

## MEDCYCLETOUR Good Practice – Supra-regional organisation

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Your organisation	
Country	Spain
Region	Catalonia
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Organisation in charge of the good practice		
Organisation in charge of this good practice	Consorci de Vies Verdes de Girona	
Location of the organisation in charge:	Country	Spain
	Region	Catalonia
	City	Girona

Good practice general information	
Title of the practice	Good management at supra-regional level
Does this practice come from an Interreg Europe Project?	No
If yes, what is the name of that project?	--

Category of the practice	Please select the category of the practice (you can mark the category in bold): <ol style="list-style-type: none"> <li><b>Cycling tourism route infrastructure</b></li> <li>Cycling-friendly services solutions</li> <li>Solutions for combining bike and public transport</li> <li>Promotion / Marketing</li> <li>Sustainable organisational or financing solutions</li> </ol>	
Geographical scope of the practice	Regional	
Location of the practice	Country	Spain
	Region	Catalonia
	City	Girona

Detailed description	
<b>Short summary of the practice</b>	Develop and promote cycle tourism at supra-regional level involving different public bodies.
<b>Detailed information on the practice</b>	<p>A supra-municipal public administration is important to have an overview of a region's cycling possibilities and to unify the criteria of all the local administrations. In Girona, we have reached this goal thanks to the Greenways Consortium. This is the administration that takes care of the existing greenways and cycling routes and also, most importantly, the new projects and possibilities. Having this structure helps the territories. Before the consortium started working together with all the local administrations, there was a lack of criteria and global structure of the cycling paths and routes in Girona province. The consortium is doing this job in order to complement all these itineraries to give them a global sense of harmony.</p> <p>The consortium has different working departments to improve all the areas of the routes:</p> <ul style="list-style-type: none"> <li>- Administration area: works directly with the responsible person of every local administration in order to work on the existing routes and also to prepare all the papers for new possibilities and projects.</li> <li>- Maintenance area: This department takes care of all maintenance works along the routes that are officially Greenways, as well as the signposting and part of the maintenance of all cycling routes.</li> <li>- Development and economic promotion and marketing area: This department always works for the benefit of private enterprises and for the Girona province residents located close to routes owned by the consortium.</li> </ul>
<b>Resources needed</b>	<p>Economic resources: initial, periodic contributions and apportionment from the organisations included in the consortium (local, regional and supra-regional governments), subsidies and donations, operating returns and service delivery and acquisitions for the benefit of the company.</p> <p>Personal resources: General Assembly where all the public governments are represented. The consortium's management is divided in three areas: economic promotion, broadcasting and communication area, as well as management and maintenance.</p> <p>Estimated budget for 2020: €1,894,000</p>
<b>Timescale (start/end date)</b>	Start in 2003, ongoing
<b>Evidence of success (results achieved)</b>	<p>The consortium as a unique management model that is internationally recognized is evaluated very positively by most of the town councils that are part of it.</p> <p>The Consortium is the backbone of alliances with other tourism sectors or estates and is involved in innovation processes for personal mobility vehicles which can help to diversify users as well as their target audience.</p> <p>Promotion of public-private collaboration.</p> <p>Key success factors:</p> <ul style="list-style-type: none"> <li>- Strategic vision.</li> <li>- Independence (economic and political) in their decisions.</li> <li>- Ability to manage a strategic resource for the territory.</li> <li>- International visibility and projection.</li> <li>- To be a reference in sustainable mobility, both nationally and internationally.</li> <li>- Unite diverse interests from multiple sectors.</li> </ul>

	<ul style="list-style-type: none"> <li>- Economic vision of the project: investment and generating economic profit.</li> <li>- User satisfaction.</li> <li>- Promotion and continuous improvement.</li> </ul>
<p><b>Challenges encountered</b></p>	<p>Internal efficiency refers to all issues that have for objective the improvement in the operation and optimisation of resources for excellent management of the Consortium.</p> <p>Once the guidelines have been defined to improve management efficiency of the Consortium, it is necessary to define those horizons that contribute to the competitive improvement of the Consortium itself. We refer to those projects that promote economic activity and the consolidation of the current business model.</p> <p>Innovation is understood here as the basis for promoting better differentiation of the project promoted by the Greenway Consortium.</p> <p>Strategic lines:</p> <ul style="list-style-type: none"> <li>- Leading public-private partnerships generating alliances with different economic actors to lay the foundations for the construction of a transversal territory project.</li> <li>- Increase the regular budget of the consortium.</li> <li>- Promote and increase the connectivity of cycling routes.</li> <li>- Promote sustainable and healthy mobility taking into account the load capacity and space vulnerability.</li> <li>- Promote the business competitiveness of companies linked to the greenway consortium generating alliances with strategic agents of the territory.</li> <li>- Strengthen the tourist side of the cycling routes to provide a much more attractive users experience to compete at the international level.</li> <li>- Introduce new technologies as a strategic element:             <ul style="list-style-type: none"> <li>o Modernisation of the business model.</li> <li>o Adaptation to the current business context.</li> <li>o Technology as the basis of new ways of interpreting and living the territory.</li> </ul> </li> </ul>
<p><b>Potential for learning or transfer</b></p>	<ul style="list-style-type: none"> <li>- Difficult management due to the links and rooting with the territory.</li> <li>- Organisational and resource limitations in general very closely linked to the Provincial Council.</li> <li>- Budget not enough for promotion and to be internationally competitive.</li> <li>- Some ignorance on part of the public administration regarding the strategic magnitude of the Greenways.</li> </ul>
<p><b>Further information</b></p>	<p><a href="http://www.viesverdes.cat/en/el-consorci/">http://www.viesverdes.cat/en/el-consorci/</a></p>
<p><b>Keywords related to your practice</b></p>	<p><i>Greenways, consortium, management, supra-regional, infrastructure</i></p>

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