also future-oriented and therefore subject to modification because of the changing contexts (financing, political strategies and decisions, organisational priorities, etc.). Nevertheless, they shall represent more than the status quo of the work but provide guidance and help to maintain the solutions for years to come. Additionally, stemming from within this transnational partnership, it also displays experiences from the different partner regions in MAMBA and has created corroborated, common and transferable knowledge for all interested readers and stakeholders, well beyond the partnership.

Long term Operational Concept of Rural Mobility Solutions by the “Diaconie of Schleswig-Holstein” (PP1)

Project Partner	Diaconie of Schleswig-Holstein (DW-SH)	
Region, Country	Schleswig-Holstein, Germany	
Name of MC / Mobility Solution	Diaconie’s In-house MC	
Location	Kanalufer 48, 24768 Rendsburg, Germany	
Contact details	roennspies@diakonie-sh.de	
Operator	Nicole Rönnspeiß	
Type of Mobility Centre	Interdisciplinary professional working group of Diaconie staff	
Rural Mobility Service	Service-to-People / social counselling services in rural areas	
Website	https://www.diakonie-sh.de/ueber-uns/projekte/mamba/	

1. Introduction

The Mobility Centre (MC) of the Diaconie Schleswig-Holstein is located in Rendsburg, centrally embedded in the middle of the Federal State of Schleswig-Holstein. As a national charity association with lots of member institutions all over the country the Diaconie Schleswig-Holstein has a long operating experience in the field of social services. The pilot project of the MC - *Mobile social counselling on Hallig Hooge* - was implemented on the Hallig Hooge, a tiny island in the North Sea, with the intention of realising service-to-people mobility.

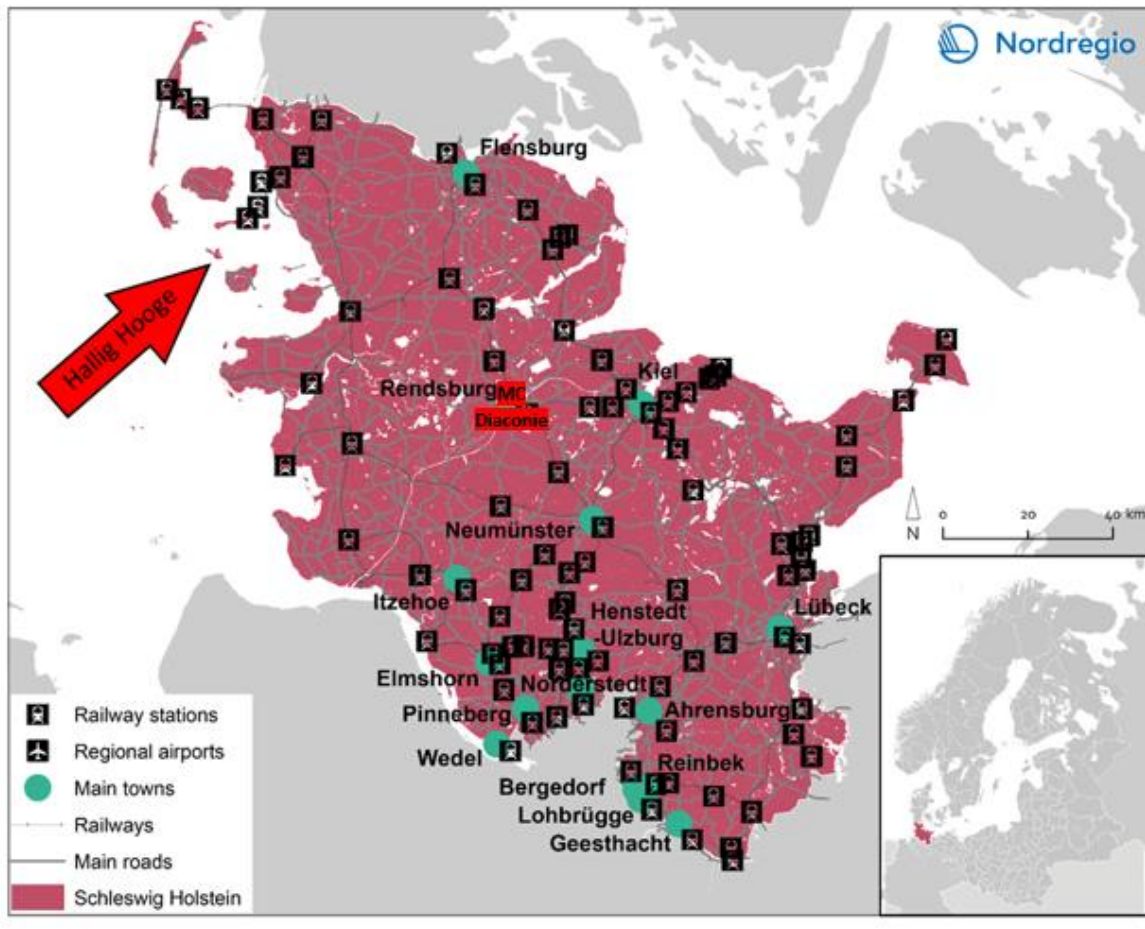


Figure 1: Map of the service area of the Mobility Centre Schleswig-Holstein (located in Rendsburg) and location of the pilot project area, Hallig Hooge, Germany © Nordregio

2. General idea, objectives and strategy

Mobility is a cross cutting issue for all teams of the Diaconie Schleswig-Holstein which mirror the relevant fields of social work. The main idea of the Mobility Centre (MC) is to establish a working group with representatives of each team to combine different expertise and perspectives on mobility. The MC, combining the MAMBA team as well as representatives of each team, discusses for example the pilot project concept and its implementation (the knowledge exchange with in-house expert enhance pilot project concept).

The MC is meant to be a continuous exchange of expert knowledge, feedback for pilots and introduction of mobility issues into the internal working processes of the Diaconie. The key resource is the connection of and the communication amongst the different social work experts, eventually expanding onto a wider range of stakeholders. The feedback of the team representatives is of high relevance during the MAMBA project lifetime, in particular for the sustainable establishment of the pilot idea after the MAMBA project. The In-house MC is supported strongly by the Diaconie board of directors, ensuring the MC's continuation after the MAMBA project lifetime.

In order to tackle the questions of availability and accessibility of social services, the MC’s work becomes relevant because it connects different teams of the Diaconie and ensures that mobility is looked at from different perspectives, increasing its quality and prevalence. Furthermore, the Diaconie can make use of their wide network, including multiple regional actors like communities, institutions and associations, making collaborations easier, quicker and more durable.

Constant and productive In-house MC work will show the relevance of the MC when it comes to generate ideas (pilots) and implement them.

3. Description of structure, setup and related tasks

In-house Mobility-Centre

The In-house Mobility Centre of the Diaconie Schleswig-Holstein was established in 2018. It unites professionals from the different departments of the Diaconie covering different areas of social work. They meet regularly to discuss mobility solutions in rural areas, always reflecting to call in local experts of the diaconical social services. Presently accompanied by members of the local MAMBA Team it is closely linked to the department of diaconal development, fundraising and ecumenical work (see [Figure 2](#)). This department will take over the responsibility for the MC’s long-term operational functionality and will be in charge to integrate the tool in the basic corporate structures. The continuous discussion about mobility and accessibility in connection to social services, the development of projects and actions will be important topics continuous meetings and conversations with the professionals of the MC.

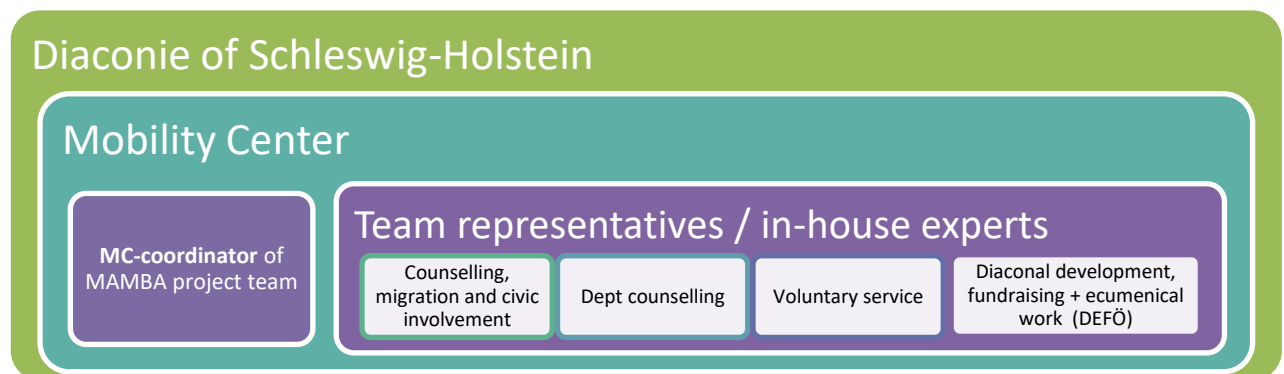


Figure 2: Structure of the In-house MC

The pilot project developed from the meetings of the Diaconie In-house MC focused “mobile social counselling for Hallig Hooge”. The professionals from the different diaconical departments supported the progress of the pilot concept and its implementation with high quality feedback, expertise and practical advice.

Pilot project - “Mobile counselling on Hallig Hooge”

The pilot area is located on a Hallig in the North Sea, off the west coast of Schleswig-Holstein (see fig. 2). It is a tiny island with "land under" in times of heavy storms, which means that the island is flooded regularly. It has 109 inhabitants living on dwelling mounts on a total area of 5,78 km². The ferry from

mainland to Hooge takes approximately 1,5 hours. On the Hallig there are only a few cars, most of them owned by the inhabitants and no public transport besides carriage rides for tourists.

Every two weeks, a doctor is visiting the Hallig to look after the inhabitants. In emergency cases there are two local paramedics. Furthermore, Hooge is connected by Telemedicine with the Hospital in Kiel.

Next to the medical options there is grocery store. For further specific services the inhabitants have to use the ferry to go to the mainland. The timetable of the ferry depends on weather and differs between summer and winter time.

With the intention of service-to-people mobility, the MAMBA team of the Diaconie works closely together with the major of Hooge. The major has a mediating role and participates in the MAMBA meetings with the Hallig inhabitants, which take place at the central meeting point of the Hooge inhabitants - the "Markttreff". The MAMBA meetings are part of an ongoing step-by-step process to establish mobile counselling on Hallig Hooge.



Figure 3: Hallig Hooge located in the Wadden Sea/North Sea, © Doris Scheer

4. Budget and Financing

As mentioned before the MAMBA project is located in the department of diaconal development, fundraising and ecumenical work and therefore part of the Diaconie national association. Concerning its long-term operational functionality the Mobility Centre will be transferred into corporate communication structures (for example to use meeting rooms, staff resources) and will always have a financial backstop in the funding experience and work of the department it is linked to (for example to support with implementing projects).

5. Stakeholder involvement, communication and marketing

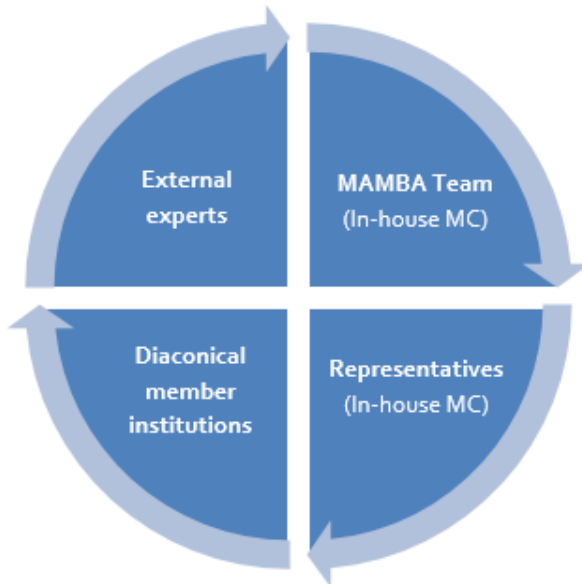


Figure 4: Constant Information exchange

In the Mobility Centre (MC) of the Diaconie Schleswig-Holstein the process of stakeholder involvement and communication follows the circle of constant information exchange.

The MAMBA Team implemented the In-house Mobility Centre and integrated representatives of all internal departments of the Diaconie Schleswig-Holstein. The Representatives serve as multipliers for their own departments and for diaconical member institutions.

The In-house MC may also call in experts from the member institutions or external experts. This depends on the topics the MC is dealing with. The topics will change as the demands for social services change continuously. The involvement and communication with stakeholders is adapted to the topics.

Implementing service-to-people pilots, the bottom-up approach is a factor of success. It increases the acceptance of the MC and engage all the relevant stakeholders in the development process (see: Mamba pre-study on sociocultural factors).


It results that “Mobile counselling on Hallig Hooge” is a best practise for this approach!

The pilot shows the challenges, opportunities and the potential of new formats of social services. It is transferable to different fields of social work and also an incentive for small communities and service providers in rural areas.

Up to now the MAMBA project team used the following ways of marketing and promotion:

- **Face-to-face marketing:** All stakeholders of the Mobility Centre and members of the pilot projects are multipliers for the MAMBA project and its impacts.
- **Regional conferences and workshops:** These events address the MAMBA associated partners, the MC members and the wider audience, interested in mobility issues.
- **The Diaconie Journal “Infodienst”:** The Journal illustrates all Diaconie projects regularly.
- **Online marketing:** The MAMBA project uses its own website to promote its work and results. It can also be found on the Diaconie Schleswig-Holstein homepage.
- **Expert contribution requests:** Expert contribution requested by external interested parties reach promotion for the whole MAMBA project.

Long term Operational Concept of Rural Mobility Solutions in the County of Plön, Germany (PP5)

Project Partner	County of Plön	
Region, Country	County of Plön, Schleswig-Holstein, Germany	
Name of MC / Mobility Solution	Plön mobil Interactive route network map	
Location	Diedrichstraße 5, 24143 Plön, Germany	
Contact details	00494 31 / 70 58-0, info@vkp.de	
Operator	Verkehrsbetriebe Kreis Plön GmbH	
Type of Mobility Center	Combined: Advanced (Digital) & Traditional (Physical)	
Rural Mobility Service	Transport on Demand Service	
Website	https://www.kreis-ploen.de/Wirtschaft-Tourismus/Mobilität/Plön-mobil https://www.vkp.de/de/fahrplaene https://ploen-mobil.de/	

1. Introduction

This document serves as a background document for the implementation and long-term operation of the rural mobility solutions in the County of Plön (Germany) which have been developed and implemented within the MAMBA project, from October 2018 to September 2020. Besides a range of pilot actions, the MAMBA partners have also developed Mobility Centres (MC), which have the main aim to integrate, provide information and services around different mobility solutions in the region.

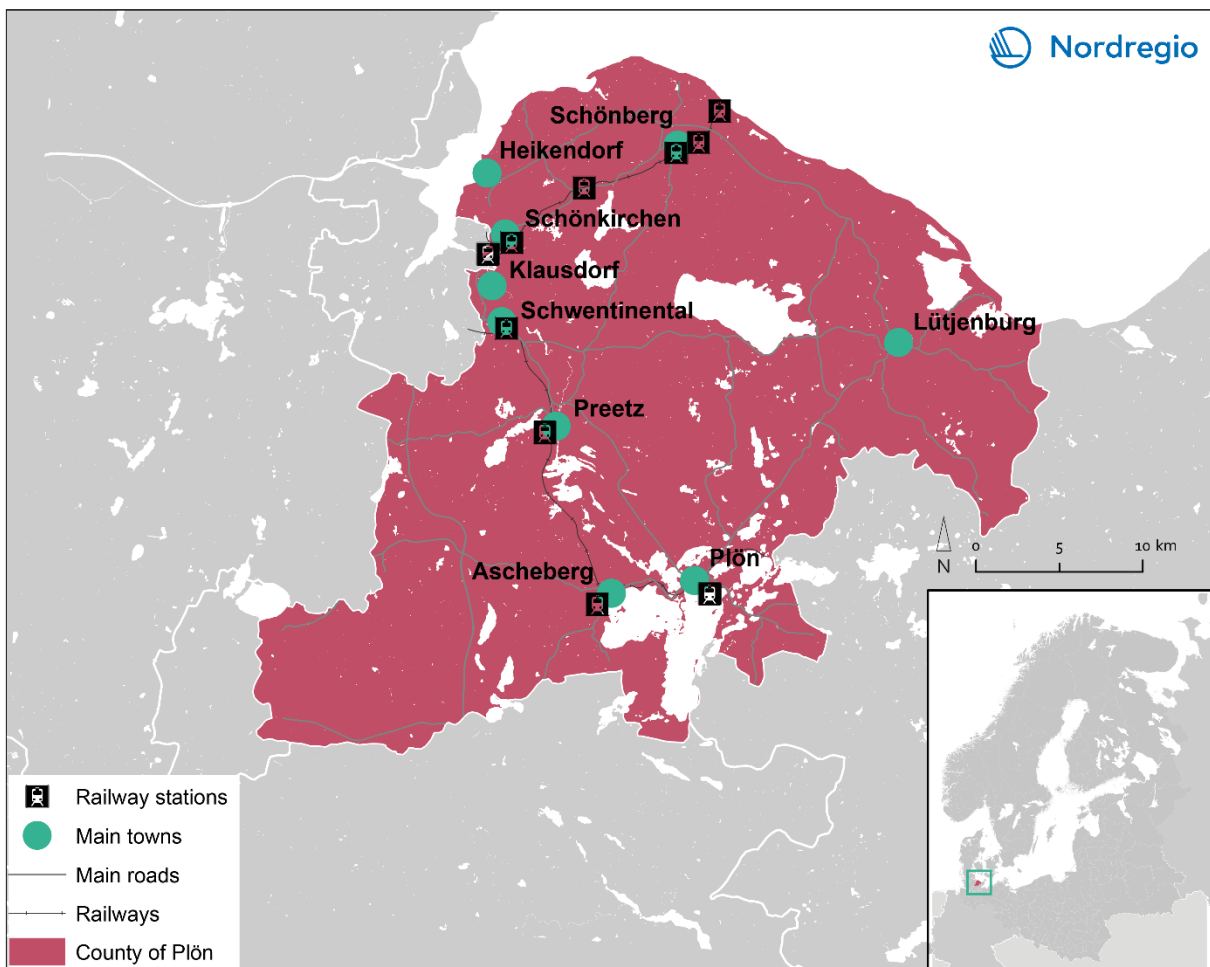


Figure 5: Map of the service area of the Mobility Centre Plön, Germany © Nordregio

2. General idea, objectives and strategy

The MC in the County of Plön called “Plön mobil” has the prime objective to gather, structure and provide easily accessible, reliable information about mobility offers and make inter-modal mobility beyond individualised motor vehicle (IMV) mobility accessible. It will be delivered as a responsive website that can simply be viewed and displayed on smartphones and tablets.

The mobility offers in the County of Plön are currently designed and structured in several modes and on many levels. The core public transport service is the bus service offered by the county-owned bus company, the *Verkehrsbetriebe Kreis Plön* (VKP) and an immensely important regional railway connection (Hamburg - Lübeck - Kiel) in Schleswig-Holstein.

In addition, numerous other innovative mobility services are currently being developed and offered by different players, such as car- or bike-sharing services or voluntarily committed citizens setting up hitchhike benches or transport services.

Therefore, ultimately the aim of our MC is to break the silos and make all available mobility offers visible and transparent, and in the process improve the overall mobility in the region. As a result, we hope to attract more passengers for our bus company and step by step integrate other existing and upcoming mobility services to our system.



