Integrated planning along corridors

Survey report

Work Package 2 | Activity 2.2

FINAL version as of 2 March 2020

Author: Dr Wiktor Szydarowski, lead consultant, Ramboll Sweden

#BSRAccess

Contents

1. About BSR ACCESS project platform 3
2. Purpose of the report 3
3. Diversity of integrated corridor planning initiatives 4
4. Cooperation trajectories 8
5. Rationale for joint action 8
6. Gains from the cooperation 9
7. Organisational models 9
8. Array of activities 11
9. Success factors 12
10. Looking back – inspiration for the followers 13

ANNEX: Overview of the surveyed initiatives for integrated planning along transport corridors 15
Characteristics of the corridor cooperation initiative 15
Rationale 23
Cooperation pattern 28
Management and implementation 34
Best practice 37
Specific issues 42

1. About BSR ACCESS project platform

BSR ACCESS is the platform for collaboration of EU projects on transport interoperability and is co-funded by the Interreg Baltic Sea Region Programme.

BSR ACCESS brings together public and market sector stakeholders from various competence sectors and governance levels to capitalise on the good practice accumulated by the involved projects. It aspires to mobilise stakeholders to a more coherent, cross-sectoral and adaptive planning approach that would ensure a better access infrastructure to and an enhanced development of the TEN-T core network corridors as an agent for sustainable regional growth.

2. Purpose of the report

One part of the BSR ACCESS activities (GoA 2.2) addresses an issue of integrated planning along cross-border and transnational transport corridors. it aspires to connect representatives of international and cross-sectoral initiatives along the corridors or, in some cases, in a cross-border transport area, to discuss the value added of the cooperation and the key success factors to succeed with coordinated investments.

Through the survey, the intention of GoA 2.2 leaders was to identify experiences and success stories related with the setting, the management practice and the implementation of a joint vision, aims and priorities for transport corridors/transport areas in and outside the Baltic Sea Region.

The survey form was distributed in October 2019 to 15 corridor/area governance initiatives and by mid-December 2019 the response came from 12 of those. Another one, namely, the Scandinavian Arena, had been dissolved, as the partners opted turned their attention to the STRING Network, found more effective in achieving the goals.

This report sums up the feedback received on the cooperation modalities (goals, activities and cooperation focus, future plans and suitable framework), the rationale (challenges and needs of the target groups, any prior action, added value, assets and strengths as seen by stakeholders), the cooperation pattern (sectors and levels involved, organisational structure with roles and responsibilities), the management routines (thematic scope, communication and exchange channels), and the accumulated good practice (key success factors, lessons learned on integrated planning, replicability of produced solutions).

Outcomes of the analysis are presented in a structured and synthetic form to help draw conclusions on well-reckoning development trajectories for initiatives on integrated planning along cross-border and transnational transport corridors. Further, the report hints at the cases of the highest replicative potential whose representatives may further advice the BSR ACCESS stakeholders in proposing policy recommendations on that issue in connection with the TEN-T core network corridors implementation.

The report serves a working material for upcoming BSR ACCESS activities both within GoA 2.2 and between the relevant GoAs. This includes platform workshops and discussions with policy and business

stakeholders, including the European Coordinators responsible for the implementation of TEN-T core network corridors, which are scheduled in spring 2020.

3. Diversity of integrated corridor planning initiatives

The cases researched in this study are further presented in the appendix, while the table below (Tab. 1) depicts their main features.

Tab. 1: Main features of the surveyed initiatives for integrated transport corridor/area planning

Name	Start	Formal status	Purpose	Operational goals/coop areas
Barents Euro-Arctic Transport Area (BEATA)	1998	Intergovernmental agreement based on MoU	To strengthen cooperation for an efficient transport system in the Barents Region, to achieve better cross-border connections and better access to the world markets	Defined on the bi-yearly basis in effect of the rotating chairmanship; in general: • Promote transport policy objectives and strive for innovative, sustainable and efficient transport solutions in the region • Reduce obstacles to transport flows in the region by highlighting challenges and changing experiences • Promote strategic and flexible planning of cross-border infrastructure measures and have a well-functioning exchange of information on planned measures with other countries • Seek greater coordination and synergy with other intergovernmental networks, e.g. Barents Regional Council and Northern Dimension Partnership on Transport and Logistics (NDPTL)
Central European Transport Corridor – European Grouping of Territorial Cooperation (CETC-EGTC)	2014	EGTC	To facilitate and promote cross-border, transnational and transregional cooperation among its members in order to strengthen economic and social cohesion, particularly through the implementation of projects and programmes of territorial cooperation	• Form a common planning area for a better interregional compatibility of transport infrastructure • Initiate actions for a better transport accessibility along the corridor • Support the development of intermodal transport connections and environmentally friendly solutions • Recommend solutions for regional policies
TRITIA	2013	EGTC	To facilitate and spread the cross-border, transnational, and interregional cooperation of its members with an objective to strengthen economic and social cohesion, particularly through implementation of territorial cooperation projects or	[FOR TRANSPORT]: • Identify common priorities for infrastructure, transport and logistics solutions • Improve local and regional transport accessibility to maximise the use of the geographical position of the

Name	Start	Formal status	Purpose	Operational goals/coop areas
			programmes in the following main areas: • transport • economy • tourism • renewable energy	partner regions for economic development • Develop cross-border transport infrastructure and transport using endogenous potential of the cooperating regions and considering the needs of transport accessibility and safety, while respecting friendly approach towards the environment • Support low-emission forms of transport and more efficient public transport
EGTC Rhine-Alpine	2015	EGTC	To facilitate transnational cooperation between the partners along the axis and to manage the complex challenges of this corridor development though joint actions in: • economic development, • spatial, transport and ecological planning	• Improve visibility of the Corridor • Promote joint interests of its members towards national, European and infrastructure institutions • Pursue the joint development strategy for the multimodal Rhine-Alpine Corridor • Provide a central platform for mutual information, exchange of experience and encounter • Direct funds to corridor-related activities and projects
EWTCA (East-West Transport Corridor Association)	2010	Association (NGO)	To develop the cooperation between transport and logistics companies, intermodal transport operators, consignors and consignees, authorities and academic institutions to establish a multifaceted East West Transport corridor, which would have the capacity of handling global Asian–European trade flows.	• Represent common interests of the EWTC partners at international and national levels • Identify and remove bottlenecks along EWTC • Strengthen the connections of the Black – Baltic Sea region routes • Ensure closer cooperation between operators and authorities and tight commercial connection between EWTC hubs
Brenner Corridor Platform	2007	Consortium agreement	To ensure an integrated transport policy for the Brenner Corridor	Implement the Brenner Action Plan 2009-2022 to promote an efficient use of the cross-border rail connection between Munich and Verona, enhance the necessary model shift and finally protect the alpine environment. The Plan contains about 50 measures on traffic, green transport and technologies, public relations, infrastructure, civil initiatives, green energy and on the network of green corridor initiatives
Central European Initiative	1989	Intergovernmental agreement based on MoU	To support European integration and sustainable development through cooperation between and among its Member States and with the European Union,	Three pillars: government, parliamentary and business dimensions with the goals set on: good governance, economic growth, environmental protection, intercultural cooperation, media freedom

Name	Start	Formal status	Purpose	Operational goals/coop areas
			international and regional organisations as well as with other public or private institutions and non-governmental organisations	and scientific cooperation, education and training One of the implementing tools: EU-funded projects focusing on transnational and regional cooperation for European integration, including on transport and spatial planning
Kvarken Council	1972	Registered association	To contribute to developing the Kvarken region by supporting the cooperation between various actors	• Facilitate the upcoming cross-border infrastructure investments in the Bothnia-Atlantica region through evidence-based decisions • Reduce and eliminate border barriers • Increase the visibility of the region at national and European levels • Promote cross-border business cooperation, tourism and culture
Fin-Est Link	2016	International agreement based on MoU	To provide a cooperation framework for better mobility between Helsinki and Tallinn and improved transport links	• Investigate economic preconditions and impact of the proposed Helsinki–Tallinn railway tunnel • Contribute to deploying specific solutions, e.g. an electronic travel card and a Finland-Estonia journey planner
Scandria Alliance	2018	Interregional agreement (contract)	To cooperate with the EU, member states, regions and other relevant stakeholders in order to implement a sustainable and multimodal transport system by 2030 in the BSR and the regions along the Scandinavian–Mediterranean Corridor	• Serve as a central forum to promote and foster jointly agreed core interests, and ensure multi-level governance and coordination of activities • Address the transport and infrastructure developments and their contribution towards interregional economic development • Facilitate transfer of knowledge, sharing experiences and good practices, in particular in: Clean fuels, Multimodality, Cross-border-infrastructure and Digitalisation • Create programmes and submit proposals designed to further strengthen the sustainable and multimodal transport system
Association of the Polish Regions on the Baltic-Adriatic Corridor	2012	Registered association	To stimulate economic and regional development along the Baltic-Adriatic Corridor	• Promote the development zone of the Baltic-Adriatic transport corridor • Ensure interregional coherence of strategic and spatial planning in the corridor zone • Initiate ventures for the economic development along the corridor, especially at its nodal points (logistic centres, intermodal terminals, special economic zones, etc.)

Name	Start	Formal status	Purpose	Operational goals/coop areas
				• Monitor transport investments funded from public and private resources • Initiate actions for the stronger role of intermodal transport • Cooperate with similar entities abroad and participate in EU projects and initiatives
Oslo-Stockholm 2.55 AB	2015	Joint stock company	To speed up the deployment of more effective railway transport services between Oslo and Stockholm to cut the travel time down to below 3 hours, and – thereby- to shift of substantial number of passengers from air to rail transport	• Provide evidence for decision-making on investment in modern railway infrastructure between Oslo and Stockholm (with 3.4 million people spread over 50 municipalities and eight labour market areas) • Work for a profitable solution with European public and private investors

In general, the surveyed initiatives can be described as cooperation networks spread across the administrative borders and kept together by various forms of legal agreements. The legal basis for the initiatives depends on cooperation circumstances or provisions – and stretches from a simple Memorandum of Understanding which define a common line of action between the parties, through such forms as a more formal cooperation contract or a registered entity (association) – up to the most advanced and complex set-up of an EGTC (European Grouping for the Territorial Cooperation).

The latter is a cooperation body envisaged in the EC Regulation No. 1082/2006 and has the purpose of facilitating and promoting territorial cooperation in the EU. In general, an EGTC has a legal personality, it involves public authorities of the EU member states on equal basis (private actors may receive an associated status), does not replace any existing administrative level but may assume implementing role for cross-border, transnational, interregional activities. This implies that an EGTC may manage a territorial cooperation programme/project or may take up several functions (e.g. governance of a cross-border territory or managing a thematic network).

Irrespective of the legal status, all surveyed initiatives provide a meeting place to streamline diverse interests of the members. Also, they may be utilised as a resource for mutual learning for better and more harmonised investment decisions in the respective cooperation fields.

In external dimension, one of the core actions by the surveyed initiatives is the promotion of transport investments that are deemed indispensable for the sustainable growth of the areas around or for the development of integrated and efficient transport systems. Often, such division in orientation results from the configuration of stakeholders who in the former case are predominantly regional and local authorities, while in the other – national (state) transport authorities or administrations.

