



WP.T3 - D.T3.2.7

**SMACKER Enlarged Transfer Programme (ETP).
ETP follower Gasteinertal Action Plan.**

Final



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1. Introduction

After completion of the State-of-the-Art-Report and the ETP Smacker event in September 2021, steps towards an Action Plan for the Gastein Valley Region have been set. The aforementioned State-of-the-Art-Report already gave a good overview of the regional framework and challenges to be addressed, such as:

- geographically limited area (valley)
- strong dependence on tourism
- local population commuting between the valley's municipalities as well as to the cities of St. Johann im Pongau, Bischofshofen and Salzburg
- an already good developed public transportation offer with potentials for shifting some service to a DRT service
- a few points within the region which aren't already covered by public transportation

On November 29th, 2021 a workshop with representatives of stakeholder groups was held as an online meeting due to the prevailing pandemic situation. In this workshop, after a presentation of the ETP Smacker project and a presentation about DRT systems in general - different system approaches, modes of service, examples of best practice - the floor was passed to the participants in order to learn about their expectations and acquire additional information and outline the upcoming planning and implementation process together.

However, during this workshop it was clearly laid out, the region is suffering from the COVID19–Pandemic since tourism services had to close down on several instances during the last two years. It was even expressed that the discussion of questions regarding public transportation and DRT services are considered not a priority since there are other priorities.

Nevertheless, it turned out that public transportation still has a great importance to the region and an interest in viable solutions is prevailing.

As a result of this process, this Action Plan focuses on outlining a framework for a future implementation phase. According to the experience of the technical planner, such a process follows a distinct path. The first steps of this path are set and the following points are lined out.

In order to keep the process alive, the line out of this process, an overview about necessary data and the next steps will be discussed with the regional association as well as it will be presented for the stakeholders.



2. Aims

In this section, the aims of the Action Plan as well as key objectives will be presented. On the one hand, these aims and objectives have been identified during the analysis laid down in the State-of-the-Art Report, on the other hand, the objectives learned during the ETP SMACKER Workshop held on November 29th, 2021 have been taken into consideration.

These aims may be summarized as follows:

- **Providing affordable solutions in public transportation, both for the municipalities as well as for the potential customers**
- **Keeping public transportation in line with local demand**
- **Covering the needs of every potential target group**
- **Positioning as a sustainable region (or destination)**
- **Closing existing gaps in the public transportation network**
- **Strengthening regional cooperation**

Providing affordable solutions in public transportation - both for the municipalities as well as for the potential customers

A potential future DRT service has to provide high cost-effectiveness or is generally expected to provide such effects in comparison to the current public transportation system. Currently, the financial contributions to public transportation which have to be provided by the local municipalities are considered a rather high burden. Considering the decrease in tourists and tax earnings due to the COVID-19-pandemic, the municipalities in Gastein Valley are facing increasing financial problems. Therefore, there are expectations that these financial contributions can be reduced by replacing costly “traditional” means of public transportation by “lightweight” demand-responsive services.

Keeping public transportation in line with local demand

As a prerequisite to be kept in mind during the planning phase, the local demands and needs have to be kept in mind and must be adhered to.

Covering the needs of every potential target group

During the analysis carried out in the State-of-the-Art Report as well during the workshop in November 2021, a variety of potential target groups have been identified which in principle can be summarized as local inhabitants and tourists. As representatives of the municipalities pointed out, the services must especially be apt for local residents - the local taxpayers since it is considered not politically viable to spend the taxpayer’s moneys on service which provide little or no benefits to them.

Positioning as a sustainable region (or destination)

The region strives to position itself as a sustainable region, especially within the field of tourism. Therefore, the ability to provide an efficient and competitive DRT system which enables tourists to spend their holiday in Gastein Valley without the need of a car is considered an important goal.

Closing existing gaps in the public transportation network

A core aim of the implementation of a DRT system must be the ability to fill existing gaps in the public transportation network, both in a spatial domain, i.e., areas which are currently underserved or unserved by public transportation have to be covered by DRT services, as well in a temporal domain, that is providing services well outside the current operating hours.



Strengthening regional cooperation

In the course of the discussions during the workshop held in November 2021, it was pointed out that currently each municipality follows its own path of development and a lack of cooperation was highlighted. These shortcomings prevail in practically every field, not just in public transportation. Considering the close neighbourhood and factual interconnections between the municipalities in Gastein Valley, an openness towards cooperation should be fostered and positive effects thereof need to be highlighted. A successful regional key project, such as the implementation of common DRT services can act as a driving force towards better cooperation in the future.