Figure 6: ALFA Lütjenburg © VKP

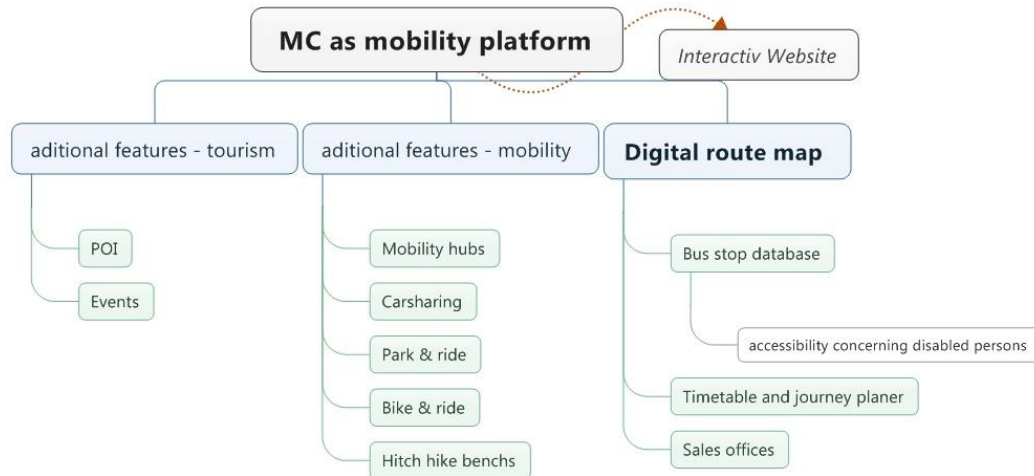


Figure 7: MC as a mobility platform

3. Description of structure, setup and related tasks and services

The County of Plön is responsible for the development of the interactive network map and it is funded through the MAMBA project. But it will be operated by the VKP, who will sign a hosting contract – in the first run over 5 years – with the development company. During the whole process of implementing a pilot or finding the way to an MC, it was of great value to be able to fall back on a professional bus company that is owned by the county. To be precise – our county commissioner is head of the supervisory board and the county grants loss compensation though the VKP works on its own. Thus, the long-term viability of our MC can be assured.

One other important aspect is the fact, that our neighbour county decided on the implementation of an interactive network map next year and therefore strengthen the overall system.

The political decision-makers of the county decided that the transport-on-demand pilot “ALFA Lütjenburg” should be taken over into the regular traffic of the Plön district transport company VKP. So the pilot phase successfully ended. For people in the region, this means that they can continue to rely on taxi rides that fill gaps in bus traffic. The administration and the politicians believe that local public transport is a yardstick for the quality of life in rural areas, so new pilots in different regions of the county were decided, funded and started.



Figure 8: Screen shot of the interactive route network map

4. Budget and Financing

The costs for maintaining and hosting the interactive route network map (Mobility Center) are 11 500 € per year and will be covered by the VKP budget.

The County of Plön provides 100 000 € for every pilot region that is planned within the regular budget of our county as a part of the so-called “Daseinsvorsorge” – public-based services. This budget will be used to further develop and maintain the transport-on-demand service “ALFA Lütjenburg”.

5. Stakeholder involvement, communication and marketing

Our associated partner, the **Transport Association of Schleswig-Holstein NAH.SH**, is a key stakeholder in organising the train transport, supporting members when it comes to bus transportation issues and having a general overview of all mobility projects in the country. Since the County of Plön is a member of this association, we have close cooperation and a clearly defined working structure. Finally, NAH.SH accompanies the process and is watching our progress very closely since it would be a desirable option for the whole state (Schleswig-Holstein).

The situation is similar with the **KielRegion, a supra-regional business development agency**, which the County of Plön is also part of. After setting up the “Masterplan Mobilität”, a comprehensive action-oriented strategy, where the County of Plön was one of the major stakeholders, KielRegion implemented a “Mobility Agency” (Regionales Mobilitätsmanagement) which worked on a large range of mobility activities, making them also eligible for the MC. For more information check <https://www.kielregion.de/mobilitaet/>.

In the course of preparing this major report (Masterplan Mobilität), there was an intensive phase of public participation with numerous regional events and workshops on mobility questions and needs. Local residents, as well as tourists, an important demographic for major tourist destinations such as the County of Plön, were identified as potential target groups. Dissemination of information on the existence and the benefits of MCs will, therefore, be crucial.

Conclusively, we can show for a range of professional stakeholders, with whom we have had long-lasting and very reliable cooperation, on top of our target demographic and our main partners. We have had regular meetings before and are continuing our collaboration now, with the

aim of releasing new, innovative services such as this MC. This project and our activities have brought the partners closer together and our network has strengthened throughout the process. And as we realise now, our transport-on-demand pilots and having an interactive network map as a MC can be a role model for other partners and mobility actors. As mentioned before, tourists make up a key demographic within the County of Plön and, therefore, next to its local residents, form an important part of the mobility system. We have a very strong local area network with our tourism partners who operate the tourist information centres. In our concept, we plan to integrate these, to build up a new analogue and digital information structure with a focus on personal information, as provided in the tourist information offices. We call them “decentralised information hubs” based on the new mobility centre and this enables us to implement new mobility-information-services, advice and instructions about our mobility possibilities across broad areas.

We are planning training sessions with the staff of the tourist offices to familiarise them with the navigation, functions and the benefits of “Plön mobil”. In addition, we will inform our municipalities about this project, since we want to encourage them to embed it onto their websites with a link and further information. Of course, there will be corresponding press work.



Figure 9: Brochure of a mobility hub concept © KielRegion

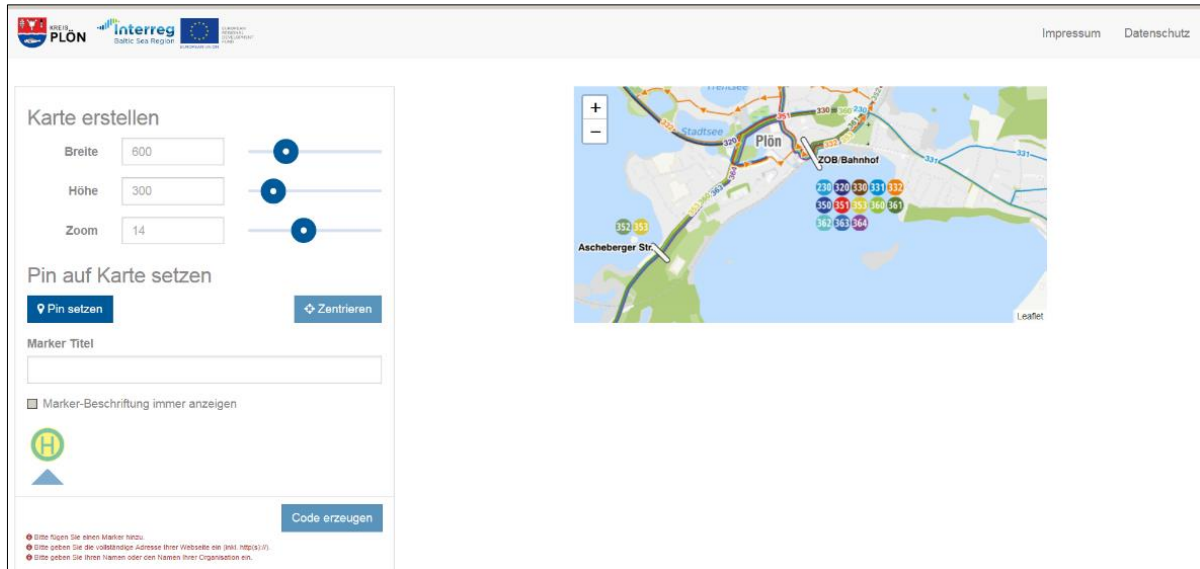



Figure 10: Screenshot widget function

To sum up, communication and wide dissemination of the MC's offered services will be crucial, which will happen via:

- The website of the County of Plön, NAH.SH and VKP / Newsletter of NAH.SH,
- Links from the websites of our municipalities,
- Mailing to promote a widget function, which every interested user can access (<https://ploen-mobil.de/widget-generator/widgets>),
- Local Media / Press (print & digital),
- Local Policy Administration Information Events ("Bürgermeisterdienstbesprechung"),
- Flyers,
- Information provided by tourist information offices.

Long term Operational Concept of Rural Mobility Solutions in the County of Cuxhaven, Germany (PP6)

Project Partner	County of Cuxhaven	
Region, Country	County of Cuxhaven, Lower Saxony (Niedersachsen), Germany	
Name of MC / Mobility Solution	Regional Mobility Centre of County of Cuxhaven	
Location	Cuxhaven, Germany	
Contact details	County of Cuxhaven, Vincent-Lübeck-Str. 2, 27474 Cuxhaven	
Operator	Jasmin Weißbrodt, Phone +49 4721 66 2443, j.weissbrodt@landkreis-cuxhaven.de	
Type of Mobility Centre	Hybrid (Central physical facility with a single hotline, digital services will be available)	
Rural Mobility Service	County-wide Transport-on-Demand services (call-and-collect-taxis) booked via telephone calls to a centralised hotline	
Website	https://www.landkreis-cuxhaven.de/Themenbereiche/ÖPNV/Zentrale-Auskunft-Cuxland-InfoLine	

1. Introduction

This document serves as a background document for the implementation and long-term operation of the rural mobility solutions in the County of Cuxhaven (Germany) which have been developed and implemented within the MAMBA project, from October 2018 to September 2020.

There are various conventional mobility offers in the County of Cuxhaven. These are increasingly supplemented by alternative options. The MC will be set up to better link the multitude of individual solutions. There you can get information about all traffic offers. The trip can be planned from start to finish, and alternative transport offers can be booked directly from there. Information about the different offers is now easier and more convenient. The concept of the MC thus supports the use of public transport.

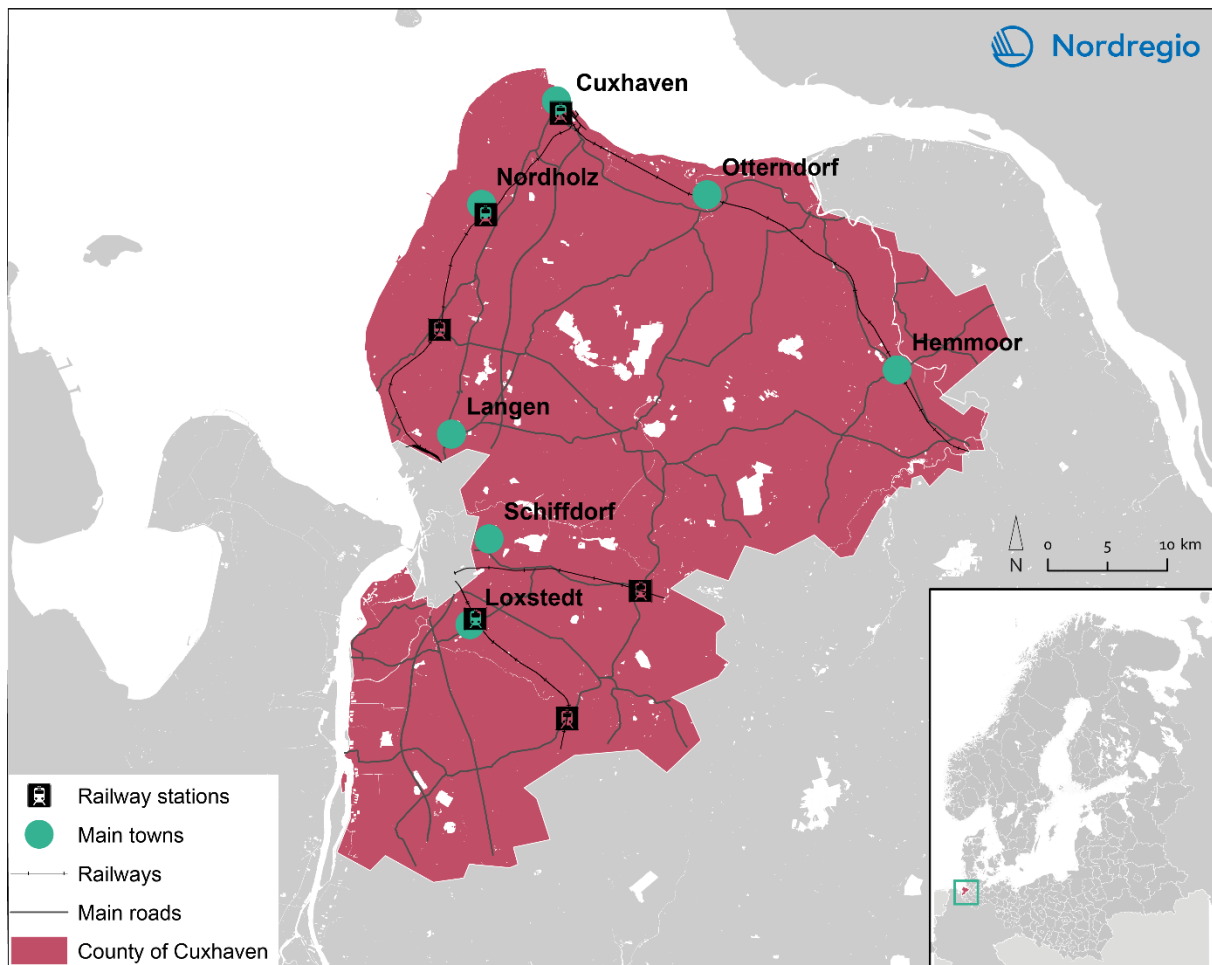


Figure 11: Map of the service area of the Mobility Centre Cuxhaven, Germany © Nordregio

2. General idea, objectives and strategy

The County of Cuxhaven offensively faces the challenges of demographic change. The population forecast says that the population between 2010 and 2030 in the County of Cuxhaven will decline by 17 percent. Because of this, the County of Cuxhaven develops an integrated, cross-mobility traffic concept. It is a so-called Model Community (Modellvorhaben) in the Programme of the German Government “Long-term security of supply and Mobility in rural areas” and the follow-up project of this programme. The County of Cuxhaven has developed a lot of activities to improve the public transport, service-to-people and people-to-service mobility and has appropriate recommendations for action and strategy papers. One target is it to create an integrated MC.

The idea for the MC in Cuxhaven is based on existing and developed concepts such as the integrated mobility concept, the local transport plan. The development took place under a strong stakeholder commitment and integration of politicians. In the MAMBA project, further development of the MC Cuxhaven took place, based on the pre-study. It followed the development of the project’s Mobility Centre Reference Framework and the Business Model Canvas exercise.

The aim is to create a new integrated offer, merging all current channels into one single entity. The main purpose of the MC will be to provide information, to coordinate and to manage data and information through new digital systems. The MC will integrate different mobility options and existing mobility structures for the whole County of Cuxhaven and will try to serve all inhabitants (population 198 143), combining public transport, transport on demand, contact persons for mobility information and much more. The implementation will take place gradually in a step-by-step approach.

On the 28 March 2019, the Concept was presented, and the MC launched. All relevant stakeholders, representatives from the municipalities and the transport companies were invited. The MC with all its services will be a permanent offer in the County of Cuxhaven, as it is also defined in the local transport plan. Hence, the new MC will persist beyond MAMBA.



*Figure 12: Mobility Centre Launch Event, 28 March 2019
© Landkreis Cuxhaven*

The telephone number is on the line and technical updates guarantee the functionality. Next step is to bring it on the next digital level with an online solution.

3. Description of structure, setup and related tasks

The County of Cuxhaven will be the carrier of the MC and finance it. The service is planned to be outsourced to an external service provider. A physical location and public accessibility are not necessary. Several transport providers share the operation of the CuxlandInfoline.

Within the MC, all transport modes shall be included: bus, taxi, transport on demand, village cars, rural public car- or ride-sharing, and bicycle rentals. For trains, only timetable information will be given since this transport mode does not fall into the area of responsibility of the County. Eventually, the MC will provide information, offers, payment services, complaint management, marketing, communication etc., serving as a mobility allrounder. However, implementation will take place gradually.

The first step and the actual task is the introduction of a single telephone number for all services. At the moment many different numbers for traffic on demand and related information exist. Later other tasks should be fulfilled in the MC as well such as billing, evaluation or development.

For the planned further services, it is likely to be necessary to introduce new software elements.

Regionale Mobilitätszentrale für den Landkreis Cuxhaven

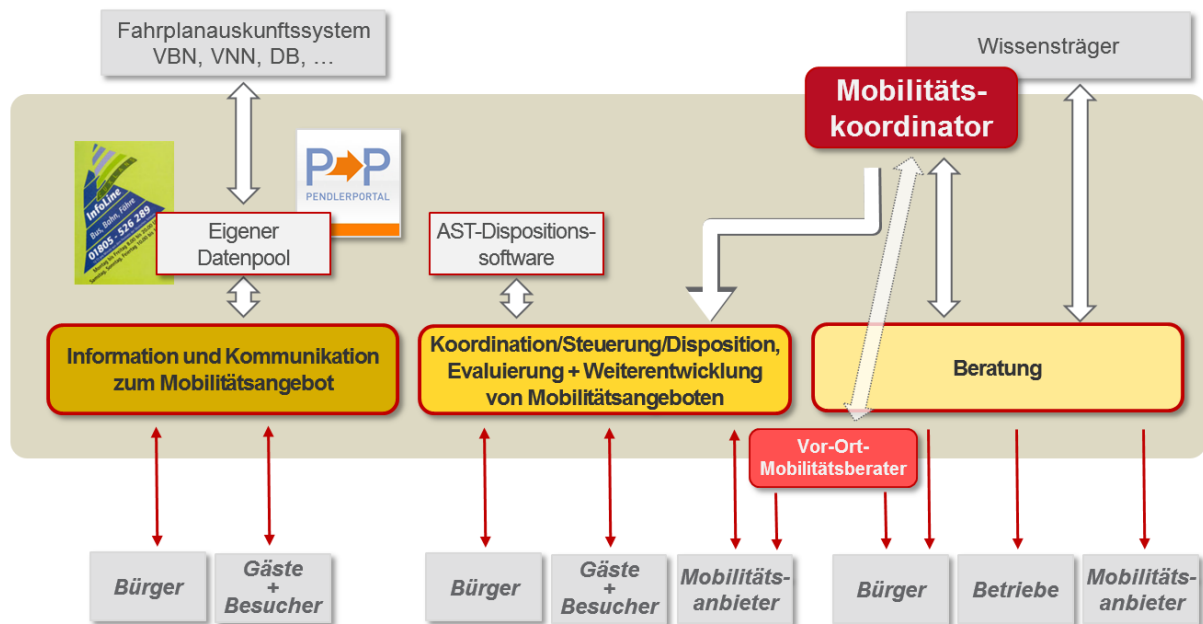


Figure 13: Cuxhaven Mobility Centre concept chart © Landkreis Cuxhaven

The graph above shows the set-up, relations, roles and tasks of the MC. It has three main tasks:

- **Information and Communication of mobility offers** (Information und Kommunikation zum Mobilitätsangebot),
- **Coordination/Control/Disposal/Evaluation + Further development of mobility offers** (Koordination/Steuerung/Disposition/Evaluierung+Weiterentwicklung von Mobilitätsangeboten),
- **Consultation** (Beratung).

The **Mobility Coordinator** (Mobilitätskoordinator), is the leader and responsible for the whole MC. Furthermore, the coordinator also trains the **On-Site-Mobility-Consultants** (Vor-Ort-Mobilitätsberater). The MC needs its own software and picks up on central public information and data-pools. The output of the MC is for end-users – **citizens, guests and visitors** (Bürger, Gäste und Besucher), **mobility providers** (Mobilitätsanbieter) as well as **companies** (Betriebe). The MC also needs permanent consultation and the exchange with the **knowledge-carrier** (Wissensträger).

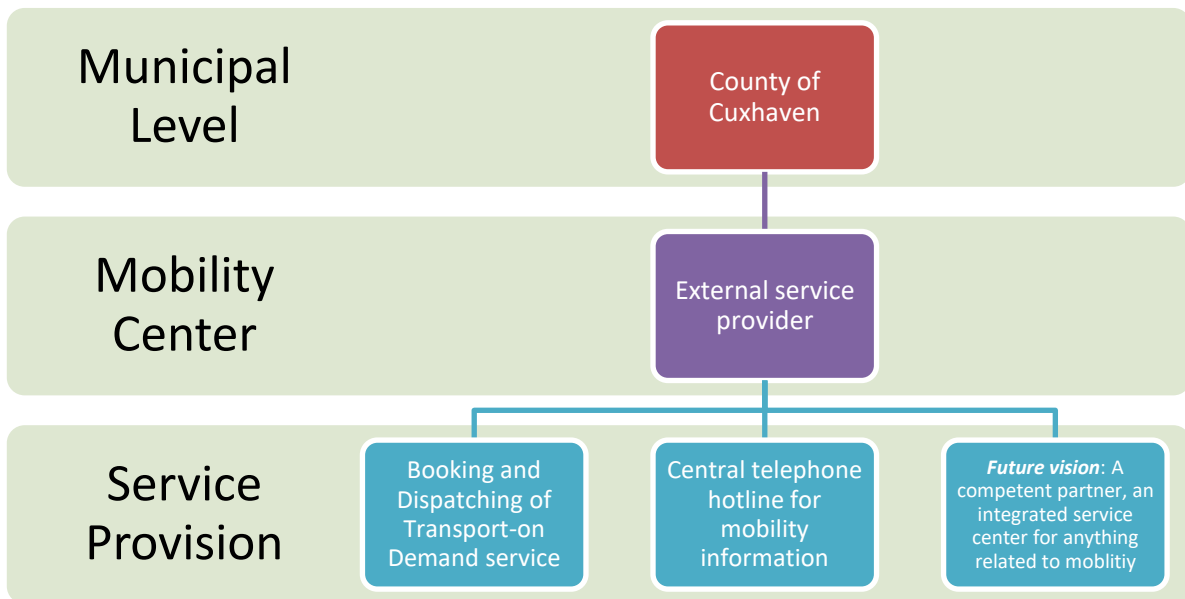


Figure 14: Organizational structure of the MC (short version)

4. Budget and Financing

The County of Cuxhaven finances the operation of the MC through different sources of funding:

1. Interreg BSR Programme,
2. Bundesprogramm "Long-term security of Supply and Mobility in rural areas"

It is yet to be estimated how personnel requirements will develop in the future. In addition to the one-off costs for introducing new software, there are monthly costs. Rent and personnel costs will be consistent if the needs and external circumstances do not change. But since the MC is awarded to an external provider as a service contract, there are no separate costs. The purchase of new technical equipment are one-off costs that must also be borne by the County.