If driven by regional and local authorities, the initiative may be a multifaceted one, with transport being just one of several priority areas (alongside tourism, culture, business development, energy, spatial planning

etc.) or dedicated to a very narrow aim related with a specific investment (e.g. a missing link) although set in a broader context - such as mobility or enlarged labour markets. The latter case also holds for the initiatives which connect regional and local stakeholders along the TEN-T core network corridors (CNCs) and are geared to put the link on the corridor map or to draw wider benefits of CNC implementation.

For intergovernmental initiatives, the promotion aspect has a somewhat different meaning. Investment actions are aimed to bring a geographic area closer to the world markets or even deepen the European integration.

4. Cooperation trajectories

The surveyed initiatives are not univocal about the optimum cooperation format. Some of those that are driven by regional and local authorities claim that the EGTC suits best the international cooperation of border regions for the sake of programme and project implementation opportunities in a broad range of topics. The management complexity, including an obligation of a formalised decision-making framework based on the adopted and periodically renewed strategy or action plan, does not sound discouraging for the members and not least for some followers. To exemplify, Kvarken Council, after over 40 years' operation as a registered association, is going to transform into an EGTC to have a stronger cross-border governance mandate.

Some others, though, are satisfied with the current structure as it has proven its worth to keep speed with decision-making and allow for quick reaction to emerging issues, as noted in case of the East West Transport Corridor Association and Oslo-Stockholm 2.55 AB. Further cases (e.g. Scandria Alliance or Association of Polish Regions of the Baltic-Adriatic Corridor) intend to grow and expand along the respective corridors, which may lead to some future considerations about the best format.as stated by the CETC-EGTC Director, '*in future, we can expect increased flexibility in establishing new EGTCs in the transport area and higher transparency in legal provisions. The EGTC may become an adequate model for institutionalised collaboration in transport area, managing of the TEN-T transport corridors'*.

For the cooperation on transport with the participation of national authorities (BEATA, Brenner Corridor Platform, Central European Initiative), the present formats are satisfactory and no need for changes is seen.

5. Rationale for joint action

There are manifold reasons behind setting up the surveyed initiatives. Clearly, there is a need to integrate stakeholders around the common ultimate aim through coordination of investments from the regional and local point of view as illustrated by the CETC-EGTC and EGTC Rhine-Alpine. A side advantage of the coordination would even be that the 'stronger' regions help the 'weaker' ones in untapping development opportunities.

Similarly, but at a higher reference level, a better integration of transport networks and preparing them to reap benefits of key investments requires a more institutionalised cooperation as demonstrated by the Brenner Corridor Platform and BEATA.

A 'stronger platform' or 'better visibility' are another argument to establish a governance structure and, thereby, to be able to convey investment requests in a joint manner. In several cases, results of prior Interreg projects provide evidence for a more strategic and organised cooperation as exemplified by the EWTC II project for the East West Transport Corridor Association, the Scandria®2Act project for the Scandria Alliance, the CODE 24 project for the EGTC Rhine-Alpine or a bunch of transnational and cross-border Interreg projects instrumental for the Kvarken Council plans.

An outstanding case is the Fin Est Link initiative that – despite the political cooperation framework between the two cities of Helsinki and Tallinn and involvement of their signatories in a number of joint development projects – did not lead to forming of any supporting governance structures. This has resulted in some severe operational constrains.

6. Gains from the cooperation

Irrespective of the format and the rationale behind the initiative, the survey respondents have been positive about the value added of streamlined actions. The benefits brought up are:

- A common forum for the exchange of opinions and a place for the dialogue between the institutions interested in developing transport network and solving challenges for the border territory;
- A smoother and faster way to lobby the ideas and bring it to bigger audience;
- A well-visible body and a counterpart to high-level policymakers in pushing shared and regionally important issues at national and EU levels;
- An opportunity to collaborate with similar interest organisations all over Europe, including – in case of the EGTCs – an access to the so-called EGTC Platform founded by the Committee of the Regions;
- An opportunity to participate in EU projects as a single entity representing all stakeholders;
- A stronger commitment to long-term cooperation from partners as they appreciate access to more extensive contact networks, the decision-making knowledge support and the joint activities;
- An integrated and need-based approach to, respectively, regional and infrastructural development, yielding increased efficiency.

7. Organisational models

The survey respondents perceive an institutional cooperation on planning and development a reasonable measure to put together individual interests and priorities, and – if driven by regional and local authorities - to exert more pressure on the decision-making entities at a higher tier of governance. Yet, the bottom-up

initiatives may risk losing momentum, while commitment of the stakeholders and understanding of the common interest may gradually fade away. This may result in putting the entire initiative at stake and even more so if no supporting governance structure were formed or sustained in a longer run.

This is exemplified by the Fin Est Link Initiative, which set up the joint secretariat in effect of the MoU signed by the ministers, mayors and regional mayors. However, on account of several factors, including major reorganisational processes for public administration in Finland and Estonia, no staff resources were assigned for that purpose. In addition, the original MoU expired by end 2018 and no new agreement was put in place thereafter, which implies that the secretariat has no longer the operational mandate.

For that reason, a formal structure may ensure an efficient coordination mechanism of individual stakeholder interests along the transport corridor, and the organisational models are up to each specific case.

The intergovernmental BEATA cooperation has a plain set-up, with just a steering committee, which is responsible for endorsing and implementing the action plan as well as for collaboration with the Barents regional working group on transport and logistics. Even though this arena has no own financial resources and is dependent on in-house national transport authority experts or external consultants, it is claimed to work fruitfully.

Surprisingly, in case of EGTC, deemed the most complex cooperation format, the survey respondents representing specific EGTC initiatives have been of opinion that the structure can still be simple and fully satisfy the needs of the partners. As the EGTC Regulation, arguably, provides plenty of freedom to the interested entities in terms of creating the organisational model, the procedures for changes in statutory documents may be simplified, and this cooperation instrument kept flexible.

An EGTC works on formally adopted and periodically reviewed documents (as a strategy or an action plan) and features permanent bodies at the strategic (e.g. general assembly), steering (e.g. supervisory board or managing committee) and executive levels (director and secretariat). It may have some permanent staff units and ad-hoc working groups to carry out activities in the priority areas to deliver studies, marketing publications, progress reports, project proposals, tender documentation etc., organise events as well as to coordinate the devised information tools (e.g. corridor information system).

As claimed by the CETC-EGTC Director, the EGTC structure significantly simplifies and fully legalises the operations and finances of the joint institution. On the other hand, the Regulation stipulates that membership in an EGTC is envisaged primarily for public administration, while private companies may join as associated organisations. This requires, though, some dedicated measures to attract the latter to the cooperation.

This legal obstacle seems to be overcome in case of registered associations. The East West Transport Corridor Association operates on the statute and features both public and private stakeholders, including logistics companies, freight forwarders and railway operators. Major decisions are taken by the EWTCA Council, and should any new issues arise these are going to be tackled by a dedicated working group.

Scandria Alliance and the Association of Polish Regions of the Baltic-Adriatic Corridor, in turn, offers formal membership to regional public authorities, while transport infrastructure managers, chambers of commerce and research institutions can join it as associate or supportive members. They both feature the similar

organisational model as the EGTCs, with the three levels of political, steering and managerial, and thematic working groups. Likewise, the secretariats are hosted by the chair organisation.

Brenner Corridor Platform offers a different model, with a three-tier setup of the European Commission, the national (federal) ministries and the regions as well with the participation of infrastructure managers and railway undertaking from the three countries concerned. The permanent secretary has a key role to coordinate the working processes to timely implement the Brenner Action Plan measures and communicate between the European Commission and the different members of the Platform.

8. Array of activities

Respective of the cooperation objectives and the purpose to establish the governance structure on the specific corridor or the transport area, the surveyed initiatives differ much in terms of the activities conducted.

While having the transport and infrastructure as the core (or one of the core) interest area, the initiatives may restrain themselves to lobbying or evidence-based actions for the missing link investments (e.g. Fin Est Link, Oslo-Stockholm 2.55 AB), invest resources in joint sectoral or intersectoral projects to deliver development solutions (e.g. CETC-EGTC, Kvarken Council, EWTCA, EGTC TRITIA) or even develop joint planning documents to achieve the goals of better interoperability, service standards, compatibility of management systems etc (e.g. EGTC Rhine-Alpine, Brenner Corridor Platform).

The joint planning activities are a common action across most of the surveyed initiatives and may aim e.g. at ensuring consistency of the interregional strategic and spatial planning in the corridor area – as exemplified by the Association of Polish Regions of the Baltic-Adriatic Corridor or Scandria Alliance. Often, they involve other sectors, such as business, higher education, environment, energy or tourism. However, moving into a more proficient cooperation scope, which is the joint development strategy or action plan, requires more capacities and commitments from the participating stakeholders.

There seems to exist a correlation between the permanent operational structure, with a clear mandate to coordinate the work, and the depth of cooperation. The Brenner Corridor Platform has the permanent secretary and six working groups which deal with the short, medium and long-term measures listed in the Brenner Action Plan. The Plan is regularly revised and – for each measure – presents a detailed description, an implementation date and the responsible authority/organisation.

The collaborative planning process in the Rhine-Alpine Corridor EGTC derives from the development strategy produced in the CODE 24 project. The document sets development priorities for the corridor and identifies measures and local/regional projects to realise them. Six thematic focus groups have been established to implement the key priorities through joint activities in the three years' period (2019-22). The daily management is ensured by the EGTC Director supported by the Secretariat.

BEATA brings forward an outstanding case of producing a joint strategy document (JBTP, Joint Barents

Transport Plan) on behalf of the four national governments through the work of in-house experts assigned by each country. The JBTP, first issued in 2013 and then updated in 2019, provides foundation for intergovernmental cooperation to achieve a better integration of national transport networks in the Barents area. BEATA has a permanent steering committee that operates on a bi-yearly work programme but lacks a daily management body.

The overwhelming number of the initiatives concerned conduct extensive communication activities that range from media releases and participation in high-level public events to dedicated tools. The good communication practice worked out by the surveyed initiatives includes the following examples:

- The EWTCA records the presence in more than 40 international events over the time span of 9 years to inform about the initiative, including the ones arranged by OECD and the UN.
- CETC-EGTC has arranged bilateral and multilateral meetings with representatives of ministries responsible for transport and regional development issues to promote sustainable transport solutions and EGTC as a cooperation mechanism.
- Rhine-Alpine Corridor EGTC has set up a communication expert group and a communication manager. Also, a communication strategy was elaborated.
- Scandria Alliance has endorsed a communication strategy to – inter alia – win new followers within the Scandria Corridor.
- Oslo-Stockholm 2.55 AB organise information events for planning authorities to share results of investigation.
- Association of Polish Regions on the Baltic-Adriatic Corridor publishes once a year a report on the current state of line and point infrastructure along the Polish part of the corridor.
- The Kvarken Council approached the media in the project Midway Alignment of the Bothnian Corridor through continuous information efforts. The purpose was to ignite building of the public opinion in the region on the needed investment and - in long run - put pressure on the political decisions. This turned out to be very effective.

