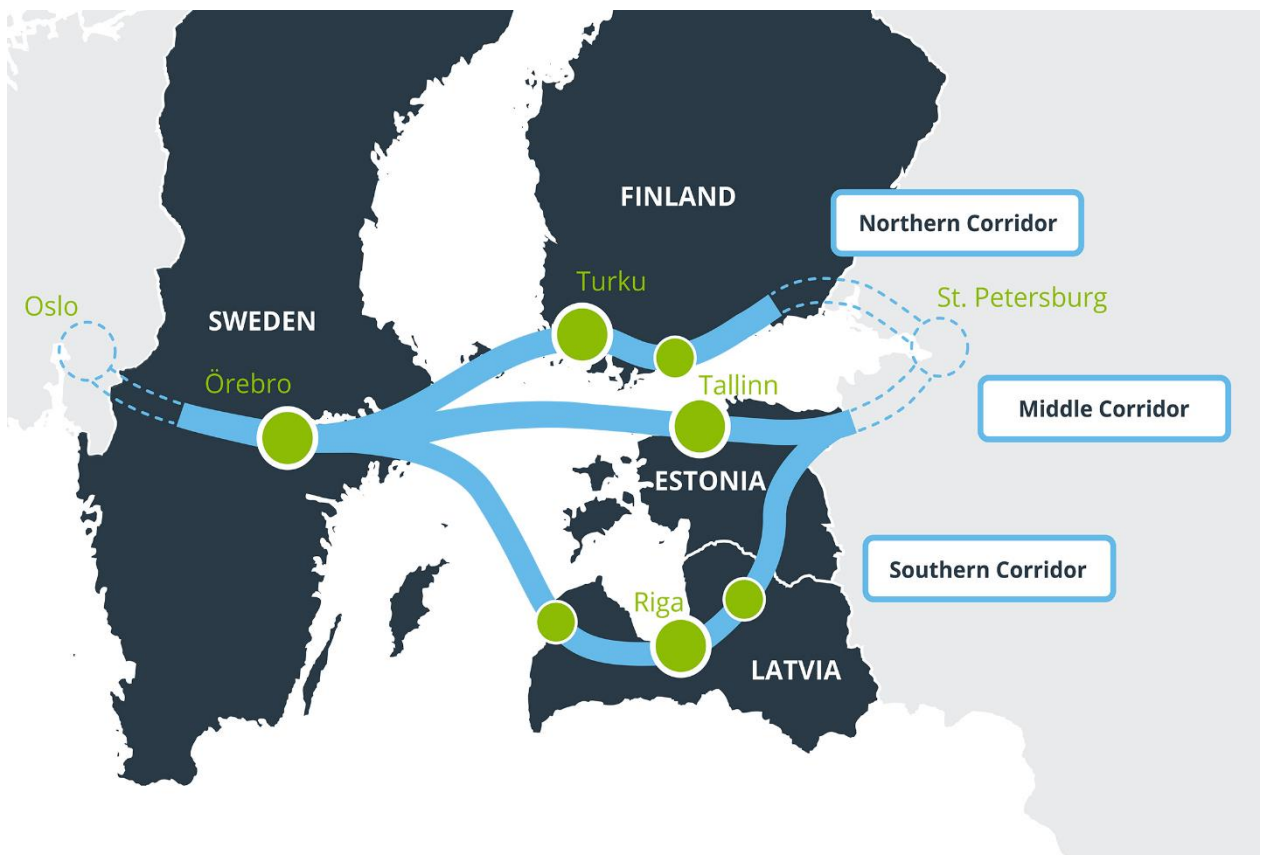


Project “Baltic Loop”

Dialogues Between Different Transportation Actors

Deliverable 5.5.1. Dialogue between actors and administrative bodies – Dialogue summary



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1. Introduction

The Project Baltic Loop seeks to minimize the impact and/or number of different traffic hindrances or bottlenecks on the three selected transport corridors running in the West-East direction; (Northern, Middle and Southern) within the Central Baltic Region, namely Örebro – Turku/Tallinn/Riga – St. Petersburg. The overall aim is to minimize travelling and cargo time in the corridors, and reduce CO2 emissions.

This report compiles information about activities in the Project, Work Package 4: Dialogue between different transportation actors.

This work package within the Project has been dedicated towards bringing together stakeholders, understand the barriers and bottlenecks for cooperation among them and, by running stakeholder dialogues, engage and collect opinions among transport corridors in this matter.

This report has compiled the results of the meetings and interviews which took place in each partner country (Sweden, Finland, Latvia and Estonia) as part of the the stakeholder dialogue process in the Project.

2. Stakeholder dialogue in the Baltic Loop project – overview

The table below shows all the meetings and interviews, and additional activities that took place in the Project for the Work package 4: Work Package 4: Dialogue between different transportation actors.

Location	Time	Meeting type	Number of participants
Latvia			
Riga	September 22, 2020	Stakeholder meeting	22
Riga	October 20, 2020	Stakeholder meeting	21
Online meeting	December 9, 2020	Stakeholder meeting	19
Sweden			
Meeting (twice) with Region Örebro County, Sweden	December 7, 2020	Stakeholder discussion	online 2X2=4
Meeting (twice) with Port of Stockholm and Mälardalen	December 9, 2020	Stakeholder discussion	online 2X4=8
Meeting (twice) with Business Region Örebro	December 14, 2020	Stakeholder discussion	online 2X2=4
Meeting (twice) with Oslo-Stockholm 2.55	December 16, 2020	Stakeholder discussion	online 2X2=4
Meeting (twice) with Chamber	December 17, 2020	Stakeholder discussion	online 2X2=4

of Commerce Mälardalen			
Finland			
Turku	September 29, 2020	Stakeholder meeting	23
Meetings with various stakeholders at various locations	October 2019 to May 2020	Face-to-face and online interviews	16
Other discussions and presentations	National kick-off meeting in Turku on 3.12.2019, cooperation issues discussed, 22 participants ÅAU and RÖC gave a joint presentation on BL at the “Cross- border Infrastructure in the Nordic Region Seminar (IBCROSS)” on 8.11.2019 in Örebro, 19 participants		
Estonia			
Tallinn	September 24,2020	Stakeholder meeting	28

Table 1: Activities of Stakeholder dialogue in the Baltic Loop project

3. Stakeholder dialogue in the Baltic Loop project – Latvia

Latvia hosted three dialogue meetings (two face-to-face and one online).

3.1. Meeting summaries and results: Latvia

Meeting I: Cooperation dialogues the transport sector (*Sadarbības dialogi transporta nozarē*)

Date: 22.09.2020.

Venue: Grand Poet Hotel, Raiņa bulvāris 5/6, Riga, Latvia

Objective: Stakeholder Dialogues to discuss Strengths, Weaknesses, Opportunities and Threats (SWOT) of cooperation and communication issues in transport sector

Participants: 21

Main topics discussed:

- Actualities in the Baltic Loop project;
- Two parallel workshops of SWOT analysis of cooperation issues.

Main conclusions:

There is a growing trend and acceptance of cooperation and joint actions in the transport sector, where in general the trend for cooperation and joint action is improving, however, several weaknesses must be addressed.

Here are some of the main strengths, weaknesses, opportunities and threats.

Strengths:

- good cooperation between Riga city and Riga Planning Region;
- joint synergies in participating in different EU projects, workshops, events;
- there is a joint cooperation and understanding at the specialist level;
- the policy planning system in Latvia is well organised and understandable;

- good specialists, especially in ICT industry, ensuring fast adaptation to the e-working mode due to the pandemic.

Weaknesses:

- weak cooperation amongst the municipalities of the Pieriga region and other actors;
- weak cooperation with the academic institutions;
- the political process of new governments makes a situation where every new government comes up with new priorities, ignoring or not fully recognising the development planning elaborated in the policy planning documents;
- transport sector is not seen as one common dimension, but separate subsectors; a uniform development strategy shall be set and long term vision is required.

Opportunities:

- increased use of R&D, new smart and environmentally friendly technologies;
- use of good practices from other EU projects;
- use the potential benefits of Rail Baltica project and convey those to the society (residents).

Threats:

- global pandemic and unstable political situation in neighbouring countries pose threats to the development of the sector.

Strengths	Weaknesses
Seminars with participation from different sectors give positive impact to the joint cooperation	Lack of communication between parties involved in the transport sector
Clear policy planning system in Latvia	Congestion (overload) with policy planning documents, frequent legislative amendments
Inter-institutional working groups to address specific issues in the transport sector	Lack of a long-term vision/strategy for the overall development of transport – i.e. the strategy should be able to look at the roads and the railways, ports and other traffic dimensions in a uniform way
Cooperation between the Riga Planning Region Administration and the Riga Planning Region (RPR) municipalities in all areas, including synchronisation of the transport infrastructure development strategy between the Riga municipality and the RPR administration and mutual cooperation, including the transport sector matters	Insufficient coordination of government action plans (declarations) with national medium-term and long-term policy planning documents, or in other words, government declarations are based on the principle of “new government, new priorities”.
Public discussions on transport policy planning documents during the policy development phase	Rapid turnover of personnel at decision-makers' level is making communication difficult
Citizens' activity in informing public transport service planners about the necessary improvements	The cooperation between the public administration and the academic environment is not systematic (weak use of research results)

A common vision for integration into the Single European Transport Area	Lack of cooperation between the municipalities of Pierīga, and the other institutions involved. For example, there is no matched timetable for the company “Pasažieru vilciens” (<i>Passenger train</i>) with the municipal bus traffic timetable. In Riga City Council, the City Development Department has cooperation problems with the Transport Department, which can be described by saying “the right hand does not know what the left is doing”.
Increasing public awareness of the need for joint cooperation	Ministry should be more active in research and innovation
High-skilled ICT professionals and a flexible approach to the development of communication tools in rapidly changing external environments	It is difficult to find a shared relationship between the public and private sectors: different challenges and targets in the public and private sectors (e.g. ensuring public transport services and for private sector, it is about profit)
Availability of the EU-funded projects for cooperation between different stakeholders and regions	Insufficient motivation to engage in the use and maintenance of the information platform
Capacity to organise international events at professional level	One private sector company cannot provide all the logistics that is necessary to provide full set of service (for example, there is no good connection with public transport from the Riga passenger port. This requires cooperation between different organisations).

Qualitative transport infrastructure and its development: as an example – Ventspils with port infrastructure development	Communication challenges to ensure transport connectivity (see above example, a similar example is the deployment of consistent, understandable road traffic signs)
A tendency of improving cooperation between transport sector and the academic environment	Riga City does not have an authorization to develop a public transport planning document (Riga City Administration does not have the responsibility for public transport, it is responsibility of the company Rīgas Satiksme).
Private sector involvement in the provision of micro-mobility services	It is difficult to find a common denominator: there is no integrated view of the sub-sectors of transport, for example, passenger services, including no integrated view at both national and municipal level (Riga) level.
The volume of road freight traffic remained unchanged with the COVID-19 pandemic	Interaction between institutions is weak (for example, Rīgas Satiksme, Latvian Railways, each is by itself).
Personnel of the Ministry of Transport are always able and interested in helping, cooperating and answering the questions raised, despite rotation or personnel variability.	No single planning document for public transport has been developed in the municipality of Riga.
Good cooperation at the specialist level	Insufficient capacity in urban mobility planning (Riga City)
The ability to integrate internal projects between different organisations, within one theme – for example, Latvian	Electronic communication makes it more difficult to coordinate planning documents (example: development of

partners participate in the EU projects and join forces to build joint actions; for example, the Mad city event was organised together by Baltic Loop and SUMBA project.	Transport Development Guidelines – the process is to send out to stakeholders, obtain comments, respond to comments, harmonise, resulting in a very long-term process).
Each institution is strong on its own.	Lack of leadership. The discussion of planning documents allows everyone to speak, but no one confirms the final version. There must be a leader capable of making a decision. There is a lack of taking that responsibility (an example from the preparation of the guidelines for the development of transport).
	Rotating employees into public administration does not save institutional memory and succession. There are situations where the new employee can only represent his or her own subjective opinion, not the organisation's (position) opinion.
	Lack of lobbying and weak defence of national interests at EU level
	Lack of planning for freight logistics in Riga. There are no restrictions on logistics intended to reduce nuisance to residents (driving in, loading at certain times, etc.), there is no offer for logistics to be easily implemented. No one is responsible for freight logistics in the city of Riga. Logistics planning needs to be changed.

	Changes to the local municipal regulations on transport planning: local governments need local regulations for traffic inside cities (see example above).
Opportunities	Threats
Exploiting R & D potential in transport planning.	Negative attitudes of society towards public administration.
Identification and use of good practices in Europe and other countries in the Latvian transport sector and use the synergy effect of EU cross-border projects, etc. in the development of the Latvian transport system.	Deteriorating international political situation in the region.
Improving the international political situation in the region would provide better opportunities for the development of the transport sector.	Lack of common policy and measures at the EU Member States level, including for tackling the consequences of COVID-19.
Experience of dealing with emergency situation (Covid-19) has lead to increased speed of decision making.	Development of unforeseen political events in the Eastern neighbour countries and impact on trans-national transport flows.
The development of smart and environmentally friendly technologies and their impact on the development of the transport sector.	Unpredictability of Latvian legislative environment (too many changes).
Joint working groups between different departments in the Ministry of Transport.	The occurrence of emergency situations (pandemics, etc.) in the world and in Latvia.

Change of thinking – there is a need to analyse how the service is perceived from the user's side.	There has been a wrong way of communication to the public and as a result, negative public attitudes have emerged. This is an example of Rail Baltica that there has been no communication on all the possible benefits of implementation of Rail Baltica project for the residents.
<p>A common political will – everything can be done quickly, if there is a long-term vision that is systematically being driven.</p> <p>There should be avoidance of the situation of changing vision and objectives, which is why priorities and priority projects, and activities are also changing.</p> <p>There must be clear and uniform policy which shall be desirable to achieve in the long term.</p>	Inconsistency of political settings and decisions.
The state does not have to intervene where markets are well developed: the state should allow the free market to self-regulate, for example in passenger transport, without imposing a monopoly position (for example, State Road Safety Directorate security audits here the competence of civil engineers could be given to the private sector. Functions like this can be sought and given to the public sector.	It is difficult to follow national planning documents (set targets) where the external donor has other development lines and objectives. The problem is also in the dependency on the EU funding and the rules they dictate.

For its part, the state needs to fix those things that allow the free market to work effectively and stimulate development.	
With the everyday habits of people changing, the approach must be sufficiently flexible in passenger flow planning (a conservative approach dominates in the country at the moment). Vidzeme Planning Region demonstrated a flexible approach, with the success of the pilot project “Transport on Demand”). In the freight transport, the national function is to provide efficient infrastructure, incentive regulation.	Reliance on one source of funding.
Take examples from neighbouring countries and not from the major powers.	Cooperation “mentality” or culture, e.g. sharing driving schemes may not be popular in Latvia.
To find a niche in the port and freight transport sector.	<p>Flexibility of projects and adaptation to changes in the transport sector cannot be applied quickly, large investment projects are difficult to adapt to today's fast changing conditions. Investment decisions have long-term consequences.</p> <p>Large projects are carried out over a number of years and new innovations, approaches, ideas are emerging over the years, which would be good at incorporating into specific projects so that they are as modern as possible and based on the latest findings.</p>

Within Rail Baltica new railway line, take over Northern Dimension freight traffic.	The pandemic limits the activities of individual companies (e.g. the fall of City Bee services in Lithuania, as users are concerned about the sanitary hygiene of the shared vehicle and whether disinfection has been carried out after the previous driver).
Innovative forms of mobility in urban areas.	Overload of the information in the e-environment.
Traditional forms of mobility in small towns and rural areas.	
Potential for growth through the development of the Rail Baltica corridor.	
To talk about the benefits of major projects at the micro-level .	
Different experiences and solutions from different studies can be used as examples for development of transport sector matters	
Recommendations for transport sector development to be based on the results of different studies and their findings	
Pandemic gives a new view on how to develop different modes of transport and mobility.	
Projects as an opportunity to try new solutions and test so that huge resources	

do not have to spent on tests /experiments.	
Role of NGOs.	
Meetings of the Development Council as a good example how to show examples of good practices to political powers.	