It's different in the case of our pilot. The pilot should be able to maintain itself through income from advertising and association contributions without financial subsidies from the County.

5. Stakeholder involvement, communication and marketing

Stakeholders of the MC in the County of Cuxhaven are transport associations, traffic companies, taxi companies and the municipalities of the County of Cuxhaven, all highly interested in this concept since it will increase the access to mobility solutions for everyone.

The development of the integrated mobility concept and the local transport plan is and has been a great process with comprehensive participation of all stakeholders, political entities, customers and inhabitants. Many working group sessions were conducted and the public was asked to cooperate with calls posted in the daily newspaper. This permanent integration of all stakeholders will be continued via events such as the Mobility in the County of Cuxhaven Conference on 28 March 2019 where all stakeholders were invited. The County of Cuxhaven is working in a highly participatory manner and a number of working groups have taken place until now.



Figure 15: Stakeholder Workshop at MC Launch event, 29 March 2019 © Landkreis Cuxhaven

The pictures above show impressions of the work with stakeholders during the development of the integrated mobility concept. The MC Launch Event took place on 28 March 2019 with a number of stakeholders (e.g. public representatives of the county, transport providers, etc.).

The MC is being introduced step by step. Each implementation step has been advertised via the following channels:

- Internet,
- Newspaper,
- Print media,
- Traffic companies,
- Flyers.

The new hotline has been open to the public since March 2019. Before the start of its operation, a promotional campaign was organised.

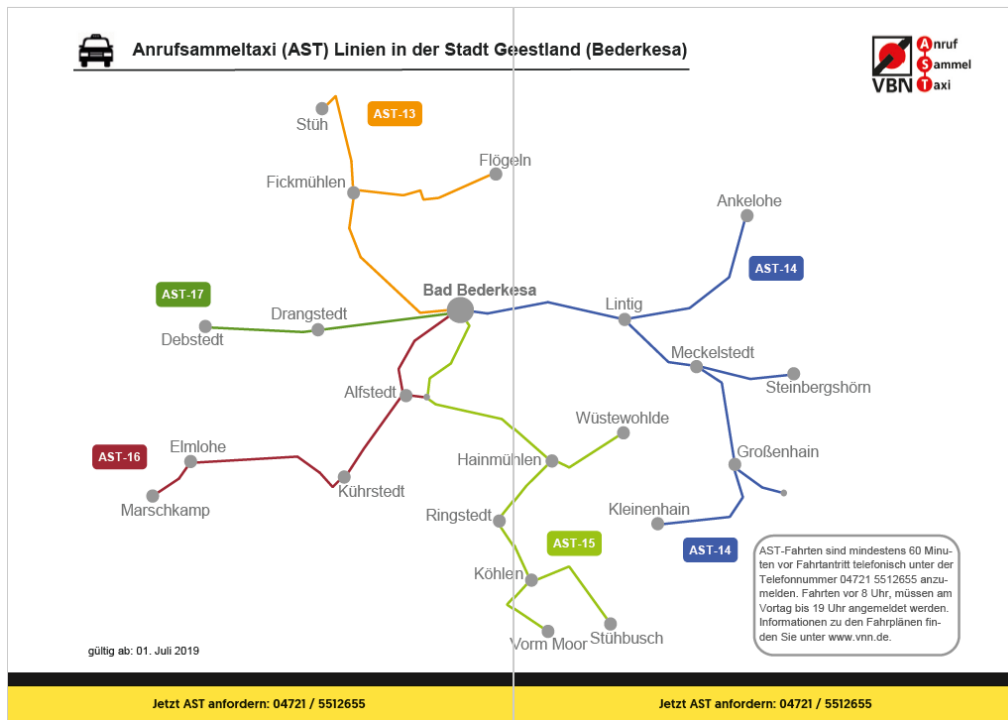



Figure 16: Example of printed promotional material of the ToD Service in the City of Geestland

Long term Operational Concept of Rural Mobility Solutions in South Ostrobothnia, Finland (PP7 & PP8)

Project Partner	Seinäjäki University of Applied Sciences & Regional Council of South Ostrobothnia	
Region, Country	South Ostrobothnia, Finland	
Name of MC / Mobility Solution	Regional Steering Group	
Location	South Ostrobothnia, Finland	
Contact details	Antti Saartenoja, Planning Director, The Council of South Ostrobothnia, Tel: +358 50 347 9845	
Operator	Municipalities and joint municipalities of South Ostrobothnia, The Council of South Ostrobothnia as an administrator	
Type of Mobility Centre	Inter-organisational working group of regional stakeholders	
Rural Mobility Service	Regional Steering Group for Mobility Service Cooperation	
Website	https://www.epliitto.fi/kuljetuspalvelut-ryhma	

1. Introduction

This document serves as a background document for the implementation and long-term operation of the rural mobility solutions in South Ostrobothnia (Finland) which have been developed and implemented within the MAMBA project, from October 2018 to September 2020.

The innovative mobility solution in South Ostrobothnia region is a cooperative MC model. This model is for the time being implemented by forming a Regional Steering Group (RSG) for mobility services with the main focus in coordinating and managing the social and healthcare-related transportation. The group will guide and support regional planning, procurement and transportation processes.

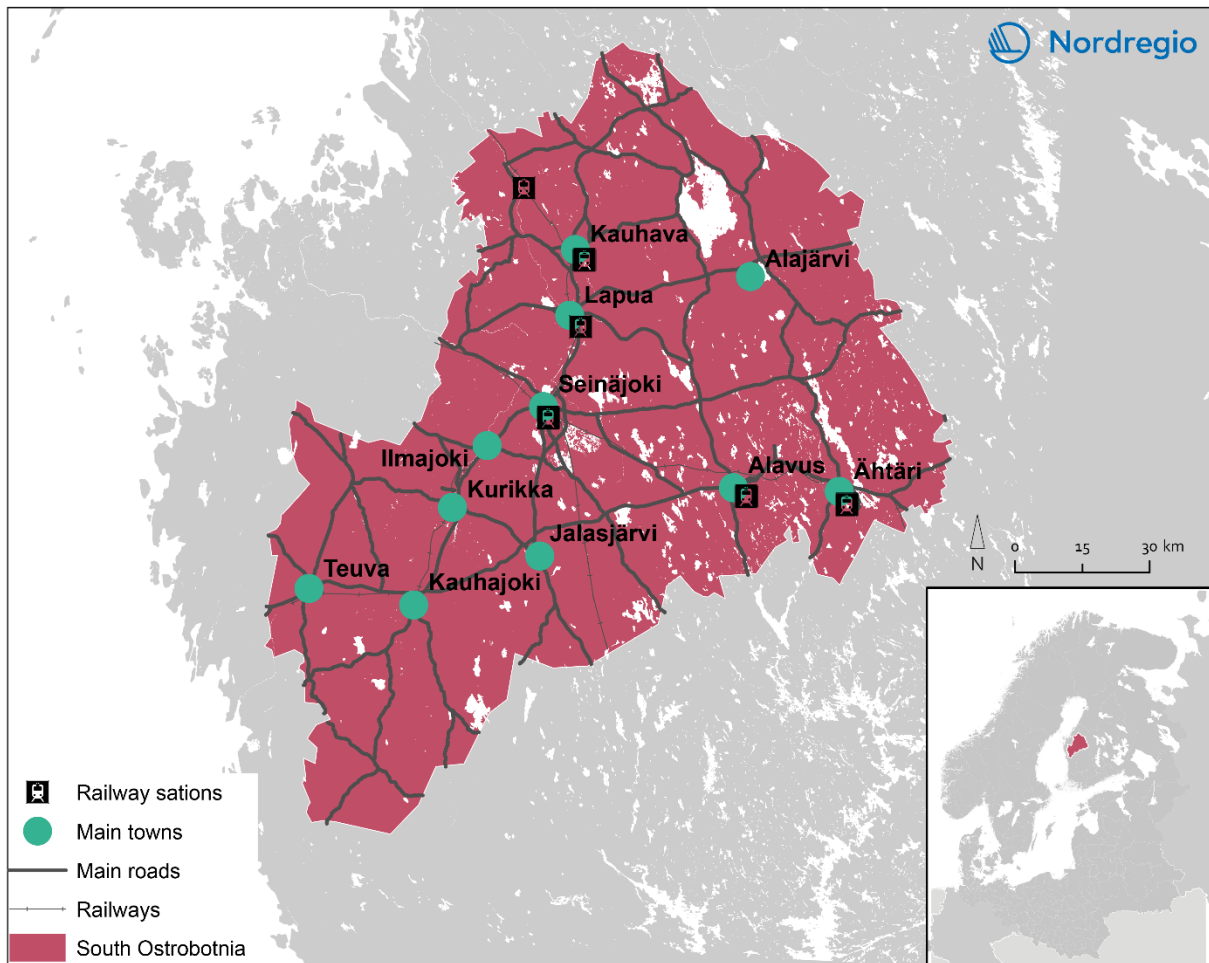


Figure 17: Map of the service area of the Mobility Centre Southern Ostrobothnia, Finland © Nordregio

2. General idea, objectives and strategy

The background for the MC of South Ostrobothnia was set up in the earlier published Regional Analytical Framework concerning social and healthcare-related transportation, provided by the MAMBA project. The analytical framework suggested the following objectives for the MC:

- Improve the level of service in passenger transport services to all inhabitants,
- Introduce transport services to the regions that currently lack them,
- Make statutory transport obligations more equal for all inhabitants,
- Make service production more effective – more service with the same money,
- Make new user services possible for checking routes, paying and receiving information.

The idea for the MC was launched in January 2019, when the MAMBA project partners in South Ostrobothnia (Seinäjoki University of Applied Sciences and the Regional Council of South Ostrobothnia) in cooperation with the city of Seinäjoki and the Regional Government, Health and Social Service Reform South Ostrobothnia, organised a preliminary discussion for creating a regional MC.

Originally the regional MC was launched as a part of the National Health Care Reform for which preparations were made also in South Ostrobothnia during 2018-2019. At that time, the MC was formed by several authorities discussing the future of organising the single transportations in South Ostrobothnia. After the reform was cancelled in spring 2019, the city of Seinäjoki took the leading role for some months in organizing the work of this group. Due to lack of resources, they withdrew from this role in autumn 2019.

The idea of the RSG for mobility services in the South Ostrobothnia region was then presented in January 2020 and this received positive feedback from municipalities and joint municipalities. This group now acts as an MC in South Ostrobothnia. The group shares information and feedback with all the different interest groups and authorities. The RSG concept was officially approved by the Regional Government on 17 February 2020. The Regional Council of South Ostrobothnia is now leading the group and coordinates of the establishment and long-term operation for the MC.

The main target group for the service are customers for health and social services related transportation (statutory transport) – in the long run also senior citizens and other inhabitants of rural areas who need public transport. As the municipalities and joint municipalities provide these services, the short-term objective for this group is to create concerted practices and procedures for the whole region. The long-term objective is to explore the possibilities to establish a single transportation unit throughout the whole region. From the user perspective, the RSG enables the more effective customer service to inhabitants and meets their mobility demands better. From the municipality perspective, the RSG offers a cost-effective way to plan the organisation and combination of different transport modes for their inhabitants.

The vision for the RSG is that the statutory transport in the region would be equally accessible for all inhabitants and that the level of services would be improved.

3. Description of structure, setup and related tasks

The idea and vision for the transportation services of the region, suggested in the Regional Analytical Framework provided by MAMBA project, was to form a model, which would include one transportation service unit within the province / hospital district by 2022. The unit would have been responsible for planning, procurement and transportation system processes. The brokerage and merger operator would have acted as a contract partner for the transportation service centre. But as already mentioned in the previous chapter, when the National Health Care Reform was cancelled in spring 2019, this plan could no longer be followed. After that, the present RSG model was considered as the best option to establish the MC South Ostrobothnia.

During the MAMBA project, the MAMBA project partners in South Ostrobothnia have organized several stakeholder meetings and workshops in which e.g. the tendering and procurement processes were discussed. This has improved interaction and sharing information and best practices between municipalities and the practices have become more similar in the South Ostrobothnia region. This progress has on its part made it possible to establish the RSG for a forum of collaboration.

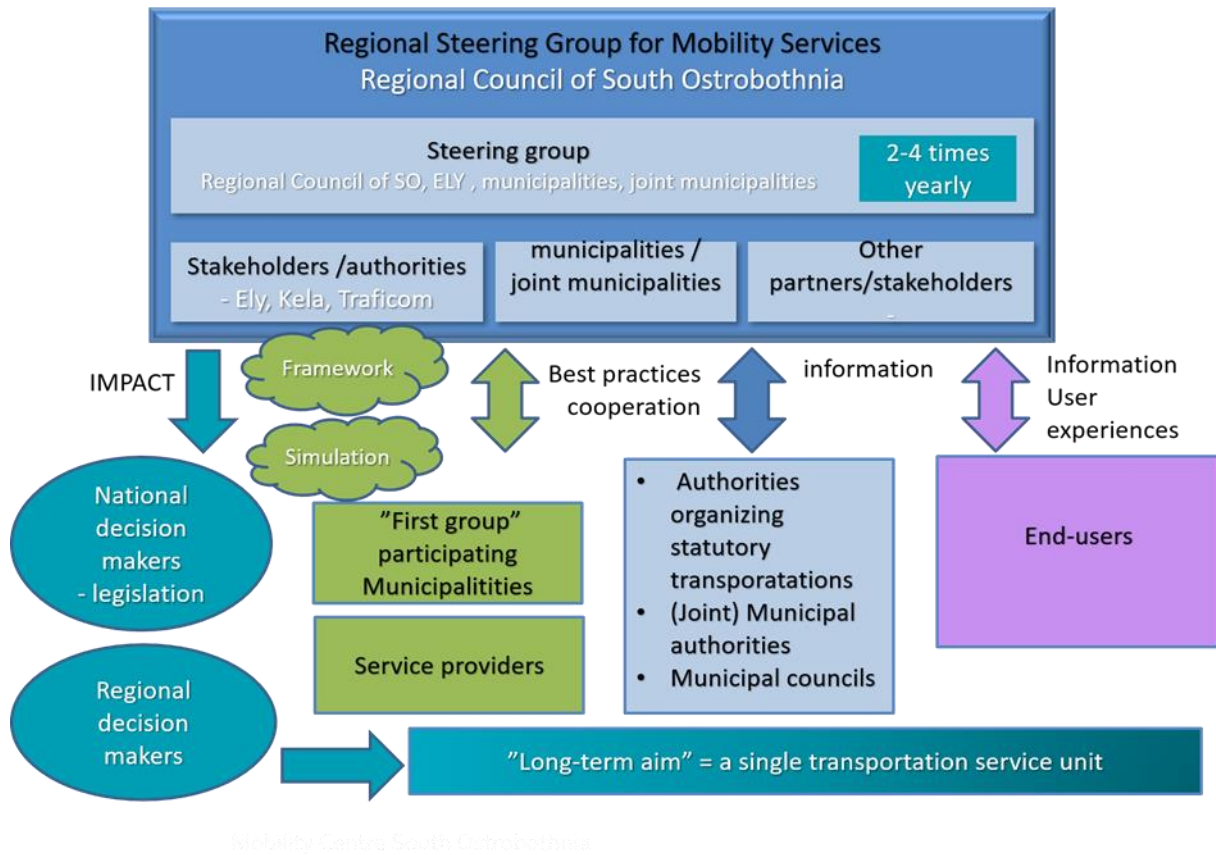


Figure 18: The structure of South Ostrobothnia Mobility Centre, Finland © RC of South Ostrobothnia

The MAMBA project team in South Ostrobothnia was responsible for forming the RSG for mobility services. The Regional Council of South Ostrobothnia leads the group and coordinates the group activities.

The group consists of the following organizations:

- The Regional Council of South Ostrobothnia (Chair),
- Municipalities and joint municipalities,
- Centre for Economic Development, Transport and Environment (ELY),
- The Social Insurance Institution of Finland (KELA),
- The Hospital District of South Ostrobothnia.

The aim of the RSG is to create concerted practices and procedures for the whole region. The long-term aim for the group is to explore possibilities to establish a single transportation unit within the whole region. Meetings will be organised 2-4 times a year.

The RSG shares information with all the different interest and target groups and discusses the services and practices with them. The group contributes to developing and creating concerted practices and procedures for the whole region. The vision for the group is to support the establishment of the single transportation service unit within the whole region. The Regional Analytical Framework provided by the MAMBA project will be used as a base and background material when discussing the concrete steps towards the single transportation unit.

4. Budget and Financing

The RSG as such does not require any infrastructure, technical equipment or named staff members. The Regional Council of South Ostrobothnia will name responsible person/s who will coordinate and lead the RSG activities. These coordination activities fit naturally in the legal role of the Regional Council of South Ostrobothnia and no extra budget is needed. The Regional Council invests approximately 50-60 working hours per person for two persons for the coordination of RSG.

According to the Regional Analytical Framework provided by MAMBA project and created in 2018, the costs for the regional single transportation unit would vary between 550 000 and 650 000 euros annually. The RSG will plan the future actions and the financing model will be dependent on the future unit structure, legislation and organisations involved.

5. Stakeholder involvement, communication and marketing

Stakeholder involvement has an important role in the work of RSG. Their opinions, suggestions and views will create the basis for the development work. Active mutual communication with the interest groups is an essential part of the RSG activities.

Interest groups for the RSG are:


- Municipalities,
- Joint Municipal Authorities,
- The Social Insurance Institution of Finland,
- Private Health Care Actors,
- The Centre of Economic Development, Transport and the Environment,
- South Ostrobothnia Health Care District SOHCD,
- Boards for the Disabled and the Elderly,
- Finnish Taxi Union, Taxi Entrepreneurs,
- Finnish Bus Union,
- Customers for Health- and Social Services-related Transportation,
- Inhabitants of the rural areas in need public transportation, e.g. families, senior citizens.

A more specific communication and involvement plan will be created by the RSG at the second RSG meeting in August 2020. All the relevant information concerning the activities of RSG will be communicated on the Regional Council's RSG web page.

Marketing and Promotion strategies for the RSG will be created as part of the planning and establishment process of the RSG also during the first year of the group. Marketing for the end-users and other interest groups can be shared through different communication channels e.g. via websites

and social media, briefings (news briefings), face-to-face communication, communication by different organizations, newsletters, internal communication between the authorities and in the organizations.

Long term Operating Concept of Rural Mobility Solutions in North Karelia, Finland (PP9)

Project Partner	Regional Council of North Karelia	
Region, Country	North Karelia, Finland	
Name of MC / Mobility Solution	POJO Regional Mobility Service	
Location	Physical location: Joensuu, Responsible for maintaining platform: MEITA (Regional ICT-Centre)	
Contact details	www.pohjois-karjala.fi pasi.lamminluoto@pohjois-karjala.fi	
Operator	During project Regional Council of North Karelia, after the project MEITA and Regional Council of North Karelia	
Type of Mobility Centre	Advanced (Digital)	
Website	www.poj.pohjois-karjala.fi	

1. Introduction

This document serves as a background document for the implementation and long-term operation of the rural mobility solutions in North Karelia, Finland which have been developed and implemented within the MAMBA project, from October 2018 to September 2020.