3. Stakeholders involved

In the course of preparing the State-of-the-Art-Report, a variety of stakeholders have been identified. From these stakeholders, the following groups took part in the workshop held in November 2021:

- “Mobilitätszentrale Pongau” | regional mobility association
- Municipalities | Mayors, administrative staff
- Tourism

During a potential upcoming implementation process, the participation of all identified stakeholder groups has to be ensured, cf. sections 4 and 9.

	STAKEHOLDERS	KEY ROLE	INVOLVEMENT SO FAR	FUTURE ROLE
LOCAL LEVEL	Municipalities	In the current organisational framework, the municipalities act as clients and financiers of public transportation and therefore also for DRT services	Participating in the discussion and planning workshop	Mostly financing the DRT services and maintaining the relevant infrastructure
REGIONAL LEVEL	Salzburger Verkehrsverbund (Salzburg Verkehr, SVV/SVG)	Providing the regional framework for public transportation on the regional level / laying down the contractual framework, schedule planning, calling for tenders for public transportation services, ticketing, advertising and promoting	None / not yet applicable on the current level of discussing potential future DRT services	Integrating future DRT services into the overall public transportation framework, ensuring seamless ticketing and information
	Mobilitätszentrale Pongau (regional mobility association)	Promoting and maintaining a future DRT service, acting as the key coordinator between the different levels and stakeholders	Initiator of the current process to start finding possible alternatives to conventional public transportation	Bearing the core responsibility and organizational work necessary for a functional DRT system



NATIONAL LEVEL	Federal politics and law-making	Establishment of legislative and regulatory framework in the transportation sector	None / not applicable in discussing local or regional DRT solutions	At least keeping the current legislative and normative or regulatory framework for DRT services. Considering the current political situation in Austria and its serious politics of climate change, further improvements in the field of public transportation and related services can be expected, including improvements of financial fundings.
PPT PROVIDERS	Bus operators (mainly ÖBB Postbus AG)	Operation of public transportation services according to the contractual framework set by each regional public transport association (Verkehrsverbund)	None / not yet applicable on the current level of discussing potential future DRT services	In the foreseeable future the role of PPT providers will remain the same - operating “ordered” public transportation services
	Taxi operators	Operating DRT services according to the contractual framework set either by each regional public transport association (Verkehrsverbund) or by a local organisational body responsible for DRT services	None / not yet applicable on the current level of discussing potential future DRT services	None / not yet applicable on the current level of discussing potential future DRT services
GENERAL PUBLIC	Local population	Acting as customers for DRT services	None / not yet applicable on the current level of discussing potential future DRT services	In an upcoming planning process, the general public needs to get involved by the means of surveying their transportation needs in order to provide services which are in line with demand
SMALL, MEDIUM-SIZED AND BIG ENTERPRISES	Entrepreneurs, employees and customers	Acting as customers for DRT services and providing incentives for employees and customers to prefer public transportation or DRT services for travelling to and from the enterprises	None / not applicable in discussing local or regional DRT solutions	Fostering Mobility Management within the enterprises to achieve a shift towards the usage of public transportation and DRT services



HIGHER EDUCATION AND RESEARCH	not applicable in the state of planning and operating DRT services, no institutions of higher education and research located in the region	A key role in planning and operating DRT services cannot be identified	None / not applicable in discussing local or regional DRT solutions	Conceivable role: conducting studies or research on matters such as demand, utilization, economics, impacts on local development
INTEREST GROUPS AND NGOs	Regional tourism association (Tourismusverband)	Promoting potential DRT services to tourists, providing information and pointing out the advantages / surveying the needs and expectations of tourists and providing them to the responsible bodies	Participating in the discussion and planning workshop	Desirably, the regional tourism association should not just limit its role to be merely a customer of public transportation or DRT services and expect them to serve the guests in the region, instead, efforts should be made in order to provide further contributions to public transportation such as surveying the tourists' needs and expectations and providing them to the responsible bodies



4. Key actions

Generally spoken, the planning and implementation phase of DRT service overall comprises the following steps which can be grouped in several phases which in turn form the base for establishing a viable implementation time plan which is laid down in section 5. **Errore. L'origine riferimento non è stata trovata.** The definition of these following three phases is based on the experiences from several DRT planning tasks carried over the last few years.

Preparatory Phase

The aim of the preparatory phase is to obtain a decision by the relevant local or regional policymaker about the fact to establish a DRT system. A number of elements to be taken into consideration in the preparatory phase have already been addressed throughout the State-of-The-Art report, during the regional workshop as well as in this Action Plan.