Table 2: Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix (Latvia)

3.2. Meeting II: Cooperation dialogues the transport sector II: Ideas and solutions (*Sadarbības dialogi transporta nozarē II: Idejas un risinājumi*)

Date: 20.10.2020.

Venue: Grand Poet Hotel, Raiņa bulvāris 5/6, Riga, Latvia

Objective: Stakeholder Dialogues to generate ideas and solutions for identified cooperation and communication problems

Participants: 21

Main topics discussed:

- Presentation on stakeholder cooperation forms;
- Review of problems and reaching joint understanding on problem formulation;
- Two parallel workshops to generate ideas and solutions for cooperation issues.

Main conclusions:

There is a growing trend and acceptance of cooperation and joint actions in the transport sector, where in general the trend for cooperation and joint action is improving, however, several weaknesses must be addressed.

The workshop reviewed 18 weaknesses, 7 threats and 5 opportunities, and developed 50 ideas and solutions for better cooperation and communication in transport sector in Latvia.

Below is the summary result in Latvian. The full information in English will be integrated in the other Project documents (Guidelines for future stakeholder cooperation).

	Problem	Problem clarification	Solutions *
Weaknesses			
General cooperation and communication problems	V1. Poor-quality communication among stakeholders	Large-volume, poorly coordinated communication with following characteristics: (a) a long communication chain; (b) fragmented information systems; (c) difficulties in finding information on different sites	<p>R1. The cooperation groups/platforms should represent the users of the transport system and the providers of the transport system. This applies both to development planning and project management and other types of cooperation.</p> <p>R2. Introduce a project management approach in the public sector. Set up steering committees for decision-making, following a model commonly used in project management. Re-establish the Mobility Committee as a good practice with the Latvian Chamber of Commerce and Industry.</p>
		Unordered electronic document and information flow	R3. Communication platforms are required for the regular, synchronized, structured exchange of information. Platforms need clear thematic distribution and easy access (for electronic platforms)
		Low interaction between departments (at national and municipal level and between the two levels), which provide part of the interruptible transport system service chain	R4. Building a collaborative platform. Establishment of regular working groups focused on a specific purpose, stakeholders, responsibilities, deadlines and expected results.

			<p><i>R3. Communication platforms are required for the regular, synchronized, structured exchange of information. Platforms need clear thematic distribution and easy access (for electronic platforms)</i></p>
	Weak interaction between service providers in the transport sector in Riga, thus its difficult to provide the interruptible transport system service chain		<p><i>R5. Create a joint working group (where Riga City is the initiator) that jointly plans services for the transport sector. It is necessary to define the responsible person who will ensure that the actions planned by the working group are carried out.</i></p>
	In the Riga City Council, the City Development Department has communication problems with the Transport Department, which can be described by saying: "The right hand does not know what the left does"		<p><i>R6. Political will is needed for creating a comprehensive infrastructure plan (at national level). Improvements of the financing model for achieving a common objective (at national and local level). The local government should be aware about the objectives at the national level and should focus its activities on their achievement.</i></p>
	Uncoordinated provision of public transport services in Riga for the transfer of passengers to and from international and regional transport hubs (Riga passenger port terminal, Passenger train, International bus terminal)		<p><i>R4. Building a collaborative platform. Establishment of regular working groups focused on a specific purpose, stakeholders, responsibilities, deadlines and expected results.</i></p>

		Lack of coordination for understandable deployment of road signs	R4. Building a collaborative platform. Establishment of regular working groups focused on a specific purpose, stakeholders, responsibilities, deadlines and expected results.
		Lack of cooperation between transport infrastructure providers (Ministry of Transport, municipalities) and investors to meet their accessibility needs	R7. Strengthening the role of the regions, with ensuring matching funding
		Lack of cooperation between the municipalities of Pierīga and other state institutions involved. For example, there is no matched timetable for the passenger train with the municipal bus timetable.	R4. Building a collaborative platform. Establishment of regular working groups focused on a specific purpose, stakeholders, responsibilities, deadlines and expected results
	V2. Unsatisfactory communication with the public and public participation in transport infrastructure projects	<ul style="list-style-type: none"> > Need for public awareness to understand the importance of public participation > Planning documents available but not consumed sufficiently 	R8. Engage people in public discussions <ul style="list-style-type: none"> > the project manager can decide what and how to do it. > use the most popular media channels > information needs to be concentrated and targeted (for example, adapted for local circumstances) > Choose an attractive communication format (e.g.,

			<p>putting information in the public outdoor space)</p> <p>> Residents may be involved at the time when receiving the service, for example through an application that enables them to assess the performance of the service when purchasing a ticket</p>
	V3. Unsystematic and poor-quality cooperation between public administration and the academic environment	There is no state-elaborated targeted research programme and researchers do not have research grants from the state	R9. There have to be developed requirements for the involvement of academic staff in collaborative platforms and the formulation of tasks for the academic research and support. Cooperation could can bring together academic staff and policy makers, where policy makers inform researchers for the need of applied, project-specific studies, and academic staff provides advice to transport policy practitioners.
		Applied research for governmental and private partners requires funding	R10. Private sector involvement in improving the quality of public-sector cooperation with the academic sector
		The low quality of cooperation stems from	R11. Establishment of think-tanks for transport sector

		<p>the fact that academic research does not meet the practical needs of transport development at local or regional level resulting in low value of applied research.</p>	<p>R9. There have to be developed requirements for the involvement of academic staff in collaborative platforms and the formulation of tasks for the academic research and support. Cooperation could can bring together academic staff and policy makers, where policy makers inform researchers for the need of applied, project-specific studies, and academic staff provides advice to transport policy practitioners.</p> <p>R12. The budget should include funding for research, support for the academic environment.</p> <p>R13. Ensure state-funded research programmes and objectives</p> <p>R14. Involve academic representatives in the working groups</p> <p>R15. Establishment of competence centres for different themes</p> <p>R16. Cooperation can take place on a contractual basis, in procurement processes..</p> <p>R17. Research shall have clear themes.</p>
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			<p><i>R3.</i> Communication platforms are required for the regular, synchronized, structured exchange of information. Platforms need clear thematic distribution and easy access (for electronic platforms)</p>
	<p>V4. Inability to cooperate productively with the public and private sectors, as they have different objectives (public sectors ensures the service and private works for profit)</p>		<p><i>R1.</i> The cooperation groups/platforms should represent the users of the transport system and the providers of the transport system. This applies both to development planning and project management and other types of cooperation.</p> <p><i>R18.</i> Private sector involvement in improving the quality of public-sector cooperation with the academic sector</p> <p><i>R11.</i> Establishment of think-tanks for transport sector</p> <p><i>R19.</i> Renewal of the functioning of the Mobility Committee at Latvian Chamber of Commerce and Industry, as a case of good practice</p> <p><i>R20.</i> Establish communication channels where public authorities can inform companies about their topics and actualities, and the private sector about their proposals for public authorities.</p>

<i>Nozares attīstības plānošanas sistēmas nepilnības</i>	V5. Lack of a vision/strategy for the overall development of long-term transport – i.e. the strategy should be able to look jointly at the roads and the railways, ports and other traffic dimensions in a uniform way	This should be addressed by the National transport development programme and planning documents.	R21. New National Transport programme can develop these visions.
		Lack of communication and competence of departments involved in development planning	R11. Establishment of think-tanks for transport sector R3. Communication platforms are required for the regular, synchronized, structured exchange of information. Platforms need clear thematic distribution and easy access (for electronic platforms)
	V6. Congestion with policy planning documents, frequent amendments to legislation often arising from the need to integrate EU documents at different levels into Latvia's	The management powers for the planning documents of the Ministry of Transport are there for the officials, minister and the Cabinet of Ministers. The problem is poor management of the planning process.	R22. It is necessary to establish or improve the procedure for development of the planning documents, it is recommended that the process can be divided into clearly understandable steps.
		One has to acknowledge that there always will be the need for amendments.	R23. There are things that can be defined as guidelines, e.g. for a new mode of

	policy planning system	The issue relates to the complexity of the interpretation and integration of the EU law in the national law.	transport/technology, thereby avoiding congestion in legislative process
			R24. Capacity building, implementation of the plans as they are stated in the planning documents (projects, responsibilities, attraction of funding)
	V7. There is a shortage of officials who can take the decisions in the process of planning document elaboration and promote the development process of the document. The consultation process at the moment allows everyone to speak, but no one accepts the final decision.	The management powers for the planning documents of the Ministry of Transport are there for the officials, minister and the Cabinet of Ministers. The problem is poor management of the planning process..	R22. It is necessary to establish or improve the procedure for development of the planning documents, it is recommended that the process can be divided into clearly understandable steps.
	V8. Insufficient compliance of government declarations with national medium - and long-term policy planning documents, the	The problem cannot be addressed in this sphere of influence	No solution

	government declarations are based on the principle of “new government, new priorities”		
	V9. Riga City Council is not applying development planning for the public transport	<p>Unsatisfactory cooperation with the company “Riga traffic” (Rīgas satiksme)</p> <p>Riga City Council Administration does not have the department responsible for the development of public transport</p>	R25. Improving of political will. The communication and cooperation of the Riga City Council with the company “Riga Traffic” can be improved.
	V10. Flaws in freight traffic logistics (e.g. via Riga City centre) create difficulties for urban passenger traffic, residents and tourists	<p>> Riga City Council does not provide sufficient attention to the issues of the freight transportation flows in the city.</p> <p>> There is no department in the City Council responsible for planning freight logistics in the city. Thus, the logistics of freight and deliveries in the city is not easily managed.</p>	<p>R26. In cooperation with the manufacturing and logistics companies in Riga, identify options for adjustment of their travel routes and times, in line with the needs of the population, while not undermining the competitiveness of companies.</p> <p>R27. The planning of the Riga transport system should also include aspects of freight traffic, including setting council regulations which, for example, impose certain restrictions on freight traffic so as not to disrupt citizens (entry in the city, unloading deliveries at specified times, etc.).</p>

			R28. The main long-term solution to the problem is the construction of the Riga bypass infrastructure. Projects for the development of the bypass are currently under way.
<i>Human resources capacity and competence</i>	V11. Lack of leadership. The discussion of planning documents allows everyone to express their opinion, but no one accepts the final decision (version of the document). There must be a person able to make a decision. Lack of responsibility.		R29. Develop leadership qualities
	V12. Electronic communication makes it difficult to coordinate planning documents (draft document is circulated to interested parties,	Different electronic versions when exchanging of documents between the institutions. Diversity of document exchange/processing platforms.	30. Electronic communication is irreplaceable, but it is necessary: a) Introduce a single joint electronic exchange platform between the institutions (b) Providing training in the use of electronic platforms within the same institutions

	comments are obtained, comments are answered, and agreed, but the overall process is going on for a long time)		
	V13. Rapid turnover of personnel at decision-makers' level makes communication difficult	This is not applicable to the subject of cooperation - the problem should be addressed within the organisations themselves. The importance of the problem is being questioned.	R31. There is a need for employee motivation (always), not necessarily financial. Improving the internal microclimate of organizations is important.
	V14. The Ministry of Transport does not have sufficient resources - human and financial - to engage in applied research and innovation promotion		R32. Engagement of trainees

	V15. Rotating and changing employees within public administration does not save institutional memory and succession. There are situations where the young employee can only represent his or her own subjective opinion, not the organisation's (work position's) opinion.	Influences institutional memory. Lack of systematic approach: (a) in job assignments; (b) in the advertising of job offers; (c) in the recruitment of experts.	No solutions, problems have to be solved internally
	V16. Insufficient capacity in urban mobility planning (Riga City)		R33. Establishment of a consultative contact point for officials of the national and local governments (planning regions), where they can meet with the representatives of the research and private sector on the topics of research, innovation and other priorities relevant to the sector.
Other	V17. Rigidity of the major infrastructure projects, or inability to adapt to changing	<i>Increasing the elasticity in major project management</i>	R34. Emphasis and attention should be given to risk management. Use of the Steering Committees approach at national and local level.

	external environments		
	V18. Lack of lobbying and weak defending of national interests at EU level	We are not sufficiently effective in positioning and directing our interests; and the lack of unity among public authorities on lobbying for collective interests	<p>R35. Consolidation of collective interest-lobbying services in the hands of professional lobbyists, with appropriate cooperation between ministries.</p> <p>R36. Strengthening self-awareness. > Acquisition of education. > Defending your interests. Strengthening self-communication by writing in the media not only about problems and scandals but also about well-implemented projects, positive achievements. Defending national priorities (interests) and objectives.</p>
Threats			
Threats	D1. Unpredictability of Latvia's legislative environment (changes), non-reliability of political settings and decision making	The question is outside the competence/control of the Project participants. One can observe that there are too many Cabinet of Ministers regulations.	<p>R37. The law must provide a framework within which the amendments can be made. The law has to be as guidelines. The law does not have to describe each action in detail. It should be possible to operate within the scope of the law, without describing every step and action. There is a need for more trust, and fewer instructions. There is a need for greater flexibility in development of legal acts.</p> <p>R38. Many issues can be defined as guidelines, such as guidelines for operation and</p>

			use of a new mode of transport or technology.
	D2. Risks of major investment projects arising from their rigidities or inability to adapt to changing external conditions, as well as from the irreversibility of the effects of the project and the resources invested.	The same as in V17.	R34. Emphasis and attention should be given to risk management. Use of the Steering Committees approach at national and local level.
	D3. Negative attitudes of society towards public administration.	Inefficient communication with society	R39. The publicity of good accomplishments finalized projects, positive news, as opposed to the negative publicity of the media. Possible solution is the involvement of national media in promoting good achievements (national television).