In North Karelia MC concept is a mobile optimized webpage that combines public transport options of the region. In addition to this it offers information about active ridesharing groups and transport for travel and events. Service is free of charge for end-users and it is available for everyone.

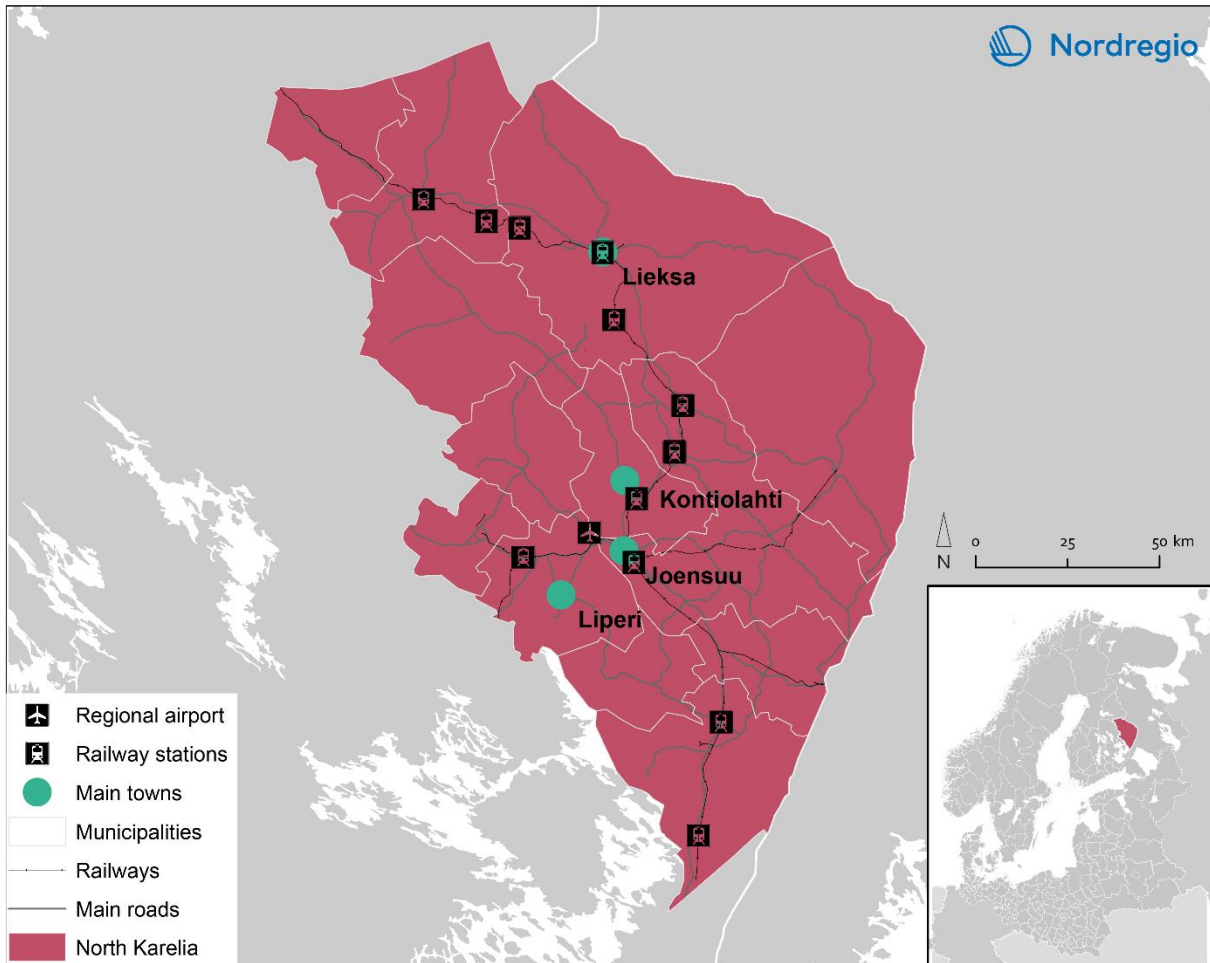


Figure 19: Map of the service area of the Mobility Centre in North Karelia, Finland © Nordregio

2. General idea, objectives and strategy

In North Karelia mobility and transport information is very fragmented because several operators are involved in public transport. Different operators use their own platforms to share relevant information and customers are having difficulties to find correct channels for their needs. This has been an issue for quite a while already and there is constant feedback from the public that this should be resolved somehow.

At the same time, all 13 municipalities of the region are organizing public transport-on-demand in their own areas, creating a very effective way to connect people living in remote areas to the municipal center. However, there are big differences between municipalities in terms of how they are promoting this service. Based on discussions with inhabitants and different actors within the municipalities, it seems that most of the residents do not even know that there is this kind of public transport services available. On the other hand, some municipalities have found, that by developing and promoting these services, they have received totally new customer segments such as summer residents of the region.

In the MAMBA project we are developing a Mobility Centre for Transport that combines the fragmented data and information for public transport in North Karelia – which includes municipality - based transport-on-demand and regional public transport. This way we will create a digital information platform and virtual marketplace for inhabitants of the region, which will serve both as a webpage and mobile application.

On the national level, the Finnish government has launched a new initiative called NAP (National Action Point) <https://finap.fi/#/>, that collects all transport and logistics data from the different regions on the same digital platform. The long-term vision is Mobility as a Service (MaaS) oriented database. This database will be used when planning Mobility Services for people and cargo. Access to this database is essential for developing transport solutions for the future.

In our Mobility Centre there is a two-way beneficial usage of the NAP. We are providing transport information from our region for them while at the same time getting access to their most recent information (e.g. private taxi and transport companies that offer services in our region). This way, we will also be able to include the private sector services into our Mobility Centre digital platform in the future.

Implementation of the digital platform process has been delivered in several phases. Briefly explained, the platform has been developed based on several workshops that include technical experts, authorities, municipalities, transport operators and end-users (inhabitants of the region). In total there was 4 development workshops organized and over 50 participants from different sectors involved. After workshop development, a test version of the service was launched for testing groups. There were three actual testing groups (Student group in University of Applied Sciences, elderly people group in remote areas of the region and personnel group from the RCNK). In addition to these groups also stakeholders that were involved in workshop development also acted as testers for the service. Duration of the service testing was 2 months and based on the feedback from test groups service was further developed towards to the final version. The final version was launched with major promotion and marketing actions on 19th of February 2020.

3. Description of MC structure, setup and related tasks

The basic idea of the MC is to combine fragmented information of public transport by using different digital interfaces. A very simplified model of the MC is described below ([Figure 20](#)).

Liferay is a digital portal structure which is based on open source technology and is used by all 13 municipalities in the region. By connecting this interface to our MC, we can get all relevant information on public transport organised by the municipalities. When there is a need for changes or modifications within individual municipalities, they will perform an update by using Liferay and as a result we get the up-to-date information to our service immediately.

Service providers is a group of Public Transport Service operators in the region. They have their own systems that need to be connected to our MC. This will require more effort than connecting the municipalities mentioned above, but it can be done, because service operators are obligated to share their information, either directly or by using the government-maintained interface **NAP**

service/Interface, which will serve us also as a source of information for private companies involved in transport services in the region.

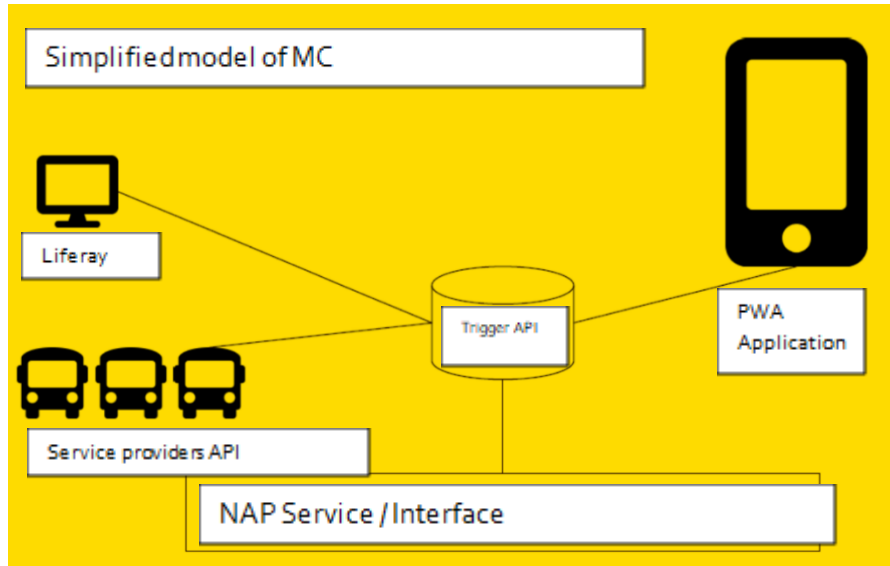


Figure 20: Simplified model of MC North Karelia

During the technical implementation process we have found out, that NAPPI -interface is too under-developed at the moment for our purposes. It turned out that most of the transport information of the region is missing from the interface and that is why we cannot exploit it in our work. As a compromise we have clarified other possible interface solutions to tackle this problem. There is a lack of one complete national interface that solves this problem, so we have to combine two interfaces in order to get best possible solution. We will use [Matkahuolto.fi](https://matkahuolto.fi) -interface that is a national platform for public transport combined to Jojo.fi -interface which is public transport platform for Joensuu area. Together these two will combine all public transport services available in the region with couple of exceptions. These couple exceptions are private operators who will have a possibility to join our platform without cost.

Trigger API is basically our digital platform (MC) that combines all the information, optimising it for the mobile application, PWA application, that is free-of-charge for end-users (residents, authorities, tourists etc.).

As there were already ideas for the further development possibilities of the service, we wanted to secure a “home-base” for the platform after the project’s ending. Naturally, we also had to guarantee the maintenance and updating process of the platform. For this we had identified a couple of possible solutions.

The Finnish Government drafted a National Regional Reform during year 2019. As a part of this reform the possibility was explored that the new legislation would have given the responsibility of organising the regional public transport to a new organisation. In this case the new organisation would also have been responsible for maintaining our platform. In summer 2019 it turned out that the National Regional Reform is not going to actualize, and we had to guarantee long-term operation of the MC in some other way.

We decided to use expertise of our regional ICT-Centre (MEITA) and handle maintaining of the service platform in Regional Council on our own. This solution will guarantee the long-term life of the platform and as there is also motivation for further development, its implementation should result without any bigger difficulties.

POJO-service www.pojjo.pohjois-karjala.fi is a mobile optimized webpage that provides a wide variety of available public transport services in region of North Karelia. Service can be used either via mobile devices or a web-browser. The main reason for service technical implementation in this way was to ensure that wider audience (people who have no access to use a smartphone) have a possibility to use the service. There is a technical support for Mozilla Firefox, Google Chrome, Safari and Microsoft Edge browsers. However, for the ICT-security reasons Internet Explorer cannot be used. Most smartphones have a possibility to create shortcut icon for the desktop and use service through that. This ensures that service is “reachable” instantly in most of times. For the end-users service is free of charge.

POJO-service is going running on the RCNK server, which will be maintained after the project. The Communication Department of the RCNK will be responsible for updating the dynamic parts of the service, which includes the “Travel & Event” section and “Car sharing” section of the service. Overall monitoring of the service will be done by the Information & ICT manager of the RCNK together with MEITA representatives.

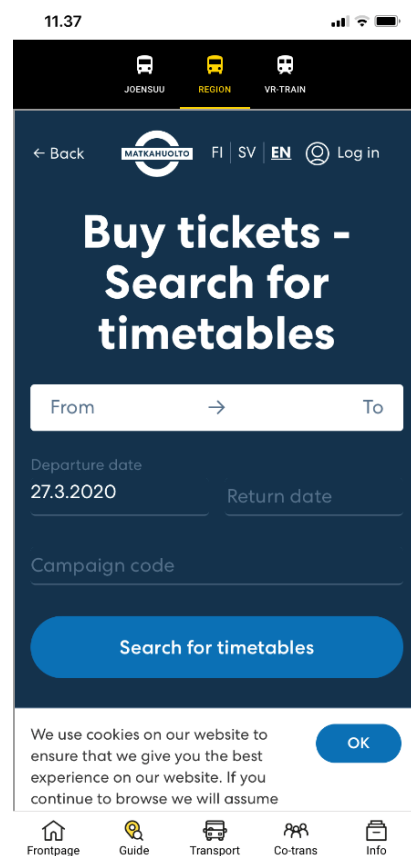


Figure 21: Matkahuolto.fi screenshot from the POJO service

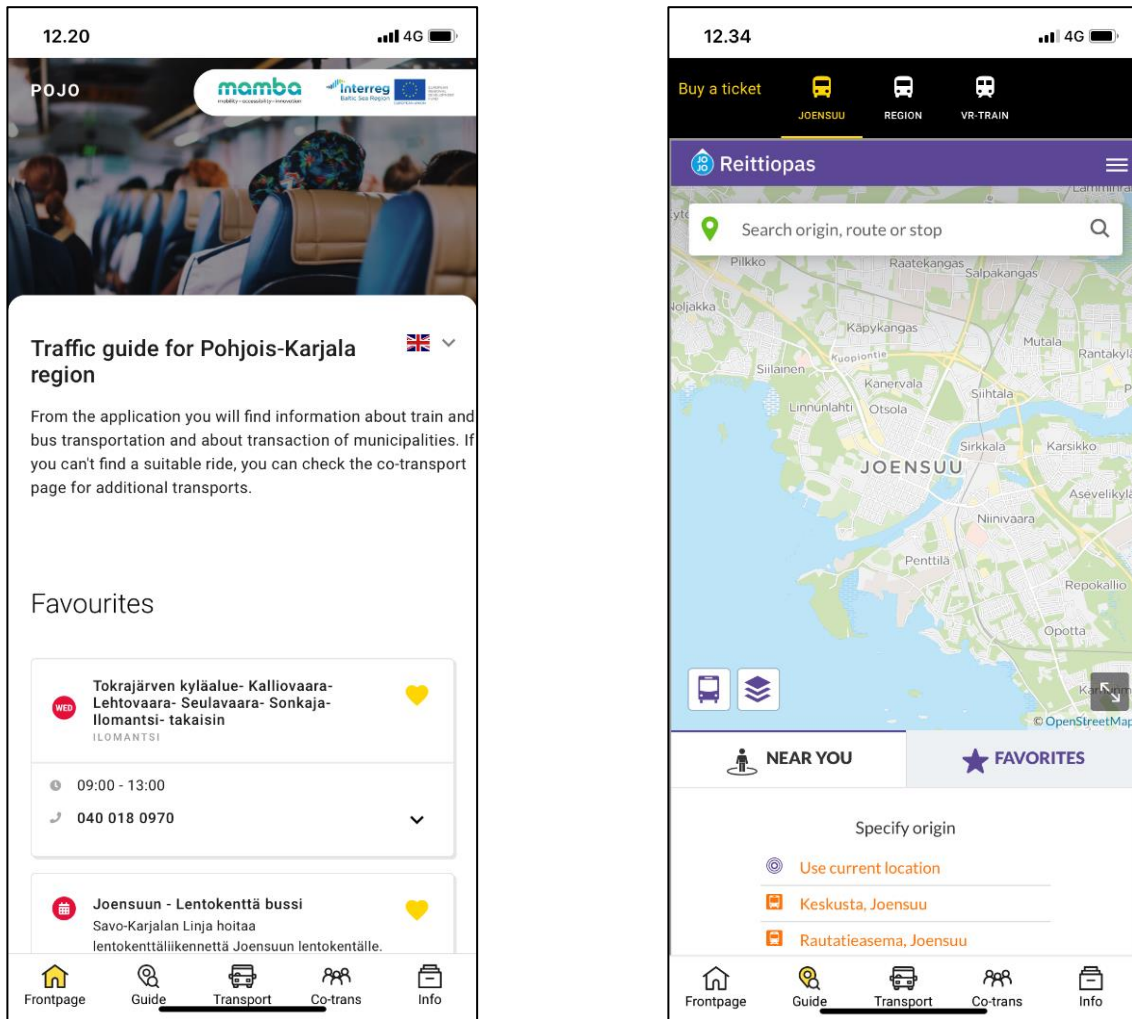


Figure 22: Screenshots from the customised POJO service in North Karelia

Updating the part including the municipality transport information will be handled by municipality representatives as a part for their work in their own organization. Thus, through this decentralised sharing of responsibilities, when the information is updated internally on municipal level it will be automatically updated also in MC portal. This always ensures the information on the service to be up to date.

Updating for the Joensuu area transport section will be done by the JOJO (Joensuu area public transport and logistics)-department of the City of Joensuu. The regional transport part that includes regional public transport services outside Joensuu city area, will be updated by the Matkahuolto (a national transport operator).

RCNK is also willing to grant possibility for the further development of the service as it is in open data format and if the need for development arise in the future, technical obstacles are minimised.

4. Budget and Financing

The cost for maintaining the data server is ca. 2.500 €/year. This will be covered by the RCNK budget and technically outsourced to the MEITA (a company with ICT- and economic expertise), which is a regional public organization which, among other tasks, handles data servers.

There is also need for (human resource) constant up-to-date checks in some parts of the service. These will be carried out internally in RCNK as a part of Communication Department daily work roughly once in a quartal (as described more detailed earlier in this document).

As this is a service version 1.0 there is an apparent need for further development. To be aware of expectations of the end-users we have created a feedback possibility inside the service. During Mamba-project (before end of September 2020) we have budgeted and contracted external experts to remain at disposal for fixing service, but after that further development has to be done by some other funding instrument. It is possible, that municipalities and other authorities are interested in further development, depending on the success of the service. First signs based on the feedback we have received has been very promising. Our service has gotten a lot of attention and interest also outside of the region and even nationally.

5. Stakeholder involvement, communication and marketing

Stakeholders have been involved in the MC work from day one. We have been engaging them into the working process already before the technical implementation phase, which is due to start in spring 2019. Actual development of the platform and mobile application has been implemented by using workshops. All relevant stakeholders, authorities, municipalities, transport operators, interface holders and most importantly end-users have been working in these co-creation workshops in order to get the most efficient outcome.

We created a key development group amongst the stakeholders (technical experts, authorities, municipalities, transport operators and end-users) involved in the application development and kept them constantly updated about the process. They were also serving as a one test group for the first pilot version of the platform, before another set of workshops, where the platform was further developed and finalised before the general launch. Additionally, we used our organisational networks to provide other test groups for the platform. This provided us with more feedback from different target groups before the final version and the general launch.

We are also open for new suggestions for the further development of the platform for example from the private sector. As there are possibilities to add commercial elements to the platform this might be of interest for private companies and institutions (such as Science Park, Business Incubators, advertisers) too.

We did have our MC launch event in November 2018. There were over 120 transport and logistics experts present at this event and that is why our MC concept is already known on a regional “expert” level. Starting of the technical implementation phase (workshops) made it even more known amongst different stakeholder groups. Testing phase of the platform included again new end-user groups, and

finally the actual launch of the service and media coverage following that made service more widely known and accessible.

As the organisation Regional Council of North Karelia has a very wide regional network of actors in different industries, we did include the MC into our monthly newsletter, social media channels and face-to-face meetings as marketing efforts after launching the final POJO service.

All municipalities are also marketing this service through their own channels for their residents. Additionally, we are using the regional newspaper advertisement and other media channels for launching the service. One particularly important channel is going to be the newsletter of our regional social- and healthcare organisation (Siun Sote) <https://www.siunsote.fi/>, delivered in every household of the region twice a year. Our educational sector (University of Eastern Finland, Karelia University of Applied Sciences and Riveria Vocational Education and Training (VET) provider) will also be involved in marketing, in order to reach students and younger demographics in the spring and autumn 2020.

We have identified several different target groups (students, seniors, summer cottagers, tourists, local people, transport operators, authorities etc.) for marketing and as our platform is now ready, we will use different marketing channels to reach them. Planned operations include e.g. Marketing posters with interactive competition to get students testing and using service, Service video that is both educational and marketing oriented, social media campaign on August / September 2020.


Reaching users will be done using RCNK communication tools, such as the newsletter (4 times a year), social media channels (we will also use Facebook sponsored advertisement during spring and autumn 2020) and public events. Municipalities are committed to promote the service in their own channels (such as webpage, Facebook- & Twitter-accounts) for their inhabitants.