The main questions to be answered in the Preparatory phase are as follows:

- Why do we want/need a DRT system?
- What could our DRT system achieve and what can we do in order to support it?
- Who takes responsibility?
- Which are the next steps?

As of now, the regional transport association “Mobilitätszentrale Pongau” has shown interest in establishing DRT services by becoming a SMACKER ETP Follower region. The Municipality of Bad Hofgastein has already commissioned a firm from Germany in order to elaborate a possible DRT system for one municipality - a fact, which was done independently and was broadly unknown.

In order to provide answers to the questions mentioned above, the following steps should be taken into consideration:

The entire process needs guidance by transportation planners and technical experts which are also able to present and handle (public) workshops. In the workshop held on November 29th, 2021 the main expectation of all participants was to reduce the costs for public transportation within the municipalities' responsibility. Additionally, another core expectation was that the public image of public transportation will improve by replacing currently empty-running busses with demand responsive service.

The other core question to be answered in the next steps is to define a responsible body for the DRT system. This responsible body works on an intermediate level between the municipalities and the DRT operator(s). In comparable projects, different approaches to determine a responsible body have been followed. One successful example is so-called “Traunsteintaxi” in southwestern parts of Upper Austria. In this case, the responsible body is the regional tourism association (which is in fact yet another association of municipalities) - even though the Traunsteintaxi DRT system is not only aimed at tourists but is intended to be used by locals as well.

Taking the local structures in Gastein Valley into account, the Mobilitätszentrale Pongau or even the local tourism association could be considered as potential responsible bodies.

As a first step in the action plan, these questions must be prepared and discussed in a kick-off workshop with all stakeholders involved.

Planning phase

After obtaining a policy decision after successfully finishing the preparatory phase, the future DRT system is to be laid down in a planning phase which would typically comprise at least the following steps:

- Establishing a planning group to represent all important stakeholders



- Assessing the actual demand in the region by carrying out surveys within the local population as well as enterprises
- Definition of the service standards, determining the organisational structure, costs and financing, decisions on service areas, schedules, charges and plans, customer service, advertising and marketing

The core questions to be answered in this phase are in fact concerning the service standards: foremost schedules and operating areas. As of the operating areas, DRT services in Austria follow two principal models: either “area operation” (*Flächenbedienung*) or “route operation” (*Linienbedienung*). In the past few years, a tendency towards route operations has been observed. Area operation carries the risk of competing with conventional taxi services, whereas route operations resemble “traditional” bus routes.

Operating phase

It would be too terse of a statement to say that as a result of a successful preparation and planning process the DRT services are to be put into service. However, during the operating phase and its apparently day-to-day business, constant attention has to be drawn towards the following points:

- the operational quality is to be assessed constantly | thus, operational problems, customer complaints, lacks in quality have to be taken seriously and need to be cleared up
- the implementation of a DRT system is not a one-off process | in order to keep the DRT service successful and relevant for users, a constant evaluation, assessing new and changed demands and expectations, the services have to undergo constant development

The next steps to be taken are:

- Broaden the planning group by convincing all relevant stakeholders (cf. section 3) to take part in the planning process and involve them in all other workshops and meetings
- Prepare and carry out a survey within the region using different questionnaires for inhabitants, businesses and guests, collecting the following information, inter alia:
 - number of persons living in each household and their ages
 - availability of vehicles
 - current mobility behaviour (such as car/bicycle/public transportation usage)
 - general wishes and personal expectations towards DRT services
 - actual transportation needs (places of departure and arrival, time, frequency, trip purpose)
- Collect current and complete information about current costs and spendings in order to be able to calculate a viable cost-comparison between the current state and future DRT services
- Collect current and complete information about the contractual framework and structure in which the new DRT system has to fit in.

Alongside the findings from the State-of-the-Art-report as well as the learnings from the first project workshop, the key points of the aimed DRT systems which are to be deepened and extended in the upcoming phases of the process.

- Following the planning workshop 1, the core planning work is to be carried out in which all operational aspects are laid down, such as:
 - creating services which meet the demands detected in the previous steps



- laying down the hard facts such as service areas including routes, stops, schedules, booking systems
- calculating the demand, bearing in mind the current passenger counts of public transportation and the results of the survey
- proposal of a ticketing and charging scheme, estimating takings and comparing them with potential costs
- proposing first steps towards realisation and implementation

Following a presentation and discussion in a second planning workshop, the concept is to be finalised and headed towards implementation.

As seen in the chart before and taking the experiences from other projects into account, a typical planning process for DRT systems on the municipal level in Austria should be expected to take (at least) six months. Delays may occur on a limited scale probably due to scheduling constraints considering the planning workshops or due to some additional time needed in order to obtain relevant figures needed to calculate demands, costs and financing needs.