			<p>R8. Engage people in public discussions</p> <ul style="list-style-type: none"> > the project manager can decide what and how to do it. > use the most popular media channels > information needs to be concentrated and targeted (for example, adapted for local circumstances) > Choose an attractive communication format (e.g., putting information in the public outdoor space) > Residents may be involved at the time when receiving the service, for example through an application that enables them to assess the performance of the service when purchasing a ticket
	<p>D4. Cooperation “mentality” or culture, e.g. sharing driving schemes may not be popular in Latvia</p>	<ul style="list-style-type: none"> > There is a need for study of ride sharing risks. > Lack of objective data and research materials on ride-sharing in Latvia 	<p>R40. Cooperation of bodies representing public interests (national or local authorities) with service providers and IT developers in order to create a joint databases, develop an application that provides information on all possible ride-sharing transport offers and the location of vehicles.</p>

		Confusing and fragmented information about ride-sharing services for the user.	R41. There is a need for research to understand the real situation.
D5. Threats of Covid-19 pandemic	Increased threat of infection in commercial passenger vehicles		R42. Adaptation to change
	Decreasing number of passengers		R43. Looking for new solutions
	Increasing popularity of working remotely and its potential lasting impact on management of human resources		
D6. Lack of common policies and measures at the EU Member State level, including removal of Covid-19 effects			R44. Defending national/local interests. Strengthening leadership and self-awareness. Prioritizing national interests.
D7. It is difficult to follow national programming documents (targets) if the external financial donor has other development directions and objectives, as			R45. Action and investment plans should include local funding, regardless of EU financial sources.

	well as the dependency on EU funding and the rules they dictate.		
Opportunities			
Iespējas	I1. Change of the thinking – there is a need to analyze how the service looks from the user's side		46. Organised courses at Administration school that allow you to be in the skin of the opposite party/role (official becomes entrepreneur) <i>R47. Courses on design thinking</i> R48. Expand offer of the Administration school
	I2. Joint working groups between different bodies of the authorities involved in the transport sector		<i>R15. Establishment of competence centre</i>
	I3. A common political will – everything can be done quickly if there is a long-term vision that is systematically driven. There needs to be a clear and uniform policy		9. It is necessary for all levels of government (national - regional - local) to base their activities on the same national objectives, the priorities pursued.

	that we want to achieve in the long term.		
	I4. Exploiting the R & D potential in transport planning from existing studies in higher education and scientific establishments, for example by taking solutions from case studies and learning from other types of scientific research		R50. Engage academic professionals in working groups
	5. Involvement of NGOs. Uncertainty about the involvement of relevant NGOs.		R51. Use of individuals, spokes-people closer to the public” (“influencers”) and NGOs to reach the public and promote civil activity in the transport sector.
* A number of problems can have more than one solution, so they are repeated in the table. Each solution is numbered for easier tracking.			

Table 3: Meeting II: Cooperation dialogues the transport sector II: Ideas and solutions

3.4. Meeting III: Cooperation dialogues the transport sector III: Recommendations for future cooperation (*Sadarbības dialogi transporta nozarē II: Rekomendācijas nākotnes sadarbībai*)

Date: 9.12.2020.

Venue: ZOOM online session

Objective: Stakeholder Dialogues to discuss and define recommendations for future cooperation

Participants: 19

Main topics discussed:

- Presentation on communication platform;
- Recommendations for future cooperation.

Main conclusions:

Several recommendations were discussed, based on previous event and other input, and elaborated further. Sustainable urban mobility plans (SUMP) approach was discussed and there is a need to integrate it in the existing planning documents. Long term thinking is necessary to be taken into account. Cooperation with universities and other schools for transport specialists is necessary

Cooperation for development of long-term integrated concepts and implementation of sustainable urban mobility planning (SUMP) approach

One of the most frequently expressed views on the bottlenecks in the transport sector is the lack of a long-term (or concept) integrated vision for transport sector. It should be stressed here that it is a long-term vision (at least over 7 years). At the same time, this recommendation does not mean the development of new planning documents, but rather a cooperation for the development of long-term integrated visions for development of ports, roads, public transport, rail, freight, economic development of sub-sectors, and similar insights, which would constitute a complementary dimension within the context of existing planning documents. Such additions could be thematic planning or integrated vision of an area (e.g. the spatial vision of the Riga Metropole mobility). The visions and concepts would be made by involving of research and

science institutes, thus not creating new documents but making an environment for building and supplementing integrated transport and mobility visions with the latest scientific and technological findings. It is recommended that all stakeholders be involved in the development of these visions: transport services (freight and passenger), customers, freight and passenger carriers, public sector and academic environments.

The Sustainable Urban Mobility Plan (SUMP) is a mobility approach which focuses on the needs of the mobility users. The Sustainable Urban Mobility Plan should comprehensively cover all options and all modes of transport in the urban agglomerations, including public and individual, passenger and cargo, motorized and non-motorized transport, as well as their movement and parking. Municipalities should not consider this plan as just another document in the city's work. It is important to emphasize that the SUMP is based on existing planning document. The European Commission recommends that Member States promote the use of SUMP and help local authorities in its implementation. SUMP is a strategic plan based on existing programming experience and includes the principles of integration, participation and evaluation to meet the mobility needs of citizens at present and in the future, achieving a better quality of life in and around cities.

Development of cooperation with science, research and education

This is also one of the weaknesses where it is necessary to involve more researchers and scientists in conducting applied research in the transport sector, assisting to decision-making. A variety of solutions can be employed here, from cooperation agreements with specific universities to the development of common innovation and research platforms.

It is necessary to familiarize themselves with the projects carried out in higher education, the educational, research and laboratory opportunities offered, and the current challenges of the sector among stakeholders, thereby creating a common platform for cooperation. Such examples of cooperation are common in international practice and good practices can be adopted.

There should also be cooperation in the field of education, as there may be a shortage of specialists in the transport sector in future: for example, there is a problem of an ageing of

specialists in the railway sector. There is also a lack of specialists in the passenger transport sector.

Building collaborative platforms

In theory, it is possible to develop various forms of cooperation solutions at different levels, depending on the objective of the cooperation:

- A common platform for addressing issues at the national level with the representation of all stakeholders;
- Institutionalized cooperation platform (public sector);
- Cooperation between different players, a single meeting or several meetings, at regional or local level.

Cooperation and communication solutions will be effective only if there is clarity on the objective of cooperation; therefore, it should be defined first and then the most appropriate form can be chosen.

The most frequently mentioned solutions at the stakeholder meetings are:

- Cooperation platform;
- Renewal of the mobility committee at the Chamber for Commerce and Industry of Latvia;
- Setting up a specialized think tank for an integrated transport solutions;
- Establishment of a competence centre.

In the development of cooperation platforms, the stakeholder working groups defined ideas on the nature of the cooperation platforms:

- The cooperation groups/platforms should represent the users of the transport system and the providers of the transport system. This applies, for example, to both development planning and project management and other types of cooperation.

- Communication platforms are required for the regular, synchronized, structured exchange of information. Platforms need clear thematic division and easy access (for electronic platforms).
- Establishing a collaborative platform. Regular working groups focused on specific objectives, needs of the stakeholders. In order for a platform to be effective, there shall be defined clear tasks and responsibilities, deadlines, and expected results.
- The conditions and forms of cooperation should be defined for the involvement of academia in collaborative platforms and for the formulation of their tasks. Cooperation could take the form of informing researchers on the one hand of the need for applied, project-specific studies, and on the other hand providing advice to transport policy practitioners.
- Establish communication channels where public authorities can inform industry representatives about their topics and the private sector about their issues to the public sector.
- Establishment of a contact point for officials of the national, regional and local governments (planning region) where they can meet and mutually consult with representatives of private sector and academia on the relevant topics and priorities of the sector in the topics of research, innovation and other industry issues.

In fact, the main objective of the cooperation platform would be to exchange information between the various stakeholders, sharing with each other the actual works and action plans, and thus to ensure a level of knowing among the different sectors (stakeholders) and coordination between actions. The renewal of the Mobility committee at the LTIC is one of the opportunities for such a platform: there may be other, equivalent solutions.

Cooperation platforms will be successful if they discuss clear, focused issues, so there may be a need for sectoral division between ports, railways, aviation, public transport, freight transportation and the like.

The risks to the successful functioning of the cooperation platform are:

- 1) The proportionality of the time spent on the communication compared to the benefits (results) obtained. Time is limited resource for everyone, so its contribution must be justified;
- 2) It is necessary to identify existing cooperation platforms and think tanks to avoid doubling of effort.

Stakeholder cooperation in the Riga City and metropolitan area

Cooperation between the various stakeholders to implement a better and more efficient transport system in the Riga metropolitan area is vital to address various challenges, such as:

- The introduction of a single ticket;
- Arranging freight transport logistics;
- Establishing a concept of public transport planning;
- The implementation of infrastructure projects;
- The establishment of single transport services chains;
- Development of the SUMP.

There can also be a variety of cooperation solutions, from addressing common specific, topical issues with stakeholders (the Riga City, company Ltd. Rīgas Satiksme (Riga Traffic), Pierīga municipalities) to building or participating in more complex forms (e.g. multi-modal solutions or participation in another platform), including opportunities for collaborative platforms named in the chapter “Building collaborative platforms”.

In the Riga City, it is also necessary to organize transport planning in line with the SUMP approach, focusing on the needs of people (users) and ensuring mobility planning in an integrated, sustainable way. In the Riga City, responsibility for mobility planning and implementation of these plans should be established, currently hampered by the organization structure of Riga City Council.

The functional area of the Riga City needs interactive mobility planning, involving citizens, NGOs and other stakeholders. Mobility planning will require the availability of a variety of data, such

as planning for synchronized public transport flows in the region. Sub-sector thematic planning for the Riga metropolitan area is required. The mobility of the Riga City functional area should be seen together with the changes in the dwelling structure that have occurred in the last ten years and the availability and future needs of the public transport services should be assessed accordingly.

Improving the quality of communication and cooperation

Improving the quality of communication is clearly necessary in the following directions:

- 1) To prevent long, uncoordinated and large communication chains by applying efficient, simple and rapid communication instead. For efficient cooperation and communication, it is recommended to introduce a project management approach with clear objectives, results and monitoring. For more flexible and rapid decision-making, it is recommended that *Steering committees* are set up using a model of good practice from project management field.
- 2) In communication with the public, there should be more talk about the effects (positive) on micro-scale and promotion of positive (stories of good works and achievements) communication through national media.
- 3) Communication of the objectives and results of existing planning documents at different levels and ways. Communication on the objectives contained in the planning documents should be made available in an active way to industry associations and other stakeholders, users and the public.

Cooperation to protect their national, regional or local interests

This is also one of the issues of cooperation and communication, where solutions include coordinated cooperation between ministries at national level to protect their interests at the EU level; it is also necessary to consider the allocation of their funding to projects and initiatives that the State or a regional/city municipality wants to realize on its own, regardless of EU funding and its conditions. Strengthening the self-confidence in defending national interests was also one of the lines of action.

Planning and development should be independent of the EU funding. Continuous funding must be provided for projects, infrastructure, and education. It is necessary to define its priorities, which are complemented by the funding of EU funds. A hypothetical example: if priority is given at the EU level for the financing of micro-mobility projects, a lot of prior works and investments have to be done on the ground before it makes sense to finance micro-mobility projects in Latvia.

Issues at national level

There were issues to be addressed at the highest level, where better coordination and perhaps even systemic improvements would be required:

- Fragmentation at the highest level, where transport-related issues fall within the competence of several institutions, but mutual coordination and cooperation are difficult.
- A clear lack of a country's long-term development direction.
- The inconsistency of political decisions when decisions vary depending on the political priorities, without being properly justified.

Understanding of the transport corridor and systematic services provision in the corridor

One of the issues is the understanding and development of the transport corridor, where different types of services can be offered within the corridor, quickly and effectively help addressing needs of the transportation users. For the development of these services, collaborative solutions can be initiated through the cooperation platforms already offered, together with the stakeholders from the science, technology, innovation, and industry. One of

the suggestions is to learn and use design thinking, which is available as a method for both product and service development, and where training can be ensured, for example, in cooperation with the State Administration School.

As a part of the project, a survey of the “Via Hanseatica” tourism route, carried out by Vidzeme's planning region for better transport services for tourists, is already underway as a way of thinking how to better provide transport services for tourists in this route.

The acquisition of the “Baltic Loop” corridor capabilities involves developing an in-depth understanding of the corridor in East-West directions and using the North Sea-Baltic Sea corridor, as the North-South direction will be shaped by the Rail Baltica railway line.

The realization of the Rail Baltica project will also introduce new opportunities (regional stations such as Bauska will allow to travel quickly to the Riga City and thus ensure easy access to the jobs in the Riga agglomeration) and this will change the traffic structure by creating a parallel “backbone” for the existing Latvian railway network.

Cooperation in individual major projects or initiatives at national level

Stakeholder cooperation will be needed in the execution of various major projects, the already mentioned Rail Baltica project, as well as the introduction of the single ticket at national level.

Use of strengths

The SWOT analysis mentions good cooperation at specialist level, involvement in various projects, cooperation between municipalities of Pierīga, Riga City Council and Riga Planning Region and co-ordination of projects. These strengths must certainly be used for further work. The main recommendation in the field of projects here would be to develop a coherent portfolio of projects to realize the objectives and targets set by the national and local authorities.

3.5. Meeting agendas – Latvia

3.5.1. Meeting I

Baltic Loop

Seminārs-darbnīca “Sadarbības dialogi transporta nozarē”

2020.gada 22. septembris, Rīga

Viesnīca Grand Poet, Raiņa bulvārī 5/6, zāles “Ode 1 un 2”

DARBA KĀRTĪBA

- 9:30** **Reģistrācija & Kafija**
- 10:00** **Ievads. Par *Baltic Loop* projektu. Projekta aktualitātes**
Rūdolfs Cimdiņš (Rīgas plānošanas reģions)
- 10:15** **Ievads darbnīcu norisē. Iepazīstināšana ar darbnīcas norises tehnisko pusi un *Stormboard* metodi**
Aleksis Stežko (SIA Ardenis)
- 10:30** **Stipro, vājo pušu, iespēju un draudu (SVID) analīze transporta nozares sadarbības un komunikācijas jautājumos**
Administrators: Aleksis Stežko (SIA Ardenis), darba grupas vada un moderē Rīgas plānošanas reģiona un SIA Ardenis speciālisti
- 11:45** **Kafijas pauze**
- 12:00** **Darba grupu rezultātu prezentācija un apspriede**
Vada: Gatis Kristaps, SIA Ardenis
- 12:30** **Pasākuma noslēgums**

3.5.2. Meeting II



Baltic Loop

Otrais seminārs-darbnīca ciklā “Sadarbības dialogi transporta nozarē”

“Sadarbības dialogi transporta nozarē: Idejas un risinājumi labākai sadarbībai”

2020.gada 20.oktobris, Rīga

Viesnīca Grand Poet, Raiņa bulvārī 5/6, zāles “Ode 1 un 2”

DARBA KĀRTĪBA

- | | |
|-------|--|
| 09:30 | Reģistrācija & Kafija |
| 10:00 | Iepriekšējā semināra rezultāti: stipro un vājo pušu, iespēju un draudu (SVID) analīzes rezultāti
Gatis Kristaps, SIA Ardenis |
| 10:15 | Ieskats dažādās ieinteresēto pušu sadarbības formās
Nameda Belmane, SIA Ardenis |
| 10:30 | Praktiskais darbs: Ideju un risinājumu prāta vētra sadarbības veicināšanai transporta nozarē
Administrators: Alekssis Stežko (SIA Ardenis), darba grupas vada un moderē Rīgas plānošanas reģiona un SIA Ardenis speciālisti |
| 11:45 | Kafijas pauze |
| 12:00 | Darba grupu rezultātu prezentācija un apspriede
Vada: Gatis Kristaps, SIA Ardenis |
| 12:30 | Pasākuma noslēgums |

3.5.3. Meeting III

Baltic Loop

Trešais seminārs ciklā “Sadarbības dialogi transporta nozarē”