After launching the final version of the service, we were contacted by Siun Sote (regional social- and healthcare authority) who are planning to use our service as a tool for their logistics planning especially for their customers living in remote areas. They are looking for cost-efficiency by combining transport already available for their needs.

Also, Siun Sote are willing to promote the service as they are going to use it as a tool for their own logistics department workers who are planning combinations for transport in remote areas and their customers who will be now better informed about their transport possibilities.

Altogether POJO-service will have a very good coverage in terms of communication and promoting.

Long term Operational Concept of Rural Mobility Solutions in the Municipality of Vejle, Denmark (PP10)

Project Partner	Vejle Municipality	
Region, Country	Region Southern Denmark	
Name of MC / Mobility Solution	Ta´din nabo med NaboGO (Help your neighbor with NaboGO)	
Location	Smidstrup/Skærup, Denmark	
Contact details	Marianne Pedersen, marianne@Nabogo.com , +45 40287634	
Operator	NaboGO Aps	
Type of Mobility Centre	Advanced (Digital)	
Rural Mobility Service	Digital Ridesharing App with public transport integration	
Website	www.vejle.dk , www.NaboGO.com	

1. Introduction

This document serves as a background document for the implementation and long-term operation of the rural mobility solutions in Vejle Municipality, which has been developed within the frame of the MAMBA project and local efforts. The general idea of a Mobility Centre (MC) and its different forms, functions, objectives and set-ups are laid out in the Pre-Study on MC models, available on the [MAMBA website](#).

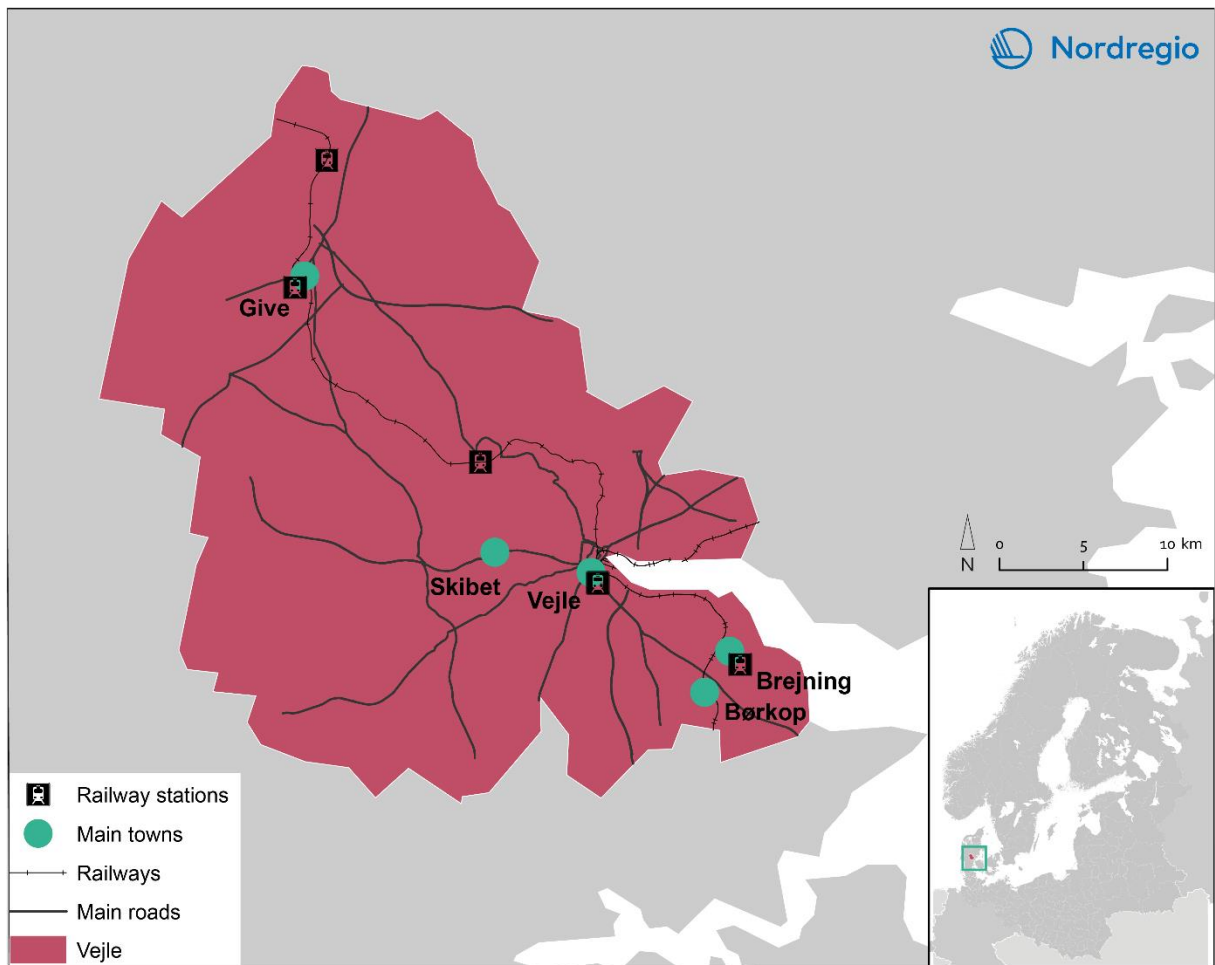


Figure 23: Map of the service area of the Mobility Centre in the Vejle Municipality, Denmark © Nordregio

2. General idea, objectives and strategy

Demographic changes and limited public finances threaten access to services, goods and community life in rural areas of Vejle municipality, which contributes to ongoing depopulation of rural areas. In this context, it becomes increasingly difficult for the authorities to ensure individual mobility and service to people, and it is difficult to maintain in sparsely populated areas.

The MC is a part of our pilot solution developed specially to cover both areas. The pilot of Vejle Municipality is a ridesharing application, where citizens in rural areas share rides to and from different destinations. The destinations are entered by drivers that take the trip anyway, and that want to help his/her fellow citizens that do not have the possibility to drive on their own. The passenger then can search for a trip in the application or the other way around. The MC that is built into the pilot, is a connection to the national Travel Planner platform. This means that you in the pilot also can see what public busses are available at the specific time you want to take a trip. If the bus fits better than a ride, you can click on the bus icon, and you jump automatically into the Travel Planner. Further development will also show NaboGO rides in the Travel Planner.

Due to the local and very personal nature of the app, individuals must also be able to refuse a ride anonymously without facing uncomfortable situations afterwards. If no rides are available, users are automatically forwarded to My Travel Plan.

To ensure viability beyond MAMBA, the ridesharing app must be developed for both Android and IOS in order to eventually connect to the Travel Planner via an application programming interface (API) which constitutes the MC and should work both in Danish and English.

3. Description of structure, setup, and related tasks

Vejle Municipality is responsible for all public transportation in the Vejle area, including bus, Flex and Plus solutions in cooperation with Sydtrafik. The NaboGO solution is developed and maintained by NaboGO, and all further development and marketing after project end are maintained by NaboGO. The development and implementation strategy are based on three workshops, each targeting a specific demographic and output:

1. **“Picking up the target groups where they are!”**
 - **Main target groups** – young (under 18), older and immobile citizens
 - **Interlocal** – sub-regions or small cities – needs, potentials and offers which fit!
2. **“Creation of interlocal ownership and identification of ambassadors/multipliers”**
 - **Engagement** – finding activists who help to implement (communication, interaction and so on) a new mobility culture beside single cars in the local, interlocal and regional contexts
3. **“Interlocal reports as a self-defined guideline”**
 - **Situation analysis/reality check of solutions** – local/interlocal/regional – short-/middle- & long-term
 - **Interlocal advice from the locals to the municipality** – local/interlocal/regional
 - **Useful support and consultation from the municipality for the locals**

Related to the targets, there are **two more values** that can be achieved for each municipality as well as for the regional and maybe international collaboration networks by using this method:

1. **Optimization of organization structures of mobility in municipalities:** The results of those future camps can be used, on the one hand, to integrate them into an existing regional development network with i.e. an “umbrella group” and “project-based working groups” or, on the other hand, to build up those steering and working groups which guide and develop those complex processes target-orientated by identifying the different local/interlocal/regional needs, solutions and activists and bring them together (i.e. like in the “ABDC Model” for rural development).
2. **Mutual comparison of future camp results:** Another value for the interregional and international focus is to compare the results of different interlocal context on those levels.

Further stakeholders are municipalities, transport organisations and FlexDenmark that own the national travel app My Travel Plan.

The solution is built up the following way:

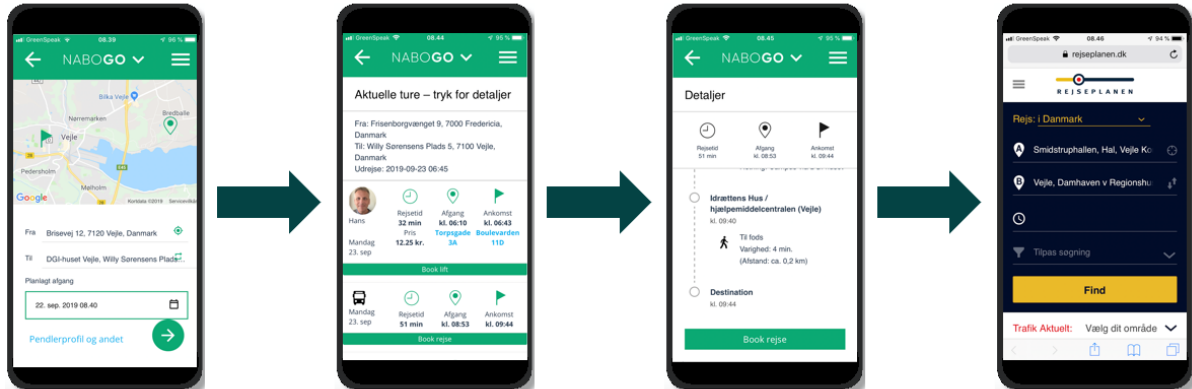


Figure 24: screen shots of NaboGO and Rejseplanen apps integration user story © NaboGO

When you enter a wish for a trip, the pilot, you will receive both ridesharing offers, but also bus, Flex and Plus trips, which constitutes the MC. The solution is built with an interface between NaboGO and Rejseplanen (National Travel Planner) which ensures that all offered trips are displayed in both solutions.

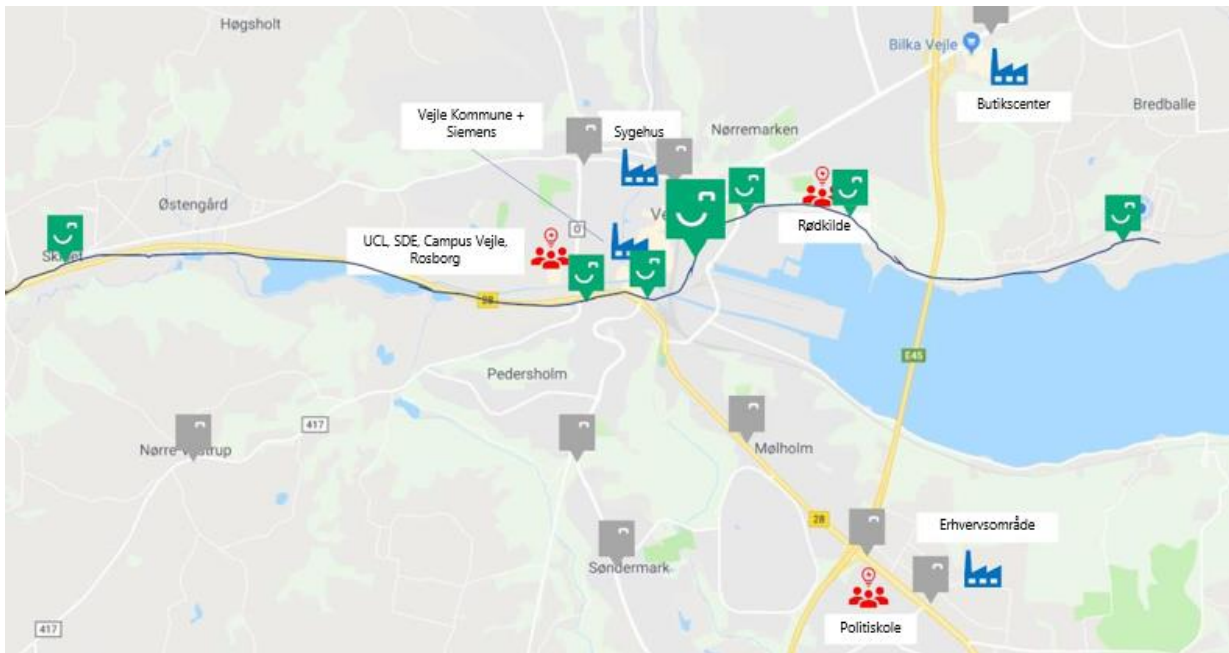


Figure 25: Map of NaboGO solution with pick up/drop off points

To ensure that the driver has an easy trip, without a long detour, the ridesharing solution is working with fixed meeting points, so the driver can pick the stopping points he/she passes during his/her trip, and the passenger knows where he/she will be picked up.

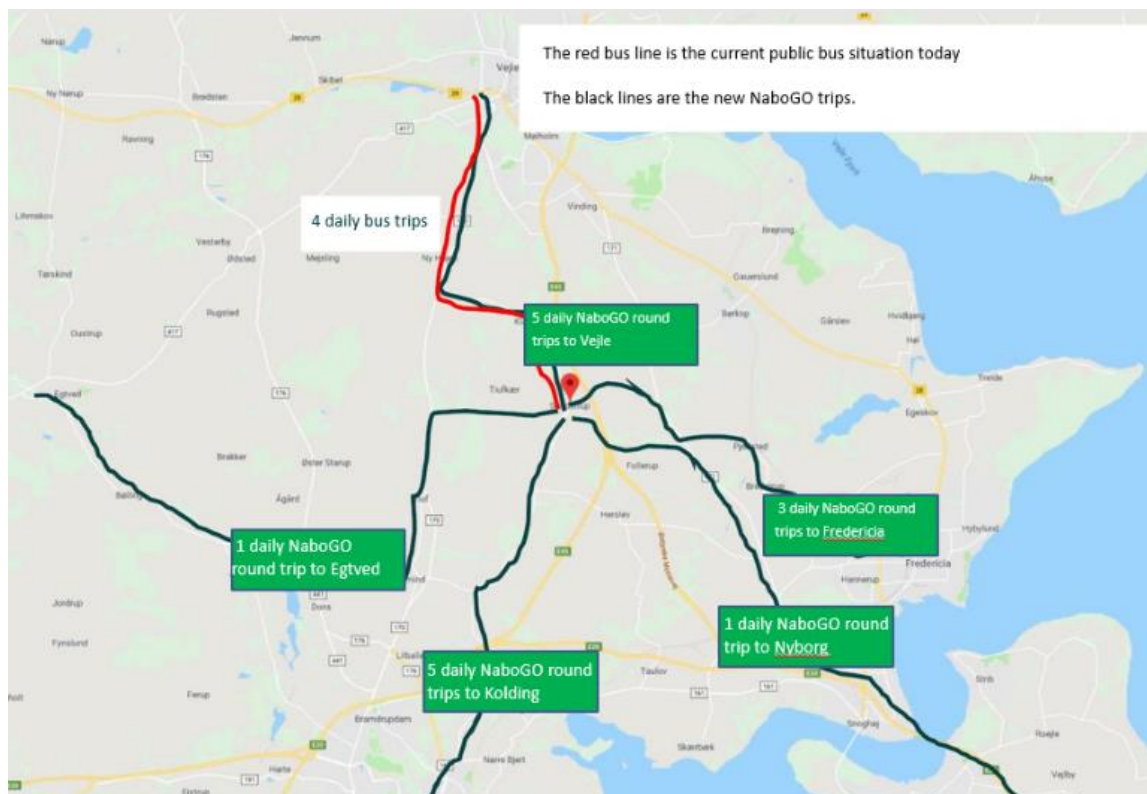


Figure 26: Map of bus and NaboGO trips in Vejle- Smidstrup/Skærup -Kolding area

The situation has significantly improved in the pilot area since the project started and complementing NaboGO trips from villages in the whole area providing passenger with possibilities to more flexibly move around are being offered on a daily basis.

4. Budget and Financing

The business model from NaboGO is that they make a financial agreement with the municipality. The payment is based on how many inhabitants there are in the municipality, and when this agreement is made, all inhabitants, companies and education facilities can use the solution for free. This means that NaboGO does not take a percentage of the payment between the driver and passenger.

The cost for a year agreement for Vejle Municipality is 125 000 DKK (€ 16 729).

There is a 3-year agreement in total 375 000 DKK (€ 50 186).

This solution does not require any extra staffing, infrastructure, or technical equipment from the municipality since the solution is run by NaboGO. The payment of the solution is politically decided and will run for a period of 3 years before the negotiations of additional payment are required. In this agreement, NaboGO will cover all implementation, maintenance of the solution, suggestions for marketing and reporting.

5. Strategy for Stakeholder involvement and communication

NaboGO Aps is our key stakeholder in finalising the structure of the front- and back-end of the app, developing the app, developing the NaboGO meeting points in the area of Vejle and developing material for promoting the solution in Vejle Municipality. Sydtrafik is the regional traffic company and manages all the bus lines in the area. An interface (MC) will be developed between the regional bus line system and NaboGO.

FlexDenmark is developing the Travel Planner, where citizens can plan their complete travel from their home to the end destination. To be able to develop an API between NaboGO and the Travel Planner, we need to involve FlexDenmark.

The most important stakeholders next to NaboGO are the citizens and the local council. They are the influencers, ambassadors, drivers and passengers. They are involved in every step of the way from the beginning of the implementation in the village, and it is therefore very important that they use the solution that we provide.

Conclusively, we also have a range of professional stakeholders, with whom we have had a long-lasting and very reliable cooperation.

Table 1: Communication plan of the MAMBA Vejle team

Communication plan

WHO Stakeholder	WHY What does the stakeholder have to do	WHAT Message to the stakeholder	HOW Media	WHEN Date, phase	RESPONSIBILITY
Vejle Municipality (PL)	They must inform internally in the municipality of Vejle	About the project status	Meetings, Newsletter, Intra	All phases	PL
Middelfart Municipality	As part of the project CORA and need an app for this.	About the status of the app and exchange of experience about the project	Meetings	All phases	PL
Sydtrafik	They are part of the project, but not as a performing partner	About the project status	Meetings	All phases	PL
Local councils	They need to know where the project is and be a part of the development.	About project status and what benefits they get from participating	Meetings, Newsletters, Video, FB (Facebook)	All phases	PL, NaboGo
COOP/Dagli Brugsen	They are our HUB partner	About project status and what to convey to citizens	Meetings, Newsletters, Video, FB	All phases	PPL, NaboGo
Citizens	They are crucial for the project to become a successful	About the project status, benefits from participating, local patriotism	Meetings, Newsletters, Video, FB, competitions, local town festival	All phases	PL, NaboGo
NaboGo	They are developing our app	About the project status	Meetings	All phases	PL
Local associations	They have the access to the local citizens	The benefit for the citizens, what the app can for the associations.	Meetings, Newsletters, Video, FB	All phases	PL, NaboGo

Vejle Municipality has a politically approved 3-year agreement with NaboGO to cover implementation, maintenance, marketing and reporting and therefore we do not need an organisation to cover this. After the 3-year period, there must be a new political agreement. There will only be status meetings every 3 months, and the meetings will be held with the Transportation Department of the Municipality where the MAMBA project is placed today.

6. Marketing and Promotion of the pilot and MC

The main objective is to promote the new pilot and MC that is developed for the MAMBA project. The pilot is the ridesharing solution itself, and the MC is the interface to the National Travel Planner. The promotion should get as many citizens as possible to use the app, both as a passenger and as a driver.


The objective should also include promotion of the meeting points that are included in the new app, but also to promote the combined journey including bus and train services from the Travel Planner. This is to secure that the driver would not drive around with the passenger, but these natural stops should be used instead.

The goal of the marketing and promotion plan is to get enough rides in the app, to reach a critical number of rides.

In co-operation with NaboGO, we will use the public channels of the municipality to reach the public. This is via Facebook, PM, Newsletters, Info screens and regional TV. This requires work from our Public Relations Department, to post and distribute the material from NaboGO.

It is important to stay on top of people's mind, to make sure that people make use of the solution, and therefore we need an ongoing news feed to keep pushing information to the public.