Apart from these process-relevant time frame, it may be expected that the overall process of DRT plans and implementations may be delayed as a whole due to the ongoing problems considering the COVID-19-pandemic which had a highly negative effect on the Gastein Valley region.

However, in order to create a smooth implementation process, talks with potential operators (such as public transportation providers, taxi companies, providers of booking system) should be initiated during the planning process.

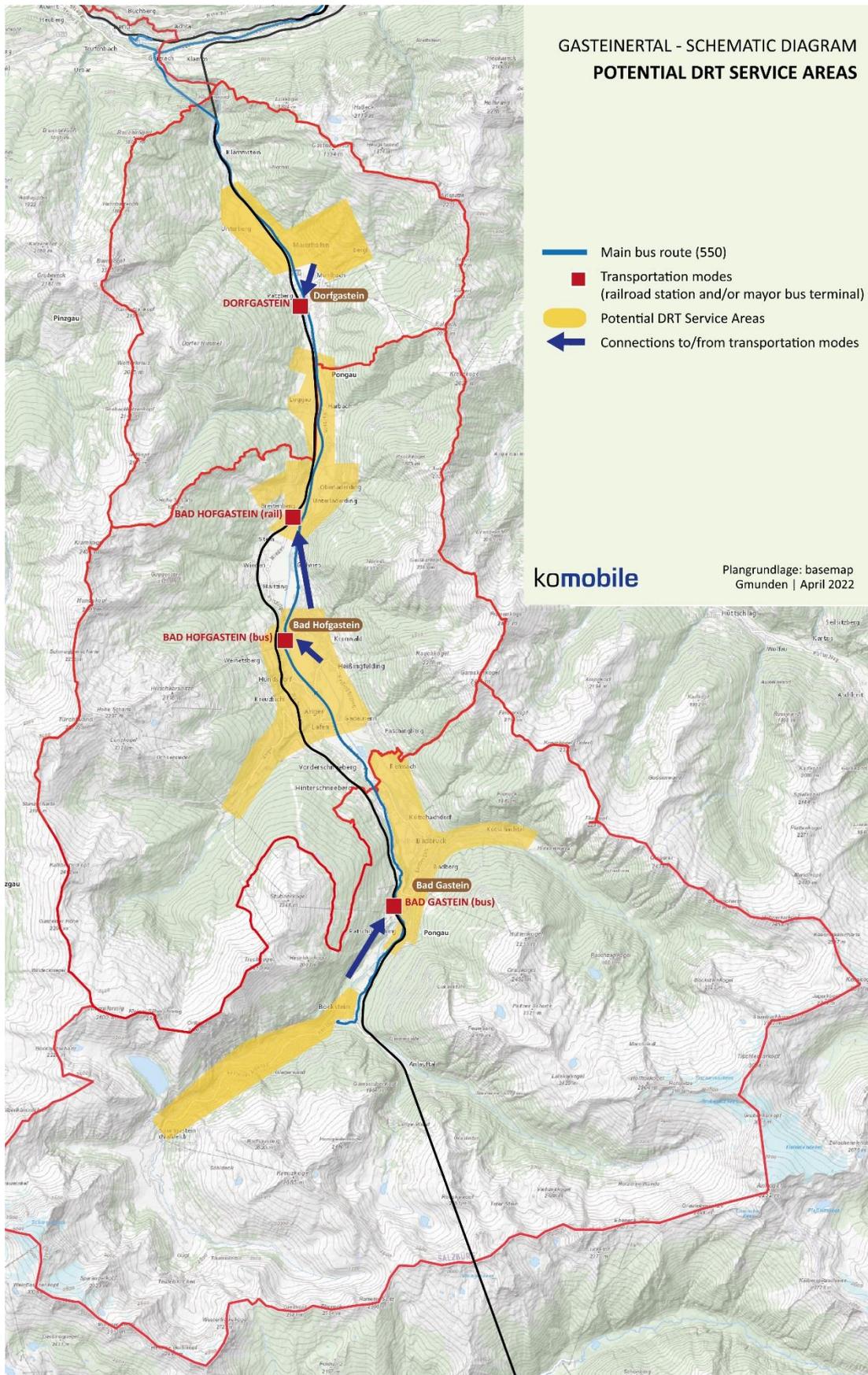
In case the DRT system is intended to replace existing bus services, the terms of the contracts between Salzburg Verkehr (the regional transport association), the Pongau Takt (local transportation association) and the bus transportation companies (cf. State-of-the-Art-Report, section 5.1) have to be taken into respect: usually, the tendering of public transportation services in Austria takes place every eight to ten years and substantial changes and adjustments can only be realised well before a new call for tenders is published.