“Sadarbības dialogi transporta nozarē: Rekomendācijas nākotnes sadarbībai”

Tiešsaistes vebinārs ZOOM platformā

2020.gada 9. decembris

DARBA KĀRTĪBA

- | | |
|--------------|--|
| 10:00 | Ievads. Projekta aktualitātes.
Aija Zučika, Rīgas plānošanas reģions (RPR) |
| 10:10 | Projekta informatīvās platformas prezentācija
Gatis Kristaps, SIA Ardenis |
| 10:15 | Pārskats pār ideju un risinājumu semināra rezultātiem
Nameda Belmane, SIA Ardenis |
| 10:30 | Rekomendācijas nākotnes sadarbībai. Semināra dalībnieku apspriede.
Nameda Belmane, SIA Ardenis |
| 12:00 | Nobeigums. |

3.6. Lists of participants: Latvia

3.6.1. Meeting I






Baltic Loop
Seminārs-darbnīca

“Sadarbības dialogi transporta nozarē”

2020.gada 22.septembris, Rīga
Viesnīca Grand Poet, Raiņa bulvārī 5/6, zāles “Ode 1 un 2”

Dalībnieki:

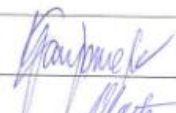


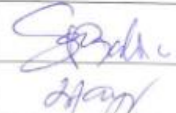
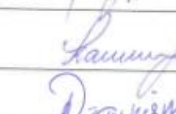




Nr.	Vārds	Uzvārds	Organizācija	Paraksts
1.	Aija	Zučika	Rīgas plānošanas reģions	
2.	Aleksandra	Serebrjakova	Ventspils Augsto tehnoloģiju parks	
3.	Evelīna	Budiloviča	Rīgas domes Pilsētas attīstības departaments	

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4.	Indra	Murziņa	Kurzemes plānošanas reģions	
5.	Inta	Rozenšteine		<i>[Signature]</i>
6.	Katrina	Potapova	Rīgas plānošanas reģions	<i>[Signature]</i>
7.	Katrina	Bramberga	SIA Grupa93	
8.	Kitija	Eglīte	Satiksmes ministrija	<i>[Signature]</i>
9.	Kristīne	Grīnvalde	Satiksmes ministrija	<i>[Signature]</i>
10.	Kristīne	Malnača	Vidzemes plānošanas reģions	<i>[Signature]</i>
11.	Laura	Pavlova	Jūrmalas pilsētas dome	<i>[Signature]</i>
12.	Lāsma	Užane	Jūrmalas pilsētas dome	<i>[Signature]</i>



13.	Liene	Gaujeniete	VASAB sekretariāts	
14.	Ligita	Olante	Rīgas plānošanas reģions	
15.	Margarita	Ivanova	Satiksmes ministrija	
16.	Mihails	Potihonins	Rīgas domes Pilsētas attīstības departaments	
17.	Rūdolfs	Cimdiņš	Rīgas plānošanas reģions	
18.	Santa	Balaša	Satiksmes ministrija	
19.	Zanda	Jaunsproģe	Satiksmes ministrija	
20.	Potapova	Katīna	Rīgas plānošanas reģions	
21.	Dāvids	Drauziņš	Pentspilī Brīvostas Pārvalde	






Organizatori:



Nr.	Vārds	Uzvārds	Organizācija	Paraksts
1.	Aleksis	Stežko	SIA Ardenis	
2.	Gatis	Kristaps	SIA Ardenis	
3.	Nameda	Belmane	SIA Ardenis	

3.6.2. Meeting II



2020. gada 20. oktobris, Rīga
Viesnīca Grand Poet, Raiņa bulvārī 5/6, zāles "Ode 1 un 2"

Dalībnieki:

Nr.	Vārds	Uzvārds	Organizācija	Paraksts
1.	Aija	Zučika	Rīgas plānošanas reģions	
2.	Edvīns	Drigins	Kurzemes plānošanas reģions	
3.	Elita	Šveica	SIA "Eiropas Dzelzceļa līnijas"	

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4.	Evelīna	Budiloviča	Rīgas domes Pilsētas attīstības departaments	
5.	Gusts	Ašmanis	Autotransporta direkcija	
6.	Indulis	Ozoliņš	Kurzemes plānošanas reģions	
7.	Inese	Jēgere	Vidzemes plānošanas reģions	
8.	Kristīne	Malnača	Vidzemes plānošanas reģions	
9.	Kristīne	Grīnvalde	Satiksmes ministrija	
10.	Mihails	Pothonins	Rīgas domes Pilsētas attīstības departaments	
11.	Rūdolfs	Cimdiņš	Rīgas plānošanas reģions	

12. Santa	Balaša	Satiksmes ministrija	
13. Zanda	Jaunsproģe	Satiksmes ministrija	
14. Katrīna	Polapova	RPR	Kaumf.
15. Līgita	Olante	RPR	Olante
16. Inese	Čudāce	RPR	Čudāce
17. Oļģere	Sveinam	Reģ. plānošanas aģent.	Reģ. plānošanas aģent.
18. Aleksandrs	Jānsone	Reģ. plānošanas aģent.	Jānsone
19.			
20.			

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Organizatori:

Nr.	Vārds	Uzvārds	Organizācija	Paraksts
1.	Aleksis	Stežko	SIA Ardenis	
2.	Gatis	Kristaps	SIA Ardenis	
3.	Nameda	Belmane	SIA Ardenis	

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3.6.3. Meeting III

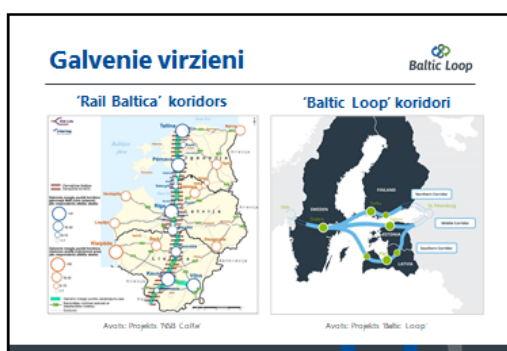
Uzvārds	Vārds	Organizācija	Amats	E - pasts	Telefons
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Bērziņa	Dace	VAS "Latvijas Valsts ceļi"	Stratēģiskās daļas vadītāja	dace@lvceli.lv	67028308
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Kerija	Laura	VAS "Latvijas Valsts ceļi"	Attīstības plānošanas inženiere	laura@lvceli.lv	67028247
Sčavinskis	Vladimirs	Stena Line SIA	Freight Sales Manager Baltic, Russia & CIS	vladimirs.scavinskis@stenaline.com	37128660056
Potihonins	Mihails	Rīgas domes Pilsētas attīstības departaments	Galvenais projektu vadītājs transporta attīstības jomā	mihails.potihonins@riga.lv	37122363359
Murziņa	Indra	Kurzemes plānošanas reģions	Telpiskās attīstības plānotāja	indra.murzina@kurzemesregions.lv	26462395
Zučika	Aija	Rīgas plānošanas reģions	Projektu vadītāja	aija.zucika@rpr.gov.lv	28307589

Potapova	Katrīna	Rīgas plānošanas reģions	Attīstības plānošanas uzraudzības speciāliste	katrina.potapova@rpr.gov.lv	
Belmane	Nameda	SIA Ardenis		nameda.belmane@gmail.com	26529876
Šveica	Elita	SIA "Eiropas dzelzceļa līnijas"	Eksperte terit.plān.	elita.sveica@edzl.lv	29182185
Gaujeniete	Liene	VASAB sekretariāts		liene.gaujeniete@vasab.org	
Rozenšteine	Inta	patlaban nestrādāju		irozenst@gmail.com	29456988
Balaša	Santa	Satiksmes ministrija	Juriskonsulte	Santa.Balasa@sam.gov.lv	67028071
Olante	Ligita	Rīgas plānošanas reģions	Sabiedriskā transporta nodaļas vadītāja	ligita.olante@rpr.gov.lv	29173248
Malnača	Kristīne	Vidzemes plānošanas reģions		kristine.malnaca@vidzeme.lv	
Gatis	Kristaps	SIA Ardenis			
Cimdiņš	Rūdolf	Rīgas plānošanas reģions	Administrācija s vadītājs		


Table 4: Third meeting list of participants (Latvia)


3.7. Presentations - Latvia


3.7.1. Meeting I




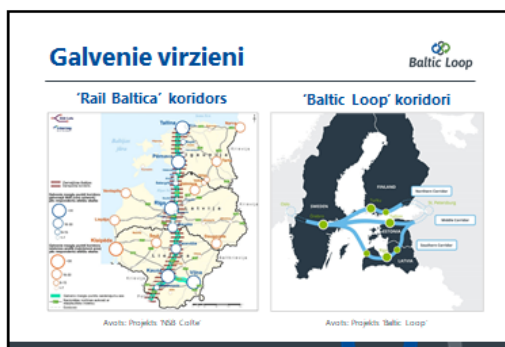


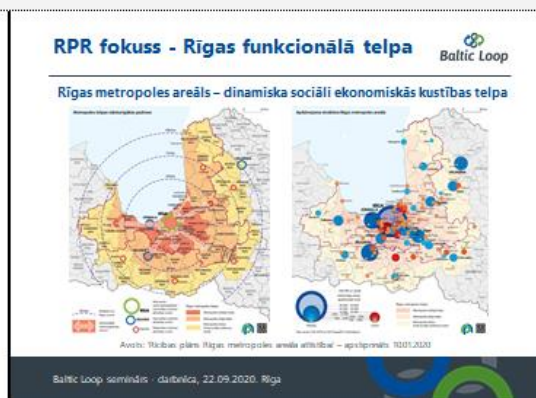












RPR loma – dialoga veidošana (2)

05.03.2020. Rīga, Rātsnams - Baltic Loop & SUMBA koprades pasākums "Pilsētvides mobilitātes plānošana un SUMP pieejas īst Rīgas metropoles areālā".

Mērķis aktivizēt virzību uz SUMP pieejas īstenošanu Rīgā un tās apkārtnē. 55+ dalībnieki – pārvaldes institūcijas, transporta eksperti u.c.



Baltic Loop seminārs - darbnīca, 22.09.2020. Rīga

Sadarbības dialogi transporta jomā

Aktivitātes projekta ietvaros – pasažieru un kravas transporta sektorā iesaistīto pušu sadarbībai:

- iesaistīto pušu darbības portfolio izstrāde
- viedokļu apkopojums par esošo sadarbības efektivitāti un iespējamām uzlabojumiem
- dialoga sanāksmju organizēšana
- vadlīniju izstrāde nākotnes sadarbībai
- sadarbības platformas izstrāde

Baltic Loop seminārs - darbnīca, 22.09.2020. Rīga

Sadarbības dialogi transporta jomā

Sadarbība ar SIA 'Ardenis'

„Pasažieru un kravu transporta sektorā iesaistīto pušu sadarbības risinājumi Centrālā Baltijas reģionā”

3 semināru – darbnīcu cikls

22.septembris	SVID analīze transporta nozares sadarbības un komunikācijas jautājumos
20.oktobris	Vadlīnijas nākotnes sadarbībai
24.novembris	Sadarbības platformas izstrāde

Baltic Loop seminārs - darbnīca, 22.09.2020. Rīga

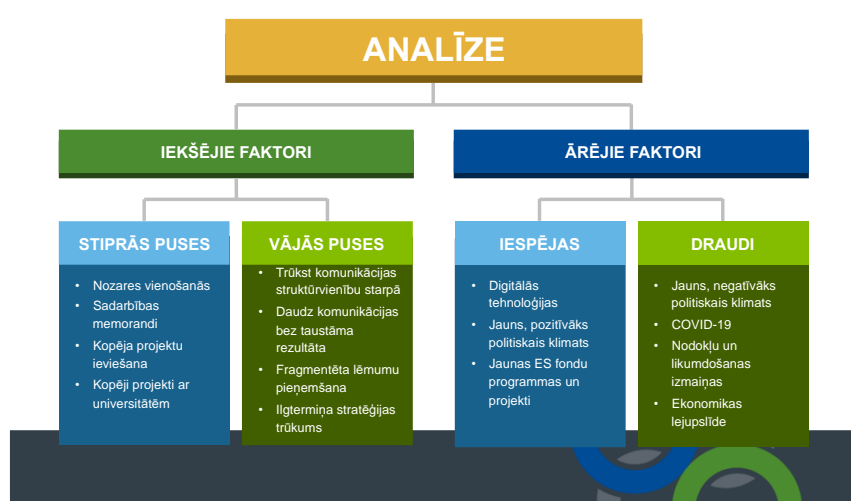


Paldies!

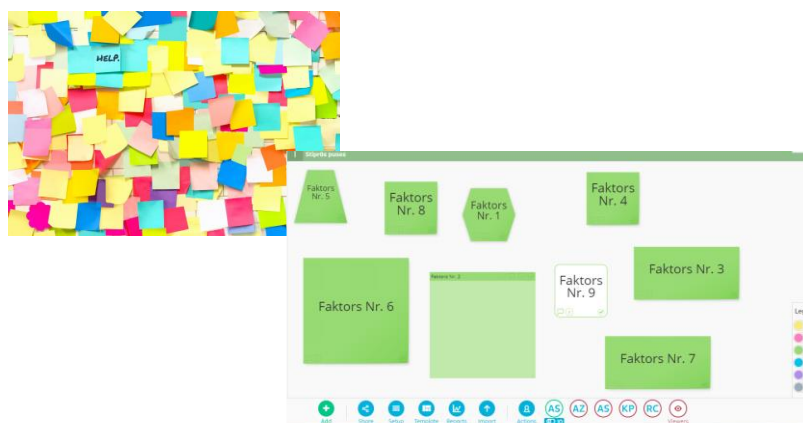
Rūdolfs Cimdiniņš
Rīgas plānošanas reģions
rudolfs.cimdins@rpr.gov.lv

www.balticloop.eu

SVID piemērs



Stormboard



Sadarbības dialogi transporta nozarē. Rīga, 2020.gada 22.septembrs.

3.7.2. Meeting II

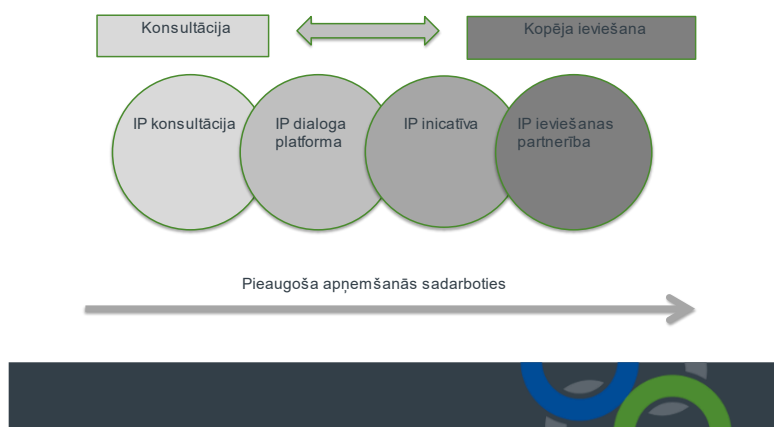
leinteresēto pušu (IP) dialogu teorija (Stakeholder dialogue)

- Teorijā IP dialogi ir metodoloģijā lai izstrādātu un īstenotu konsultācijas un sadarbību sarežģītos pārmaiņu procesos kuros jāiekļauj un jāintegrē dažādas interešu grupas.
- Labi strukturēti IP dialogi var radīt un veidot kopēju atbildību un risinājumus pozitīvam problēmas attīstības scenārijam

Konsultatīvo dialogu veidi

Forma	Raksturojums	Mērķis un pielietojums
Vienreizēja IP konsultācija	IP tikšanās	Ieinteresēt un iepazīstināt IP pārstāvjus par kādu tēmu
Regulāras, secīgas IP konsultācijas	Vairākkārtīgi IP pasākumi, kuri ir vērsti uz noteikta rezultāta sasniegšanu	IP dalība kāda lēmuma pieņemšanas procesā, vai IP pieredzes apmaiņa
Institucionalizētas IP konsultācijas	Valdības vadītas konsultācijas ar noteiktu regulējumu	IP ieguldījuma sniegšana ir regulēta kā daļa no labas pārvaldības prakses
IP platforma (konsultatīva)	Regulāras IP tikšanās, lai dalītos ar pieredzi	Veidot kopējas rekomendācijas, satikt dažādu IP pārstāvjus, nodrošināt IP interešu aizstāvību. Bieži apvienošanās noteiktā organizācijā.

