

Pilot action final report

Sustainable local mobility interventions

D.5.3.2

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1 Introduction

SVEM (FRAMESPORT PP4) investigated with the Associate Partners, Marche Region and the Municipalities of Numana and Gabicce Mare, smart mobility solutions (pilot actions 4.1 and 4.2) to improve the connections of the small Ports of Vallugola and Numana with the inland destinations, in order to improve the tourist vocation of the ports and, at the same time, to develop sustainable transport modality to reduce energy consumption and environmental impact.

The preparatory activities have been carried out by SVEM since November 2020, involving the associate partners to draft the pilot activities and to identify the Key Stakeholders to be involved in the implementation of the pilot actions. Due to the COVID restrictions in the forthcoming months, the engagement of the Stakeholders has been moderated by means of the Municipalities of Gabicce Mare and Numana (by phones, emails).

The smart mobility solutions planned in the “pilot” summer season 2021 are:

- an Electric Bus to connect Gabicce Mare to Vallugola port.
- an E-Bike for Numana port.

The pilot actions have mainly dealt with the macro-theme “Environment and energy aspects”. Both the Actions 4.1 and 4.2 implement electric vehicles, in order to evaluate advantages in terms of energy saving but also pollution reduction and contribution to reduce pollution emission.

2 Pilot action description

Starting from desk analysis and specific interviews to the local municipalities, it has designed the type of services needs and then defined the characteristics, including monitoring activities, in order to proceed to a procurement process for services selection to develop the pilot activities.

The methodology applied for the pilot actions 4.1 and 4.2 consists in 4 main activities:

Act.1 – Context and territorial analysis: preparatory activities carried out to define the pilot action details.

Act.2 – Procurement process for external services selection: 2 calls for tender have been launched, in order to select the operators to carry out the smart mobility services during the first pilot season 2021.

Act.3 – start and implementation of mobility services: EBUS and EBIKE implementation services.

Act.4 – monitoring activities: activity realised during the execution of the mobility services, to evaluate the effectiveness of the pilot action

2.1 Aim of the pilot action

The aim is related to investigate smart mobility solutions to improve the connections of the small Ports with other inland destinations, in order to improve the tourist vocation of the ports and at the same time develop sustainable transport modality to reduce energy consumption and environmental impact.

The Pilot actions *4.1 for Vallugola port (Gabicce Mare)* and *4.2 for Numana port* afford the same theme “**Sustainable and local mobility interventions**” and have been designed in parallel considering the following common aspects:

- the touristic vocation of the ports;
- the territorial context: both ports are located in natural protected areas;
- needs to develop transport connections with inland and/or other destinations.



Vallugola port



Numana Port

Considering the specific context and needs of local territories, it has been selected for the first summer season:

- an Electric Bus for Vallugola port
- an E-Bike for Numana port

2.2 Start date end date

Even if the implementation of the pilot actions runs from December 2020 (starting planning activities) , the testing and monitoring of the services has been realised:

- for the pilot actions 4.1 E-Bus Service of Vallugola port: from 22nd of July to 7th of September 2021;
- for the pilot actions 4.2 E-Bike Service of Numana port: from 3th of August 2021 to 3th of October 2021.

2.3 Achieved results

Act.1 – Context and territorial analysis

This task is a preparatory activity in order to define the pilot action details, it's based on desk analysis, comparison through interview with the Associated partners (Municipalities of Gabicce Mare and Numana, Marche Region). In December 2020, SVEM submitted a questionnaire to Gabicce Mare and Numana to retrieve information on:

- information on local ports (management, services, possible ongoing initiatives and or investments);
- current assets on mobility services (availability of transport connections with the ports, other mobility services or infrastructures similar to the ones proposed);
- presence of local associations, companies and more in general Stakeholders with interests on the topic.

Act. 2 – Procurement process for external services selection

In order to select the operators to implement the mobility services (Pilot Action 4.1 and 4.2) and to guarantee the execution of the mobility services, SVEM performed:

- a. a preliminary Framework Convention with the 2 Municipalities of Numana and Gabicce Mare.

The convention with Gabicce Mare for the E-bus of Vallugola port rules: the Bus stop station, assignment of a transport BUS line, etc.

The convention with Numana for the E-bike rules: the E-bike station, installation of charging cable in a dedicated port area, etc.

- b. two preliminary market researches (for each service tender), in order to identify the Operators interested in being invited in the next Call for tender;
- c. two Call for tenders, in order to select the Operators for service providing.

Act.3 – Start and implementation of mobility services

Period of effective activation of the mobility solutions.