The results of the planning work independently commissioned by Bad Hofgastein municipality have to be taken into consideration and be integrated into an upcoming regional strategy.

Summarizing the core technical aspects which have to be taken into consideration for any future planning process, the following points are to be taken into consideration:

- Bus route 550 from St. Johann im Pongau to Sportgastein or Böckstein forms a regional axis alongside the railroad while also connecting Gastein Valley to Schwarzach-St. Veit and the district centre St. Johann im Pongau and is therefore not to be replaced by DRT services
- The railway services will face several adjustments following the opening of the Koralm tunnel which have to be respected in regard of streamlining connections between DRT and railway services.
- The ski bus services (cf. State-of-The-Art-Report) form an independent means of transportation with an organizational structure of its own and cater to the specific needs of ski tourists during the winter season and cannot be replaced by DRT services
- For the most part, future DRT services should be considered either to replace or supplement the bus routes 551, 555, 557, 558 and 559 operating locally to/from or within Bad Hofgastein.

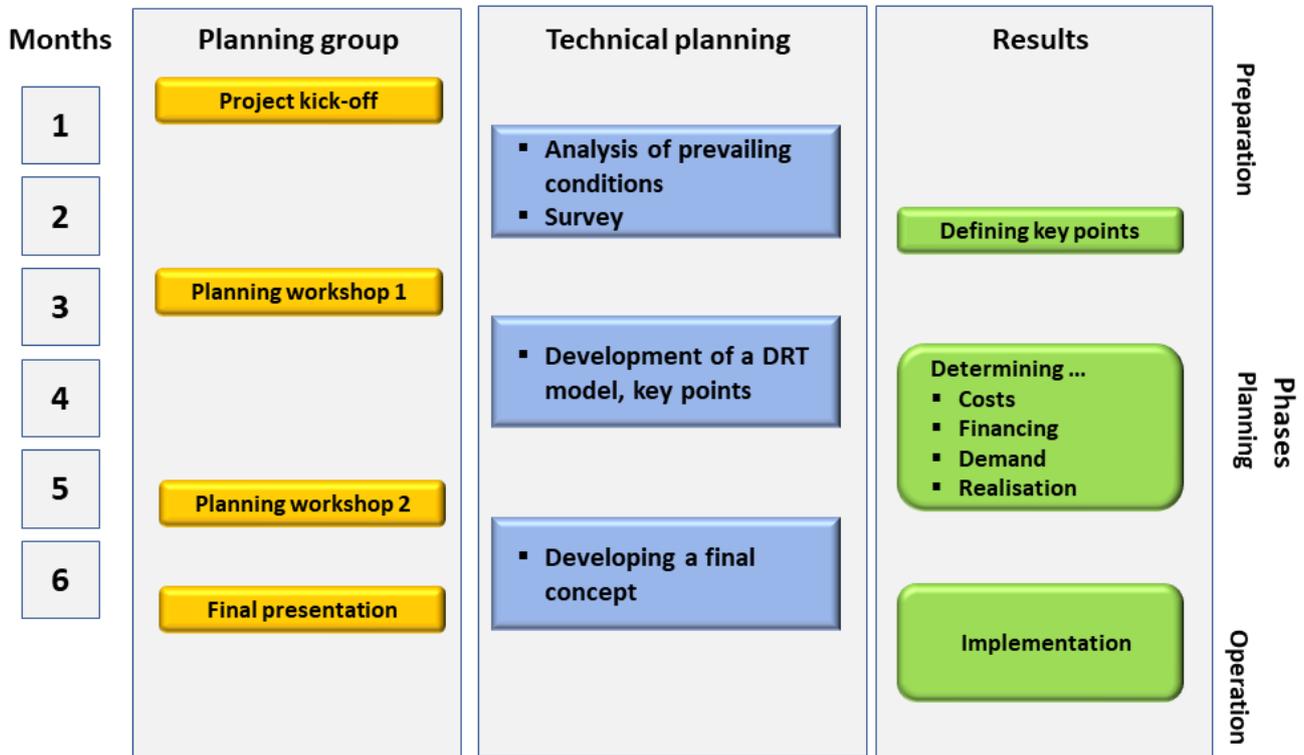
If it is decided to follow the process of further planning and implementation of DRT services in Gastein Valley, these services should adhere to the areas served by the routes mentioned above and focus additionally on areas currently not served by public transportation. However, these areas are few since due to the topographic structure of a narrow valley, most areas are within the catchment areas of existing public transport. These areas are laid down in the schematic diagram below, together with their core functions to connect the areas with the main transportation nodes).