IP dialogu formas



IP dialogu pamatformas



Iespējams nošķirt divas IP dialogu pamatformas:

- Konsultācija: dažādu IP domu, viedokļu un interešu strukturēta integrācija
- Sadarbības īstenošana (ieviešana): dažādu IP sadarbība, lai sasniegtu kopīgu mērķi (piemēram, kādas noteiktas programmas, iniciatīvas, projekta vai partnerības izveidošana)

3.7.3. Meeting III

Iepriekšējā semināra «Idejas un risinājumi» pārskats



- 18 vājās puses
- 7 draudi
- 5 iespējas
- 51 ideja un risinājums
- Saņemti komentāri no RPR

ZOOM seminārs «Rekomendācijas nākotnes sadarbībai»

Iepriekšējā semināra «Idejas un risinājumi» populārākās idejas (2)



Vāja galveno sektoru sadarbība



Publiskais sektors



Privātais sektors



Zinātne un pētniecība, izglītība

- Transporta jautājumos specializētu domnīcu izveide
- Kompetenču centra izveide
- Mobilitātes komitejas atjaunošana pie Latvijas Tirdzniecības un Rūpniecības (LTRK) kameras

ZOOM seminārs. «Rekomendācijas nākotnes sadarbībai»

IP viedokļu izpēte



- Intervijas ar
 - Rīgas domes
 - Asociācijas «Latvijas auto» (kravu pārvadājumi)
 - Latvijas pasažieru pārvadātāju asociācijas
 - Satiksmes ministrijas (attiecībā uz dzelzceļu)
 - Transporta un sakaru institūta pārstāvjiem
- Semināru rezultāti

ZOOM seminārs «Rekomendācijas nākotnes sadarbībai»

Analīze un sintēze



Analīzes ietvars

1. ģeogrāfiskais novietojums
2. ekonomika (ieskaitot tarifu un nodokļu faktorus un nosacījumus)
3. institucionālais un politiskais faktors
4. infrastruktūra
5. tehnoloģija
6. cilvēkresursi
7. vispārējās sadarbības un komunikācijas problēmas



Avots: Prof.Dr.hab.sc.ing. I. Kabaškins; adaptēts no KPMG ziņojuma "Freight Transport industry Latvia" 2011.

ZOOM seminārs «Rekomendācijas nākotnes sadarbībai»

Rekomendācijas (1)



- Ilgtermiņa stratēģiju un vīziju veidošana dažādos līmeņos (nacionālais, pašvaldību/reģiona)
- Sadarbība ar zinātnes, pētniecības un izglītības jomu
 - Apzināt esošos projektus un iespējas
 - Veidot sadarbību speciālistu sagatavošanā

ZOOM seminārs «Rekomendācijas nākotnes sadarbībai»

Rekomendācijas (2)



- Sadarbības platformu veidošana
 - **Sadarbības un komunikācijas risinājumi būs efektīvi, ja būs skaidrība par sadarbības mērķi; tāpēc tas jādefinē vispirms un tad var izvēlēties piemērotāko formu:**
 - Vienota platforma nacionāla mēroga jautājumu risināšanai ar visu IP pārstāvību;
 - Institucionalizēta sadarbības platforma (publiskajā sektorā);
 - Dažādu spēlētāju sadarbība, vienreizēja vai vairākkārtēja, reģiona vai pašvaldības līmenī
- IP sanāksmēs visbiežāk minētie risinājumi ir:
 - Sadarbības platforma
 - Mobilitātes komitejas atjaunošana pie LTRK
 - Specializētas domnīcas izveide transporta jautājumos
 - Kompetenču centra izveide.

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Rekomendācijas (3)



• Sadarbības platformu raksturojums (no semināriem)

- Sadarbības grupās/platformās jābūt pārstāvētiem transporta sistēmas lietotājiem un transporta sistēmas nodrošinātājiem. Attiecas gan uz attīstības plānošanas, gan projektu vadīšanas, gan cita veida sadarbības gadījumiem.
- Nepieciešamas komunikācijas platformas regulārai, sinhronizētai, strukturētai informācijas apmaiņai. Platformām nepieciešama skaidra tematiskā sadale un ērta piekļuve (attiecībā uz elektroniskām platformām).
- Sadarbības platformas veidošana. Tiek rīkotas regulāras darba grupas, kas ir fokusētas uz konkrētu mērķi, iesaistītajiem, termiņiem ar konkrētām atbildīgajām personām un definētiem rezultātiem.
- Jādefinē prasības akadēmisko pārstāvju iesaistei sadarbības platformās un viņiem deleģējamo uzdevumu formulēšanai. Sadarbība varētu izpausties, no vienas puses pētniekus informējot par vajadzību pēc lietišķiem, konkrētiem projektiem piesaņotiem pētījumiem, bet no otras puses, zinātniekiem sniedzot konsultācijas transporta politikas īstenošanai.
- Izveidot komunikācijas kanālus, kur publiskā sektora iestādes var informēt komersantus par savām aktualitātēm, bet privātais sektors - par saviem priekšlikumiem publiskās iestādes.
- Kontaktpunkta izveide valsts un pašvaldību (plānošanas reģiona) amatpersonu konsultācijai ar pētnieciskā un privāta sektora pārstāvjiem par nozarei aktuālajiem pētījumiem, inovācijām un prioritātēm

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Rekomendācijas (4)



• Sadarbība Rīgas metropoles areālā

Dažādi sadarbības risinājumi, no kopēju konkrētu, aktuālu jautājumu risināšanas ar ieinteresētām pusēm (Rīgas pilsēta, Rīgas satiksme, Pierīgas pašvaldības) līdz sarežģītāku formu veidošanai vai dalībai tajās, ar jau definētiem uzdevumiem :

- Vienotās biļetes ieviešana
- Kravu transporta loģistikas sakārtošana
- Sabiedriskā transporta plānošanas dokumenta izveidošana
- Infrastruktūras projektu ieviešana
- Vienotu transporta pakalpojumu ķēžu izveidošana

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Rekomendācijas (5)



Komunikācijas un sadarbības kvalitātes uzlabošana

- Novērst garas, nekoordinētas un apjomīgas komunikācijas ķēdes, tā vietā piemērojot efektīvu, vienkāršu un ātru komunikāciju. Efektīvai sadarbībai un komunikācijai ieviest projektu vadības formu, ar skaidriem mērķiem, rezultātiem un uzraudzību. Elastīgākai un ātrākai lēmumu pieņemšanai ieteicams veidot uzraudzības komitejas (*Steering committee*) pēc projektu vadības labās prakses parauga.
- Nepieciešams uzlabot datu pārvaldību, nosakot to sniegšanas pienākumus un nodrošinot savstarpējosavietojamību.
- Komunikācijā ar sabiedrību runāt par ietekmēm (pozitīvām) mikrolīmenī un veicināt pozitīvu (stāsti par labiem darbiem un sasniegumiem) komunikāciju ar nacionālo plašsaziņas līdzekļu palīdzību.

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Rekomendācijas (6)



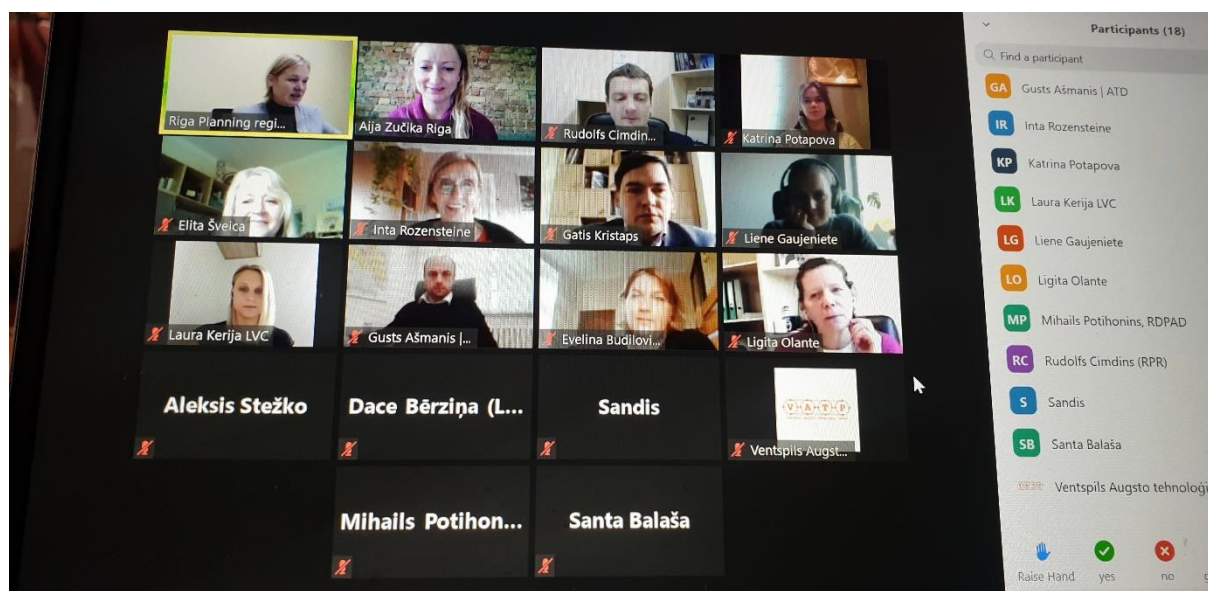
Jautājumi, kam pievērst uzmanību

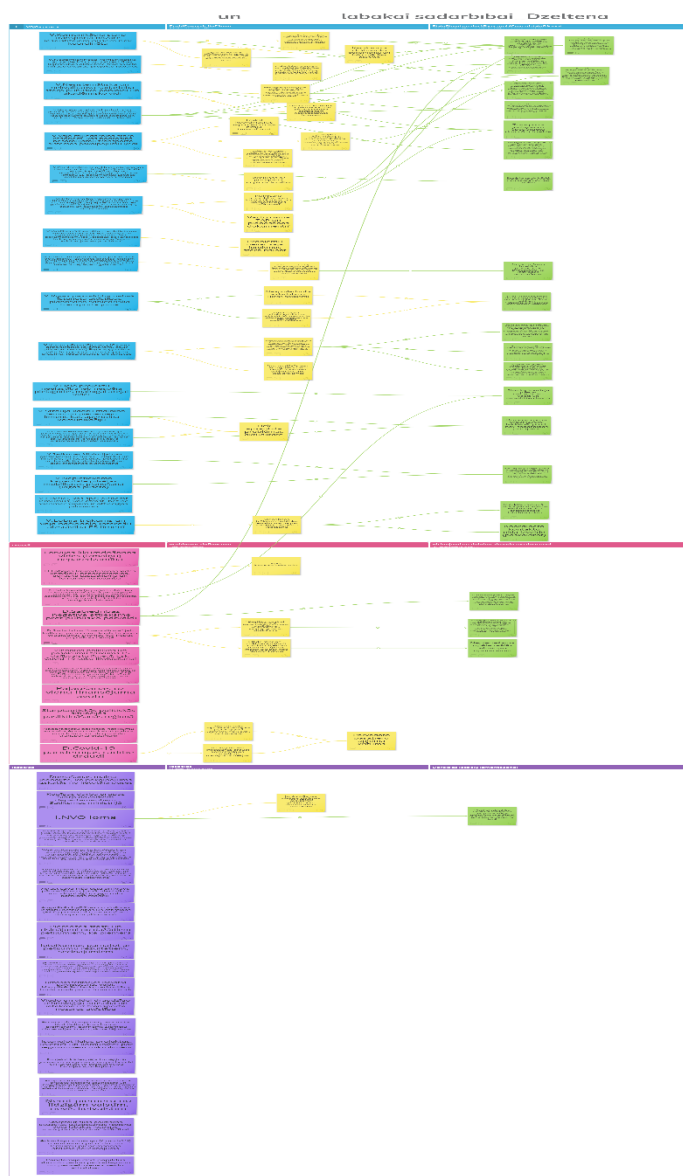
- Nacionālo interešu aizstāvība, pašapziņas un liderisma veicināšanā
- Sistemātiska koridora pakalpojumu veidošana
- Stipro pušu izmantošana – projektu sadarbība, projektu portfeļa veidošana
- Pašu finansējuma nodrošināšana savu mērķu realizācijai

ZOOM seminārs «Rekomendācijas nākotnes sadarbībai»

3.8. Photos of the meetings: Latvia







4. Stakeholder dialogue in the Baltic Loop project: Sweden

4.1. Meeting summary and results: Sweden

The Baltic Loop project focuses on solutions that improve transport flows for both people and goods within the following transport routes:

- Northern corridor: Oslo-Örebro-Turku-St. Petersburg;
- Middle corridor: Oslo-Örebro-Tallinn-St. Petersburg;
- Southern corridor: Oslo-Örebro-Riga-St. Petersburg.

The overall goal is to minimize travel time for both goods and people in the selected transport corridors and to reduce carbon dioxide emissions.

The purpose of the workshop has been to compile and map the collaboration and communication structures with the help of a SWOT analysis. The results of the SWOT analysis will be used to develop ideas and solutions for better cooperation between business, academia and the public sector in the areas of infrastructure, transport and logistics.

In this workshop report, we have focused on the route Oslo-Örebro-Stockholm or more specifically the Stockholm-Mälardalen region. We have had workshops with some key organizations that work to improve the transport corridor in an east-west direction within the Stockholm-Mälardalen region. The actors who participated were:

- Region Örebro County;
- Business Region Örebro;
- The company Oslo-Stockholm 2.55;
- Port of Stockholm;
- Mälarhamnar;
- The Chamber of Commerce Mälardalen.

The idea was to have the workshop physically in one of Region Örebro County. Due to the restrictions that have come with the COVID-19 pandemic, we have had to conduct the workshop digitally. The workshop has been carried out on several different

occasions and for the most part we have had the workshop individually with the actors. The underlying reason for this is that we decided that the actors would talk more freely about the strengths, weaknesses, opportunities and threats that exist with the collaborations they have. The outcome has been good and we have obtained very good information by having this set up.

4.1.1. Collaboration structures in Sweden

We have chosen to describe the actors' collaboration structures. This creates a deeper understanding of the SWOT analysis in the next chapter of this report.