The services activated for the first summer 2021:

- pilot action 4.1 E-Bus Service of Vallugola Port from 22nd July to 4th September 2021

- pilot action 4.2 E-Bike Service of Numana Port from 3th August 2021 to 3th October 2021
The services are free of charge for users, giving priority to port sailor clients.

Act.4 – Monitoring activities

The monitoring activities were performed during the execution of the mobility services, to evaluate the effectiveness of the pilot action through quantitative and qualitative indicators.

2.4 Descriptions of the activities carried out

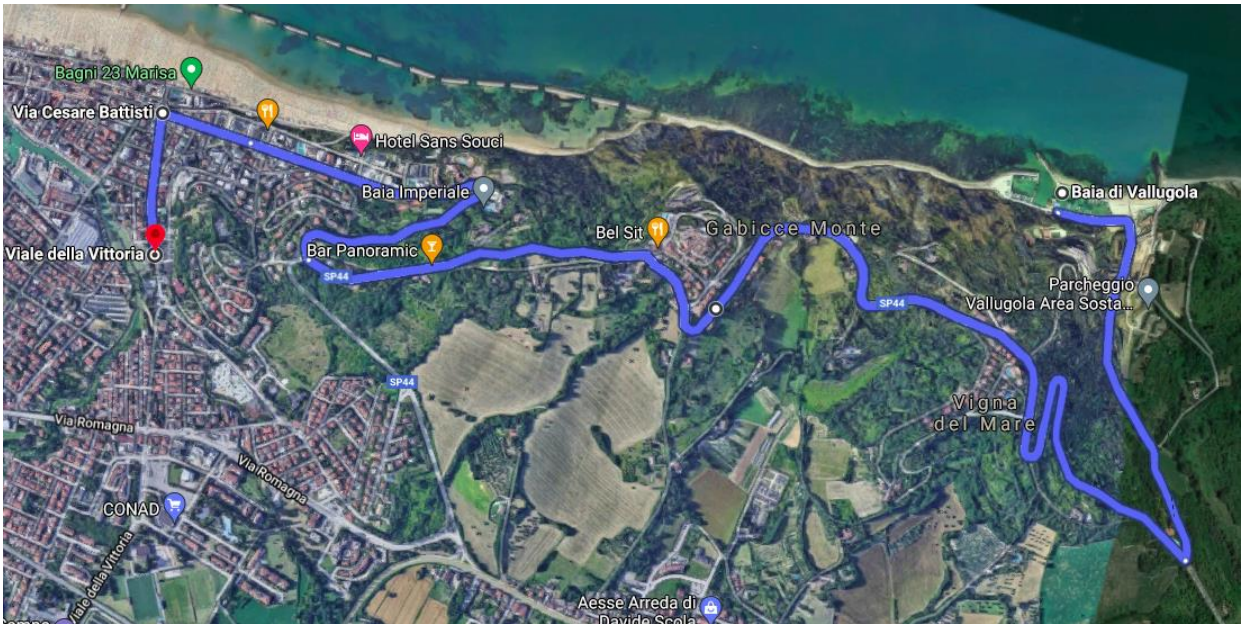
Pilot action 4.1 E-Bus Service of Vallugola port

The E- bus is a minibus with 15 seats, powered by an electric motor engine.

The E-bus performs 8 rides round trip every day, 4 in the morning and 4 in the afternoon, starting from Vallugola port to the centre of Gabicce Mare, with an additional stop at Gabicce Monte, one of the major tourist destinations in the municipality territory. Each roundtrip is 11 km.

The Ebus has a station with an electric charging hub in the Vallugola port Area.

The Service, free of charge, is available with priority for boat owners of Vallugola port. Number of places available has been limited to 8, according to the containment measures due to Covid-19.



E-bus route



E-bus

Free E-bus Vallugola - Gabbice Mare

Finanziato dal progetto **FRAMESPORT - FRAMEWORK initiative fostering the Sustainable development of Adriatic**
Programma Transfrontaliero INTERREG VA Italia-Croazia 2014-2020

Servizio disponibile tutti i giorni dal 22 luglio al 4 settembre.
Service available every day from 22th July to 4th September.

Fermate - Bus stop	1	2	3	4	5	6	7	8
Vallugola	09:30	10:30	11:30	12:30	15:02	16:00	17:00	18:00
Gabicce Monte	09:43	10:45	11:43	12:43	15:15	16:13	17:13	18:13
Gabicce Mare	09:53	10:53	11:53	12:53	15:25	16:23	17:23	18:23
Gabicce Monte	10:01	11:01	12:01	13:01	15:33	16:31	17:31	18:31
Vallugola	10:15	11:15	12:15	13:15	15:47	16:45	17:45	18:45

servizio a cura di



INFOLINE: +39 348 046 9613



SERVIZIO DISPONIBILE CON PRIORITÀ PER I DIPORTISTI DEL PORTO VALLUGOLA. ACCESSO LIBERO E GRATUITO SENZA PRENOTAZIONE - DISPONIBILITÀ DI POSTI LIMITATA ALLA CAPIENZA DEL MEZZO (15) FATTE SALVE LE MISURE DI CONTENIMENTO DA COVID-19.