5. Implementation time plan

Several of the steps have already been covered by the State-of-the-Art-Report as well by this Action Plan. A viable structure of key activities may be derived from the aforementioned theoretical structure as follows. The time frame of 6 month has been proven viable in other projects.



6. Risk analysis

As a part of the analysis, the following potential risks have been identified.

(Currently) limited interest in developing DRT services due to the negative effects of the COVID-19-pandemic

The COVID-19-pandemics showed extremely adverse effects on the tourism industry which is the most important branch of industries in Gastein Valley. As a result, the region is facing substantial economic uncertainties. During the workshop held in November 2021, several participants clearly stated that discussing and dealing with any other matter is currently considered a waste of time and resources. Thus, it is uncertain if the implementation of DRT services will be realised until the overall economic situation improves. As a means to overcome these hesitations, it is important to point out the positive effects of sustainable transportation services and the benefits of DRT services and try to map out the planning and implementation process well and purposefully.

Increasing financial constraints

In connection with the aforementioned economic impacts of the COVID-19-pandemic, the tax revenue in the region has decreased in the last two years. For instance, the overall tourism industry in Austria has fallen back to the level of 1970 within one or two years. As for now, it is very uncertain in which timeframe the economic situation will improve.



Limited cooperation between municipalities

Due to the legal and constitutional framework, each municipality in Austria is entitled to a high level of self-administration. Openness towards a regional and cross-municipal cooperation is developed differently throughout Austria - means of cooperation which are a matter of course in one region may be frowned up in another region. As an overall impression from the workshop held in November 2021, the Gastein Valley might be considered as a region with a moderate culture of cooperation as the municipalities tend to compete with each other for tourists, public funds and taxes.

Possible limited acceptance of future DRT services

In order to achieve a high level of acceptance of future DRT services, a thorough planning process as laid down in section 4 has to be carried out. A failure to do so might result in a badly accepted and therefore unsuccessful DRT system.

Staff shortages in DRT services as well as public transportation

Currently, the economy in Austria is facing substantial staff shortages in almost all economic fields. This staff shortages have developed during the COVID-19-crisis starting in early 2020 and are currently deteriorating. This staff shortage shows negative impacts on the entire transportation sector as well. For instance, public transportation, road freight traffic and even postal services had to be reduced in several regions. Therefore, the implementation and future operation of DRT services might be severely affected by the lack of drivers.

Additionally, tourism and the hospitality industry are other economic fields which are particularly affected by staff shortages and play an important role in the regional economic structure (cf. State-of-the-Art-Report), possibly causing further competition between enterprises on new employees.



Risk	Likelihood (1-5)	Impact (1-5)	Mitigation measure
Limited interest in developing DRT services due to the negative effects of the COVID-19-pandemic	5	5	<ul style="list-style-type: none"> ▪ When continuing the planning process, respect the doubts and reservations towards the discussion of DRT services and understand the sorrows and anger caused in the region by the economic impact of the COVID-19-pandemic ▪ Providing a well-structured and efficient planning process which guides the local stakeholders and shows a clear focus on well-defined targets ▪ Pointing out the advantages of DRT services for the municipalities ▪ Putting overall great effort on convincing and participation of the municipalities
Increasing financial constraints	4	5	<ul style="list-style-type: none"> ▪ Difficult to come by on the regional or municipal level, raising municipal taxes in order to finance public transportation or DRT services appears highly unrealistic ▪ Solely Dependent on regional (Land) and federal politics which are to provide grants for DRT services ▪ Cooperation within the region in order to point out the need of DRT services and improved public transportation, laying down its advantages for all stakeholders and political levels involved
Limited cooperation between municipalities	4	4	<ul style="list-style-type: none"> ▪ Elaborate a clear and transparent financing plan in order to avoid a feeling of “paying too much” compared to neighbouring municipalities ▪ Highlighting the advantages of DRT services for each municipality individually ▪ Providing individual talks, workshops and planning sessions for each municipality to supplement region-wide workshops