Long term Operational Concept of Rural Mobility Solutions in the Municipality of Trelleborg, Sweden (PP11)

Project Partner	Trelleborg Municipality	
Region, Country	Region Skåne, Sweden	 TRELLEBORGS KOMMUN
Name of MC / Mobility Solution	Co-working Södra Åby & Digital Mobility Centre Trelleborg	
Location	231 97, Södra Åby Trelleborgs kommun, 231 83. Trelleborg, Sweden	
Contact details	Christoffer Hernestig, Christoffer.pettersson-hernestig@trelleborg.se , +46710 73 36 55	
Operator	Södra Åbys hembygdsförening (Co-working space) Trelleborg Municipality, Dept. Tillväxt (Digital Mobility Centre)	
Type of Mobility Centre	Dual: 1) Advanced (Digital) 2) Physical hub (service-to-people) "Unconventional Mobility Centre"	
Rural Mobility Service	Social mobility for elderly citizens	
Website	www.trelleborg.se/MAMBA https://gispublic2.trelleborg.se/portal/apps/MapSeries/index.html?appid=8b857809a3ea4818af3d227c699c782e	

1. Introduction

This document serves as a background document for the implementation and long-term operation of the rural mobility solutions in Trelleborg Municipality, Region Skåne, (Sweden) which have been developed and implemented within the MAMBA project, from October 2018 to September 2020.

The Municipality of Trelleborg provides sufficient public transportation services throughout the municipality. Therefore, the Municipality has room for testing new ideas and to facilitate new public mobility services for its residents.

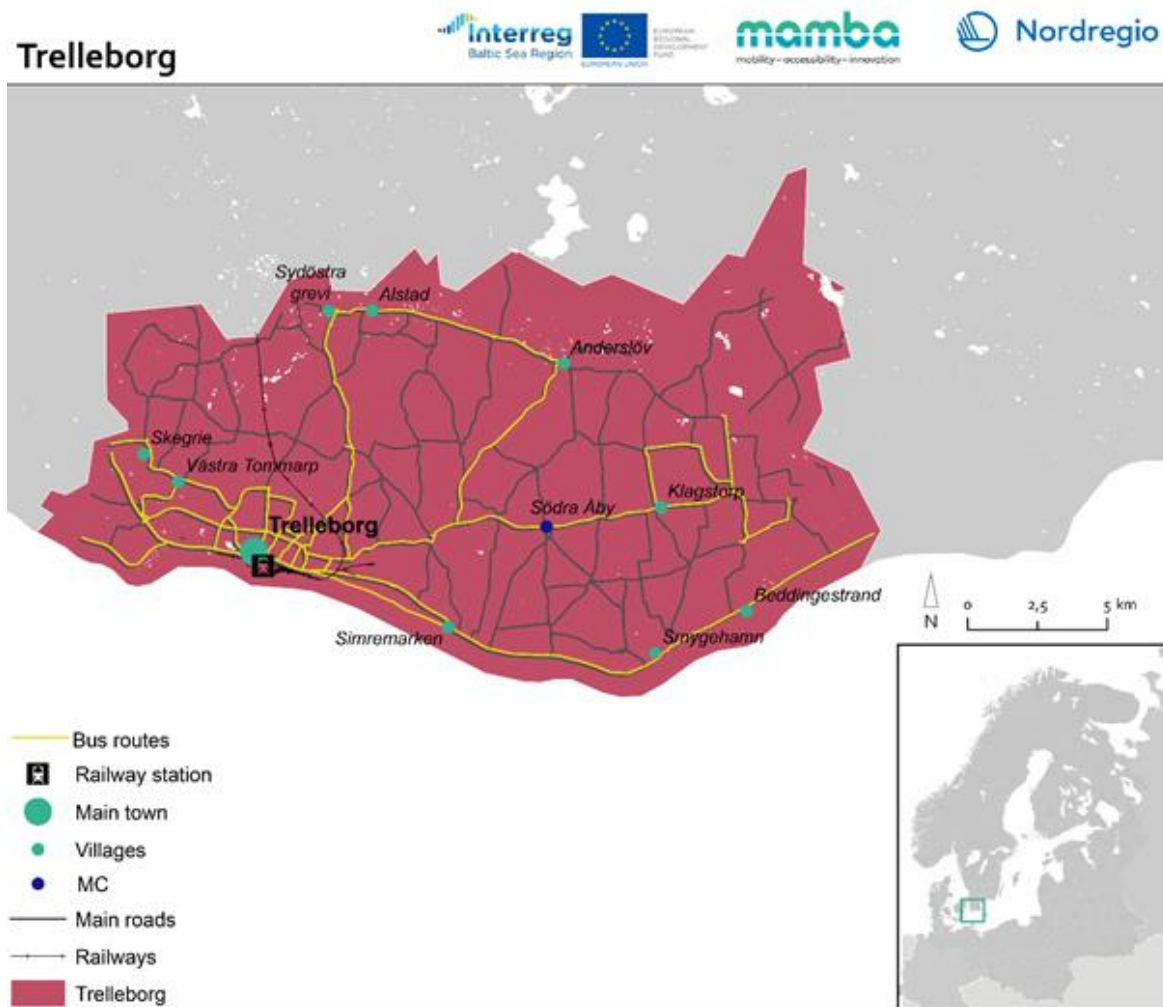


Figure 27: Map of the service area of the Mobility Centre Trelleborg, Sweden © Nordregio

2. General idea, objectives and strategy

Like the Baltic Sea Region in general, Trelleborg Municipality is affected by demographic change, depopulation and growing elderly populations, which affects and limits public service and public transportation. Under these circumstances, many services are step-by-step disappearing from rural areas in Trelleborg Municipality and beyond. This trend makes it increasingly difficult for the public sector to ensure free mobility and to obtain service for all citizens. Public transportation does not cover the countryside and within the free market, companies disappear from villages outside the urban areas. Services are concentrated in urban centres and with this development, it makes it hard for people living in rural areas to have the same benefits and services as people living in urban areas.

MAMBA is a project where innovative pilots are trying to make life easier in rural areas, both by trying out new mobility solutions and by establishing MCs. Based on the context, the MC in the Municipality of Trelleborg will strongly focus on improving accessibility, rather than the traditional “getting from A to B”. In detail, this means that Trelleborg Municipality has established a Co-Working Rural Accessibility MC, together with a local actor in a rural part of the municipality. The location of this

innovative Rural Accessibility MC concept is in a village called Södra Åby and emphasizes the importance of accessibility of services in the countryside (which is an inherent part of the MAMBA logic).

The Municipality of Trelleborg is relatively small compared to other project partners in MAMBA, and the mobility challenges tend to be different. Indeed, there is a lack of public transportation, and it could be further developed, but the whole municipality has access to at least some sort of public transportation. Instead, the MC of Trelleborg will be an “outside the box” mobility centre that aims at displaying how holistic approaches can contribute to better mobility, accessibility and quality of life. This concept of a Co-Working Accessibility MC has three main advantages:

1. Improved accessibility – Local analyses have shown that a large number of people in the region can work from home (i.e. the Co-Working Accessibility MC) instead of going to a workplace, yet wish to work together in a co-working place rather than working alone. Thus, the purpose of the MC is to give rural residents the possibility to work together instead of having to commute to their workplaces in other neighbouring towns, cities and municipalities. This reduces the number of car trips, increases the quality of life in villages that would otherwise be widely abandoned during daytime and fosters a sense of community and belonging.
2. Improved mobility – On the other hand, in the long run, it is envisioned that the MC will become a small-scale mobility hub offering mobility-related information (i.e. through the “digital MC” of Trelleborg Municipality and other sources) and possibly even selected services (such as bicycle sharing) in order to further integrate both the accessibility and the mobility elements.
3. Exploiting synergies – The MC is located in an existing community centre, meaning that there are no major investment costs. Furthermore, the MC builds upon existing social community structures to ensure the highest possible acceptance and commitment among locals.

The MC is located in the village of Södra Åby, the idea and concept are established in dialogue and involvement with residents and their village association called Södra Åbys hembygdsförening (not-for-profit). This cooperation is a key component for success as it allows for direct access to village citizens and creates a level of trust that would otherwise be difficult to reach. In the long run, it is envisioned that this cooperation will inspire more residents and businesses to join the concept so that the local community will grow. The objective is to support a more sustainable lifestyle for people in rural areas and to promote this Södra Åby test case as a good example for other rural municipalities in the Baltic Sea Region and beyond trying to improve accessibility and quality of life in rural communities.

In the piloting scheme, we have taken on a different innovative approach – increasing mobility of the elderly and fighting social isolation. Trelleborg Municipality’s main goal is to make a more lively, meaningful and easy everyday life for citizens in rural areas. The population in Trelleborg Municipality is ageing and it is a new challenge for the public sector to manage the increasing number of elderly citizens. Contrary to the ageing population, Trelleborg Municipality have also an increase in families moving to the rural parts of the municipality.

Elderly citizens are more active today than even just twenty years ago, thus, the public sector needs to develop its activities for this new group. The mobility pilot in Trelleborg Municipality tries to target this active group of elderlies and developed something they call “social mobility”. Elderly citizens in rural areas are a group who can suffer from mobility poverty, social isolation and loneliness. With this knowledge and starting point, the municipality started to offer field trips for elderly citizens with bus transport. The bus picks up the elderlies, first at an activity centre for elderlies called AKKA (Trelleborg), and then at an activity centre for elderlies called Gröningen (Anderslöv), and then the bus goes to a given destination. On the bus, the passengers receive a survey and they can request destinations for future trips. The service is flexible, and it is self-organised with the knowledge gained from the surveys.

In the long-term, Trelleborg Municipality hopes that the bus trips can lower other public costs that are connected to isolation and loneliness, such as doctor’s appointment, medicine for depression and therapy.

3. Description of structure, setup and related tasks

The structure, setup and related tasks are relatively straightforward given that Södra Åbys hembygdsförening owns facilities. It has been agreed with the Municipality of Trelleborg that, during the MAMBA test phase, the centre will be opened one day a week as Co-Working Accessibility MC, including the presence of a supervisor/contact person. This test run will later be evaluated, and in the long run, the MC organisers will assess together with users and all concerned stakeholders whether additional services can be added and opening times prolonged. Furthermore, marketing and advertising will be needed to raise awareness for the offer.

The MC in Trelleborg Municipality is an “unconventional” Mobility Centre. Trelleborg Municipality is not large, quite the opposite – the municipality is only 37 km wide, and generally, 40 % of the population within the municipality commute to other cities/municipalities for work. With this in mind, the MC aims to reduce the demand of commuting to neighbouring cities/municipalities. The MC is a co-working space in a village called Södra Åby, which is a hub where people living in the village, and the surrounding areas, can meet and work together instead of having to commute to work. The service is open every Friday between 8:30 am and 4:30 pm.

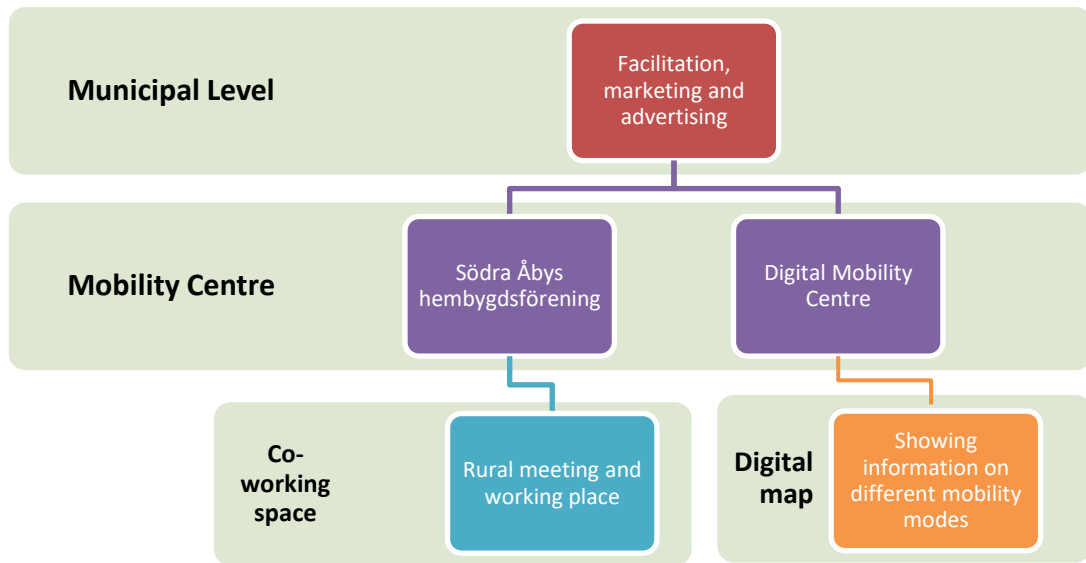


Figure 28: Organisation tree of the Rural Mobility Solutions in Trelleborg Municipality

To complement the co-working space, Trelleborg Municipality has also developed a digital interactive map that shows possible modes of transport – bus, train, bike and walking lanes etc., in other words, a compilation of transportation options beyond the commonly used individualised motor vehicles. The interactive map is created with geodata that the municipality manages have plotted; the project visualised the existing data in a GIS Story. If a user is interested in more information about a transport mode, a link with more information will appear when clicking on a point of interest. The interactive map is available here:

<https://gispublic2.trelleborg.se/portal/apps/MapSeries/index.html?appid=8b857809a3ea4818af3d227c699c782e>

It does not demand any additional resources to continue with the pilot, co-working space and digital map. Results from MAMBA in Trelleborg Municipality will continue live on within Trelleborg Municipality Rural Development Strategy, which the Department of Municipality Administration works with. It is a control document that the Municipality Council have accepted, and the document aims to develop rural areas in Trelleborg Municipality until 2028.

4. Budget and Financing

The pilot, the co-working space and the digital map are all cost-effective. In May of 2020, the project manager applied at the Municipal Board for a five-year budget to continue with these MAMBA outcomes in Trelleborg Municipality.

The pilot requires approximately € 10 000 a year to function. With this budget, all departments within Trelleborg Municipality can use it for bus transportation.

The co-working space requires approximately € 8 000 a year to continue to operate. The digital map does not have any costs, however, upkeep and update of all links and geodata are necessary.

The full commitment of the board is still pending at the moment. However, an agreement with the operators of the co-working space has been reached that they will continue operations for five years on, including spreading information about MAMBA, its outcomes and mobility options in the municipality.

5. Stakeholder involvement, communication and marketing

In order to obtain the co-working space and get the digital mobility centre running, different stakeholder groups need to be involved. The stakeholders are a key component to initiate but also keep the operation running. We have conducted a classic stakeholder analysis, which covers the following points:

- Expectations / Dividends / Success Criteria,
- Contribution to the project,
- Importance of the project (influence / power),
- Need for involvement / influence.

This exercise brought about very useful insights which we could build upon when further developing and rolling out the concept on the ground.

Table 2: Stakeholder Analysis of Mobility Centre (MC) in Trelleborg Municipality

Stakeholder analyses		Project: MAMBA – Mobility Centre (MC) in Trelleborg Municipality		
Stakeholder	Expectations / Dividends / Success Criteria	Contribution to the project	Importance of the project (influence / power)	Need for involvement / influence
<i>Södra Åbys hembygdsförening</i>	<i>A key factor for the hub in Södra Åby to manage the facility and service.</i>	<i>Facility and time</i>	<i>A key partner in the development of the co-working concept in rural areas of Trelleborg Municipality</i>	<i>Dialogue with the municipality</i>
<i>Trelleborg Municipality Administration</i>	<i>Manage information and the activities in Trelleborg Municipality</i>	<i>Contribute with financial and marketing support</i>	<i>Not the highest priority, however still important as a model for other rural areas in the region.</i>	<i>Find companies in rural areas to promote the service</i>

The future of MAMBA in Trelleborg Municipality will continue within the action plan connected to Trelleborg Municipality Rural Development Strategy. Two-thirds of the municipality is rural, and so it is important for the politicians to accomplish a more liveable countryside. Within that work, the municipality shall continue to develop rural mobility and ensure that rural services will still reach citizens in rural areas. The idea is to spread the co-working concept to more villages, thus, it can give

a lot to what it needs to initiate. The municipality will act as influencers to inspire the village associations to further develop social concepts in their local contexts.

If Trelleborg Municipality can provide a more liveable countryside, the consequence would be fewer commuters going to bigger cities, where all of the working places are located, such as Malmö, that has commuting-related challenges with high peaks of car traffic before and after office hours.

The service would strengthen the community in every village that implements the concept. Usually, there is some sort of facility where villagers meet during evenings and weekends, however, the facilities are not being used during weekdays. Implementing the concept in such facilities would ensure that they are fully utilised as well as strengthen the local communities. A revitalisation of the rural and peripheral areas would be the outcome which can have positive impacts for the municipality as a whole.

Table 3: Stakeholder responsibilities for Mobility Centre (MC) in Trelleborg Municipality

<i>WHO</i>	<i>WHY</i>	<i>WHAT</i>	<i>HOW</i>	<i>WHEN</i>	<i>RESPONSIBILITY</i>
<i>Stakeholder</i>	<i>What does the stakeholder have to do</i>	<i>Message to the stakeholder</i>	<i>Media</i>	<i>Date, phase</i>	
<i>Trelleborg Municipality</i>	<i>Trelleborg Municipality must market and spread information about the co-working concept so more villages become interested to further develop the service and concept</i>	<i>Message that it is easy to implement such a service, if the infrastructure exists, e.g. a facility</i>	<i>Meetings and a website with news articles</i>	<i>When it's up and running</i>	<i>Project manager in Trelleborg Municipality</i>
<i>Södra Åbys hembygdsförening</i>	<i>Developing the co-working space</i>	<i>Message to their villages that the service exists</i>	<i>Meetings and news to members</i>	<i>All phases</i>	<i>Södra Åby</i>

Long term Operational Concept of Rural Mobility Solutions in Vidzeme Planning region, Latvia

Project Partner	Vidzeme Planning Region	
Region, Country	Cēsis, Vidzeme region, Latvia	 
Name of MC / Mobility Solution	Mobilitātes centrs	
Location	Bērzaines iela 5, Cēsis, Cēsu novads LV-4101	
Contact details	tpp@vidzeme.lv phone: 00 371 27891000	
Operator	Vidzeme Planning Region Mrs. Marta Riekstiņa	
Type of Mobility Center	Traditional – interconnected facilities and service provider which offer information and services around personal mobility	
Rural Mobility Service	Transport on Demand Service (ToD)	
Website	www.vidzeme.lv	

1. Introduction

This document serves as a background document for the implementation and long-term operation of the rural mobility solutions in Vidzeme region, Latvia which have been developed and implemented within the MAMBA project, from October 2018 to September 2020

ROLE OF MOBILITY CENTRE OF VPR:

Strategical and practical place for implementing new mobility solutions for the region to improve and not reduce the mobility of the population in remote rural areas in VPR.

The main activities of MC in VPR are:

- to develop new mobility IT solutions, e.g. simulation of public transport routes, the ToD system, and others;
- to coordinate two ToD pilots in Vidzeme planning region;
- to find out and summarize the opinions of the municipalities and inhabitants of the region on the regional route network;
- to analyse the existing regional route network, plan and manage regionally important routes according to passenger flow;
- to develop proposals for the modification or closure of new routes;
- to propose opening pilot routes combining new routes and new transport models.