SERVICE AVAILABLE WITH PRIORITY FOR BOAT OWNERS OF VALLUGOLA PORT. FREE ACCESS AND NO BOOKING REQUIRED. NUMBER OF PLACES AVAILABLE LIMITED BY THE VEHICLE CAPACITY (15) AND ACCORDING TO CONTAINMENT MEASURES TO COVID-19.

E-bus timetable at the bus stop

Pilot action 4.2 E-Bike Service of Numana port

The service is composed by 8 E-bike, with specific characteristics able to perform long rides to the inland's destination, included the uphill roads of Conero Park. This mean that the E-bike are equipped with electric motor with a battery of 625Wh, 10 – speed, autonomy of 120 km, hydraulic disc brakes.

The E-bike station is inside the port area, equipped with a specific electric charging hub and locking system.

The Service, free of charge, is available with priority for boat owners of Numana port. The 3 associations managing the rent of berths at Numana port have been involved in the activity.

The regulation foresees that for boats occupants there is a free coupon for each week of berth rent, valid for a trip (morning or afternoon), booking the E-bike on a dedicated website. The operative process for the users is:

1. Collect the free coupon from the port associations
2. Book the e-bike on the online website
3. check the mail to receive the combination to unlock the e-bike
4. Get the e-bike from the e-bike station and unlock it with the combination
5. At the end of use, return the e-bike to the e-bike station and make sure to securely lock it with the bike lock provided
6. Invite to answering the online questionnaire and give feedback





E-bike station

The monitoring activities for both pilot actions have been performed by quantitative and qualitative tools, as hereafter reported:

pilot action 4.1 E-Bus Service Vallugola port	pilot action 4.2 E-Bike Service Numana port
<p><i>Quantitative indicators</i> <i>weekly report by operators</i></p>	
<ul style="list-style-type: none"> ● level of use: number of passenger for each day with details of get on / get off at each bus stop ● energy consumption: in kwh. For E-bus recharge, with details of battery performance for each trip 	<ul style="list-style-type: none"> ● level of use: number of bike users for each day ● distance travelled by each bike based on GPS data detected by the bike station manager

pilot action 4.1 E-Bus Service Vallugola port	pilot action 4.2 E-Bike Service Numana port
<i>Qualitative indicators directly recognized by SVEM</i>	
Survey realised on a google form and submitted to the bus passenger by a QR CODE printed in the bus pass, timetable, information panels on BUS	Survey realised on a google form and submitted to the bike service users by a QR CODE printed in the bus pass, timetable, information panels on BUS

2.5 Actors/Beneficiaries/Stakeholders involvement

The following Stakeholders mapping include the key actors involved at the early stages for the correct design of the pilot actions with the support of the Municipalities.

Stakeholder	Role	Contribution to the projects
Port Companies /Concessionaires, which manage the ports and their services	Directly benefit the overall development, enrich the general offerings of the port.	Expanding the tourist offers, which enriches the added value.
Touristic Information and Reception Offices (IAT)	The Touristic Information and Reception Offices (IAT), belonging to the regional authority, represents an efficient network for monitoring and managing tourist information at the local level.	Managing tourist information at the local level.
Park Authorities, Monte	The Park Authorities are addressed to preserve and	Directly benefited by mobility

<p>San Bartolo Park - Vallugola Port - and Monte Conero Park - Numana Port</p>	<p>manage the environmental aspects of a precious territory. For this purpose, the Park Authorities have the role to promote environmental education and didactic activities for schools and others including tourists, in synergy, work to achieve the common goal of making known and respecting the natural environment that surrounds them.</p> <p>Moreover, the Protected Areas are crossed by hiking trails and bike trails.</p>	<p>interventions, the 2 Park Authorities make available their internal route maps to support the information and to promote experiential eno-gastronomic and naturalistic tours.</p>
<p>Guard Coast (Local Dept.)</p>	<p>Ministerial institutions at the local level that manage the area at sea and on land, i.e., dealing with management, maintenance, use of ports open to public traffic.</p>	<p>Providing all the needed information and supervising the respect of the marine environment .</p>

During the implementation phase of the services, SVEM organised the first Stakeholder meeting (D.4.4.2) the 21st of July 2021, before the public launch event in Vallugola port.