Possible limited acceptance of future DRT services	3	3	<ul style="list-style-type: none"> ▪ Ensuring a thoughtful and extensive continuation of the subsequent planning process ▪ Further broadening the stakeholder groups to be involved ▪ Carrying-out a survey in order to gain good knowledge about the transportation needs (in regard such as routes to be served, operating hours, destinations of interest), providing different questionnaires for the local population, enterprises and tourists ▪ Providing an easy-to-use system, avoiding any barriers (such as subscriptions, complicated ticketing system, non-competitive pricing) ▪ Providing good connections to regular bus routes and trains ▪ Keeping the DRT service's operating hours constantly in line with changing train schedules and alternating train stops in order to maintain these connections -> establishing a planning body ▪ Constant advertising of the DRT service, pointing out its advantages ▪ Including the use of DRT services in (existing) tourist packages, such as providing a number of free rides for tourists staying overnight
Staff shortages	5	5	<ul style="list-style-type: none"> ▪ Macroeconomic phenomenon, impossible to come by on the municipal or regional level



7. Funding resources

Considering the planning level on which both the State-of-the-Art-Report as well as the action plan are situated, a definite calculation and specification of the available budget and operating costs as well as a forecast of DRT revenues and costs are currently considered not viable.

As already indicated, currently no comprehensive decision on the implementation of a DRT system in the entire Gastein Valley region has been made. Instead, this project is rather considered to provide a starting point and first exploration for future considerations concerning DRT systems.

Before discussing potential funding resources, the different cost factors which have to be covered should be laid down. These can be broken down in different categories as follows:

- initial costs, such as for vehicles, booking systems, call centre
- recurring fixed costs, such as vehicle upkeep, insurance, wages, marketing and information
- recurring variable costs, such as fuel, repairs

The amount and effects of these costs are dependent on the DRT system and provider chosen: Currently, there are some providers in Austria, which offer complete solutions where municipalities pay a single monthly fee for DRT services. These fees are calculated by the different providers within their economic structures, so no overview of these cost structures is available. On the other hand, several DRT services which make use of local structures, operating under the local municipalities' responsibilities have been successfully implemented¹. In this case, an overview of the different cost categories can be laid down:

Initial costs

When choosing a locally organized DRT system, the initial costs which have to be accounted for by each municipality arise in fact for each DRT stop and can be described as moderate².

- adding each DRT stop into disposition, booking and information systems
- marking each DRT stop (signage)
- providing information on routes schedules as well as maps

Recurring (monthly) costs

In such a DRT system, the monthly costs arise primarily from the rides which are passed by the local taxi providers to the municipalities' accounts and are reduced by the revenues from tickets sales. Additionally, a comparably low monthly "system usage fee" has to be paid by each municipality.

Funding resources

In the Austrian public transportation framework, the funding of DRT services is solely with the municipalities' responsibility. However, a number of public grants to provide financial support for DRT services exist. Unfortunately, these grants differ greatly between each federal province (Länder) and have been subject to short-term changes in the last few years or have been cancelled at all.

One example for public grants for DRT systems is currently in force in Upper Austria³. The respective framework is well structured and could act as an example for other Länder. The primary conditions thus are:

- DRT services must act as a supplement to existing public transportation systems
- services are only provided on request and different orders are bundled (so no single rides for each passenger as in "normal" taxis)

¹ such as Traunsteintaxi in Upper Austria: <https://traunsee-almтал.salzkammergut.at/anreise-nahverkehr/traunstein-taxi.html>

² due to data privacy reasons, no numbers from previously realized projects can be stated

³ https://www.land-oberoesterreich.gv.at/Mediendateien/Formulare/Dokumente%20SVD%20Abt_GVoeVerk/Foerderleitfaden_GVOEV_SVD_GVoeV erk_E_17.pdf



- the DRT service has to work with stops (entry and leaving points), so currently no door-to-door-service possible (the reason behind this is to strengthen the efficiency of DRT services)
- the DRT ticket rates must not be lower than those of regular public transportation
- the average vehicle occupation rate within one year must be 1,3 persons per ride or above

Additionally, as of February 2022, the Austrian Federal Government offers a grant of 600 Euros per each ton of saved carbon dioxide, thus requiring yet another process of application and calculating these effects which have to be carried out by an external agency.

In the intended upcoming process of planning and implement a DRT service, an identification of the currently applicable grants must be carried out.



8. Key action monitoring schemes

Following the implementation phase, the success and performance of the new DRT system has to be constantly monitored (cf. section 4, operating phase). Therefore, the establishment of measurable and quantifiable indicators, so called Key Performance Indicators (KPIs) is necessary.

According to the given structure of the Action Plan these KPIs have been categorized in Must-have-KPIs as well as in Nice-to-have-KPIs. However, from our perspective, the KPIs shown in the following table appear to be Must-have-KPIs in order to maintain a good monitoring and providing inputs to effectively (re-)develop and enhance a future DRT system.