9. Success factors

The earlier investigation (*BSR TransGovernance report on Multi-Level Governance – a European experience and key success factors for transport corridors and transborder integration areas, April 2013*) identified the shared priorities by the cooperating stakeholders and the quality of cooperation between national and regional/local levels as two key factors seen by the enquired initiative leaders to succeed with optimising transport planning and development across the borders. The multi-level governance scheme generates added value to conventional bilateral or multilateral agreements drawn between (usually) the authorities endowed in legal competence for making decisions and financing investments. Exemplary benefits are following (page 13):

- the network becomes a meeting place and an arena for learning and exchange of knowledge between various groups of interest;
- the thematic scope in the decision-making process gets broader and multi-sectoral;
- the spatial dimension covers a wider area, not bound to administrative boundaries of the given governmental institutions;

- the decision is optimised by harmonising transport investment needs with necessities of socio-economic development on the ground.

The now-surveyed initiatives have brought up several points on **success factors** for their own work.

A simple, flexible and non-bureaucratic way of conducting the activities sounds a resolute solution to meet the constantly changing challenges and to attract business sector representatives to dialogue and even to a more systematic collaboration. A pre-requisite for efficiency is clear mandates and decision-making authority, as stated by Brenner Corridor Platform. This, in turn, requires a firm political backing by public sector members.

Good informal contacts between partners on top of more formal relations are essentially important in that regard as pointed out by e.g. CETC-EGTC and Kvarken Council. Every two years the EWTCA carries out an opinion polling among the members to map future expectations and operational trends and, on that basis, to prepare annual EWTCA work plans.

The success manifests itself also through the ability to connect to relevant stakeholders and key leaders with evidence-based information to ease the decisions. For that reason, the initiatives may well position themselves as knowledge providers that do not demand investments but offer solutions, often from a non-traditional perspective as proved by Oslo-Stockholm 2.55 AB.

Another dimension for success is also the effective use of EU funding and the overall visibility of an initiative as a 'door opener' towards governmental or European structures as claimed by the Rhine-Alpine Corridor EGTC. The 'open invitation' formula applied e.g. by Scandria Alliance to every region along the corridor and the good record of EU projects, either as lead partner or consortium member, attract followers and make the initiative expand. To illustrate, the Rhine-Alpine Corridor EGTC has grown from 10 founding members to 25 members expected in 2020.

Continuity, commitment and relevance are three key success factors for the BEATA cooperation, with the funding issue deemed less crucial. The latter seems, though, important for many other initiatives, which – as EGTC TRITIA – support themselves on membership fees and financing from international projects.

10. Looking back – inspiration for the followers

Establishing and running a successful initiative on integrated corridor or transport area planning is, by experience, much more complicated than it might appear at first. It calls for a realistic timetable as the process of formalising the cooperation, e.g. in the form of EGTC, is very time-consuming with lot of steps and decisions to be made.

Over time, it is very difficult to keep all members active and interested. It requires continuous exchange of information and knowledge sharing across borders, across levels and thematic sectors as the members face similar challenges and can learn from each other. A good practice is to include topics and projects

from all interested affiliates and not to concentrate on the most popular or easy ones. Also, to keep the momentum, it is useful to ensure the inflow of inspirational ideas from outside the very partnership.

A clear mandate and a well-defined role of the initiative among many other organisations and groupings around is essential to find appropriate members and build trust. A joint strategy and regular feedback rounds among the members are instrumental in that respect.

Competent staff and sufficient financial resources are indispensable in depositing and generating knowledge, to ensure that realistic solutions are communicated to decision-makers both within and outside the partnership.

The value added of the initiative stems also from the replicability potential of the cooperation tools and solutions, even though they might be designed to suit the specific development circumstances. As stated by CEO of the Oslo-Stockholm 2.55 AB, lessons learned from this initiative may be drawn in the same way as the initiative itself drew on the other existing projects and initiatives to develop business models for the high-speed railway investment. Similarly, CETC-EGTC receives several requests annually for showcasing its good practices for peer organisations, paving the way for a more common use of EGTC as an adequate model for institutionalised collaboration in managing transport corridors.

ANNEX: Overview of the surveyed initiatives for integrated planning along transport corridors

Characteristics of the corridor cooperation initiative

	CETC-EGTC Ltd
Formal (legal) status	European Grouping of Territorial Cooperation
Foundation year	2014
Contact details for further communication	Krzysztof Żarna CETC-EGTC Ltd. Director Phone. +48 91 512 279 737 E - mail: kzarna@cetc-egtc.eu, office@cetc.pl

	Rhine-Alpine Corridor EGTC
Formal (legal) status	EGTC
Foundation year	2015
Contact details for further communication	Jörg Saalbach, Director; +49 621 10708 235, joerg.saalbach@egtc-rhine-alpine.eu

	East West Transport Corridor Association
Formal (legal) status	Association (NGO)
Foundation year	2010
Contact details for further communication	algirdas.sakalys@vgtu.lt

	Fin Est Link
Formal (legal) status	Memorandum of Understanding. Multi-level governance: Two capital cities Helsinki and Tallinn, two ministries responsible for transport FI and EE and two regional authorities Helsinki-Uusimaa and Harju. The Initiative is open for associate members.
Foundation year	2016
Contact details for further communication	Secretariat at City of Helsinki, Economic development department (ulla.tapaninen@hel.fi)

	Kvarken Council
Formal (legal) status	Registered association according to Finnish Law
Foundation year	1972
Contact details for further communication	Mathias Lindström, Director Phone. +358509186462 e-mail: mathias.lindstrom@kvarken.org

	Scandria Alliance
Formal (legal) status	Interregional Agreement (contract)
Foundation year	2018
Contact details for further communication	Nora Schindler Tel. +49 331-866 8725 Email: nora.schindler@gl.berlin-brandenburg.de

	Oslo-Stockholm 2.55 AB
Formal (legal) status	AB
Foundation year	2015
Contact details for further communication	jonas.karlsson@oslo-sthlm.se

	Association of Polish Regions of the Baltic-Adriatic Corridor
Formal (legal) status	Association
Foundation year	2012
Contact details for further communication	biuro@regionybac.pl Michał Graban, Sabina Woch

	BEATA
Formal (legal) status	Steering Committee of Barents Euro-Arctic Transport Area (BEATA), a working group under the Barents Euro-Arctic Council
Foundation year	MoU from 1998
Contact details for further communication	Paal Iversen, Chair of the Steering Committee of BEATA 2019-2021

	paal.iversen@sd.dep.no

	EGTC TRITIA
Formal (legal) status	EGTC
Foundation year	2013
Contact details for further communication	director@egtctritia.eu

	Brenner Corridor Platform
Formal (legal) status	Konsortium Beobachtungsstelle
Foundation year	2007
Contact details for further communication	pe@pcplatform.eu

Main goals, activities and the focus
CETC-EGTC Ltd
The CETC-EGTC Ltd. has been built up to ensure a harmonised stakeholder management approach among the regions – partners in the Central European Transport Corridor (CETC), to better involve the actors of different kinds and weights in action, to convert mobility boosting measures to the sustainable socio-economic growth along the corridor and to utilise the accumulated competence of the stakeholders and make it attractive to the industry. The CETC - EGTC has been established in order to launch out a broad range of cooperation. Under the formed Grouping, the CETC partners are oriented towards: ✓ intensification of cooperation at the planning, strategy, and project levels and more effective operation, ✓ achievement of a higher level of organisational identification and more effective involvement among the members, ✓ assurance of permanent and unassisted operations of the organisation at the expertise and financial levels, ✓ creation of clear solutions and responsibilities within the structure, independent of political transformations, ✓ assurance of the capabilities for a faster and more flexible reaction to changing needs and circumstances, ✓ creation of conditions which would make the initiative more visible at the Community level due to effective lobbying. We have defined our task as: ✓ formation of a common CETC planning area; ✓ identification of missing transport links under the CETC according to types of transport and location; ✓ initiation of operations and development of initial feasibility studies; ✓ activation of pro-investment lobbying;

- ✓ provision of the free flow of know-how, statistical data, and other information;
- ✓ development of the concept of logistics chains and the provision of access to economic information supporting the operations of the enterprise sector within the operating area of the Grouping;
- ✓ inclusion of the R&D sector and higher education institutions into the cooperation;
- ✓ promotion of the operating regulations of the "green transport infrastructure";
- ✓ creation of a common tourism zone;
- ✓ implementation of other programmes or projects developed under the EGTC following the work of the cross-border specialist working groups;
- ✓ recommendation of solutions for regional policies.

Rhine-Alpine Corridor EGTC

The founding of the EGTC was one task of the preliminary INTERREG IVB NWE project "CODE24"
The objectives and tasks of the EGTC are:

1. Combining and focusing the joint interests of its members towards national, European and infrastructure institutions
   - Organisation and implementation of joint lobbying activities for the development of the Rhine-Alpine Corridor from a bottom up perspective
   - Representation of the EGTC members in the EU Rhine-Alpine Corridor Forum
2. Evolution of the joint development strategy for the multimodal Rhine-Alpine Corridor
   - Coordination of regional development in the Rhine-Alpine Corridor, taking into account local and regional perspectives
   - Consideration of transport infrastructure projects and land use conflicts along the Rhine-Alpine Corridor
3. Directing funds to corridor related activities and projects
   - Information to EGTC-members about funding opportunities for corridor related projects
   - Application for EU-funded new projects and joint management of EU-funds
4. Providing a central platform for mutual information, exchange of experience and encounter
   - Organisation of meetings of members
   - Ensuring information transfer
   - Taking charge of the Corridor Information System, developed within the project CODE24
   - Maintaining the website www.code-24.eu developed within the project CODE24
5. Improving the visibility and promotion of the corridor
   - Organisation of corridor events (congresses, workshops etc.)
   - Elaboration and distribution of publications (newsletters, leaflets, brochures)

East West Transport Corridor Association

The main aim of the East –West transport corridor Association (EWTCA) is to establish and develop transportation and logistics networks between Europe and Asia (with focus on the Baltic Sea Region) At the same time the Association is an innovative instrument of regional and interregional cooperation among business, academia, and public sector. The EWTCA activities are focused on:

- strengthening collaboration among transportation and logistics companies, operators of intermodal terminals, shippers and consignees, science/research institutions along with authorities on a national, regional and local level in BSR and beyond it;
- initiation of adoption and establishment of common Key Performance Indicators of services in the EWTCA partner organizations with the focus on the green transport;
- dissemination of good practise cases and modern solutions of logistics services;
- support the development and deployment of IT among the EWTCA partners;
- promotion of open type supply chains and development of synchronization activities along international transport corridors.