SVEM involved stakeholders and target groups directly in occasion of the launch events :

- 21/07/2021 “Presentation of FRAMESPORT and Pilot Action” in Gabicce Mare
- 05/08/2021 “Presentation of FRAMESPORT and Pilot Action” in Numana

The 2 events were the occasion to openly present the project and the 2 Pilot actions to the 2 local communities. They both also foresaw a press conference, opened to target groups and journalists.



21/07/2021 in Gabicce Mare

05/08/2021 in Numana

Beneficiaries have been also involved through the request to compile the satisfaction questionnaires related to the use of E Bike and Bus services (see monitoring activities).

More in general, SVEM released several e-Communications on PP4 social accounts and website , articles published online/offline/TV programmes.



2.6 Use of thematic equipment

SVEM performed two Call for tenders, in order to select the Operators for service providing:

- the EBUS service (Vallugola port - Gabicce Mare);
- the EBIKE service (Numana port).

The contracts covered all the cost related the E-mobility services for the period of testing, included support for the monitoring (distribution of information on the services and questionnaires)

Local municipalities of Numana and Gabicce Mare supported the initiatives supporting, with their technical offices, the needs of installations and services implementation.

2.7 Problems encountered

The procurement processes for both external service selection (E-bike and E-bus) suffered some delays. It was caused partially by difficulties in organising meetings among SVEM and associated partners to agree on the intervention to carry out and in drafting of the technical layouts (the modalities, the equipment required etc...), due to COVID restrictions during early months 2021, which negatively affected the promptly availability of each person involved. In the execution of the selection procedure, delays in obtaining certifications requested by law expanded the timing of service assignments to the Operators.

Even if the services started with a delay, anyway SVEM successfully realised the activities related to the EBUS service (Vallugola port - Gabicce Mare) and the EBIKE service (Numana port) during the 2021.

About the E-bus in Vallugola port, after the inauguration event on the 21st of July, the service was stopped on the 22th, 26th and 27th July due to some problems with the vehicle. To deal with the inconvenience, the E-bus has been replaced with a new one with the same characteristics. The three days have been recovered by extending the service until 7 September.

About the E-Bike in Numana port, the service was less successful than expected, even if it was appreciated by the users. Difficulties were highlighted during the involvement of the associations managing the berths' rent to correctly inform their client (summer 2021 was a busy period for the restart of port's activities). To solve it, Numana Municipality supported the dissemination of the initiative also through other communication channels.

3 Monitoring of the activities

Hereafter a synthesis of the indicators elaborated, more details are reported in the next chapter

4 “Pilot action outcomes”

Pilot action .1 E-Bus Service of Vallugola Port				
Indicator	Unit of measure	Target value	Achieved value	Time horizon for monitoring (July '21/ Feb. '22/ July '22)
Indicator 1	<i>E-bus users</i>	<i>2000</i>	<i>3738</i>	<i>Feb. '22 for the first season of activity.</i>
Indicator 2	<i>Number of Questionnaire</i>	<i>100</i>	<i>31</i>	<i>Feb. '22 for the first season of activity.</i>

Pilot action 4.2 E-Bike Service of Numana Port				
Indicator	Unit of measure	Target value	Achieved value	Time horizon for monitoring (July '21/ Feb. '22/ July '22)
Indicator 1	<i>E-bike users</i>	<i>400</i>	<i>49</i>	<i>Feb. '22 for the first season of activity.</i>
Indicator 2	<i>Number of Questionnaire</i>	<i>40</i>	<i>15</i>	<i>Feb. '22 for the first season of activity.</i>

4 Pilot action outcomes

Pilot action 4.1 E-Bus Service of Vallugola port

During the 45-day period of E-bus testing, 3738 users were registered; it means an average of 83 passengers per day, about 10 for each trip from Vallugola to Gabicce Mare.

Compared to a theoretical capacity of 8 seats per trip, which corresponds to 5760 passengers (8 per trip, therefore 16 passengers roundtrip Vallugola - Gabicce and 128 per day), a 65% coefficient of passenger load can be estimated.

The following table shows the details of the total passengers, highlighting the get in / get off for each bus stop (first trip starting at Vallugola, then intermediate bus stop at Gabicce Monte, trip arrival at Gabicce mare. Round Trip is Vallugola → Gbicce Monte → Gabicce Mare and come back).

Passengers		Bus Stop				
		Vallugola	Gabicce Monte	Gabicce mare	Gabicce Monte	Vallugola
morning	Get in	797	189	772	128	-
	Get off	-	161	760	45	920
afternoon	Get in	951	123	629	145	-
	Get off	-	165	840	40	807
Total dayiily	Get in	1748	312	1401	273	-
	Get off	-	326	1600	85	1727
Trip Vallugola → Gabicce Mare						
Come back trip Gabicce Mare → Vallugola						

The total number of passengers transported in the morning (1886) is comparable to the afternoon (1848).