The final definition of target values appears a bit too early at this stage of work and can only be viably done in the last stage the implementation phase (“Developing a final concept”, section 4). However, the following KPIs can be laid down:

Table 1: Must-have-KPIs

KPI GENERAL CATEGORY	INDICATORS	TARGET VALUE
Quality of public transport/ DRT	<input type="checkbox"/> Increased average number of operating hours per day <input type="checkbox"/> Increased average number seat kilometres offered per day	<p>As laid down in the State-of-the-Art-Report, the bus routes currently operate until about 7pm almost every day. An increase in the number of operating hours per day can only be achieved by providing DRT services at off-peak-times early in the morning and at night. The assessment of demand during such hours of operation has to be calculated, however, it can be expected that especially weekends as well as workers in the tourism industry who start and finish work at odd times may contribute to an increased usage.</p> <p>The same can be said for the increased average number of seat kilometres per day - the vast potential for an increase lies in off-peak-times.</p>
Usage of supply in the course of the pilot action	<input type="checkbox"/> Increase of DRT/ public transport users per day	
Modal shift	<input type="checkbox"/> Increase of tourists arriving by public transportation instead by car <input type="checkbox"/> Reduction of car ownership within the local population (especially reduction of 2 nd and 3 rd cars per household)	Possible target value: decrease of car usage of 2% as laid down in “Landesmobilitätskonzept Salzburg ⁴ ”

⁴ https://www.salzburg.gv.at/verkehr_/Seiten/salzburgmobil2025.aspx



KPI GENERAL CATEGORY	INDICATORS	TARGET VALUE
	<input type="checkbox"/> Reduction of car usage by workers/commuters, especially working at off-peak-times	
Financial savings	<input type="checkbox"/> Reduction of funds needed by the municipalities in order to maintain public transportation	Comparison of costs before - after
Customer satisfaction	<input type="checkbox"/> Operating quality - reduction of delays <input type="checkbox"/> Dependability of services (ordered rides are carried out at the agreed times) <input type="checkbox"/> Perception of vehicle quality (comfort, cleanliness, accessibility for people with reduced mobility) <input type="checkbox"/> Perception of driver quality (friendliness, dependability) <input type="checkbox"/> Perception of charges and plans	May be assessed in surveys for instance using the Austrian school grade system from 1 - very good to 5 - not satisfying

In order to enable a successful monitoring process, a responsible person or agency within the region has to take care of regularly carrying out this monitoring and surveys.



9. Key stakeholders' involvement strategies

On November 29th, 2021, a workshop was held about possible implementation of DRT services with the following aims:

- Presentation of the INTERREG SMACKER ETP Project
- Presentation of key information on DRT Systems by the technical planner, pointing out possible solutions, successful examples from other regions
- Gaining useful information about regional expectations and requirements in addition to the state-of-the-Art-Report - the expansion of a “theoretical” analysis by local insights has proven a very valuable task in previous projects
- Gaining information about additional stakeholders to be involved

As already mentioned before, the ongoing COVID-19-pandemic cast a shadow over the workshop which was held as an online meeting. However, it was possible to draw a picture about the opinion on public transportation and DRT services. Therefore, this workshop was an apt starting point for future discussions and implementations. The learnings from the workshop form part of this Action Plan, however it has definitely to be pointed out that the entire process will be deepened in dependence of the overall development.

10. Conclusions

From the findings in the State-of-the-Art-Report, the regional workshop as well form this action plan, the following conclusions can be drawn:

Generally spoken, the local framework (spatial structure of the region, current public transportation offer, population development and tourism development) shows principally positive starting points to implement a DRT service. Such a DRT service can be successful, if it caters both for the needs of the local population as well of tourists. During an upcoming implementation process, the demands and needs have to be examined thoroughly in order to meet this requirement. During this process, a realistic approach has to be kept in mind: it would be counterproductive to replace main bus routes which provide interregional connections by DRT services. The same applies for the ski busses which cater for mass transportation of skiers. However, replacing local municipal bus routes by DRT services and at the same time expanding the coverage both on a spatial as well as temporary scope appears to provide benefits.

The operative path of the implementation process is laid down in section 4. With this outline, the detailed planning process as well as the subsequent implementation of DRT services is to be designed. The most challenging task however can be summarized as overcoming the current COVID-19-pandemic situation which lead to a massive decline in tourism. The potential benefits even in a future post-COVID environment have to be credibly communicated to local decision makers. The definition of indicators which allow the monitoring of the services' success and taking steps in order to improve the services supports the positive communication towards the local communities.

An emphasis is to be laid on the cooperation between the municipalities in Gastein Valley. The rather complicated structure within the public transportation framework (cf. State-of-the-Art-Report) is a given fact which has to be taken into account.