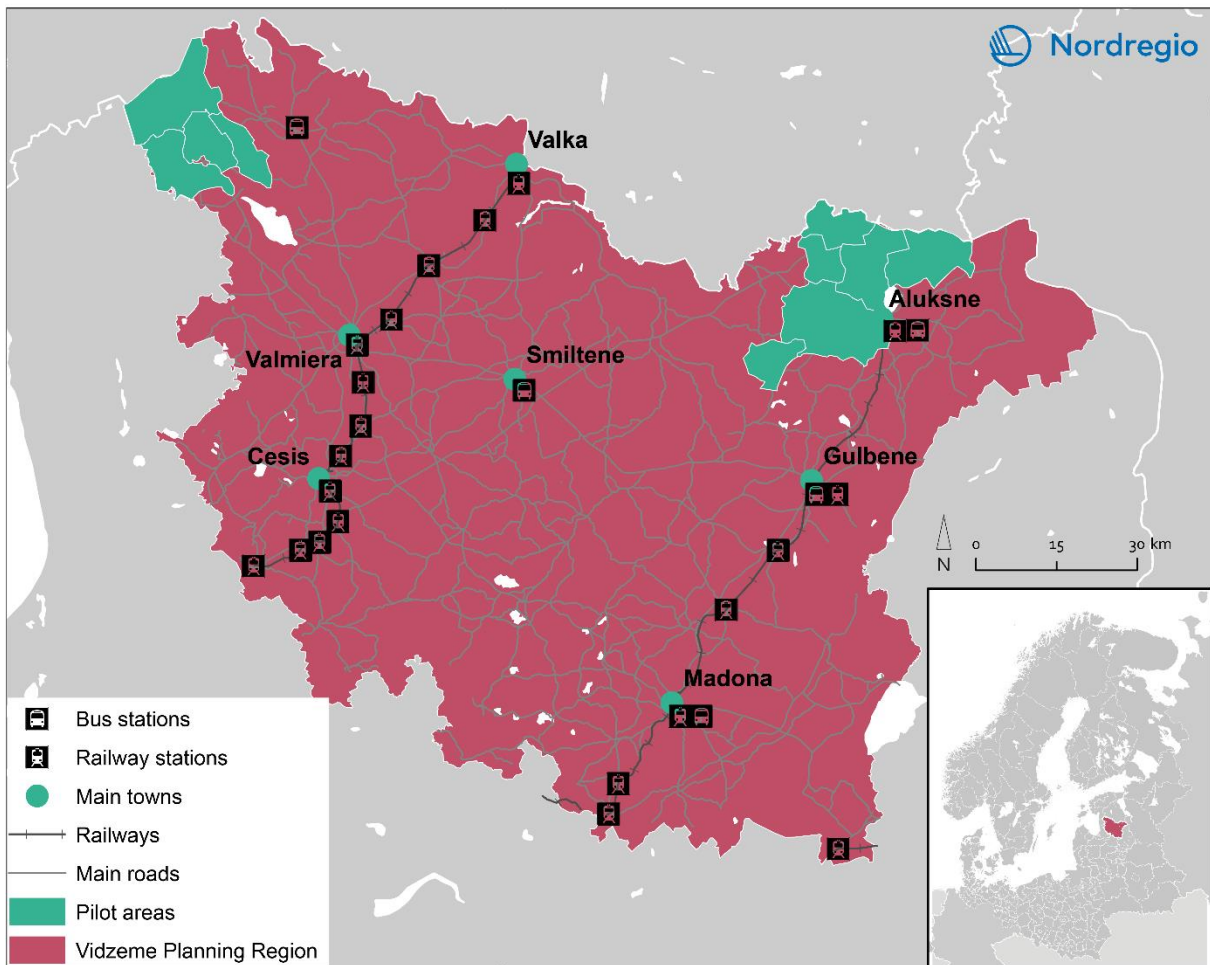


Figure 29: Map of the service area of the Mobility Centre Vidzeme, Latvia

2. General idea, objectives and strategy

The purpose of the Mobility Centre in the Vidzeme Planning Region (VPR) is to ensure the launch of pilots of Transports on Demand (ToD) and to provide practical management between ToD users and ToD service providers. The MC will provide people-oriented services. Such services increase the complexity and interaction with other service providers by exchanging information and statistics.

Furthermore, the Mobility Centre will provide information on other possible mobility solutions such as public transport, private initiatives on mobility etc.

The Mobilities Centre idea is closely linked to the Vidzeme Planning Region’s *SUSTAINABLE DEVELOPMENT STRATEGY 2030*, focusing on the two priorities **PEOPLE** and **ACCESSIBLE REGIONS**.

«A minimum level of mobility will provide the opportunity to reach the municipality centre by public transport on a daily basis. The service **Transport on Demand** will be introduced in Vidzeme, facilitating accessibility of **rural areas**.»

3. Description of structure, setup, related tasks and services

The tasks and services of the MC are the following:

- Information/Communication/explanations (organising the routes, calling clients back – approving the time of driving. Giving routes information to service providers),
- Special Requirements Support, Claim Management, Insurance, Requirements Analysis, Consulting/Co-Ordination/Platform for Exchange for Service Providers,
- Information and services to the client around personal mobility, combining all available transport modes,
- to find out and summarise the opinions of the municipalities and inhabitants of the region on the regional route network,
- to analyse the existing regional route network, plan and manage regionally important routes according to passenger flows,
- to develop proposals for the modification or closure of new routes,
- to propose opening pilot routes, combining new routes and new transport models,
- to develop new mobility IT solutions – e.g. simulation of public transport routes, ToD systems, and others,
- to operate the phone hotline of MC 00 371 27891000 (available every working day from 8:30 – 14:00),
- Mobility IT Solution: <https://tpp.vidzeme.lv> (each working day until 17:00 the Coordinator of MC puts all routes to the system, the Transport provider received planned routes for the next day). The passengers receive SMS to the GSM phone about next day's travel time,
- The ToD service is provided by two transport companies with at least 3 different type of vehicles 4+1, 8+1 and 16 seat cars.



Figure 30: Bus (16 seater) in Aluksne pilot, Photo: Aluksne County Municipality & Mazsalaca pilot car (4+1 seater), Photo: Liga Purina-Purite

4. Budget and Financing

After the MAMBA project ends VPR is currently not able to continue the operation of the MC and the ToD pilots, even though it has met the needs and the satisfaction of the residents in the region.

Nevertheless, the pilot will have encouraged the search for new mobility solutions at municipal and national levels (for example: border area mobility, special subsidies from the Ministry of Transport and the Ministry of Regional Development, etc.), and sources to fund and continue such services are being sought. Also, the MC's IT system can be used for mobility solutions organized by other initiatives. VPR was piloting the initiative and we can provide municipalities, transport providers, other interested institutions with financial information for the costs of such services.

Monthly costs of MC systems providing:

- Salaries MC: 1,200 EUR
- Office payments: 230 EUR
- PC for MC: 115 EUR
- Fuel: 40 EUR
- Maintenance of IT platform monthly: 122 EUR
- GSM of MC: 15 EUR
- rent of 6 GSM cards for MC: 69 EUR

Total: 1,791 EUR

Capital costs:

- PC and technical equipment for MC: 1,378 EUR
- IT software: 13,000 EUR

Total: 14,378 EUR

5. Stakeholder involvement, communication and marketing

VPR is working on municipal, regional and state level to promote the ToD pilot idea as a new solution to local mobility in the rural areas in the country.

Involvement of stakeholders (municipalities of pilot areas; local transport providers, experts working in the field of mobility, ministry of Transport etc) is based on strategic and good cooperation. Stakeholders are involved at an initial stage in the implementation of the MC concept. Through close cooperation on all levels, pilots within different municipalities are developed, based on community meetings, as well as the involvement of local politicians, ensuring productive working and long-lasting outcomes.

The launch events of Mobility centre took place in Mazsalaca area on 4 March and on 12 and 13 March

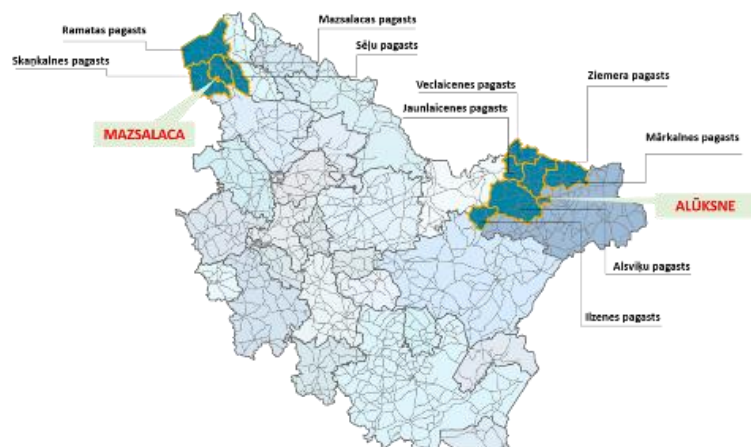


Figure 31: Map Pilot regions Mazsalaca and Aluksne in Vidzeme, Latvia

2019 in Aluksne pilot areas gathering local inhabitants, municipality workers and local transport providers.

On 25 March 2019, representatives of Vidzeme Planning Region met Latvia's Minister of Transport, Tālis Linkaits, to introduce the planned "Transport on demand" initiative in Vidzeme, a service that will be offered for the first time in Latvia. The meeting had a successful outcome, as the Minister expressed that the need to establish public transport routes is a national function that should be carried on jointly. The importance of executing this task in remote rural areas was emphasized. "The Minister expressed support for the project initiative in Vidzeme – to pilot ToD in areas where there is currently a lack of public transport," concluded Guna Kalniņa-Priede, Head of Administration of Vidzeme Planning Region.

During all project implementation phase the ToD pilot idea has been widely spread through mass media on local and regional level.

Information about the Mobility Centre of Vidzeme Planning region is available on the following websites: www.vidzeme.lv, www.mazsalaca.lv and www.aluksne.lv. Furthermore, we use other information channels – networks of stakeholders as well as other local or regional municipalities, in our region and beyond. Already known the information about ToD in Vidzeme planning region and Mobility centre is available on national and regional TV channels. Marketing of the MC and ToD service is organized in pilot areas during the meetings with end users and other interested groups.



Figure 32: MAMBA Project Manager Līga Puriņa-Purīte interviewed by local TV channel during MC launch event (©Vidzeme Planning Region)

Long term Operational Concept of Rural Mobility Solutions in Bielsko District, Poland (PP12)

Project Partner	Bielsko District	
Region, Country	Bielski, Poland	 POWIAT BIELSKI
Name of MC / Mobility Solution	Centrum Mobilności Powiatu Bielskiego	
Location	Piastowska 40, Bielsko-Biała, Polska	
Contact details	komunikacja@powiat.bielsko.pl , +48 33 8136 852	
Operator	Dominik Hudziec, Bogusław Jakubiec	
Type of Mobility Centre	Advanced (Digital)	
Rural Mobility Service	Transport on Demand (ToD) Service	
Website	www.cmpb.pl	

1. Introduction

This document serves as a background document for the implementation and long-term operation of the rural mobility solutions in Bielsko district (Poland) which have been developed and implemented within the MAMBA project, from October 2018 to September 2020.

The purpose of the Bielsko District Mobility Centre was to create access to information about public and private transport services for residents of the area covered by the project as well as for tourists and visitors. Furthermore, a Transport on Demand pilot was implemented in one of the municipalities and managed by the MC.

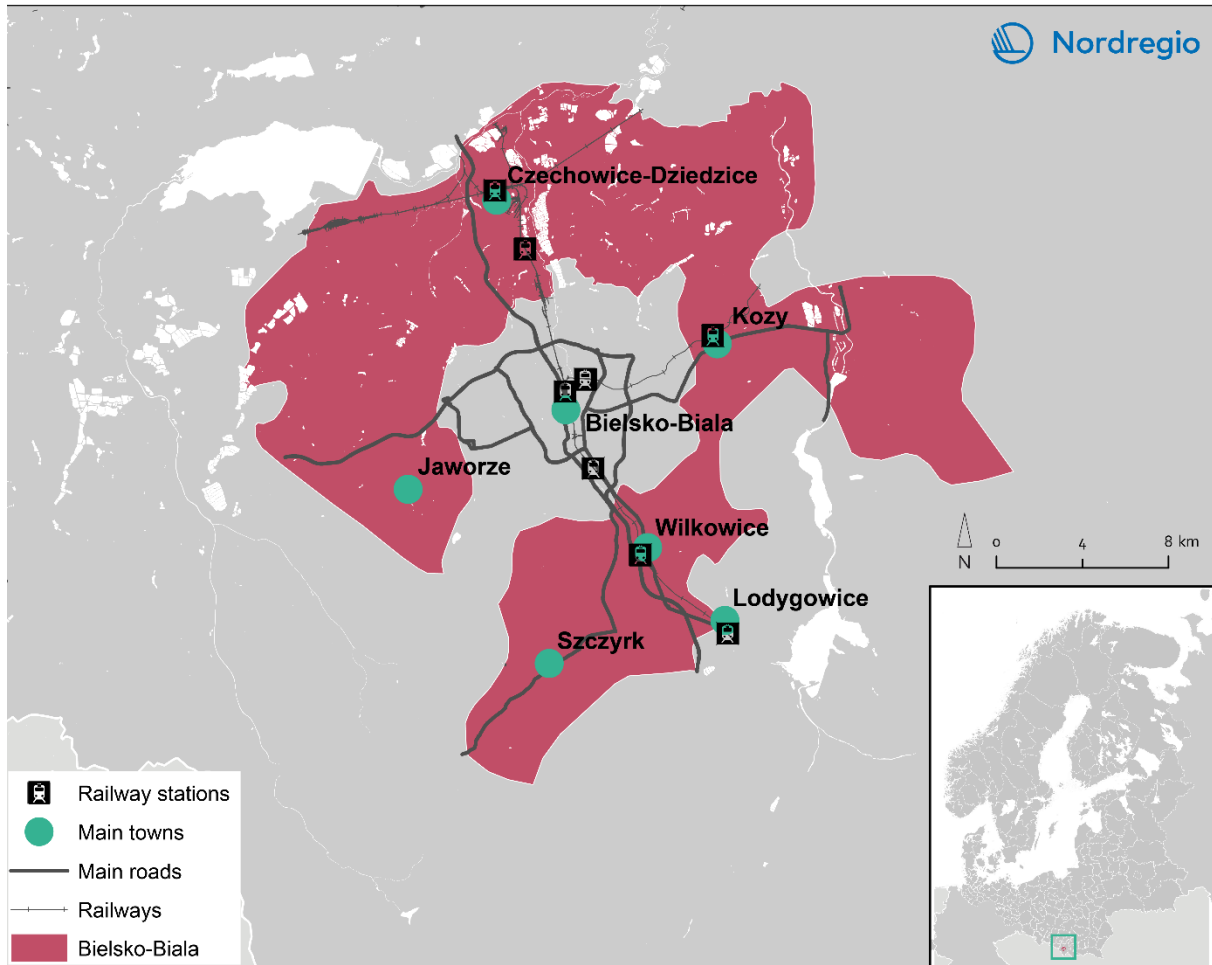


Figure 33: Map of the service area of the Mobility Centre Bielsko, Poland © Nordregio

2. General idea, objectives and strategy

In the informal model of transport organization in force in Poland, each carrier operates on the basis of various national regulations, so the transport market is divided and not coherent. Private and public carriers' operations are based on their channels within which they provide information about the possibilities of using their services, very often these channels are outdated and diversified, for example. Some carriers advertise themselves on the Internet, some in public places, e.g. bus stops or municipal centres.

This problem was noticed a long time ago, but there are no regulations that on the one hand side would force carriers operating as public and private carriers to systematize channels of access to the information needed, and on the other hand, local governments do not act in this regard due to the above-mentioned lack of legal regulations and additional costs that would have to be incurred to create a suitable system.

The purpose of the Bielsko District Mobility Centre was to create access to information about public and private transport services for residents of the area covered by the project as well as for tourists and visitors. Based on the created website www.cmpb.pl and the online ordering form "ToD", in the

period from September 2019 to March 2020. Bielsko District in cooperation with the Wilkowice Commune conducted pilot activities in the field of implementation and testing of "Transport on Demand". The physical office of the CMPB, located in the Bielsko District Head Office in Bielsko-Biała – the seat of the project partner of the Bielsko District, was responsible for the coordination and handling of the submitted orders.

The introduced ToD in our region was a completely innovative service, since currently in the Bielsko District information on various forms of transport is very fragmented due to the activities of carriers at the private and public level.

As part of the MAMBA project, Bielsko District created a tool that will meet the expectations of the residents in our area. The MC became a place where residents get access to information on transport, combining / reconciling the interests of the private and public market.

As part of the project, a special website has been created which contains information on carriers operating in our area along with the necessary information about transport services offered in our region (public transport, private: taxi, bike rental, etc.).

At the current stage, it is planned to implement basic information on these carriers, and if residents are interested as well as the stakeholders, the site could be developed by posting additional information in line with expectations, e.g. on prices, additional services. The development of the site with new directions was preceded by joint workshops with experts, representatives of municipalities, residents and the transport carriers.

3. Description of MC structure, setup and related tasks

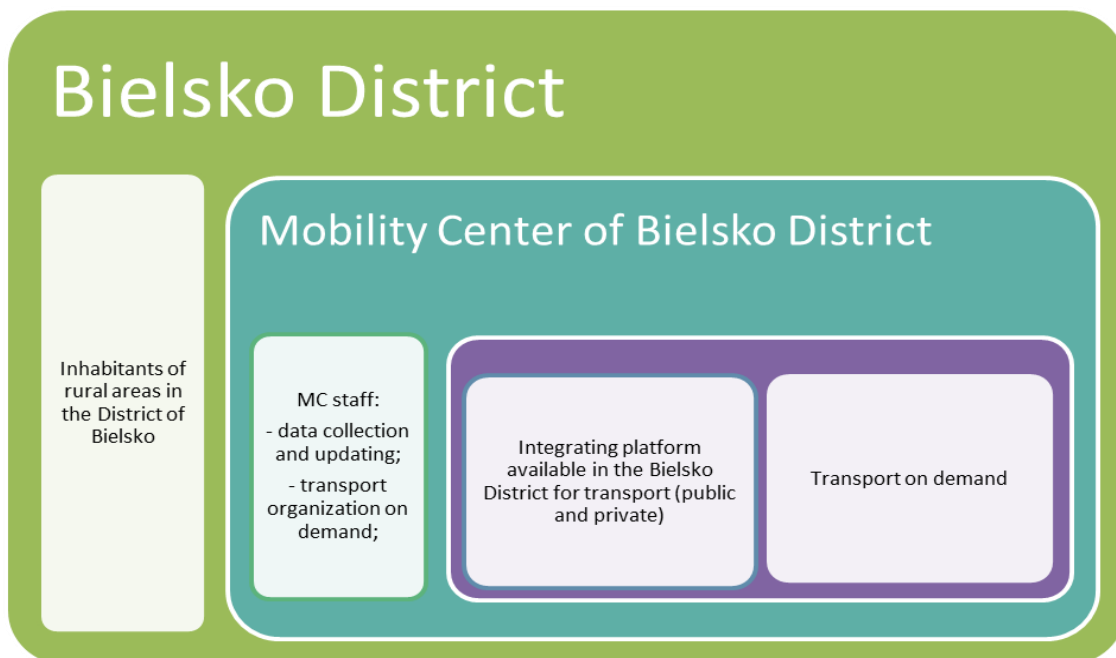


Figure 34: Diagram of the organisation and functioning of the Bielsko District Mobility Centre

The Bielsko District digital Mobility Center (CMPB) will also function after the MAMBA project is completed in the organizational structures of the Head office of the Bielsko District. However, in the case of a positive decision in any of the municipalities in the Bielsko District to continue the ToD service, the service tool, i.e. the on-line form, will be still available and accessible by the district. Under the current CMPB formula, it will remain under the structures of the Bielsko District and will not require additional personal resources. Among the external sources necessary for the further functioning of modern forms of mobility created in the project, is the hosting of the cmpb.pl website, which was provided under a contract.



Figure 35: Screen shot of the landing page of the Mobility Centre of the Bielsko District, www.cmpb.pl

The final concept of MC assumed the creation of a website with the following two functions:

1. The possibility to search for and obtain information on Bielsko district private and public carriers operating in the District, such as taxi companies, car rentals, bike rentals, car sharing in cooperation with the Regional Development Agency in Bielsko-Biała. The data to be found on the MC website was obtained with the consent of the above-mentioned entities and then placed and updated on the site by the MC team.



Figure 36: Screen shot of Mobility Centre of the Bielsko District with different transport options, www.cmpb.pl

2. Pilot activity under the project, including a special form to be used for reporting transportation (commuting) needs in the form of ToD services. The collected data will be transferred to the service provider on an ongoing basis. The service provider for the pilot action was selected in a tender procedure.



Figure 37: Office support for the Mobility Centre in the Bielsko District Head Office in Bielsko-Biała. © Sylwia Hudziec



Figure 38: Transport on Demand with resident users in the Municipality of Wilkowice; © Sylwia Hudziec

4. Budget and Financing

In order to maintain the CMPB after the project is completed, it will be necessary for the Bielsko District to bear the costs associated with hosting the website, updating its content and promoting it. The continuation of transport on demand will depend on the results of the pilotage and the demand for this service. Any possible financing of ToD will be provided under the budget of the Wilkowice or other commune, which decides to use and adapt the experience and idea for this modern mobility solution in rural areas. The estimated cost of the ToD service is 2,500-3,000 €/month.