Fin Est Link
The economic integration of Estonia and Finland and the regional integration of the Helsinki-Tallinn twin-city are laying the foundations for this region's ambition of becoming one of the leading economic centres of Northern Europe. By combining the financial, material and human resources of these two regions, the innovation potential of the area can be multiplied. Both cities have a high education level, and the economic complementarities bring large-scale opportunities both for traditional industries and for new industries based on innovation. Helsinki and Tallinn are the two most remote EU capitals from the centre of Europe with regard to land transportation and travel times in Europe. Rail Baltic will address this issue by removing a missing link in the European rail network. It is essential to link Finland better to this corridor. The goal of the FinEst Link cooperation is to develop mobility between Helsinki and Tallinn and to improve transport links. The cooperation will also provide the framework for deepening economic co-operation between Helsinki and Tallinn as well as investigating the economic preconditions and impact of the proposed Helsinki–Tallinn railway tunnel. Furthermore, the cooperation will be used to develop an electronic travel card and a Finland-Estonia journey planner.
Kvarken Council
The Council has many tasks and the overall task is to contribute to developing the region by supporting the cooperation between various actors in the Kvarken region. This is done by: • reducing and eliminating border barriers • increasing the visibility of the region at national and European levels • working actively in several European networks • utilising the region's strengths and supporting the development of the region The main task since Finland and Sweden entered the European Union has been to secure and develop the ferry traffic over the Kvarken strait that connects (e.g. Midway Alignment, MABA II) and develops the infrastructure of the region (e.g. E12 Atlantica Transport, NLC Investments). Much attention has also been given to the task of expanding and deepening the cooperation between universities and universities of applied sciences in the region. The Council has also had activities related to the information on the common world heritage site of the High Coast / Kvarken Archipelago in order to preserve as well as developing it. The Council has also had tasks related to development of the tourism and cultural life of the Kvarken region and to promote cross-border business cooperation.
Scandria Alliance
The focus of action is transport, spatial and regional development. Scandria®Alliance intends to cooperate with the European Union, the Member States and other relevant stakeholders in order to implement a sustainable and multimodal transport system by 2030 in the Baltic Sea Region and the regions involved along the Scandinavian-Mediterranean Core Network Corridor: Following tasks will be met to ensure the vision: • address the transport and infrastructure developments and their contribution towards interregional economic development; • facilitate transfer of knowledge, sharing experiences and good practices; • evaluate relevant existing action plans and initiate measures as well as support in policy formulation in line with the vision; • ensure innovation deployment across its members; • serve as a central forum to promote and foster jointly agreed core interests; • act as a counterpart to the European Coordinator of the TEN-T Core Network Corridor Scandinavian-Mediterranean; • ensure multi-level governance and coordination of activities; • connect regions with corridors and with each other for better cohesion; • create programmes and submit proposals designed to further strengthen the sustainable and multimodal transport system; • cooperate with other organisations and networks on joint subject matters Working groups will be installed that take forward the thematic issues: Clean fuels, Multimodality, Cross-border-infrastructure and Digitalisation.

Oslo-Stockholm 2.55 AB
Oslo-Sthlm 2.55s main objective is to push forward a faster and more reliable train service between the Nordic capitals of Oslo and Stockholm. The foundation for the company's work is the Swedish Transport Administration's first planning stage for the corridor that was finished in November of 2017. It aims to enable a train journey between Oslo and Stockholm for a maximum of three hours. A travel time of less than three hours means that the railway becomes more attractive than the flight. At the same time, the link the node's urban cities with competitive travel times are provided. For this to become reality is required: • Reinforcement of certain parts of existing infrastructure. • Construction of two new links, Nobelbanan (Örebro - Kristinehamn) and a new rail link across the border (Arvika - Oslo) By finding alternative ways for financing the two new sections, Oslo-Sthlm 2.55 aims to make possible for the project to be implemented at least ten years faster than the current plans. Oslo-Sthlm 2.55 therefore work to build up more knowledge about the project, to present business models and to gather stakeholders in the process.
Association of Polish Regions of the Baltic-Adriatic Corridor
Creating and promoting the development zone of the Baltic-Adriatic transport corridor in the country and abroad, Initiating projects aimed at the economic development of the corridor zone by creating of logistics centres, intermodal terminals, special economic zones, etc. Ensuring consistency of the interregional strategic and spatial planning in the corridor area in Poland. Monitoring the ongoing and planned transport infrastructure investments carried out by public and private sources
BEATA
Main objective for BEATA is to contribute to the development of the transport system in the Barents region to achieve better cross border connections and better access to the world markets.
EGTC TRITIA
The European Grouping of Territorial Cooperation TRITIA limited was made by the leaders of the three regional governments which are members of the EGTC TRITIA: Moravian – Silesian Region (CZ), Opole Voivodeship (PL), Silesian Voivodeship (PL) and Žilina Self – governing Region (SK). The Grouping has been established to facilitate and spread the cross – border, transnational, and interregional cooperation of its members with an objective to strengthen economic and social cohesion, particularly through implementation of territorial cooperation projects or programmes with the following objectives: • making the grouping's inhabitants everyday life easier, • creating cross-border cohesion in the framework of the whole grouping, • implementation of projects with the purpose of common strategic development. In our Strategy document it has 4 main areas for cooperation: • transport, (project TRANS TRITIA) • economy and education (education projects form Interreg V-A) • tourism, (project 3D heritage) • energy with a focus on renewable energy sources. (Coal platform)
Brenner Corridor Platform
The BCP aims to ensure an integrated transport policy for the Brenner Corridor. This includes the definition, implementation and monitoring of measures that promote the modal shift and an efficient and optimised use of the cross-border rail connection between Munich and Verona. In the BCP we collaborate with the ministries of Germany, Austria and Italy, the three railway infrastructure companies (RFI,ÖBB,DB), the railway undertakings and the five regions between Munich and Verona. Each of these partners

sends representatives to the meetings of the six working groups, which treat the main topics such as infrastructure, terminals, interoperability, accompanying measures, environment and communication.

All the measures of the different working groups have been summarized in the Brenner Action Plan, which has been revised during the last year. The Brenner Action Plan contains short, medium and long-term measures. For each measure, a detailed description, an implementation date and the responsible authority/organisation have been identified.

In my role as the permanent secretary of the BCP I'm responsible for the coordination of the working processes and the communication between the European Commission and the different members of the Platform.

Future plans and the optimum format/framework for the initiative
CETC-EGTC Ltd

Partners of the Grouping will continue efforts to achieve of its objectives adopted in 2014, such as:

- Facilitation and promotion of the improvement of transport accessibility along the length of the North-South axis of multimodal transport from the Baltic to the Adriatic Seas within the operational area of the Grouping,
- Sustainable support to development of the economies of the regions involved that would translate into improvement of the employment indicators and the quality of the natural environment and the living conditions of those living there,
- Actions to enhance compatibility of the transport infrastructure among the regions involved,
- Ensuring support and conditions for development of intermodal transportation connections, thus spreading of environmentally friendly solutions,

inter alia through:

- Continuation of activities related to the implementation of EU projects, including the following: TalkNET, REIF and others.
- The regions will seek to entrust the EGTC with the function of the managing authority or to impose on the Group the responsibility for managing the Mini-projects Fund.
- Raising awareness of the EU institutions, central and local government and local authorities on the importance of CETC-EGTC as an instrument for territorial cohesion, in particular transport priority.
- Analysing and promoting the role of CETC – EGTC in creating and adapting transport policy in the region between the Baltic and the Adriatic.
- Applying for the implementation of a four-step traffic model in the countries of the corridor. A unified national four-step model allows for easier simulation of influence of new investments on the transport system, especially – preparing a forecast of traffic and including the interaction between investments (including intermodal connections), and in consequence, a plausible calculation of efficiency of the investment.
- Based on the experience of the Skåne Region and the Lower Silesian Voivodship creating solutions for simplifying the interconnection of transport modes and enabling appointment of integrated managers of transport infrastructure
- Establishing partnership relations with organizations associating entrepreneurs in order to cooperate in the implementation of a clear, supra-regional development policy.
- Promoting innovation in the transport area:
    - stimulating cooperation between road managers and research and development units leading to development and implementation of innovative solutions (experimental road sections along the existing roads,
    - stimulating researchers and students in realised projects related to e.g. alternative vehicle power sources in order to make them more effective and to recommend further improvements,
    - exchange of experiences along the corridor allowing for implementation of solutions on a large scale, which may result in contribution to increase the level of technological innovation.
- Exchange of experiences with parties engaged in renaturalisation of navigable rivers (Germany, the Netherlands)

• Developing the partnership network for data collection and the exchange of opinions and results of the undertaken activities. • Marketing of the CETC-EGTC together with building its brand. • Continuation of cooperation with the EGTC Platform, which operates under the coordination of the Committee of the Regions. There are no plans to change the structure, but there is a plan for extending the area of activity.
Rhine-Alpine Corridor EGTC
The chosen legal form of an EGTC fits perfectly to our objectives and activities
East West Transport Corridor Association
The EWTCA is small organization with only 23 partners from 11 European and Asian countries, where major decisions are made during EWTCA Council (15 members) meetings. If new issues (serious problems) arise, specific working group is then formed to address those challenges. Such framework has proved its worth and currently is no any reason to change it.
Fin Est Link
The Initiative was established in conjunction with the decision to carry out the technical and economic feasibility study of the Helsinki-Tallinn tunnel. The study was completed in spring 2018. The activities of the Initiative have been less active since then and focus has been on other smaller scale transport development activities. The Initiative has somewhat suffered from major structural process in Finland and Estonia related to regional structuring and organisation merges.
Kvarken Council
There is an ongoing process of transforming the Kvarken Council from a registered association into a European Grouping for Territorial Cooperation (EGTC) to, hopefully, enter into force in May 2020.
Scandria Alliance
The Scandria®Alliance intends to grow. Founding members seek to expand the membership by completing the coverage of the Scandria®Corridor.
Oslo-Stockholm 2.55 AB
We intend to keep the current format of the company and to involve other stakeholders that would like to realise the Oslo-Sthlm project.
Association of Polish Regions of the Baltic-Adriatic Corridor
We intend to focus more on initiating projects located in cross-border zones (cooperation with Scandinavia, developing the branch of the corridor to Ukraine), aimed at increasing innovative solutions in the corridor zone. In matters of format of cooperation, we intend to focus more on cooperation with foreign entities and participate in consultations on the process of revising the TEN-T Corridors conducted by the European Commission. Cooperation that would best suit our activities should be decentralized, as well as falling under the competences of the regions. We also need to improve and expand our network of cooperation with private companies (terminal operators, logistics centres, etc.).
BEATA
The structure with a steering committee, which is responsible for the action program and good cooperation with the regional working group on transport and logistics, is fruitful. BEATA has been successful with the Joint Barents Transport Plan which defines the Barents transport corridors and challenges. We will soon send out a draft work program for 2020-2021 with proposed activities and a plan for meetings and seminars.

EGTC TRITIA
This year EGTC TRITIA actualize its Strategy document. But main goals are the same. Action plan – concrete tasks are update. In transport – we can focus to main corridors and cycle transport, for energy we can focus to climate change and water policy…. Cooperation structure -EGTC with 3 members (regional authorities) is for this type of international cooperation of border regions very good form. For this time.
Brenner Corridor Platform
The present catalogue of measures is to be regularly updated in the coming years by the working groups responsible for monitoring in order to document the timely implementation of the measures; this also on the basis of European, national and local planning instruments and actions, and the corresponding implementation measures. By 2022 at the latest, the Brenner Action Plan will be subject to a holistic revision in order to bring it up to date again and to adjust it for future challenges.

Rationale

Reasons for initiating the cooperation, incl. shared challenges or specific needs of the target group/s
CETC-EGTC Ltd
The EGTC was expected to integrate its members in a more effective manner. Common understanding and agreement must be achieved to upgrade the whole corridor through a well-coordinated sequence of investments. With the EGTC tool the often-extensive transport initiatives carried out with several different partners can become successful in the implementation. The EGTC contribute to achievement of the economic and social cohesion of the EU regions. The weaker regions have more developmental opportunities thanks to the association of the potential with the regions extensively taking advantage of their place in Europe.
Rhine-Alpine Corridor EGTC
Before we started, there was no joint activity or coordination for developing the Rhine-Alpine Corridor from a regional/local point of view.
East West Transport Corridor Association
When the BSR INTERREG EWTC and EWTCII projects elaborated a transport development Strategy for the southern part of the BSR, it become evident that a new structure (management body) is needed for the implementation this strategy after EWTCII project ended.
Fin Est Link
Helsinki and Tallinn are developing towards a truly functioning twin city. The transport volumes have increased steadily and many services since the Iron Curtain fall have been developed to support this positive development, reaching to 10 million passengers in year. However, no supporting governance structure has been formed. The Initiative basically states the 3+3 structure which is needed for the twin city development with an aim to intensify their cooperation.