Region Örebro County

Region Örebro County is the organization responsible for developing the Örebro region's infrastructure, logistics, public transport and sustainable community planning.

The Örebro County Region has the following collaborations within the framework of their work in infrastructure and transport:

- The Council for the Stockholm Mälars Region;
- The company Oslo-Stockholm 2.55;
- E18 group (co-opted members);
- Partnership Bergslagsdiagonalen;
- Forum for logistics;
- Regular reconciliations with the Swedish Transport Administration region East;
- The Bothnian Corridor;
- CPMR;
- Baltic Sea Commission;
- North Sea Commission;

- Business Region Örebro.

Oslo-Stockholm 2.55

Oslo-Stockholm 2.55 AB is a company owned by Karlstad Municipality, Värmland Region, Västmanland Region, Örebro County Region, Västerås City and Örebro Municipality. The company aims to accelerate the expansion of better train traffic between Oslo and Stockholm and on the sections in between.

Business Region Örebro

Business Region Örebro is a collaboration platform for business issues. It is a partnership between 12 municipalities in Örebro County: Askersund, Degerfors, Hallsberg, Hällefors, Karlskoga, Kumla, Laxå, Lekeberg, Lindesberg, Ljusnarsberg, Nora and Örebro. Business Region Örebro works to create growth by getting more companies to start, establish themselves and grow in the region. This is done through close collaboration with the existing business community, various actors and organizations and academia.

Business Region Örebro works with logistics as an area of strength where they have a special task in their ownership directive to promote logistics and the transport sector in the Örebro region through cooperation and investments. The ultimate way is their mission to get investments and increasing flows in the Örebro region. Business Region Örebro's mission is to make visible and facilitate players to drive transports from, for example, Kumla to the Baltics.

In logistics and transport, there are the following collaborations:

- The 12 municipalities in Örebro County;
- Region Örebro County;
- Business Sweden;
- Ports: Port of Gothenburg, Port of Norrköping, Mälärhamnar;
- Örebro Airport;
- Forum for logistics - run by BRO and is a network for actors active in transport, warehousing, trade, education or distribution. The network meets 4 times a year and alternates the meetings with lectures, study visits and interesting discussions.

Port of Stockholm

Stockholms Hamn AB is a wholly owned subsidiary Stockholms Stadshus AB. Port of Stockholm is the Baltic Sea's leading port and connects Sweden with the Baltic Sea and the rest of the world. Stockholms Hamnar offers berths and facilities for mainly ferry, cruise and container traffic. The Ports of Stockholm have, among other things, the following collaborations:

- Mälarhamnar;
- Wallenius Marine;
- Chamber of Commerce;
- Stockholm Stad;
- Swedish Maritime Administration;
- Swedish Transport Administration.

Mälarhamnar

Mälarhamnar AB is a company with quays in Västerås and Köping, Mälarhamnarna. The goods that are handled are liquid and solid bulk, containers and general cargo, including goods that require special transport due to size and weight. Mälarhamnarna is Central Sweden's freight hub and is part of a transport network where sea and land transport work together to reduce the freight transport load on the land infrastructure. Mälarhamnar has the following collaborations:

- Wallenius Marine;
- Chamber of Commerce;
- The Council for the Stockholm Mälar Region;
- Swedish Maritime Administration;
- Swedish Transport Administration;
- The municipalities of Västerås and Köping.

The Chamber of Commerce Mälardalen

The Chamber of Commerce Mälardalen is a regional and independent business organization that works to make Västmanland County, Örebro County and Eskilstuna and Strängnäs municipalities an even better place for companies. They represent 800 companies with 50,000 employees in the region. One of their focus areas is infrastructure. In addition to the companies they represent in transport and logistics, they work closely with:

- Oslo-Stockholm 2.55;
- The Council for the Stockholm Mälar Region;
- Region Örebro County;
- Västmanlands County;
- Eskilstuna municipality;
- Strängnäs municipality.

4.1.2. Main conclusions

Collaboration structures	SWOT statements
Strengths	
Region Örebro County	Good cooperation between Region Örebro county and Mälardalsrådet, Oslo- Stockholm 2.55 and Bothnia Corridor. Ongoing dialogue and often participate actively in meetings and in possible working groups.
Business Region Örebro (BRO)	<p>The feedback BRO has received is that the Örebro region and Business Region Örebro's work is visually strong and interesting. BRO attract attention by being very professional.</p> <p>BRO:s cooperation has improved with the airport.</p> <p>BRO has a good collaboration with the university and municipalities in the county.</p>

Oslo-Stockholm 2.55	<p>Oslo-Stockholm 2.55 create clear networks and coordinate different types of actors with an interest in a faster railway connection between Oslo and Stockholm. It is about political representatives, business, academia and organizations. All their work is based on creating alliances and commitment around the project from the outside - something they have succeeded well with within the framework of the company's work.</p> <p>Oslo-Stockholm 2.55 has a large network of private stakeholders who work with them as a public actor.</p>
The Chamber of Commerce Mälardalen	<p>Good cooperation with actors such as Oslo-Stockholm 2.55, The Council for the Stockholm Mälär Region and the other Chambers of Commerce Stockholm and Värmland. We speak with “a strong voice”.</p>
Port of Stockholm & Mälarhamnar	<p>Active involvement and reach-out to civil servants, politicians, business on municipal and regional levels</p> <p>Initiated co-operation between Mälarhamnar, Ports of Stockholm and Wallenius Marine is unique. As a consortia the three have easier to get their voice heard in communication.</p> <p>All three, including Wallenius Marine, work very well together as a consortia which enhances the chance to get your unanimous voice heard e.g. in communication with authorities and other stakeholders.</p>
Weaknesses	
Region Örebro County	<p>Many players who to some extent pulling in different directions;</p> <p>Weak cooperation with Bergslagsdiagonalen.</p>

Business Region Örebro (BRO)	<p>Forum for logistics - Sweden's largest logistics network. Not as much involvement in the network.</p> <p>The problem with communication is communication. To create a behavior change, you need to feed the substance all the time.</p> <p>Time is the biggest weakness for the development of collaborations.</p> <p>In the public sector, there are a lot of cooperation agreements, but there is no "speed in" the cooperation. They shake hands and take pictures in the paper, and then they get nothing out of it. It is important to have energy in the matter.</p> <p>The collaboration can be made more efficient by focusing on a number of collaborations.</p> <p>Less contact area between BRO and Region Örebro County, but at the same time better.</p> <p>Business Region Örebro are not so concrete in the cooperation with the ports.</p>
Oslo-Stockholm 2.55	<p>It is always difficult to weigh the interests of different actors so that there is a balanced outcome of collaboration and efforts. A shortage is also resources. We are a very small company with only two employees - that means we can not do as much as we might want to do in the end. This in turn can make it difficult to create and maintain networks in a fully satisfactory way.</p>
The Chamber of Commerce Mälardalen	<p>The cooperation is much based on personal contacts, which is always a risk.</p>

Port of Stockholm & Mälaren	<p>Lack of communication and collaboration resulting in communication breaches</p> <p>Lack of political commitment (much promised but little done)</p> <p>Lack of politicians competence and knowledge in the field of sea transportation</p> <p>Clinging to old habits, patterns and ways of communication and doing</p> <p>Competition between national ports -> poor co-operation -> no synergy effects achieved</p>
Opportunities	
Region Örebro County	Digital meetings as an opportunity to increase the efficiency of the collaborations (due to reduced need for travel = earn travel time) but also increase the opportunity for more people to participate. (ROC)
Business Region Örebro (BRO)	Environment and sustainability are synonymous with efficiency in the logistics world. These are trends that BRO are trying to take advantage of.
Oslo-Stockholm 2.55	<p>Planning of infrastructure development, etc., location investigations, financial assessments and written agreements between states and/or authorities in different nations</p> <p>Common and stronger forms of collaboration for crossborder projects. For example, a stronger Nordic co-operation forum for infrastructure.</p>

	<p>Trends that the stakeholder can take advantage of are trends such as climate and environment, increased travel by rail and the broad consensus on green projects.</p>
Port of Stockholm & Mälardalen	<p>Capitalise on wider engagement and co-operation beyond geographic/regional and national boundaries incl. their ports.</p> <p>Consumer behaviour particularly of the younger generations as a driving force affecting producers.</p> <p>Reuse, recycling and circular economy.</p>
Threats	
Region Örebro County	<p>Global pandemic can create budget deficits.</p> <p>Risk that budget deficits etc. affect the opportunity to develop, for example, public transport but also investments in new projects. This can lead to prioritizing collaboration and turning more inwards.</p> <p>The process for infrastructure planning is also an obstacle as it takes a long time to get measures prioritized.</p>
Business Region Örebro	<p>Jönköping and Stockholm are a threat. Not as a competitor, but more that it has the opportunity to switch the flows, from east to west, to Stockholm - Jönköping - Malmö. If Jönköping grows even more, Stockholm will send its flows diagonally down instead of an east-west direction.</p> <p>When working to promote investment, there is always a risk that politics will get involved.</p>

Oslo-Stockholm	<p>The risk is that the project is put in the mothballs due to political disagreement, funding, lack of joint planning and cross-border cooperation.</p> <p>Lack of joint planning, lack of consensus on what goals the transport corridor should achieve.</p> <p>That other projects are prioritized before ours.</p> <p>Instability in political constellations</p>
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Table 5: Summary Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix (Sweden)

4.1.3. Region Örebro County

Strengths (internal)	Weaknesses (internal)
What do you do well regarding cooperation and communication between different actors? We have an ongoing dialogue and often participate actively in meetings and in possible working groups.	What shortcomings are there in communication and cooperation between different actors? In a couple of the groups, we could be clearer about who is the representative of the region, eg Bergslagsdiagonalen. Our internal anchoring / reconciliation between different groups could be made more structured.
What unique resources enable good collaboration between stakeholders? Low staff turnover, many have worked for many years with these issues and have both good expertise and large networks of contacts.	What can be improved? How can the collaboration be made more efficient? What obstacles counteract communication and cooperation between actors? It often feels as if there is a lack of time that causes problems with work between meetings not being prioritized and that internal anchoring with other officials as well as politicians is sometimes lacking.
What do others see as your strengths in collaboration? That they are well established and have political priority.	What do others see as your weaknesses in collaborations? In some, we have many players who, to some extent pulling in different directions which can make it difficult to be really

	"sharp", as cooperation in the Mälardalen Council.
<p>Has the collaboration improved in the last 1-5 years? Mention some examples.</p> <p>Within the Bothnian Corridor, I would say that cooperation has increased in the last 5 years. On the one hand, this collaboration has good resources and on the other hand, their operations are in line with our priorities.</p>	<p>Has the collaboration decreased in the last 1-5 years? Mention some examples.</p> <p>Within Bergslagsdiagonalen, the collaboration has drastically decreased over the past five years. This is largely due to the fact that the work that the office performs has not felt relevant to us.</p>

<p>Are there good forms of communication and cooperation (formal or informal) between different stakeholders, e.g. public and private sector,</p> <p>the transport sector and the academic sector (research, education, innovation),</p> <p>cooperation with municipalities and urban / regional development issues,</p> <p>international cooperation, the transport sector and society in general,</p> <p>transport sector and passengers,</p> <p>the transport sector and customers in freight transport.</p> <p>Would say that in the county there are good collaborations between all these stakeholders. Then they can certainly be developed and broadened, but the ones that exist I experience work well. However, I have no good examples other than the Forum for logistics and our ongoing dialogue / collaboration with municipalities, BRO, the Chamber of Commerce, ORU, etc.</p>	<p>Are there communication and cooperation deficiencies (issues) between different stakeholders, e.g. public and private sector,</p> <p>The transport sector and the academic sector (research, education, innovation).</p> <p>cooperation with municipalities and urban / regional development issues,</p> <p>international cooperation,</p> <p>the transport sector and society in general,</p> <p>transport sector and passengers.</p> <p>the transport sector and customers in freight transport.</p> <p>Due to lack of time and resources, the dialogue may not be as structured as one would have liked. No one has time to administer and arrange a structure that is more regular. Some structures exist, of course, but in the event of a high workload, dialogue with others is such a thing that is easily prioritized down to later.</p>
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Opportunities (external environment)	Threats (external environment)
<p>What opportunities are there to improve cooperation between different actors along the chosen transport corridor? What benefits would that bring?</p> <p>Name / describe opportunities within the areas:</p> <p>Policy: policy documents and planning documents, etc.;</p> <p>Infrastructure: planning of infrastructure development, etc.;</p> <p>Technology - IT and other technology, Cooperation.</p> <p>Above all, I see opportunities to develop our work internally so that everyone will have more insight into, exchange of different collaborations we are in. I also think it would lead to synergies where our delivery into the collaborations would be improved.</p>	<p>Can you describe which threats can harm you / the transport efficiency along the chosen corridor? Can they be overcome through stakeholder cooperation and to what extent?</p> <p>The main threat I see is that we do not succeed in changing transport behaviors, both for person and goods, in such a way that emissions are reduced. It will deteriorate competitiveness sooner or later. However, that threat is relatively abstract.</p> <p>More specifically, I see a threat that there will be no funding for necessary investments in infrastructure or for the implementation of new technology that leads to sustainability.</p> <p>Cooperation can, of course, reduce those risks by agreeing on the most urgent needs and priorities.</p>
<p>What trends can you take advantage of?</p> <p>I see digital meetings as an opportunity to increase the efficiency of our collaborations (due to reduced need for travel = earn travel time) but also increase</p>	<p>What is the current political situation, can it hurt you?</p> <p>Well, I see a risk that budget deficits etc. affect the opportunity to develop, for example, public transport but also investments in new projects. In the worst</p>

<p>the opportunity for more people to participate. On the other hand, increased participation can reduce efficiency due to more wills to be shared.</p>	<p>case, this can lead to prioritizing collaboration and turning more inwards, but since much of our collaboration is part of our advocacy work to get more investments in our</p> <p>region / on infrastructure important to the region, it can also be the case that you see an even greater need for collaboration and therefore spend even more time on it.</p>
<p>What is the current political situation, can it be beneficial for more effective cooperation?</p> <p>Sometimes it is easier to get cooperation to move forward in the form of political agreement and sometimes decisions about the political representatives belong to the same party. But it is not noticeable to any great extent.</p>	<p>What is the current financial situation, can it hurt you?</p> <p>The public sector is always poor with money and the ambition in all collaboration is always governed by the resources available, including staff. As long as the financial situation means a stoppage of employment / restrictiveness in increased human resources, the amount of time that can be invested in various collaboration structures will be affected.</p>

<p>How is the current situation in society, can it be useful for you and cooperation between stakeholders?</p> <p>The pandemic accelerated the transition to digital meetings that could lead to more effective collaboration. This is in the form that you can be seen more often due to not having to travel, but also that once you are seen in the future, it can be even higher quality of the meetings that are conducted.</p>	<p>What is the current situation in society, can it hurt you?</p> <p>The pandemic could also lead to regions, countries, etc. becoming more inward-looking and not placing as much emphasis on collaboration. However, we have not noticed any such trends yet.</p>
<p>Can new technology or any other technical or infrastructure development be useful to you and contribute to a certain collaboration, can you describe?</p> <p>Solutions for efficient and rewarding digital meetings would of course further facilitate collaboration. Otherwise, well.</p>	<p>Can new technology or any other technical or infrastructure development harm you, can you describe?</p> <p>Not what I can think of</p>
	<p>What are your vulnerabilities to changes in legislation, taxation or other political and governing measures?</p> <p>Can't think of anything.</p>