About Vallugola stop, the use by users in the afternoon (as starting point for the trip) is greater than that in the morning (951 against 797), while the opposite it's observed for the Gabicce mare stop; the difference is due to the get in / get off at the intermediate stop of Gabicce Monte (the get in and get off in this intermediate bus stop is around 15%).

Below the detail of the total number of passengers in the direction Vallugola → Gabicce Mare and come back (Gabicce Mare → Vallugola) for each single journey.

		Vallugola → Gabicce Mare Trip <i>(Get in Vallugola Get off Gabicce Mare)</i>	Come back Gabicce Mare → Vallugola <i>(Get in Gabicce Mare Get off Vallugola)</i>
09:30	Get in	221	268
	Get off	190	296
10:30	Get in	250	262
	Get off	237	276
11:30	Get in	268	232
	Get off	253	249
12:30	Get in	247	138
	Get off	241	144
15:00	Get in	241	236
	Get off	230	247
16:00	Get in	267	224

		Vallugola → Gabicce Mare Trip <i>(Get in Vallugola Get off Gabicce Mare)</i>	Come back Gabicce Mare → Vallugola <i>(Get in Gabicce Mare Get off Vallugola)</i>
	Get off	251	244
17:00	Get in	253	200
	Get off	245	208
18:00	Get in	313	114
	Get off	279	148

The energy consumption has been , as daily mean, 20 kWh: Considering that the E-bus perform 8 rides roundtrip of 11 km every day, the E-bus performed a consumption of 0,23 kWh/km, and considering the effective users (8,3 passenger for each trip of 5,5 km), it means an effective consumption of 0,15 kWh/km/peruser. Considering the theoretical minibus capacity of 15 seats, the consumption could be 0,08 kWh/km/peruser.

The questionnaire to evaluate the Ebus service has been compiled by 31 passengers. It emerged that most of the respondents are local tourists instead of boat owners, coming from local hospitality structures.

The E-bus service was highly appreciated: 40% of the respondents did not recognize the needs of any implementation, while 30% suggested adding trips in the evening.

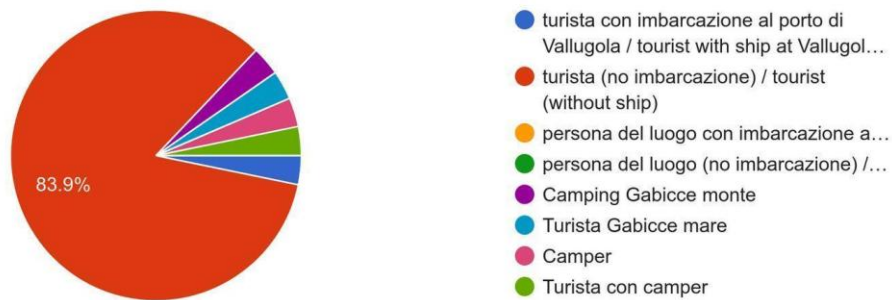
It highlighted the willingness of 60% of respondents to pay for a similar service in the future.

About which kind of mobility service is more needed, 65% of respondents indicate the electric bus as a priority over other types of vehicles.

In conclusion: the main users were tourists and not boaters, who appreciated the transport service both to reach the port of Vallugola and its recreational services (e.g. beach, restaurants), and to reach Gabicce Mare, coming from the accommodation facilities near to the port of Vallugola.

Regardless of the profile of users, the pilot action could be considered moderate successful and expected to be further increased as effective environmentally mobility solution for Vallugola Port, with regards to the optimization of persons transported by vehicles and reduction of pollution emissions, considering that the port is inside a Natural Park Area.

Lei è: / You are:
31 responses



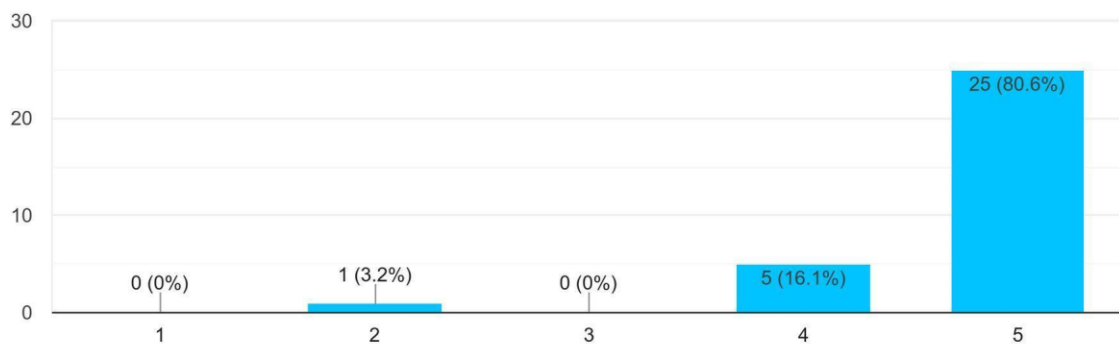
Ha usufruito del servizio per: / You used the service to:

31 responses



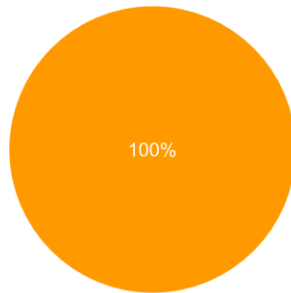
Come valuta la qualità del servizio E-BUS? / How do you rate the quality of the E-BUS service?

31 responses



Come valuta che il bus è elettrico? / How do you evaluate that the bus is electric?

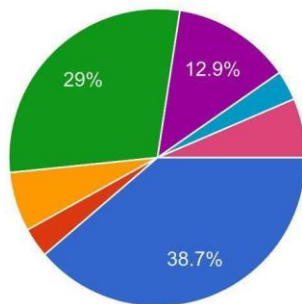
30 responses



- È indifferente / It's indifferent to me
- Avrei preferito un bus tradizionale (a combustibile fossile) / I prefer a traditional bus (fossil fuel)
- Apprezzo che l'autobus sia elettrico, è un modo sostenibile per spostarsi / I appreciate that the Bus is electric, It's a sustainable way to get around

Ha suggerimenti per migliorare il servizio E-BUS? / Have you any suggestions to improve the E-BUS service ?

31 responses



- nessuno, va bene così / none, that's okay
- aumentare corse mattino / increase morning bus rides
- aumentare corse pomeriggio / increase afternoon bus rides
- aggiungere corse la sera / add evening...
- aggiungere fermate lungo l'attuale line...
- collegare altre destinazioni / connect o...
- Potrebbe essere utile qualche fermata...

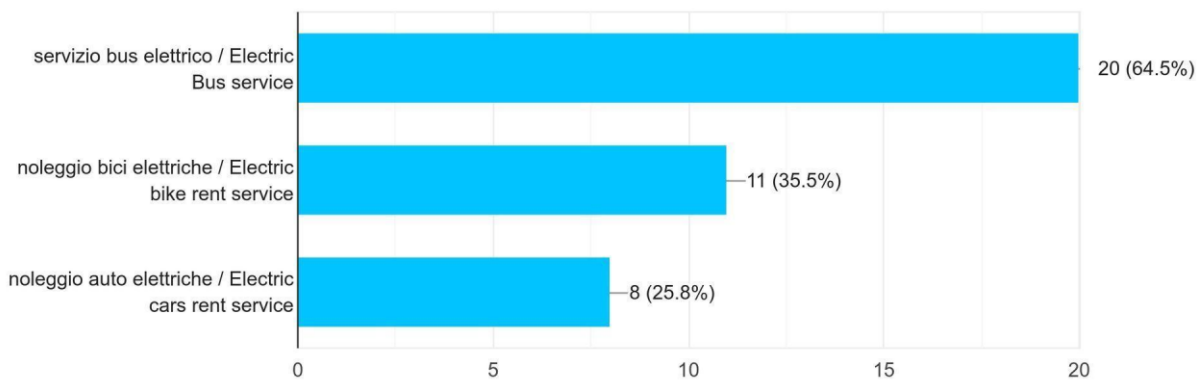
Sarebbe disposto a pagare in futuro per un servizio come l'E-BUS Vallugola - Gabicce? Would you be willing to pay in the future for a service like the E-BUS Vallugola - Gabicce?

31 responses



Quale servizio di mobilità sostenibile le piacerebbe trovare in futuro nel porto di Vallugola? (massimo 2 risposte) / Which kind of sustainable tr...the port of Vallugola in the future? (max 2 answer)

31 responses



Pilot action 4.2 E-Bike Service of Numana port

The monitoring of the E-bike system covered both quantitative and qualitative aspects, through:

- data gathered from the online booking service and the kilometres travelled by the GPS of the vehicles.
- A sample questionnaire filled in by the users

In total, 49 E-EBIKES rents have been realised, with an average distance of 23 km, with peaks of 50 km.

During the experimentation period, the service was also promoted at realities in the port area, starting with the services of the municipal administration, in order to increase their use. Although the service worked regularly, the use of bicycles was far below expectations.