Kvarken Council
The new deal of forming an EGTC is based on the need of being recognized better on a European and national level and to get a legal status that is better adapted for promoting and manage cross-border cooperation. The registered association is fine – but an EGTC will be better.
Scandria Alliance
The main reason for initiating the Scandria®Alliance was the aim to foster cooperation with regions along the Scandria®Corridor and to set up a lasting partnership. Exchange of information and interests of the participating regions in defined terms shall ensure discussion and initiation of joint strategies and actions to avoid unhealthy rivalry. Scandinavian and central European regions are characterised by a long history of exchange in trade and commerce, the establishment of transport infrastructures and traffic services as well as the regional development. Since more than ten years – in fact with the “Berlin Declaration” of 2007 as a milestone – the regions showcase a continuous cooperation in several strategic projects, such as the recent Scandria®2Act project. To continue strategic cooperation beyond the project period, the Scandria®2Act core members agreed to set-up a partnership, named Scandria®Alliance.
Oslo-Stockholm 2.55 AB
The reasons for initiating the cooperation was to have a stronger platform and more financial possibilities in the work with pushing the project forward. The shared challenge is always to find ways to make big infrastructure projects a reality because of the difficulties with both size of the project, attention for the needs and in the end financing. The needs of the target groups are to get the right knowledge to make both good priorities and policy making.
Association of Polish Regions of the Baltic-Adriatic Corridor
The concept of the association meets the need to better represent the interests of provincial governments, whose location is in the sphere of influence of the Baltic-Adriatic transport corridor in Poland. The association's formula makes it possible to represent the interests of regions on the national and international forum as well as the participation of voivodships in EU projects as one entity.
BEATA
Better integration between the neighbouring countries by improvement of the border crossing transport connections and systematic and continuous collaboration on the national level.
EGTC TRITIA
EGTC TRITIA originated from initiating of regional authorities. Our members has already cooperated among them. Form EGTC was an opportunity for institutionalisation of the cooperation.
Brenner Corridor Platform
In the Brenner Corridor the trains not only have to cross the Alps, but also have to deal with three different national security standards, three different infrastructure companies and many other obstacles. In 2028 the Brenner Base Tunnel will be put into operation, for this reason the whole corridor has to be prepared for this new opportunity.

Any prior action
CETC-EGTC Ltd

The EGTC has its roots in the cooperation developed under the Interregional Agreement on establishing the Central European Transport Corridor from 2004 by 17 regions and counties from 6 countries.

In May 2010 in Varaždin, 14 partner regions of the CETC-ROUTE65 initiative made the decision to change the form of the partnership within the framework of the Central European Transport Corridor and to establish the European Grouping of Territorial Cooperation. The aim of founding the Grouping is to facilitate and support cross-border, transnational, and interregional cooperation within the Central European Transport Corridor and the enforcement of economic and social cohesion, particularly through the implementation of territorial partnership projects and programmes.

This cooperation, which has been developed by the regions under the Agreement on Establishing the Central European Transport Corridor (CETC) for nine years, has produced new expectations, and the previous formula of collective action was no longer sufficient to meet such challenges. The first several months of discussion on the new form of cooperation saw the establishment of a new group of partners, who decided to continue their operations under the European Grouping of Territorial Cooperation formula. In December 2010, the partners in the Initiative made the decision to locate the headquarters of the future EGTC in Szczecin. This decision was supported by the six-year experience of the Westpomeranian Region in running the CETC Technical Secretariat. Subsequent meetings saw the decision on the creation of the strategic centre – an internal EGTC strategic and planning administration unit.

Rhine-Alpine Corridor EGTC

CODE24, see above

East West Transport Corridor Association

EWTCA is product (outcome) of the EWTCII project (BSR INTERREG programme).

Fin Est Link

There are many projects that have been carried out under the Initiative 'umbrella', but the Initiative has not been an actor as such. FinEst Link (the tunnel feasibility study), FinEst Smart Mobility, FinEst Ticket – all projects in transport development - have been carried out led by members of the Initiative and other organisations and stakeholders.

The Initiative made in 2016 a list of goals to be achieved, and then projects and other forms of cooperation were established to implement them. The following measures were identified in the original MoU, but the MoU was not restricted to these alone:

- promote removing Helsinki-Tallinn bottleneck in North-Sea Baltic Connection in TEN-T
- synchronize the digital transport services between Helsinki and Tallinn
- support carrying out full feasibility study on Finnish-Estonian Transport Fixed Link
- support pilots on smart digital transport services between Helsinki and Tallinn.

Kvarken Council

Yes, it is based on several different cooperation projects, mainly within the regional INTERREG-programme but also with the help of INTERREG-Baltic Sea programme. One can say that the following projects has contributed to the forming and establishing an EGTC in the Kvarken Region:

- NLC-Corridor (INTERREG Botnia-Atlantica)
- E12 Atlantica Transport (INTERREG Botnia-Atlantica)
- Midway Alignment of the Bothnian Corridor (CEF/Motorways of the Sea)
- North-Sea Baltic – Connector of Regions / NSB-Core (INTERREG Baltic Sea programme)

The most important of these projects is E12 Atlantica Transport where detailed plans and evaluation has been done regarding bodies for managing cross-border cooperation.

Scandria Alliance

The Scandria®Alliance is building upon the Interreg BSR flagship project Scandria®2Act and former strategic Interreg projects such as Scandria and BSR TransGovernance. The recent Scandria®2Act project (May 2016 – April 2019) had a transnational approach and followed an initiative and action plans of regions located along the Baltic Sea region and the Scandinavian Mediterranean TEN-T Core Network Corridor. Scandria®2Act core members aimed to continue their strategic cooperation beyond the Scandria®2Act project period. In order to achieve this, the partners agreed upon setting-up a partnership, to secure a long-term transnational interregional partnership and cooperation.

Oslo-Stockholm 2.55 AB
We are currently building up many joint projects/activities with various stakeholders. It could be activities and seminars with for example the embassy's in Norway and Sweden. We are constantly developing our Business Case for the Oslo-Stockholm line in close collaboration with various companies in the railway business.
Association of Polish Regions of the Baltic-Adriatic Corridor
The association stays in its base form, but it accepts new supportive members such as most recent: Port of Koper or Metropolia Poznan.
BEATA
Main task the last years has been to update the Joint Barents Transport Plan (JBTP), first version in 2013. BEATA covers in principle all transport modes and JBTP provide the cooperation with a good foundation.
EGTC TRITIA
EGTC TRITIA solves diverse projects (according to Strategy: for example: project AIR TRITIA – initiative and tools for management of air for all "Tritia territory" , ….)
Brenner Corridor Platform
Current central activities: - Development of a trilaterally coordinated freight transport study for the entire corridor to forecast freight transport demand (Lead Partner RFI) - Development of a trilaterally coordinated long-distance passenger traffic study to forecast the demand for long-distance traffic with outlook 2030 and 2040 (Leadpartner DB) - Development of a terminal study including the integration of the results of the freight traffic study in order to identify possible capacity bottlenecks.

The added value of your initiative. Assets/strengths appreciated by the members
CETC-EGTC Ltd
The EGTC can act as a forum for the exchange of opinions and a place for the dialogue between the institutions interested in developing transport network. EGTC ensures long-term partner involvement, which is very important for transport projects. EGTC allow applying an incremental, need based approach to infrastructure investments. The regulations concerning the EGTC provide plenty of freedom to the interested entities in terms of creating the organisational model for the group. In effect, the structure can be simple and fully satisfy the needs of the partners. Procedures for changes in statutory documents are being simplified, which shows that this mechanism is open to change and the needs of the institutions forming Groupings. The EGTC structure significantly simplifies and fully legalises the operations and finances of the common institutions. The existing EGTCs have plenty of experience in different areas. In order to use this mechanism more effectively, the Committee of the Regions founded the so-called EGTC Platform. The EGTC platform hosts meetings of the political and technical representatives of all the EGTCs already operating, or those in the process of foundation, and members of the group of experts. This is a very important task that helps develop this mechanism. In future, we can expect increased flexibility in establishing new EGTCs in the transport area and higher transparency in legal provisions. The EGTC may become an adequate model for institutionalized collaboration in transport area, managing of the TEN-T transport corridors.

We believe that the EGTC gave CETC regions more power in deciding on the directions of cooperation not only in the transport area. We see also the favour of the national transport authorities to the new cooperation mechanisms (i.e. EGTC) and for solutions recommended by us. EGTC mechanism will be used to managing of the transport corridors/transport infrastructure also in other parts of the Poland (in Eastern Poland) and Sweden.
Rhine-Alpine Corridor EGTC
Strong added value. Members appreciate support and joint activities.
East West Transport Corridor Association
It is impossible to summarise and distinguish the dominant benefit to the partners, because they are very different. But the fact that they 9 years pay membership taxes (this keeps the EWTCA alive) shows that our members have a quite strong motives for participation in the EWTCA activities. Among such motives could be: • enhancing intermodal interchanges; • strengthening connections to eastern freight routes; • closer cooperation between operators and authorities; • tightening commercial connections between transport hubs in the BSR and beyond it (with third countries); • deployment of an innovative IT tools. Besides different motives, the possibilities and advantages of wide international/global partners network are likely to pay an important role as well.
Fin Est Link
Joint activities, joint projects. Increased efficiency compared to non-organised cooperation.
Kvarken Council
There is great added value for establishing an EGTC for the members in the region. The establishment will formalize the cross-border cooperation in the region in a new way and will have the following benefits for the members and the region: • A more powerful body that can push shared and regionally important issues at national and EU levels • Identification – facilitates actions at EU level • Visibility! First Nordic cross-border committee to make the change • Firmer structure – from an association to a stable legal personality – stronger commitment from partners As a member of the EGTC platform – strengthens the opportunities for interest-representation in Europe
Scandria Alliance
An added value of the Scandria®Alliance is definitely the link to the Scandria®Corridor and that founding members can look back upon trustful long-term cooperation. Assets and strengths are the focus on TEN-T and core network corridors. Scandria®Alliance wants to act as a counterpart to the European Coordinator of the TEN-T Core Network Corridor Scandinavian-Mediterranean and intends to connect regions with corridors and with each other for better cohesion.
Oslo-Stockholm 2.55 AB
Building up more knowledge about the Oslo-Stockholm project that could be used by our members has a value.
Association of Polish Regions of the Baltic-Adriatic Corridor
Since this is an association of voivodeships it helps with cooperation and coordination of our shared projects and initiatives. This relationship makes it easier and faster to lobby the ideas and bring it to bigger audience. It helps the smaller partners to proceed with their projects having a bigger organization as their ally.

BEATA
BEATA is a unique arena gathering national as well as regional levels to develop joint challenges. The arena has no financial resources and is dependent on experts within transport authorities or external consultants.
EGTC TRITIA
Added value of EGTC TRITIA is institutionalised partnership. It can solve problems of border cooperation, border territory by one organization.
Brenner Corridor Platform
To develop an integrated rail and road approach to the Brenner corridor, enabling an optimised and efficient use of the rail infrastructure.