	<p>What are the main administrative obstacles to the route?</p> <p>For Oslo-Sthlm, the national border and the fact that Värmland belongs to another traffic region is definitely an administrative obstacle. However, the company is an answer to that.</p> <p>The process for infrastructure planning is also an obstacle as it takes a long time to get measures prioritized.</p>
	<p>What are the financial obstacles to the route?</p> <p>Clearly a lack of funding for infrastructure measures and the fact that there is no investigated alternative funding for the Nobel line and the border line.</p>

Table 6: Region Örebro County Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix

4.1.4. Business Region Örebro

Strengths (internal)	Weaknesses (internal)
<p>What do you do well regarding cooperation and communication between different actors?</p>	<p>What are the shortcomings in communication and cooperation between different actors?</p> <p>Forum for logistics - Sweden's largest logistics network. Not as much involvement in the network.</p> <p>The problem with communication is communication. To create a behavior change, you need to feed the substance all the time.</p> <p>Time is the biggest weakness for the development of collaborations.</p>
<p>What unique resources enable good collaboration between stakeholders?</p> <p>That everyone has "speed-in" in the issue, ie. that everyone works towards a certain goal with motivation and energy.</p> <p>A good collaboration between stakeholders is created by having a good offer when you sit down at the table. All parties will wonder what do they gain from it? They will be as generous as their own profit.</p>	<p>What can be improved?</p> <p>In the public sector, there are a lot of cooperation agreements, but there is no "speed in" the cooperation. They shake hands and take pictures in the paper, and then they get nothing out of it. It is important to have energy in the matter.</p> <p>When it comes to cooperation with the ports, it is probably important to be more concrete, such as making a sales pitch. BRO have the structure ready for a sales pitch. If, for example, someone want to make a shoe in Lindesberg and drive it to Norrköping, which will then go on a boat to the Baltics. How do they do? What does it cost? What can they expect? Pack up that collaboration. BRO are not good enough at that and they want to develop their way of compacting this.</p>

	<p>According to BRO, the logistics and transport industry has a tendency to be risk-averse and conventional, as there is no chance that the goods will arrive. So if you have something that works and you have calculated it in your business model, you do not want to make any major changes.</p>
<p>What do others see as your strengths in collaboration?</p> <p>The feedback BRO has received is that the Örebro region and Business Region Örebro's work is visually strong and interesting. BRO attract attention by being very professional.</p>	<p>How can the collaboration be made more efficient?</p> <p>The collaboration can be made more efficient by focusing on a number of collaborations.</p>
<p>Has the collaboration improved in the last 1-5 years? Mention some examples.</p> <p>When it comes to ports, we have gone from 1 to 4 collaborations.</p> <p>Cooperation has improved with the airport.</p>	<p>What obstacles counteract communication and cooperation between actors?</p> <p>Do not feel that there are any obstacles. It's more about everyone being busy with theirs and not focusing on theirs.</p> <p>Political instruments.</p> <p>Share data with each other.</p>
<p>Are there good forms of communication and cooperation (formal or informal) between different stakeholders.</p> <p>We have a good collaboration with the university and municipalities in the county.</p>	<p>What do others see as your weaknesses in collaborations?</p> <p>That BRO do not have time to give the attention we want to our partners.</p>

	<p>Has the collaboration decreased in the last 1-5 years? Mention some examples.</p> <p>Less contact area between BRO and Region Örebro County, but at the same time better.</p> <p><i>Information:</i></p> <p>ROL does lobbying and the major strategic features. ROL works to create conditions.</p> <p>BRO's mission is to make the business community and its companies grow and the airport to grow. More operational in business opportunities.</p> <p>BRO does not have contact with the companies if there are no business opportunities.</p> <p>When BRO calls the companies, there is always some interesting value for the company. BRO says no to people or organizations who only want to ask questions to the business community.</p>
	<p>Are there communication and cooperation deficiencies (issues) between different stakeholders</p> <p>No international collaborations, but we have regular international dialogues. We have foreign companies that want to enter the Örebro region in the transport sector regularly. Sometimes it's more or sometimes it's less.</p> <p>We court, be courted or buy meetings with companies.</p>

Opportunities	Threats
<p>What opportunities are there to improve cooperation between different actors along the chosen transport corridor? What benefits would that bring?</p> <p>We are sharper at packaging and visualizing our offers.</p>	<p>Can you describe which threats can harm you / the transport efficiency along the chosen corridor? Can they be overcome through stakeholder cooperation and to what extent?</p> <p>Jönköping and Stockholm are a threat.</p> <p>Not as a competitor, but more that it has the opportunity to switch the flows, from east to west, to Stockholm - Jönköping - Malmö. If Jönköping grows even more, Stockholm will send its flows diagonally down instead of an east-west direction.</p>
<p>What trends can you take advantage of?</p> <p>Environment and sustainability are synonymous with efficiency in the logistics world. These are trends BRO is trying to take advantage of.</p>	<p>What is the current political situation, can it hurt you?</p> <p>When working to promote investment, there is always a risk that politics will get involved.</p> <p>Example:</p> <ol style="list-style-type: none"> 1. NorthVolt has not landed in Skellefteå or Västerås because it is the best establishment location. The factory has ended up there due to political incentives. The overall picture will be better if you establish the factory there. There are conditions for having a factory in Örebro. 2. Climate money/Venova money is politically controlled. The money is ordered. We have companies that are looking for green loan money but they do not get any money. This money is

	<p>probably marked to the larger players such as Volvo and Scania for their autonomous/electric trucks. We have tried for many years to attract them but they have not shown any interest in electric trucks. In October, when the government says they will electrify Sweden suddenly things start to happen and 250 million SEK are on the table. Two weeks later, Volvo says now they want to electrify trucks.</p>
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Table 7: Business Region Örebro (BRO) Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix

4.1.5. Oslo-Stockholm 2.55

Strengths (internal)	Weaknesses (internal)
<p>What do you do well regarding cooperation and communication between different actors?</p> <p>We create clear networks and coordinate different types of actors with an interest in a faster railway connection between Oslo and Stockholm. It is about political representatives, business, academia and organizations. All our work is based on creating alliances and commitment around the project from the outside - something we have succeeded well with within the framework of the company's work.</p> <p>Name / describe examples of the areas:</p> <p>Policy: policy documents and planning documents, etc</p>	<p>What shortcomings are there in communication and cooperation between different actors?</p> <p>It is always difficult to weigh the interests of different actors so that there is a balanced outcome of collaboration and efforts. A shortage is also resources. We are a very small company with only two employees - that means we can not do as much as we might want to do in the end. This in turn can make it difficult to create and maintain networks in a fully satisfactory way.</p>

<p>Communication strategy, ownership strategy, Business plan, Budget</p> <p>Infrastructure: planning of infrastructure development, etc .;</p> <p>Cost analyzes, time analyzes, Business Case, Financial investigations, Benefit analyzes</p>	
<p>What unique resources enable good collaboration between stakeholders?</p> <p>Common goal</p> <p>Knowledge</p> <p>Decision-making ability</p> <p>Initiative</p> <p>Opportunity for good collaboration</p>	<p>What can be improved?</p> <p>If we had more personnel or other types of resources that maintained and kept up with issues, we could be more efficient.</p>
<p>What do others see as your strengths in collaboration?</p> <p>We are committed</p> <p>We adapt to the needs that are set - are never stuck in a specific solution as long as it takes the project forward</p> <p>We always set up and share information and knowledge</p> <p>We have a large knowledge resource when it comes to financing and planning of railways.</p>	<p>How can the collaboration be made more efficient?</p> <p>When more people feel ownership of the issues, networks and communication can be established as "flying on their own" without the company's involvement.</p>
<p>Has the collaboration improved in the last 1-5 years? Mention some examples.</p>	<p>What obstacles counteract communication and cooperation between actors?</p> <p>Other important issues</p>

<p>Yes, we have a much closer collaboration with both decision-makers and authorities</p>	<p>Time</p> <p>Opportunity and time to acquire knowledge</p> <p>Resources</p>
<p>Are there good forms of communication and cooperation (formal or informal) between different stakeholders, e.g.</p> <p>Public and private sector - good forms of collaboration.</p> <p>We have a large network of private stakeholders who work with us as a public actor.</p> <p>The transport sector and the academic sector</p> <p>Do not know. However, we collaborate with the universities in the area.</p> <p>Cooperation with municipalities and urban / regional development issues</p> <p>We bring together both regional and municipal actors to collaborate on the issue. Also regional and national government actors and coordinate their work</p> <p>International cooperation</p> <p>Both with authorities, companies and organizations on the Norwegian side</p>	<p>Has the collaboration decreased in the last 1-5 years? Mention some examples.</p> <p>No</p>

	<p>Are there good communication and cooperation deficiencies (issues) between different stakeholders, e.g. - public and private sector,</p> <p>Public and private sector</p> <p>Yes, in Sweden we are not really used to engaging the business community at an early stage of infrastructure projects</p> <p>International cooperation</p> <p>For cross-border projects, coordination between countries is always a major challenge that needs to be improved in many ways. Joint planning, common goals, common processes, the view of financing are some examples.</p>
Opportunities (external environment)	Threats (external environment)
<p>What opportunities are there to improve cooperation between different actors along the chosen transport corridor? What benefits would that bring?</p> <p>Joint planning for example.</p> <p>Policy: policy documents and planning documents, etc</p> <p>Infrastructure: planning of infrastructure development, etc., location investigations, financial assessments and written agreements between states and/or authorities in different nations</p> <p>Technology - IT and other technology</p> <p>Is it safe, however, is not technically proficient. But there are certainly</p>	<p>Can you describe which threats can harm you / the transport efficiency along the chosen corridor? Can they be overcome through stakeholder cooperation and to what extent?</p> <p>Weak interest from one or the other party in the project. Or both for that matter.</p> <p>Lack of joint planning</p> <p>Lack of consensus on funding</p> <p>Lack of consensus on what goals the transport corridor should achieve.</p> <p>In the case of a formalized joint cross-border work, many obstacles can certainly be remedied. The project can thus mature through joint positions and we may not end up in a "sharp situation"</p>

<p>standardizations that can be made that harmonize this type of project.</p> <p>Cooperation</p> <p>Common and stronger forms of collaboration for crossborder projects. For example, a stronger Nordic co-operation forum for infrastructure.</p>	<p>where one or the other party must choose a solution in a "short time".</p>
<p>What trends can you take advantage of?</p> <p>Climate and environment</p> <p>Increased travel by rail</p> <p>Alternative ways to get to infrastructure</p>	<p>What is the current political situation, can it hurt you?</p> <p>That other projects are prioritized before ours.</p> <p>Instability in political constellations.</p> <p>A rather locked political climate.</p> <p>Fear of alternative financing on the Swedish side.</p>
<p>What is the current political situation, can it be beneficial for more effective cooperation?</p> <p>There is a broad consensus on green projects and the climate issue. Almost everyone is aware that change is necessary if we are to meet the climate goals.</p>	<p>What is the current financial situation, can it hurt you?</p> <p>If the high-speed project is to be financed within the framework, there is very little money left for other infrastructure investments. Covid-19 has also greatly affected the state budget.</p>
<p>How is the current situation in society, can it be useful for you and cooperation between stakeholders?</p> <p>More people are making conscious choices to travel sustainably instead of choosing aviation.</p>	<p>What is the current situation in society, can it hurt you?</p> <p>Covid-19. Concerns about future travelers. City budget and financing.</p>
<p>Can new technology or any other technical or infrastructure development be useful to you and</p>	<p>Can new technology or any other technical or infrastructure</p>

<p>contribute to a certain collaboration, can you describe?</p> <p>Do not know. Probably a factor as to why they're doing so poorly. In this situation, we do not work with technical solutions.</p>	<p>development harm you, can you describe?</p> <p>Do not know.</p>
<p>Do you miss any opportunity?</p> <p>A grueling conversation in politics and the world of government about how we as a nation should be able to produce the infrastructure we need to cope with the transition to a sustainable transport system despite financial constraints.</p>	<p>Based on your weaknesses, what are your risks?</p> <p>The risk is that the project is put in the mothballs due to political disagreement, funding, lack of joint planning and cross-border cooperation.</p>
	<p>What are your vulnerabilities to changes in legislation, taxation or other political and governing measures?</p> <p>Difficult to answer at the moment of the project.</p>
	<p>What are the main administrative obstacles to the route?</p> <p>Joint planning of infrastructure</p>
	<p>What are the financial obstacles to the route?</p> <p>The economic obstacles are that the economic possibilities have not been jointly investigated so far.</p>
	<p>What are the organizational barriers to the lanes?</p> <p>Joint planning</p>

	<p>What more can there be obstacles in the lane?</p> <p>Different administrative areas for the Swedish Transport Administration, and the obstacles I mentioned above.</p>
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Table 8: Oslo-Stockholm 2.55 Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix

4.1.6. The Chamber of Commerce Mälardalen

Strengths (internal)	Weaknesses (internal)
<p>We are good at creating business networks and identifying common needs, opportunities and challenges in the business world and finding solutions and a way forward for growth.</p> <p>We have also good collaboration regarding infrastructure issues. We work closely with actors such as Oslo-Stockholm 2.55, Region Örebro County, Region Västmanland, The Council for the Stockholm Mälar Region. All these actors are within the route</p> <p>and have an interest in expanding</p>	<p>It is always difficult to weigh the interests of different actors so that there is a balanced outcome of collaboration and efforts</p> <p>Our collaborations works well today, but is very much based on personal contacts, which is always a risk/weakness. Possibly one could formalize it somewhat.</p>
<p>the route. The collaboration consists of information and experience exchange, for example in consultation responses. Also participation in measurements studies. In this way, everyone gets more knowledge, but we can also raise common issues and speak with "a strong voice".</p>	
Opportunities (external environment)	Threats (external environment)
No information	No information

Table 9: The Chamber of Commerce Mälardalen Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix

4.1.7. Port of Stockholm & Mälarmhamnar

Strengths	Weaknesses
<p>Forms of co-operation between Mälarmhamnar and Ports of Stockholm</p> <p>Initiation of inland waterway transportation between Port of Norvik (Ports of Stockholm operated by Hutchinsons Ports) and Mälarmhamnar together with Wallenius Marine (shipping line), that would operate the route.</p>	

The co-operation between Mälardalen and Ports of Stockholm is unique.

Active involvement and reach-out to civil servants, politicians, businesses on municipal and regional levels.

Pride taken in the initiated co-operation between Mälardalen (inland watertransport), Ports of Stockholm (Hutchinsons Port of Norvik) and Wallenius Marine.

Lack of communication and collaborations (a lot is said but little or nothing executed -> causes breaches in co-operation)

National level politics (transport committee) and regional representation (such as Västmanland) a lot of discussion but low degree of implementation/execution.