Weekly report f E-bike service

	EBIKE used	KM travelled	AVERAGE KM x EBIKE used	MAX distance (km)	MIN distance (km)
09/08/2021	6	109	18,17	28	14
16/08/2021	4	100	25	34	18
23/08/2021	3	15	5	6	3
30/08/2021	4	92	23	26	21
06/09/2021	4	107	26,75	44	10
13/09/2021	13	395	30,38	51	16
20/09/2021	13	277	21,31	37	7
27/09/2021	0	0	0	0	0
01/10/2021	2	51	25,5	25	26
TOT	49	1146	23,39	51	3

Regarding the qualitative evaluation through questionnaires, it has been collected, of which about half refer to tourists with a boat at the port.

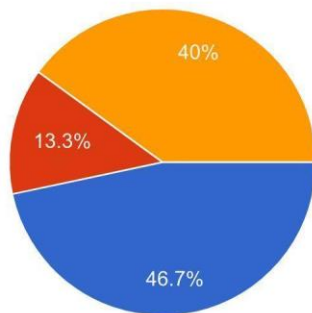
The service result was appreciated, as well the choice of an electric bike as mobility service.

Over 50% of respondents would be willing to pay for a service like this one.

About possible improvement interventions, about 30% of respondents suggested extending the service in the evening.

About possible future mobility services for Numana Port, respondents confirm the choice of Electric bike and suggested also for electric kick scooter.

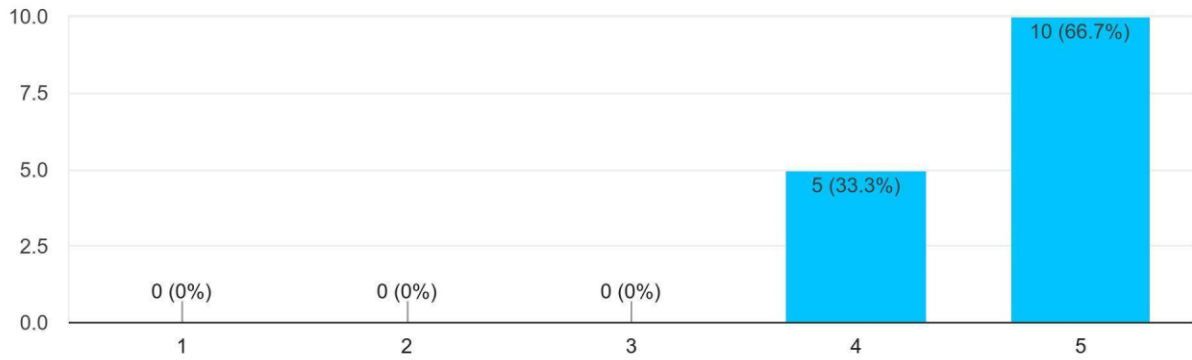
Lei è: / You are:
15 responses



- turista con imbarcazione al porto di Numana con sosta breve/ tourist with ship at Numana Port, with short stop
- turista con imbarcazione al porto di Numana contratto stagionale/ tourist with ship at Numana Port, with seasonal contract
- persona del luogo con imbarcazione al porto di Numana / local with ship at Numana Port

Come valuta la qualità del servizio E-Bike? / How do you rate the quality of the E-Bike service?

15 responses



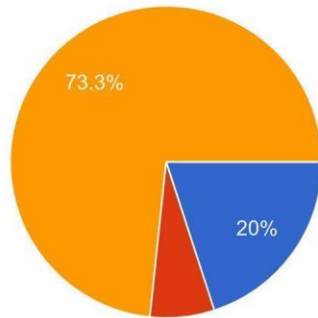
Ha usufruito del servizio per: / You used the service to:

15 responses



Come valuta l'utilizzo della bicicletta a pedalata assistita / How do you evaluate the Pedelec (Pedal Electric Cycle)?

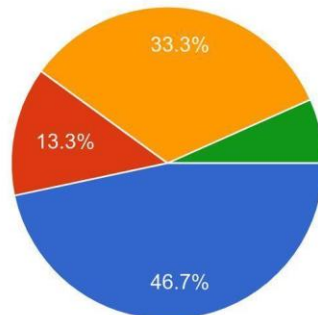
15 responses



- È indifferente / it's indifferent to me
- Avrei preferito una bicicletta tradizionale / I prefer a traditional bike
- Apprezzo che le bici sono a pedalata assistita, è un modo sostenibile per spostarsi / I appreciate the Pedelec (Pedal Electric Cycle), It's a sustainable way to get around

Ha suggerimenti per migliorare il servizio E-Bike? / Have you any suggestions to improve the E-Bike service ?