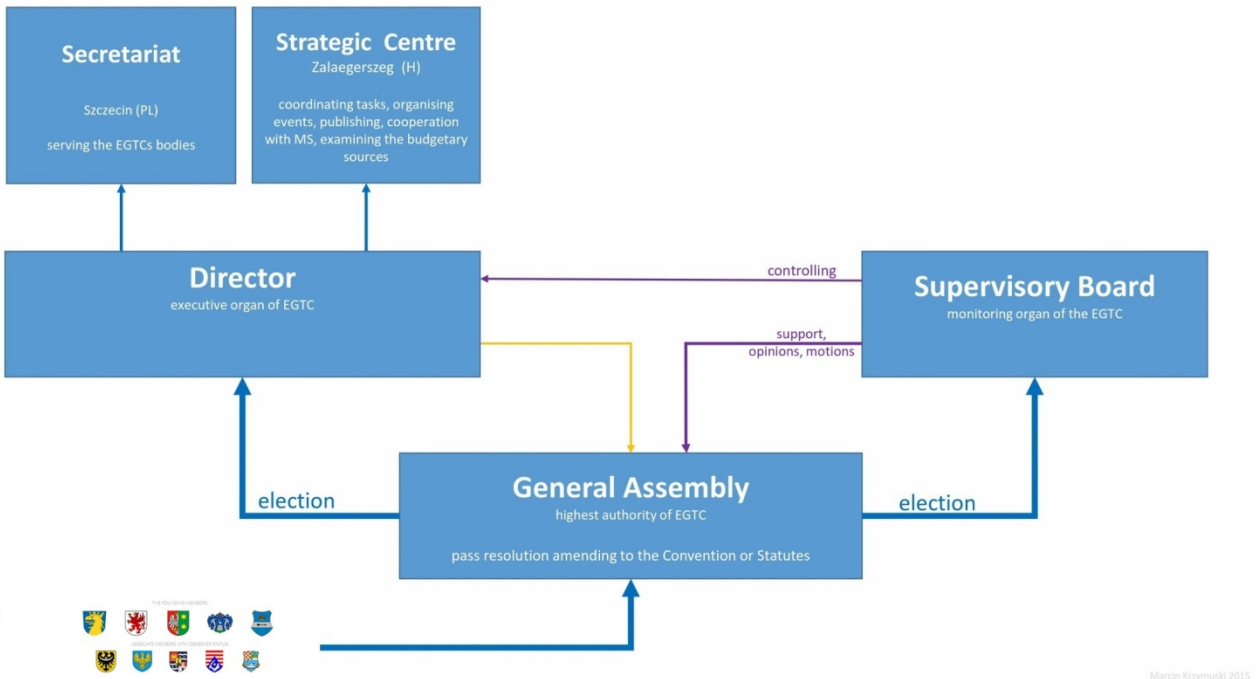
Cooperation pattern

Administrative levels and types of organisations involved
CETC-EGTC Ltd
The Members of the EGTC: • Westpomeranian Voivodeship with its seat in Szczecin, the Republic of Poland, • Lubuskie Voivodeship with its seat in Zielona Góra, the Republic of Poland, • Lower Silesian Voivodeship with its seat in Wrocław, the Republic of Poland, • Vas County with its seat in Szombathely the Hungary, • Zala County with its seat in Zalaegerszeg the of Hungary, • Skåne County with its seat in Kristianstad, the Kingdom of Sweden, • Varaždin County, with its seat in Varaždin, Republic of Croatia, • Primorje-Gorski Kotar County, with its seat in Rijeka, Republic of Croatia, Associated members with an observer status: • Opole Voivodeship with its seat in Opole, the Republic of Poland, All partners are representatives of regional/local administrative units.
Rhine-Alpine Corridor EGTC
24 members, i.e. cities, regions and ports along the Rhine-Alpine Corridor.
East West Transport Corridor Association
Members of International East –West Transport Corridor Association include: Forwarders, logistics companies and Associations; Universities and research institutions; Railways companies; Maritime companies and ports, as well as regional Administrations and Municipalities
Fin Est Link

High-level commitment to MoU: ministers, mayors, regional mayors as signees of the MoU. Expert level in activities.
Kvarken Council
Municipalities in both countries Regional Councils in Finland County Administrative Board in Finland Possibly also universities
Scandria Alliance
Types of organisation involved in Scandria®Alliance are regions and other public authorities in line with spatial planning and development at regional level along the Scandria®corridor. In addition to that, managers of seaports, airports, road and rail infrastructures, chambers of commerce, and other organisations situated in the Baltic Sea region and along the Scandinavian-Mediterranean Core Network Corridor can join the Scandria®Alliance as associate members.
Oslo-Stockholm 2.55 AB
Regions and municipalities – official stakeholders in the role of owners of the company
Association of Polish Regions of the Baltic-Adriatic Corridor
Seven main members of the associations are Voivodships: Pomeranian, Kuyavian-Pomeranian, Łódź, Masovian, Silesian, Greater Poland, West Pomeranian. Supportive members include: terminals, transport companies, logistics operators, airports, seaport management, unions, or other associations.
BEATA
Touched upon in previous answers
EGTC TRITIA
EGTC TRITIA has 3 members form 3 states: Moravian – Silesian Region (CZ), Opole Voivodeship (PL), Silesian Voivodeship (PL) and Žilina Self – governing Region (SK). There are regional authorities. The chairmen of these regions are the members of General assembly.
Brenner Corridor Platform
Ministries of Germany, Austria and Italy Infrastructure Managers (RFI,ÖBB,DB) Railway undertakings Regions between Munich and Verona European Commission

Organisational (management) structure; roles and responsibilities, formal documents

CETC-EGTC Ltd



The General Assembly is the highest authority of the Grouping established to pass resolutions in the matters falling within its authority. The General Assembly consists of 8 members, one representative per Grouping member. It is authorised to: pass resolutions amending the Convention or the Statutes; determine the amounts of the annual membership fees; determine the budget upon the Director's motion; adopt the Grouping action plan; accept the annual financial statement of the Grouping and the annual report on the Grouping operations; pass, on the motion of the Supervisory Board, resolutions regarding the acknowledgement of the fulfilment of duties by the Director; pass resolutions on the appointment and dismissal of the Director Elect and recall the Director as well as specify the amount of the Director's remuneration and rewards granted to the Director; pass resolutions on the admission of a new Grouping member or an associated member with an observer status; pass resolutions on requests for any changes in the status of any Grouping member; pass Resolutions on expelling any Grouping member; pass resolutions regarding acceptance of the organisational structure of the Grouping including the rules of operation of internal organisational units; pass resolutions regarding the acquisition, disposal or mortgaging of the real property owned by the Grouping; pass resolutions on obtaining credits and loans by the Grouping; elect and recall members of the Supervisory Board; pass resolutions on the termination and dissolution of the Grouping.

The Supervisory Board is the monitoring organ of the Grouping. The Supervisory Board's tasks include:

- Examining, at least once a year, the entirety of the Grouping's operations, in particular, its financial operations and compliance with the legal regulations concerning the Grouping's operations.
- Putting forward to the General Assembly opinions and motions concerning annual financial statement and annual report on the Grouping's operations.
- Appointing a chartered auditor to audit the Grouping's annual financial statement.
- Appointing independent external auditors.
- Authorising the terms and conditions for the induction of employees and the principles of staff management, as specified by the Director.
- Putting forward a motion for acknowledgement of the fulfilment of duties by the Director at the General Assembly;
- Presenting the General Assembly with the annual report from its operations.

The Director is the statutory executive organ of the Grouping. He represents the Grouping externally and acts on its behalf and for its benefit.

The Director's tasks are, in particular: representing the Grouping; cooperating with the organs of the authorities, government and local-government administration of the members as well as with other institutions in matters concerning the statutory activities of the Grouping; preparing the Grouping budget and action plan, presenting at the General Assembly an annual financial statement and annual report from the operations of the Grouping; convening the General Assembly; preparing drafts of resolutions for the General Assembly; implementing the resolutions of the General Assembly; taking all decisions not restricted to the competence of other Grouping organs; organising and carrying out the current operations of the Grouping; managing the work of the Grouping Secretariat; exercising the rights and obligations of the employer towards the employees of the Grouping.

The Secretariat is responsible, in particular, for serving the Grouping's bodies, including the obligation to act on the instructions from the Director.

The Strategic Centre is an internal organisational unit of the Grouping responsible for strategic planning. The responsibilities of the Strategic Centre include, in particular, the following:

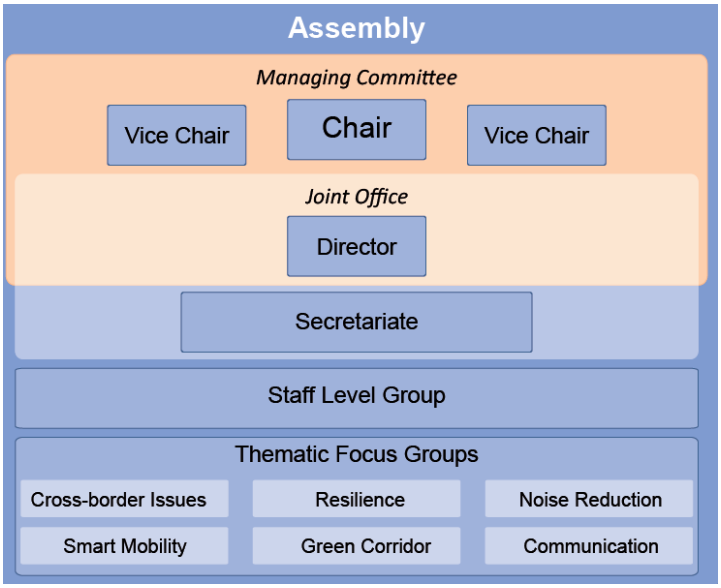
- coordinating tasks concerning the strategic planning and analysis of work relating to the Grouping, in particular, the development of strategic analyses and studies;
- cooperating with Member States, their bodies and organisations concerned with the coordination of transport strategies with strategies of other specialist sectors and, if need be, developing specialised materials for decision makers;
- participating in the establishment of the legal environment promoting the establishment and development of national and international transport corridors and systems connected with the objectives of the Grouping; thus providing the Grouping members with arguments concerning the development of relevant legislation;
- coordinating the work connected with the assessment of already completed strategic tasks and developing relevant reports, if so needed;
- examining the budgetary sources of the Member States and the European Union that may support the objectives of the Grouping in order to both contribute to the establishment and development of specific transport networks and to commence, through support of the members, the design of the said networks co-ordinated by the Member States or the Grouping; day-to-day updating and maintenance of source map data bases for the purpose concerned;
- participating in the strategic development of transport programmes and arranging tenders for construction work supporting the implementation of the objectives of the Grouping as well as in the activities of the related committees;
- establishing relations with competing international transport knowledge centres on the regional, national (Member State), and European Union level;
- monitoring innovative trends in transport and developing strategic forecasts;
- contributing to the popularisation of the results related with reaching the objectives of the transport development supported by the Grouping and to the enhancement of public awareness in this specific area;
- maintaining contacts with the Grouping Secretariat regarding all activities of the Centre; and
- organising industry events, issuing publications, coordinating professional networks.