5. Stakeholder involvement, communication and marketing

The beneficiary believes, all stakeholders involved at the initial stage in the implementation of the MC concept, including providing information on local transport services in their areas, informing residents about available services and planned pilot action, reporting on a regular basis and giving suggestions during planned meetings with the stakeholders, will still cooperate at the operational CMPB and will develop it further.

The municipalities of the Bielsko District were informed about the project assumptions and plans to launch the MC as well as a pilot action. Stakeholders were regularly invited to participate in the work before the platform (website) was launched. Also, during the operation of the MC, we will encourage communes and private entities to provide current pieces of information on transportation so that the MC is always up to date.

Through our own capabilities, we will ask stakeholders to promote the MC in their areas so that the widest possible group of people can be informed about the available services, because it will help us to develop and possibly catch (if any) errors and quickly correct them.

As part of the available channels of information transfer to residents, we are using for this purpose the local websites of municipalities, information websites, local magazines published in communes, and even transfer information through churches, where this system of sharing news and information works considerably well.

The developed concept was consulted with the following interested parties:

- Beskidzki Związek Powiatowo-Gminny (Beskidian District and Commune Association),
- PKS w Bielsku-Białej S.A. (Public Transport Company in Bielsko Biala),
- and the following Commune Offices:
 - Urząd Gminy Buczkowice,
 - Urząd Gminy Bestwina,
 - Urząd Gminy Jasienica,
 - Urząd Gminy Jaworze,
 - Urząd Gminy Porąbka,
 - Urząd Gminy Kozy,
 - Urząd Gminy Szczyrk,
 - Urząd Gminy Wilamowice,
 - Urząd Gminy Wilkowice.

During the consultations, ideas and suggestions submitted by stakeholders were analysed and implemented into the final shape of the MC.

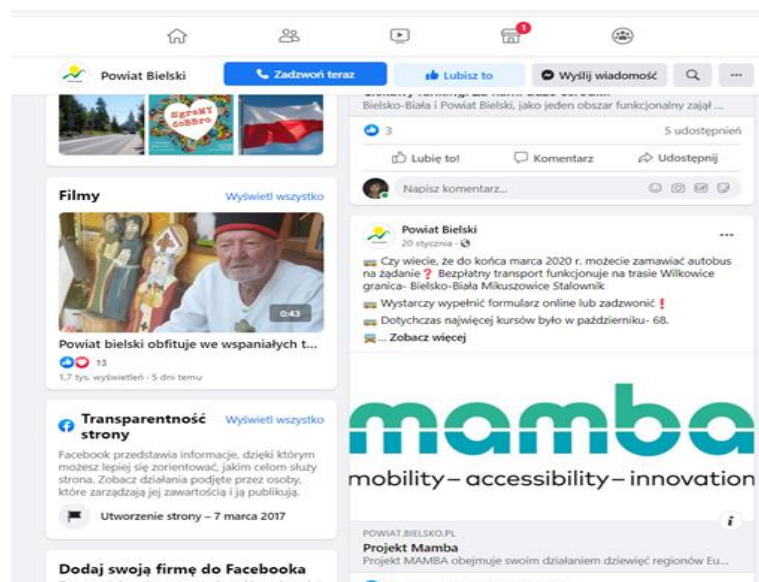


Figure 39: Facebook page of the Bielsko District with MAMBA post

Information about the created MC of the Bielsko District are available on the websites of local councils, stakeholders, local carriers and transmitted via available and popular information channels in our region: website, facebook, local radio, and local bulletins.

The screenshot shows the website for Powiat Bielski. At the top, there is a navigation bar with the logo 'POWIAT BIELSKI' and a search bar. Below the navigation bar, there are several menu items: 'Aktualności', 'Obsługa Mieszkańców', 'Powiat', 'Rada Powiatu', 'Starostwo', 'Organizacje Pozarządowe', and 'Kontakt'. The main content area is titled 'PROJEKT MAMBA' and features logos for 'mamba', 'Interreg Baltic Sea Region', and the 'EUROPEAN UNION'. The text describes the project's goals and provides a list of tasks. On the right side, there is a map of the district and a sidebar with a calendar and a 'NAJNOWSZE' section.

PROJEKT MAMBA

mamba
mobility – accessibility – innovation

Interreg
Baltic Sea Region

EUROPEAN UNION
EUROPEAN REGIONAL DEVELOPMENT FUND

Projekt MAMBA obejmuje swoim działaniem dziewięć regionów Europy dotkniętych zmianami demograficznymi, oszczędnościami budżetowymi i innymi wyzwaniami społeczno-ekonomicznymi. W ramach projektu wdrożone zostaną różne nowe formy organizacji transportu regionalnego i lokalnego takie jak centra mobilności, wspólne użytkowanie samochodów na obszarach wiejskich. W przypadku Powiatu bielskiego za najważniejsze potrzeby inwestycyjne uznaje się rozwój sieci dróg i połączeń komunikacyjnych.

Wychodząc naprzeciw oczekiwaniom mieszkańców na terenie Powiatu bielskiego wdrożony został projekt MAMBA, w ramach którego realizowane będą dwa zadania:

1. przeprowadzenie programu pilotażowego w postaci organizacji transportu na żądanie, który pomoże w uzyskaniu opinii użytkowników czy nowoczesne formy transportu mogą zostać wykorzystywane w celu zwiększenia połączeń komunikacyjnych powiatu;
2. utworzenie internetowego Centrum Mobilności Powiatu bielskiego www.cmpb.pl, gdzie zostaną umieszczone informacje dotyczące rodzajów transportu umożliwiających poruszanie się po terenie Powiatu bielskiego.

Program przeprowadzany będzie na terenie Gminy Wilkowice, na trasie w kierunku Wilkowice Granica – Mikuszowice Stalownik oraz Mikuszowice Stalownik-Wilkowice Granica.

Pasażerowie mogą zamówić **BEZPŁATNĄ** realizację konkretnego kursu na linii funkcjonującej w ramach systemu transportu na żądanie. **W przypadku braku zamówienia ze strony użytkowników kurs nie odbywa się**

POWIAT BIELSKI

Crechowice-Dołedzice, Bestwina, Wilamowice, Jasienica, Kozł, Parąbka, Jaworz, Wilkowice, Sącz, Łuczkiwice

Wszystkie
2020
2019
Archiwum

NAJNOWSZE

1 2 3 4 5 6

Figure 40: Bielsko District website with MAMBA reference and project description

Annex 1: Framework Concept of the MC by the Diaconie Schleswig-Holstein, Germany

Aims and Performance		
<p>Aims</p> <p>The Mobility Centre (MC) of the Diaconie Schleswig-Holstein connects professionals of the different work fields. It pursues an interdisciplinary approach to mobility questions in particular in the area of service to people. The long term aim that the MC follows up to it to revise the counselling concept of the Diaconie. The professional knowledge of the Diaconie colleagues is a key resource. One of the objective of the MC and pilot is to improve the life quality in rural areas by widening the accessibility to social services.</p>		
<p>Performance Measurement</p> <ul style="list-style-type: none"> • Participation number of members participating in MC meetings. • Number of Hallig inhabitants in MAMBA meeting. • Evaluation of the feedback of the Hallig inhabitants and of stakeholders. 		
Provider Side	Services	Customer Side
<p>Provider</p> <p>Diaconie of Schleswig-Holstein with its member organisations and possible stakeholders (if needed: collaboration with regional actors like communities, institutions and associations)</p>	<p>Services</p> <p>Improvement of mobile counselling concepts.</p>	<p>Target Customers</p> <p>People in rural areas, especially elderly people who want to grow old on Hooge. The mobile social counselling concept also addresses people and communities beyond the island.</p>
<p>Transport Providers Included</p> <p>The MC, the pilot and the services we offer are not immediately linked to transport providers.</p>	<p>Transport Modes Included</p> <p>Digital solutions.</p>	<p>Advertising</p> <p>Face-to-face marketing; Regional conferences and workshops; The Diaconie Journal; Online marketing; Expert contribution requests</p>
<p>Funding</p> <p>After project lifetime the department of diaconal development, fundraising and ecumenical work (DEFÖ) is going to take over the funding.</p>	<p>Physical Location</p> <p>The MC meets regularly on the premises of the Diaconie Schleswig-Holstein. The Hallig meetings take place regularly in the Markttreff.</p>	<p>Access</p> <p>Using webpage. Physical meetings: Pilot = regular meetings on the island. MC = regular meetings in the Diaconie. Now and then online conferences.</p>

Annex 2: Framework Concept of the MC in the County of Plön, Germany

Aims and Performance	
Aims	<ul style="list-style-type: none"> Development of a data hub to aggregate information of different mobility services (e.g. public transport, car sharing, bike sharing, park-n-ride) including the connection points to foster inter-modal mobility Promotion and dissemination of alternatives to individualised motor vehicle transportation Integration to external information sources such as transport network provider, google maps, or such Provision of real-time information on available mobility options, e.g. current bus itineraries, available bikes at bike-sharing station, expected period of usage of vehicles
Performance Measurement	<ul style="list-style-type: none"> Users per month Number of services integrated
Provider Side	Customer Side
Provider <ul style="list-style-type: none"> County of Ploen Local Bus Operator (Verkehrbetriebe Kreis Plön, VKP) 	Target Customers <ul style="list-style-type: none"> Visitors / Tourists Residents in the County of Ploen
Transport Providers Included <ul style="list-style-type: none"> Public Transport Association of Schleswig-Holstein (NAH.SH) Car sharing providers Bike sharing providers 	Advertising <ul style="list-style-type: none"> Website of NAH.SH & VKP Newsletter of NAH.SH Local Media / Press (print & digital) Local Policy Administration Information Events ("Bürgermeisterdienstbesprechung") Flyer Information provided by Tourist Information Offices
Funding <ul style="list-style-type: none"> County of Ploen (Development) VKP (Hosting) Fees from providers in the future 	Access <ul style="list-style-type: none"> Online (via website, maybe app later) Customer visits at Tourist Information Centres
	Services
	Services <ul style="list-style-type: none"> Digital service platform, as website and maybe as an app
	Transport Modes Included <ul style="list-style-type: none"> Public transport Mobility Hubs
	Physical Location VKP

Annex 3: Framework Concept of the MC in the County of Cuxhaven, Germany

Aims and Performance		
Aims <ul style="list-style-type: none"> - a new integrated offer - a competent partner for everything about mobility - information, ordering and billing from only one source 		
Performance Measurement <ul style="list-style-type: none"> - number of information given - number of booked trips - number of complaints 		
Provider Side		
Provider <ul style="list-style-type: none"> - traffic companies - external service provider - county of cuxhaven 	Services Services information, offer, paying, complaint management, marketing, communication – a person to take care of all forms of mobility – a mobility allrounder Transport Modes Included bus, taxi, transport on demand, village car, rural public car-sharing, bicycle (not train – it's not our responsibility)	Customer Side Target Customers all customers of public transport, whether old or young, healthy or ill, male or female, politicians and communities Advertising internet, newspaper, print media, traffic companies, flyer, mouth to mouth, trough satisfied customer
Transport Providers Included <ul style="list-style-type: none"> - public transport companies - taxi companies - village cars..... - all mobility offers 	Physical Location an external service provider, par example a traffic company, public accessibility is not necessary	Access telephone, online
Funding <ul style="list-style-type: none"> - county of cuxhaven - maybe about the fare, at least partially 		

Annex 4: Framework Concept of the MC in South Ostrobothnia, Finland

Aims and Performance	
Aims	Regional MC coordinates public transport and passenger transport services including statutory transport. The important aim is to make statutory transportations more equal for all inhabitants and make service production more effective – more service with the same money. The regional operator as a part of the MC covers the trip combining and dispatching. The MC aims at improving the level and quality of service in passenger transport services to all inhabitants, by utilizing e.g. digitalization and new technologies.
Performance Measurement	The number of the transmitted rides, economic indicators, the number of combined rides, the number of customers, customer satisfaction/feedback, the amount of calls responded, response time
Provider Side	
Provider	<p>Services</p> <ul style="list-style-type: none"> Customer service Call center Transmitting of rides Combining of rides Invoicing and checking the invoices <p>Transport Modes Included</p> <ul style="list-style-type: none"> Public transportation by bus or by taxi Transportation on demand Service transportation <p>Physical Location</p> <ul style="list-style-type: none"> South Ostrobothnia (regional level) City of Seinäjoki (administration)
Transport Providers Included	<ul style="list-style-type: none"> Bus operators Taxis
Funding	<ul style="list-style-type: none"> Statutory transport is funded by the government and partly by The Social Insurance Institution of Finland fees collected from customers municipalities and joint municipal authorities
Customer Side	
Target Customers	<ul style="list-style-type: none"> Customers for health and social services related transportations Inhabitants of the rural areas who need public transportations Senior citizens <p>Advertising</p> <ul style="list-style-type: none"> Information on websites, briefings (news briefings), face-to-face communication, communication by different organizations, news letters, internal communication between the authorities and in the organizations. <p>Access</p> <ul style="list-style-type: none"> by phone websites / on line – booking accessibility (transportation) access easy to find and use (websites should be user-friendly) mobile application in the future

Annex 5: Framework Concept of the MC in North Karelia, Finland

Aims and Performance		
<p>Aims</p> <ul style="list-style-type: none"> - Centralized and up-to-date information of Public Transport in the region - Raising awareness of Transport-on-Demand organized by the municipalities in the region - Raising awareness of private ride-sharing possibilities in the region - Combining social- and healthcare transport in remote areas to individual transport needs 		
<p>Performance Measurement</p> <ul style="list-style-type: none"> - Development of the customer amount in Public and Transport-on-Demand mobility - Customer feedback of the Public and Transport-on-Demand mobility - Cost Efficiency improvement in social- and healthcare transport 		
Provider Side	Services	Customer Side
<p>Provider</p> <ul style="list-style-type: none"> - Public Authority responsible for organizing Public Transport services in the region - Transport operators - Region Social- and Healthcare organization - Individual or NGO transport service providers 	<p>Services</p> <ul style="list-style-type: none"> - Up-to-Date information of Public Transport available IN ONE PLACE - Up-to-Date information (e.g. routes, costs, how to reach) of Transport-on-Demand organized by municipalities - Information of active ride-sharing and transport service options in the region 	<p>Target Customers</p> <ul style="list-style-type: none"> - Commuting transport users - Leisure time transport users - People without driving licence or car (students, elderly people, disabled people) - Tourists and Casual users (e.g. summer cottage owners)
<p>Transport Providers Included</p>	<p>Transport Modes Included</p> <ul style="list-style-type: none"> - Buses, minibuses, transport-on-demand and private cars 	<p>Advertising</p> <ul style="list-style-type: none"> - Web pages of Regional Council and municipalities of the region - Social Media of Regional Council and municipalities of the region - Local Media (Newspaper advertisement) - Customer Newsletter of Regional Social and Healthcare organization (delivered couple times a year in every household of the region)
<p>Funding</p> <ul style="list-style-type: none"> - Ticket Sales income - Subsidys (National / Municipal) - Payment System in ride-sharing? 	<p>Physical Location</p> <ul style="list-style-type: none"> - No physical location. Webpage Portal that can be uploaded and used like Mobile Application 	<p>Access</p> <ul style="list-style-type: none"> - Online or through Mobile Application - Transport-on-Demand accessible also via telephone

Annex 6: Framework Concept of the MC in Vejle Municipality

Aims and Performance		
<p>Aims <i>Raising awareness of private ride-sharing possibilities in the region</i> <i>Developing a Digital Mobility center with a national provider</i></p>		
<p>Performance Measurement <i>Developing a Ridesharing app together with a local community</i> <i>Developing a Digital Mobility Center</i></p>		
<p style="text-align: center;">Customer Side</p>		
<p>Provider Private owned provider (Ridesharing) Public responsible for organizing Public Transport services in the region</p>	<p>Services Information of active ridesharing service options in the region. Creating a service where bus, train, bicycles, and ridesharing possibilities are available to the community</p>	<p>Target customers Commuting transport users Leisure time transport users People without drivers' license or car.</p>
<p>Transport Providers Included NaboGO Aps FlexDenmark</p>	<p>Transport Modes Included Private cars, trains, buses, bicycles.</p>	<p>Advertising Social media, Local Council and Municipality Local Media Local town meetings Local associations</p>

Annex 7: Framework Concept of the MC in Trelleborg Municipality, Sweden

Aims and Performance	
Aims The mobility centre in Trelleborg Municipality is a co-working space, designed to ease life in rural areas. The space is a meeting place where villagers of Södra Åby , and surrounding areas, can sit and work together, instead of having to commute to bigger cities, e.g. Malmö, to work. The hub will act as meeting point for citizens in the pilot village. A digital platform have also been develop where users can have an overview of all transport modes within the municipality.	
Performance Measurement Establish, and further develop, co-working space with a local community.	
Provider Side	Customer Side
Provider Digital solution and Local communities and the municipality	Target Customers Commuting citizens Consultants Freelance people Small businesses
Transport Providers Included None	Advertising Social media Meeting Local news paper
Services	Target Customers
Services Marketing of the co-working hub Creating a hub for less transportation and use already existing local resources	Transport Modes Included None

Annex 8: Framework Concept of the MC in Vidzeme Planning region, Latvia

Aims and Performance	
Aims	<ul style="list-style-type: none"> Improve and not reduce the mobility of the population in remote rural areas in two pilot areas in Latvia in Mazsalaca and Aluksne districts. Availability of Transport on Demand/ ToD service every day when there is no public transport in the area in Mazsalaca district and in concrete days in Aluksne district pilot territories. Costs and quality (payment of the trip will be organised according to Public transports costs of the ticket in concrete area, the ToD ticket will cost public transport ticket + from 00,15 to 00,30 EUR per drive. MC coordinator in personal contact (via phone) with the ToD clients. MC ToD phone operation during working days: from 8:30 until 16:00 receiving phone calls from the clients, organising the routes, calling back to clients – approving the time of driving. Giving routes information to service providers every working day. Coordinator of MC monitors the data of driving, clients driving frequency. MC Coordinator works with registration forms – to be a ToD user in pilot area – you should be registered in the system. MC service provides information and services around personal mobility, combining all available transport modes.
Performance Measurement	Number of people – clients of ToD users (registration forms); Tickets sold; number of calls; recommendations from clients received; statistics about the quality of the service (questionnaires received), other.
Provider Side	
Provider	Transport Operator (will be known after procurement procedure)
Services	<p>Information/Communication(explanations (organising the routes, calling clients back-- approving the time of driving. Giving routes information to service providers)</p> <p>Special Requirements Support, Claim Management, Insurance, Requirements Analysis, Consulting/Coordination/Platform for Exchange for Service Providers.</p> <p>Information and services to the client around personal mobility, combining all available transport modes.</p>
Transport Providers Included	Public Transport Operators, Public or Private Transport Operators, other registered companies.
Funding	EU grants and Ticket sales.
Customer Side	
Target Customers	Citizens in the Pilot areas: mostly senior citizens, then all other inhabitants, including students, pupils and tourists.
Advertising	Social media, Newspapers of pilot areas, on regional and state level via TV and internet, Flyers etc.
Access	Phone, email, physical, Customer Visits and MC visits to pilot areas (meeting with end-users)
Transport Modes Included	At least 3 different type of vehicles 4+1, 8+1 and 16 seated cars
Physical Location	<p>Mobilitātes centrs/ TPP</p> <p>Bērzaines iela 5,</p> <p>Cēsis, Cēsu novads</p> <p>LV-4101</p> <p>tpp@vidzeme.lv phone: 00 371 27891000</p>

Annex 9: Framework Concept of the MC in Bielsko District, Poland

Aims and Performance		
Aims		
Cost (reduction of the costs of public transport services - compensation paid by the Powiat Bielski District)		
Flexibility, Availability, Quality		
Performance Measurement		
Rides provided		
Numbers of passengers served		
Provider Side		
Provider	Services	Customer Side
Public transport operator or private transport operator by tender	Services Information/Communication Piloting transport of demand	Target Customers General Public, Senior Citizens, Young People, New Citizens, People without Cars, People without Driving Licence, Tourists
Transport Providers Included	Transport Modes Included	Advertising
Public Transport Operators or Private Transport Operators	Bus, Taxi, bike renting, carpooling, transport of demand by operator	Social Media, Newspapers, Flyers, Information on Bus Stops
Funding	Physical Location	Access
Bielsko District subsidy	MC will be localization as a website. MC it will function as a website, managed by Bielsko District	Online (website), Telephone (optional)



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