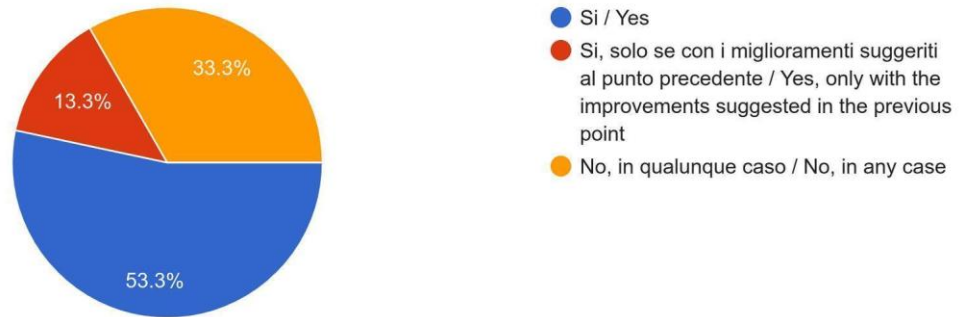
15 responses



- nessuno, va bene così / none, that's okay
- aumentare numero biciclette / more e-bikes
- aggiungere servizio serale / add evening service
- aggiungere stazioni di ricarica in altri luoghi per rilascio mezzo/ add charging stations in other places for vehicles stop

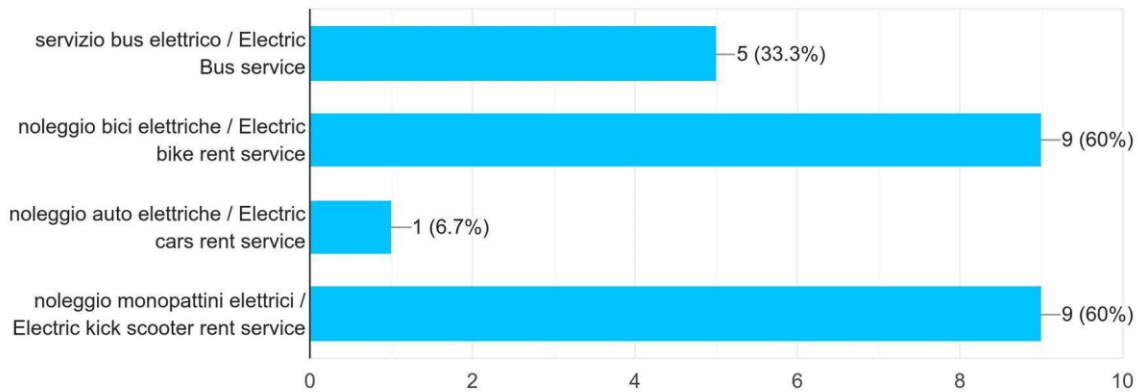
Sarebbe disposto a pagare in futuro per un servizio come l'E-BIKE del porto di Numana? Would you be willing to pay in the future for a service like the E-BIKE of Numana Port?

15 responses



Quale servizio di mobilità sostenibile le piacerebbe trovare in futuro nel porto di Numana? (massimo 2 risposte) / Which kind of sustainable t...d at the Numana port in the future? (max 2 answer)

15 responses



5 Conclusion

SVEM (FRAMESPORT PP4) with the Associate Partners Marche Region and the Municipalities of Numana and Gabicce Mare, Developed two pilot actions related to the macro-theme “**Environment and energy aspects**” focusing on smart mobility solutions to improve the connections of the small ports of Vallugola and Numana with the inland’s destinations.

For the summer season 2021, SVEM activated:

- pilot actions 4.1 E-Bus Service of Vallugola port: execution of the EBUS service from 22nd of July to 7th of September 2021;
- pilot actions 4.2 E-Bike Service of Numana port execution of the EBike service from 3th of August 2021 to 3th of October 2021.

With the pilot actions has been tested electric mobility solutions in the small ports, with the aim to increase the quality of the services offered by ports to customers (sailors) and consequently boost their attractiveness, and at the same time develop sustainable transport modality to reduce energy consumption and environmental impact, considering the territorial natural context (natural Parks).

The monitoring activities performed during the execution of the mobility services, even if affected by some difficult related the post-pandemic situation of the Summer 2021, proves that electric mobility should be a winning solution that fit the needs of potential users, not only of ports users, but also to tourist that attend ports as destinations. The costs of the electric engine solutions are potentially competitive with respect to the traditional fuels during the phase of the transport vehicles running. The zero-emission solution is an added value in case of transport modality inside nature protected areas, like the ones tested in the pilot actions.

One specific aspect to consider to implement mobility services is to dedicate enough time and resources to involve stakeholders and target groups starting from the planning to the monitoring, in order to evaluate the development and improvement of the services in other contexts or the replication along the time.