The Strategic Centre carries out its operations in compliance with the organisational and operational rules determined by the Director and approved by the General Assembly of the Grouping.

Formal document:

- Convention on the Establishment of Central European Transport Corridor Limited Liability European Grouping of Territorial Cooperation
- Statutes of the Establishment of Central European Transport Corridor Limited Liability European Grouping of Territorial Cooperation
- Resolutions of the General Assembly

Rhine-Alpine Corridor EGTC



East West Transport Corridor Association

The EWTCA Council plays a key role in the EWTCA governance structure. It makes the most important decisions, namely approves annual (and perspective) operational and financial plans prepares by Secretarial together with President; and carries out monitoring of their implementation.

President organizes execution of the decisions made by EWTCA Council and General Meeting of the members, and represents Association in the international events and organizations, including OECD (ITF) and the UN EEC Inland transport Committee.

A General Meeting of the Association members prepares and adopts legal documents of the Association and takes the decisions on the improvement of the Association activities and reorganization (including dissolution).

The main legal document regulating the activity of EWTCA is Statute of the East –West Transport Corridor Association which is registered in the Register of Legal Statue of the Legal entities of Lithuania (code 302582919).

Fin Est Link

The Initiative has a Secretariat. Currently set at City of Helsinki as jointly agreed by the MoU signing organisations. No specifically recruited resources at the Secretariat, i.e. the Secretariat currently exists on paper with very little organisational strength.

The original MoU ended in 31.12.2018 and a new one has not been signed. In this manner the Secretariat does not have a concrete mission or mandate, but it hasn't been shut down either.

Kvarken Council

See attachment 1 in Swedish (statues)

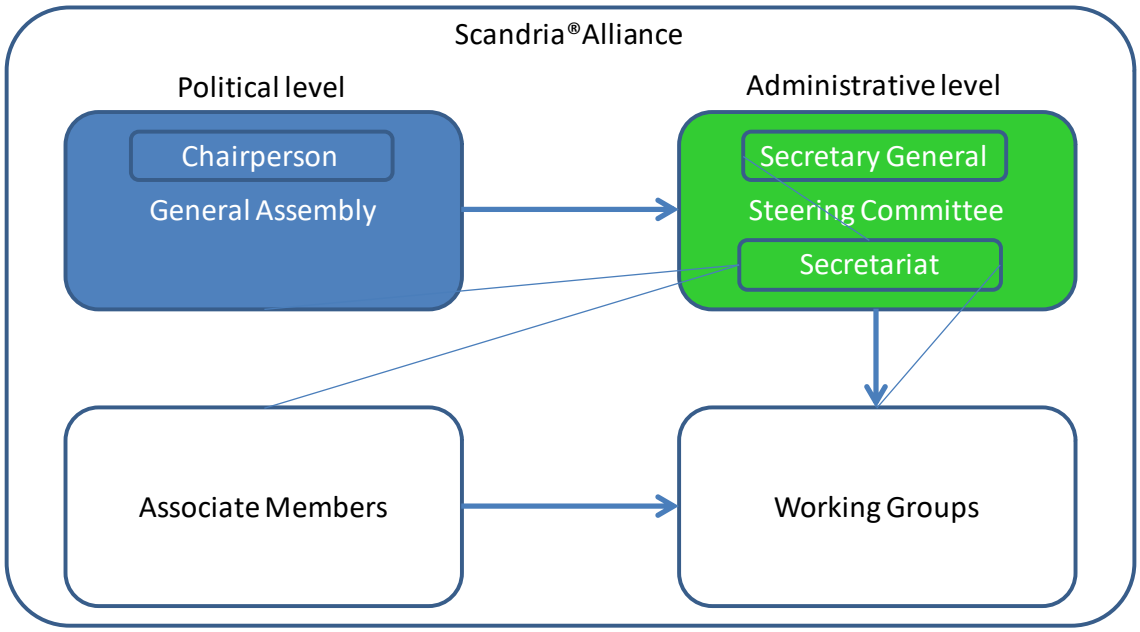
Scandria Alliance

The structure of the Scandria®Alliance is specified in the Scandria®Alliance Agreement, Article 8 – "Organs and competences"

The organs of Scandria®Alliance are:

- The General Assembly
- The Chairperson of the General Assembly
- The Steering Committee
- The Chairperson of the Steering Committee
- Working Groups – Ad hoc Experts

Organigram:



The „Secretariat" is performed by the chair organisation.

Oslo-Stockholm 2.55 AB
Owners, Board, CEO, Employees. Yes, there is formal documents that codifies it.
Association of Polish Regions of the Baltic-Adriatic Corridor
The authorities of the Association are the General Meeting, the Board and the Audit Committee. The Statute is a formal document codifying the Association's operation.
BEATA
Touched upon in previous answers
EGTC TRITIA
The first was Initiation agreement. EGTC TRITIA works based on Status. Structure: General assembly (3 chairmen of 3 regions) Board of Supervisors - proposes tasks and oversees their performance Executive director
Brenner Corridor Platform
See answer 1 The work of the BCP relates to the Brenner Action Plan, which was revised in 2018, and the Memorandum of Understanding, which was signed in 2018 by the three infrastructure ministers, the railway boards and the provincial governors.

Management and implementation

Thematic scope in activities (solely transport planning or are there any other thematic sectors). Any plans to extend the scope
CETC-EGTC Ltd
The main objective of the cooperation in the EGTC is the support for the development of transport accessibility along the north-south multimodal transport axis from the Baltic Sea to the Adriatic Sea and the consequent enlivening of the development. EGTC did not carry out activities directly related to the transport planning, because its operations are more of a lobbying nature. EGTC plans to expand its areas of activity.
Rhine-Alpine Corridor EGTC
Transport, Environment, Economy, Regional Planning
East West Transport Corridor Association
The EWTCA working activities, as usually, are based on the feedback of its members. According to outcomes of last survey the main priorities for the further development concerning to integrated development international transport corridors should include: • implementation of a co-modal transport information and management system increasing reliability and accessibility of intermodal freight transport solutions through One- Stop – Shop booking reporting and payment system; • integrated solutions for long –distance and last –mile carriage; • assurance of an efficient, smooth and synchronized freight services along the international/global corridors. Thus, it is evident that other sectors (beside transport) are taken into account in EWTCA work.
Fin Est Link
Focus on transport development with an overall goal to support twin city development.
Kvarken Council
The operational scope will be very broad and will include many sectors (see attachment 1) but transport and infrastructure will be one of the main tasks since accessibility in the northern parts of Europe is crucial when talking about regional development and cross-border cooperation.
Scandria Alliance
As mentioned above thematic focuses are clean fuels, multimodal transport, cross-border infrastructure and digitalisation all with regard to impacts and challenges for spatial planning and regional development.
Oslo-Stockholm 2.55 AB

We deal with both sectors. We work close with the business sector as well as other important stakeholders as higher education, NGO`s and more. We constantly develop collaborations that can support the project and show interest in the development of the project and future benefits.
Association of Polish Regions of the Baltic-Adriatic Corridor
Most of our effort goes towards transport (road, rail / intermodal). Due to location of the Association's Office in Gdańsk we also cooperate closely with the two ports that are located here. Both of them are our supportive members and are very active.
BEATA
-
EGTC TRITIA
One of our specific aim is TRANSPORT. This time we solve project TRANS TRITIA – planning and modelling of freight transport. For future we plane next "transport" projects. Other scope I wrote up.
Brenner Corridor Platform
No, at the moment there are no plans to extend the operational scope.

Specific communication, lobbying and/or information exchange routines with external stakeholders
CETC-EGTC Ltd
Communication of the EGTC activities cover two areas, i.e. promotion of the solution for sustainable transport development in Europe and EGTC as cooperation mechanism. Communication takes several forms: articles written in the regional press, workshops, conferences, presentations at national and international events, bilateral and multilateral meetings with representatives of ministries responsible for transport and regional development issues. EGTC promotes its activities also through the EGTC Platform and the Committee of the Regions, through participation in projects, surveys and events.
Rhine-Alpine Corridor EGTC
Communication Expert Group Communication Manager Communication Strategy elaborated Lobbying jointly in Brussels
East West Transport Corridor Association
We exchange information with EWTCA members and external stakeholders via the link: www.ewtcassociation.net and by participating in transport conferences in Europe and Asia. During 9 years of our activity we organised or participated in more than 40 international events where widely presented EWTCA activities. At the same time, it must be noted that EWTCA has been well evaluated (as best practise) and this is reflected in the Final Reports (outcomes) of the EU Framework 7 projects eMAR and BESTFACT.

Finally, we also make use of the opportunity that EWTCA has a possibility to present its activity and express its opinion during the meeting and events of OECD (as member of ITF Consultancy Group) and the UN ECE Inland transport Committee (as NGO).
Fin Est Link
finestlink.fi Dedicated information dissemination of studies and news related to twin city development.
Kvarken Council
We have had two parties' discussions with all the founding members, and also meeting with the national level in order to secure the process. We have also arranged the EGTC-Kick Off and we have continuously informed our members and the media on how the process is going forward. 2019: https://www.vasabladet.fi/Artikel/Visa/308320 https://www.facebook.com/kvarkenradet/posts/2960652870616774 https://www.kvarken.org/projects/completed-projects/maba/news/an-important-step-forward-towards-creation-of-the-european-grouping-of-territorial-cooperation-egtc https://www.kvarken.org/projects/completed-projects/maba/news/directors-greeting-3 2018: https://www.kvarken.org/projects/completed-projects/maba/news/the-kvarken-council-egtc-is-making-progress https://www.vasabladet.fi/Artikel/Visa/204421 https://www.kvarken.org/projects/completed-projects/maba/news/historical-decision-cross-border-cooperation-in-the-kvarken-region-to-grow-stronger-than-ever https://www.vasabladet.fi/Artikel/Visa/201971 https://www.kvarken.org/projects/completed-projects/maba/news/common-will-and-strategy-shall-take-us-ahead https://www.kvarken.org/projects/completed-projects/maba/news/welcoming-address-by-mr-olav-jern-former-regional-mayor 2017: https://www.kvarken.org/projects/completed-projects/maba/news/directors-greeting-2 https://www.kvarken.org/projects/completed-projects/maba/news/kvarken-councils-new-strategy-is-shaping-up https://www.kvarken.org/projects/completed-projects/maba/news/chairmans-greetings
Scandria Alliance
Communication and information exchange with external stakeholders is carried out to spread information and to work on joint subject matters. Scandria®Alliance is a multi-level governance network that activates and uses multi-level political interests and fosters the corridor dialogue as part of European and regional integration. Main goals of Communication Strategy are: • To spread information, exchange of professional experiences and innovation within the whole Scandria®Corridor • To elaborate a joint appearance for the joint agreed objectives of the Scandria®Corridor • To win new follower within the Scandria®Corridor Target Groups are on all levels: European officials, national and regional politicians; politicians and officials of the member regions, representatives of research and development and economic stakeholder.
Oslo-Stockholm 2.55 AB

We work with a lot of communication, information exchange and lobbying. For example, we provide investigations for the authorities involved in planning, we meet with decisionmakers and we keep other stakeholders informed about the process. We also work with social media, newsletters and press activities.
Association of Polish Regions of the Baltic-Adriatic Corridor
The association is actively involved in all meetings and debates regarding the Baltic Adriatic Corridor. We are currently participating in government consultations on the revision of the TEN-T network. We requested the inclusion of the S6 road (along the entire length) and DK-11 as well as the 201 and C-E 59 rail lines into the core network of the corridor. We also support the port of Gdynia and Baltic Link Association (Sweden) in their efforts to extend the Baltic-Adriatic corridor to Sweden.
BEATA
-
EGTC TRITIA
All our project are communicated with external stakeholders. By conferences, leaflets, www….. In project TRANS TRITIA all work packages work with external target groups For example – WP multimodal freight transport with all managers of multimodal reloading – points, in territory TRITIA.
Brenner Corridor Platform
No.

Best practice

Key success factors
CETC-EGTC Ltd
We are not afraid of taking on various and diverse activities to catch up with the new challenges so that we are able to create best possible conditions to boost and promote cooperation for developing the innovative solutions. We were able to commit resources and choose simple forms of co-operation. We have good formal and informal contacts between partners, what matters most for day to day work. We look at “near--border” but also “cross-border” opportunities. We have a political support. We were able to involve relevant stakeholders and key opinion leaders and provided content to support the process. We choose a mechanism, which helped us to find institutional arrangements to focus the efforts of partners and tackle barriers.
Rhine-Alpine Corridor EGTC
Growing number of members (from 10 founding members to 25 members in 2020)

EU-funded projects, either as Lead Partner or consortium member Corridor Conferences Advisory Board meetings with external stakeholders
East West Transport Corridor Association
As far as success is concerned, it is always important to be reticent, for there is no guarantee that success will not turn its back even in the near future. A successful experience gathered so far is most probably based on a very simple, flexible and non –bureaucratic system of EWTCA governance. In order to address challenges of our time, the opinion polling of EWTCA members on future expectations and operational trends is carried out on a regular basis, mostly every two years. These polls serve as the basis for the development of annual EWTCA work plans, of course, taking into account financial possibilities.
Fin Est Link
Close cooperation and communication among teams and actors in the member organisations is essential. In practice this happens inside each project, but the projects could communicate much better towards each other. The Secretariat has not taken an active role in enhancing internal communication. Also, it is unknown how efficiently the top organisation members discuss and share motivation towards the Initiative.
Kvarken Council
One cannot deny that the long traditions and the good experiences of cross-border cooperation in the region has helped a lot. There was a consensus from the beginning that the region wants to cooperate, the only question has been HOW? Other key factors have been: • Good dialogue with the founding members • Experienced personnel to assist in the discussions about the benefits of an EGTC • Positive experience from cross-border projects and cross-border cooperation that shows that you really can achieve great things by working together – the new ferry as a good example • Good studies and background material for decision-making in the member organizations • Partly a common language in the region • Similar structures in the society in Finland and Sweden • The founding members used to pay for the cooperation structure – has been done since 1972 • Existing cooperation structure (Kvarken Council Registered Association - > Kvarken Council EGTC • Political support on local and regional level in both countries.
Scandria Alliance
The European Commission launched a public consultation on the evaluation of the Trans-European Transport Network (TEN-T) Guidelines. Within Scandria®Alliance a joint position was elaborated and Scandria®Alliance contributed to this consultation.
Oslo-Stockholm 2.55 AB
The key success is the gathering of knowledge about the project and to work close with decisionmakers and authorities in the process. Our work is based on two, important conclusions that are the most important factors for success. The first conclusion concerns competitiveness related to resources. It's not enough standing in line and wait for needed investments. There are too many competing needs, and there is a clear risk of not receiving any investments at all. Also, to claim that the Oslo – Stockholm route is the only important railway investment in Sweden would be deeply dishonest. The Oslo – Stockholm route has uniquely potent possibilities, but there are many other important railway investments to compete with in both Sweden and Norway. The second conclusion is that just demanding things is not sufficient. We also need to provide solutions. Where do we find the resources required for the infrastructure we need? How do we create a transport system that fulfils the needs and possibilities at both regional and national level? In order to accomplish this, Oslo-Sthlm 2.55 has approached this project from a non-traditional perspective compared to most other Swedish and Norwegian infrastructure projects. We have dug deeper to find out more about the possibilities and conditions, we have examined the entire process from A-Z,

or rather, from railway planning to financing, realization and railway traffic, and we have collaborated closely with the business sector and authorities from the very start. A struggle to find the right answers for these two conclusions has been the key success for the project. We have provided a business case that shows how we could finance to new links that is needed and we have gathered a lot of knowledge that makes it easier for authorities, stakeholders and decisionmakers in their roles.
Association of Polish Regions of the Baltic-Adriatic Corridor
Thanks to the agreement, close cooperation between Polish beneficiaries of the Baltic Adriatic Corridor is possible for the effective use of EU funds and for monitoring the progress in the construction of transport infrastructure, as well as for the gradual removal of administrative barriers for the full use of the potential of the state economy.
BEATA
Continuity, commitment, relevance. Funding is not crucial for BEATA, follow up is mainly done by the respective countries.
EGTC TRITIA
Our members are 3 regional authorities. The territory is big, but members are from one level of regional government. Our fund has two part: membership fees and funding from projects.
Brenner Corridor Platform
Clear mandates and decision-making authority of the members in the working groups The time factor: In 2028, the BBT will be put into operation, so efforts are being made to achieve cross-corridor solutions.

Lessons learned on the integrated planning (across borders, across levels, across thematic sectors). Drawbacks/pitfalls to avoid by your potential followers
CETC-EGTC Ltd
Cooperation for the development of transport regional, national and macroregional level requires not only dialogue between direct stakeholders, the exchange of good practices with entities outside the partnership is an invaluable added value. Groupings / associations involving partners from national/regional/local administration often lose their pace of development due to the lack of inspiration.
Rhine-Alpine Corridor EGTC
Trust building essential Find appropriate members Define a joint strategy Communicate with external stakeholders and officials, e.g. ministries, MEP's
East West Transport Corridor Association
In fact, for us it is a bit too early to speak about the lessons learned from work on the integrated planning. Actually, we are only in starting position our activity aimed to facilitate the solution of challenges like: integration of transport modes;

synchronization of activity of transport hubs (along the international transport corridors; and formation/ management of open –type global supply chains. We hope that we could assist in implementing the BSR Transport Action Plan in this sphere.
Fin Est Link
Cooperation, which largely is dependent on EU program funds, suffers badly between program periods. FI-EE cross-border cooperation suffers from an attempt that was not so successful: FI-EE Euregio, which preceded the Initiative. Euregio had a wider range of topics to be addressed but it didn't gain reputation as an efficient cross-border organisation and later is activities were closed. The Initiative is the second attempt to support cross-border cooperation with a looser structure (which suited better as a less organised format) but has later proved to be perhaps too loose, i.e. inefficient. The matter of resources has not been adequately addressed, the Secretariat has been left as a rather dormant supporting office which has very little other duties but to maintain the webpage.
Kvarken Council
The process is much more complicated than it might look like at first Realistic timetable – very time-consuming processes with a lot of steps and decisions that has to be made. No experience of EGTS neither in the region nor on a national level in Finland.
Scandria Alliance
Continuous exchange of information and knowledge sharing is important across borders, across levels and thematic sectors. Regions are facing similar challenges and can learn from each other and support each other.
Oslo-Stockholm 2.55 AB
The most important thing is probably that at such an early stage we are not locked into specific solutions and be open to change along the way. It is also important to distinguish the roles of what the company can do and what is the responsibility of the authorities. We cannot and should not answer questions that are not in our planning area - it can be about, for example, exactly where the railway is to be drawn or what stops are to be made on the way.
Association of Polish Regions of the Baltic-Adriatic Corridor
It is very difficult to keep all members active and interested all those years. It is important to include topics and projects from all interested affiliates and not concentrate on the most popular or easy ones.
BEATA
-
EGTC TRITIA
I think, that we learn continual. Form EGTC has few direct advantages. It is work across border – three cultural.
Brenner Corridor Platform
Working groups whose members do not have the appropriate mandate and decision-making authority will have difficulty in reaching their goals. The solution approaches developed must be consistently presented to the decision-makers, otherwise there is a risk that the developed solution will not be implemented.

Replicability of cooperation solutions and tools. Usability any followers
CETC-EGTC Ltd
All activities carried out by EGTC are replicable and they can be used by other institutions, associations in the transport and logistic sector. In future, we can expect increased flexibility in establishing new EGTCs in the transport area and higher transparency in legal provisions. The EGTC may become an adequate model for institutionalized collaboration in transport area, managing of the TEN-T transport corridors. Currently, CETC-EGTC receives several requests annually for reviewing its good practices for Rhine-Alpine Corridor, NSB Core, EGTC- NOVUM.
Rhine-Alpine Corridor EGTC
The projects contain always the task “transferability” Sometimes difficult, because solutions oriented at specific circumstances of the Rhine-Alpine Corridor
East West Transport Corridor Association
Flexible governance structure with permanent and regular feedback from partners.
Fin Est Link
The other way round: the Initiative could benefit largely from other cross-border action programs.
Kvarken Council
Yes.
Scandria Alliance
Experience has shown that communication and trustful cooperation is the key to successful and lasting partnership. This counts for all areas and levels. The Scandria®Alliance is a multi-level governance network that fosters the corridor dialogue as part of the European and regional integration.
Oslo-Stockholm 2.55 AB
Each project is unique in its characteristics, but there are of course lessons to be learned from the work we have done. Which is also based on other projects and lessons learned. The development of our business models comes, for example, from projects in France and from the Öresund Bridge project. The biggest lesson is probably to study the prerequisites for the project carefully and to work with authorities and decision makers. Find answers rather than make demands and involve all stakeholders that have a saying in the process.
Association of Polish Regions of the Baltic-Adriatic Corridor
Every year we organise Forum of the Transport Corridor in different locations along the corridor in Poland. We invite the members, subject matter experts, professors and government officials to talk about all aspects regarding our initiatives. This year in December we organise one in Katowice – It will touch on topics such as: The role of Scandinavia for the Baltic-Adriatic Transport Corridor; Baltic-Adriatic and Baltic-Black Sea corridors - transport pillars of the Three Seas Initiative; Silesia's cross-border cooperation with the Czech Republic and Slovakia and its importance for the Baltic-Adriatic Corridor; Silesian intermodal hub. The Association also publishes once a year a report on the current state of line and point infrastructure along the Polish part of the corridor.
BEATA
-

EGTC TRITIA
A lot of our work is replicable. For example AQMS system for Air management.
Brenner Corridor Platform
No, not at the moment.

Specific issues

Other issues
CETC-EGTC Ltd
Rhine-Alpine Corridor EGTC
EGTC proved to be the right legal form, as it is recognized and works as “door opener” towards governmental or European structures.
East West Transport Corridor Association
Fin Est Link
The future of the Initiative is open. There is high willingness to support twin city development politically and among the organisations, but management and governance issues have not been properly addressed.
Kvarken Council
Scandria Alliance

It is important to mention that the Scandria®Alliance is no ‘closed shop’. It was founded by regions of the Scandria®2Act project but is open to every region along the corridor. These regions are invited to join the Scandria®Alliance.
Oslo-Stockholm 2.55 AB
Association of Polish Regions of the Baltic-Adriatic Corridor
-
BEATA
-
EGTC TRITIA
-
Brenner Corridor Platform
-