On all levels (national, regional and local) politicians all agree upon that traffic should according to national transport and climate strategies and goals increasingly be shifted from roads to other more sustainable transport modes (rail, sea). However, the relative share of road transportation continues to grow, whilst sea transportation continue losing market shares. The reason for this shrinkage is due to the more expensive costs structure of sea transportation compared to road haulage. As long as this gap exists and rising costs/fees are imposed on Maritime Administration over the past 5 years

NICKLAS

Nicklas agrees with Carola's statements on weaknesses

CAROLA

Regarding the latest remiss -The Maritime Authority does what they are supposed to do i.e. fund their own business activities, which means that fees need to be raised, while a new national transport plan is being

How is the co-operation working between the ports and cities as the big

cities are expanding, thus reducing the land area of ports?

NICKLAS

We have a good co-operation with the Stockholm City exploitation office. The office has the overall responsibility for the management and exploitation of the city's land within the city limits. The City of Stockholm owns approximately 70 percent of all land within the city. The ports are informed what the plans will be and look like. Housing will be build where the old container terminal used to be. This constitutes no problem as this port function in Frihamnen was removed to Norvik.

formulated. A number of new items/objects are being by force incorporated in the plan, whilst sea transportation has extra capacity to offer.

With today's cost structure it is just too expensive to operate/sail into Mälaren in comparison to choosing road

transportation –**this is a huge shortcoming and weakness**

Ahmed – BL is an international project covering transport corridors to Estonia, Latvia and Finland. Do ports have some kind of cooperation with the ports in these countries?

NICKLAS

There is a lot of co-operation between Ports of Stockholm and other ports around the Baltic Sea, but the actual content is unknown to me. It is our CEO that participate in these meetings.

CAROLA

When talking about transport corridors In EU context (with destination in the Baltic countries, for instance), the emphasis is too much on land transportation through

Sweden and then further on Continental Europe. Sea connections should increasingly be considered when considering/drawing up various transport corridors. EU is to a degree locked in their transport corridor visualisation and development and does not consider the opportunity of a new arising co-operation opportunities (within sea transportation and ports).

NICKLAS

Co-operation between international ports is important. However, it does not mean that it automatically would redirect cargo flows or shift the transport work from road transportation to sea transportation. Port cannot influence this.

CAROLA

I think it is crazy that land-based transport flows from China-Belarus travel via Poland and Germany to Sweden rather than taking the short geographically favourable sea connection via the Baltic Countries. Port-port cooperation cannot solve this problem –it requires a larger geographic overview and stronger national involvement and will.

CAROLA

The co-operation between Mälärhamnar and Ports of Stockholm is unique.

The trade association does not represent a constructive atmosphere, nor do they comprehend the synergy effects of regional co-operation between ports, enabling the well-fare and growth of respective ports.

Do you have any suggestions what measures politicians should take to tackle the problem and increase the shift from roads to sea transportation?

Shipping does not want to cause any additional costs for businesses, and hence other measures are needed to establish fair prerequisites for operative and business cost structure. An idea that has been suggested is a distance based “wear and tear” fee i.e. if you transport within a certain region a fee will not be levied in comparison to a situation where you transport over long distances around the county. This would support the choice to transport to the nearest port and generation of regional transportation. This would support the competitiveness of the Swedish road haulage companies. **To summarise, we are talking about financial incentives and policy framework.**

One can also govern the shift from road transportation to water transports through **other policy terms such as environmental concessions** that are granted in other parts of the EU in order to achieve cost neutrality between different transport modes. The funding of measures creating cost neutrality is bound to be found within the “National transport plan” budget framework, instead of introducing new (cost) objects into the 5-year plan and then wait and see for the consequences. It would be worth funding SMA in order to achieve

	<p>cost neutrality between the different transport modes.</p> <p>Sea transportation has a lot of unused capacity in contrast with road and rail transportation.</p> <p>Fairway dues finance the business activities of the Swedish Maritime Administration, at the same time as the majority of EU countries do not have any state fairway dues. The current Swedish (and Finnish and Estonian) fairway dues therefore constitute a competitive disadvantage for merchant shipping and the business community in aforementioned countries. The fairways dues in Sweden are however on a higher level than in EST/FIN. It would be worth funding the Swedish Maritime Authority in order to achieve cost neutrality between the different transport modes.</p> <p>The Maritime Administration serves/presents the EU legislation as an obstacle for introducing further discounts within shipping and hence certain transport modes face discrimination, namely sea transportation. I argue that Mälarhamnar in this sense face discrimination. In this case I argue that it would be easier not to levy any fairway fees at all.</p>
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Which resources enable a good co-operation between stakeholders?

CAROLA

Co-operation is enhanced by an already established co-operation history. General questions are easier to pursue than urgent questions, but that depends of course also on the complexity of the urgent question. If we look at shipping segment in general, there is a professional motivation to shift transports from road to sea in order to reduce emissions, for example, and reach the environmental targets, but when it comes to decision making and actions, politicians have the tendency to flee the responsibility. Everybody knows that the emissions caused by transportation needs to be reduced by 70% by 2030 (from base year 2010). Now we are half way, but still continue to load cargo on trucks. Despite the fact that the trucks these days use environmentally friendlier fuels, every tonne kilometre (transport work) that is shifted from roads to sea, reduce emissions by 50% in favor for shipping.

NICKLAS

One solution could be to **engage/involve cargo owners to the discussion, so that politicians could hear directly from those that buy transportation services.** Sea transportation could be communicated as an viable transportation mode option to road transportation, provided that it would be competitive with other modes.

How does the intrinsic co-operation work within shipping – co-operation case Mälardhamnar and Ports of Stockholm? What could be improved within the near future?

All three, including Wallenius Marine, work very well together and in relation/communication towards the Swedish Maritime Authority and the Swedish Transport Administration in order to launch the transport concept with a specific pricing agenda for inland sea transports. This

idea was however communicated by the

Maritime Authority as a “non-viable” setting, but today as difficult. This development is result of a good co-operation with the coordinator of domestic sea transportation, a newly introduced position at the Swedish Transport Administration.

It is costly to operate into inland ports – a port call at Mälardhamnar costs the shipping company approx. –SEK 100.000 for each ship/port call. We had 760 ship calls in 2019. It is seldom that shipping lines reach high enough frequency in order to get frequency discount. Hence you have a yearly cost of approx. SEK 76 million, which corresponds to approx. half of Mälardhamnar’s yearly turnaround of SEK 150 million. The traffic into Mälaren will not increase if the cost of the port call is that high and then we have no chance to initiate the Mälarpending traffic. We have had numerous meetings with the

<p>CAROLA</p> <p>Mälarhamnar has a lot of large industry actors in the vicinity, that they have visited and had business discussions. All talk about the commitment to environmental aspects and sustainability– however the reality is very different. I argue that logistics is not expensive enough in order to attract the top managements attention or interest. Sustainability aspects are not followed-up by the logistics manager and he/she does not align with the company's sustainability manager.</p>	<p>Swedish Maritime Authority and Swedish Transports Administration in order to create market and business conditions enabling the initiation of the Mälarpendel traffic. We know the cost of road transport from Norvik to Västerås, and that is the price we compete with. This type of transportation works in continental Europe, where roads are congested. This however causes reloading moments of the goods, which is time-consuming. We can become cost effective and attractive, but then the State should not discriminate one transport mode fee charging system.</p>
<p>What does external actors find as your strengths? E.g. cargo owners, politicians, municipalities?</p> <p>NICKLAS</p> <p>We are currently looking at a potential Kapellskär-Norrköping connection as part of a logistical chain, but the ports do not stand on common ground. Conversely, Stockholm hamnar have very good co-operation with Mälarhamnar.</p> <p>CAROLA</p> <p>What you just said Nicklas is very interesting. Shipping/ports suffer from a common weakness – fear of competition/losing business from other ports if situated in the same catchment area. Mälarhamnar's business idea is not to steel volumes from Gävle or Norrköping, given that the goods do not derive from the immediate Mälarhamnar's hinterland. But</p>	<p>What do others see as your weaknesses in collaborations?</p>

<p>unfortunately, the aforementioned behaviour has been recognised. Our trade association Sveriges Hamnar does not profile itself correctly in this matter either compared e.g. to The Association of Swedish Rail Infrastructure Companies, that supported all its members, big or small, equally. The Swedish Transport Administration transport was responsible for the negotiations with railway actors, which resulted in the existence of different sized actors. Hence, railway actors did not try to freeze</p> <p>out other actors. Ports, on the other hand, lack the will to communicate and co-operate with each other. Sweden has EU's longest coastline offering great business opportunities through co-operation on regional levels, rather than cannibalising on each other over expanded radii. This can be summarised as a trade illness.</p>	
<p>How has the co-operation between ports and regions/national level developed over the past five years?</p> <p>The insight and comprehension of sea transportation's potential and role in solving challenges related to the entire transport system, has increased. Political parties on national take a totally unanimous view on the aforementioned need, but when it comes to execution, then nothing happens. This became very evident in the Parliaments interpellation debate, when the chair of the transport committee asked the Minister of Infrastructure, why the number of trucks</p>	<p>Has the collaboration decreased in the last 1-5 years? Mention some examples.</p>

<p>(volume of road transportation) continues to grow and what is the role (statistics on sea transportation) and why the Swedish Maritime Authority once again announces a rise in fees. The minister's reply was that it is one thing to notify/announce a rise, and another to implement it. It appeared as if the minister had forgotten that it was no longer than 5 years back since the latest fee raise.</p> <p>An augmentation and shift to sea transportation will not happen without long-term metrics an/or policy instruments.</p>	
Opportunities (external environment)	Threats (external environment)
<p>Forms of co-operation between Mälarmhamnar and Ports of Stockholm.</p> <p>Initiation of inland waterway transportation between Port of Norvik (Ports of Stockholm operated by Hutchinsons Ports) and Mälarmhamnar together with Wallenius Marine (shipping line), that would operate the route.</p>	
<p>Capitalise on wider engagement and co-operation beyond geographic/regional and national boundaries incl. their ports.</p> <p>Consumer behaviour particularly of the younger generations as a driving force affecting producers</p> <p>Reuse, recycling and circular economy</p>	<p>We don't see any direct threats, only opportunities</p>
<p>Do you see relocation of ports/port functions as a growing trend?</p> <p>NICKLAS</p> <p>The cruise traffic will remain in the inner city due to the touristic values, whilst freight transports is not desirable in the inner city.</p>	<p>Which organisation should take the lead (The Swedish Maritime Authority or Transport Administration) and being the driving seat to pursue the common insight of promoting sea transportation?</p> <p>We need to get our infrastructure investments covered and that is why we</p>

CAROLA

The growing trend we see both in Sweden and globally is that the principal and large-scale handling of large sea cargo volumes shall not take place in the inner city. City logistics, on the other hand, have great development possibilities. And from perspective Stockholm has taken a great responsibility, by assigning (trafikkontoret) to inventory possible quay locations in Stockholm and further within the entire Lake Mälaren, In Amsterdam beer is delivered to pubs by barges and Paris a quay is being constructed next to Eiffel Tower. In the aforementioned segments, there are a lot of development potential. This may be a development that is enabled by economic preconditions to compete with truck traffic

What can be done to force cooperation between ports and landowners to move more goods to shipping? Do politicians have to come up with a system/incentive? Any kind of pressure to speed up the process?

CAROLA

We see changes in consumption and production patterns/trends that can function as driving forces among younger generations, but don't believe that the existing management (logistics) will push this question forward.

have port fees. The current Minister of infrastructure have assigned the national coordinator of sea transportation to investigate the structure/amount ports invoice their customers. Could it be interpreted as an action resulting from the conclusion that a shift from road to sea will not take place or pursued and hence the port fees need to be investigated instead.

Approximately half of the (negotiated) port fee income invoiced cover the tangible and physical port infrastructure cost/investments. In practise this infrastructure cost is constant regardless the cargo volumes handled. If cargo volumes would drastically increase then it would be likely that new machinera/cranes should be invested in, but as it is, even if we were to handle cargo 24/7, we would only use 15% of the crane capacity leaving us with 85% of the crane capacity left. Therefore, port fees are difficult to price. The ports cannot reduce the price of services they render. We could 2-to 3-double our existing total volume handled, without having to make additional investments. I argue that if the Swedish Maritime Authority was receiving funding like the Swedish Transport Administration, then a significant portion of fees could be eliminated, that burden the ports.

The Swedish Maritime Authority conduct/assign a number of analysis and reports, stating that the Swedish the focus and emphasis need to be on significantly shorter transport distances.

	<p>In the Netherlands you transport on water distances as short as approximately 20 kilometres. In Sweden, the big problem why we can't get the shift initiated is because of the existing cost structure. That decision to change the cost structure is controlled/hindered by the politicians, who lack competence.</p> <p>If the %-share of renewable energy could be established by the energy sector so why cannot the same apply to transport work (i.e. establish the %- share for each mode). Establish a "mandatory" share for sea transportation in relation to the national overall transport work. Today, the share is 3-11%, whereas the corresponding share in the Netherlands is 48%, because decisions have taken to support this development. The climate target go pear-shaped in Sweden because the national budget is insufficient.</p>
<p>Sea transportation is expensive due to the existing policy framework? Can sea transportation attract more customers through pricing?</p> <p>Pricing is not always the answer to attract cargo owners– we have even offered slightly better transportation prices, which the companies find interesting, but not topical as it is easy to cling to traditional ways of doing. I believe trends in consumer behaviour will be the driving force for shifting road to sea. This is not made easier through the fact that sea transportation segment has to fully stand for/cover its infrastructure costs, whilst road haulage segment does not.</p>	

All in all, the shift to sea transportation is both a cost and motivational question. The motivation is not yet there, as evidenced by road transportation's continuously growing market share.

Table 10: Port of Stockholm & Mälardalen Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix

4.2. Meeting invitation – Sweden



Du är inbjuden till workshop
Baltic Loop - hur förbättrar vi kommunikationen och samarbetet mellan olika aktörer inom transportsektorn

Inbjudan till digital workshop om *hur kan vi förbättra kommunikationen och samarbetet mellan olika aktörer inom transportsektorn!*

Onsdagen den 9 december 2020 mellan kl. 09-12 kommer Baltic Loop-projektet att anordna en digital workshop. Målet med workshopen är att utveckla idéer och lösningar för bättre samarbete mellan näringslivet, akademien och det offentliga inom områden infrastruktur, transport och logistik i Mälardalsregionen samt mellan länderna Sverige, Norge, Finland, Estland och Lettland.

Frågor som kommer att diskuteras:

- Aktuella sätt och plattformar för kommunikation och samarbete
- Vilka samarbeten finns för närvarande?
- Vilka brister finns det i kommunikation och samarbete mellan olika aktörer?
- Hur möjliggör och utvecklar vi kommunikation och samarbetet mellan olika aktörer?
- Vilka hinder motverkar kommunikation och samarbete mellan aktörer?
- Hur kan samarbetet effektiviseras?

Din roll är att bidra med dina synpunkter och erfarenheter. Resultaten från workshopen kommer att bli input till EU-projektet Baltic Loop vars resultat kommer att spridas till beslutsfattare på regional, nationell och EU-nivå i syfte att förbättra transport, infrastruktur och logistikplaneringen i Mälardalsregionen samt mellan Sverige, Norge, Finland, Estland och Lettland.

Du registrerar ditt deltagande via följande länk: <https://forms.gle/hHy872zQFghuLGvW6>

4.2.1. Presentations - Sweden



Baltic Loop

Workshop – samarbete och kommunikation

Digitalt möte, 9 december 2020

Ahmed Alaeddine & Irina Wahlström
Region Örebro län & Åbo Akademi

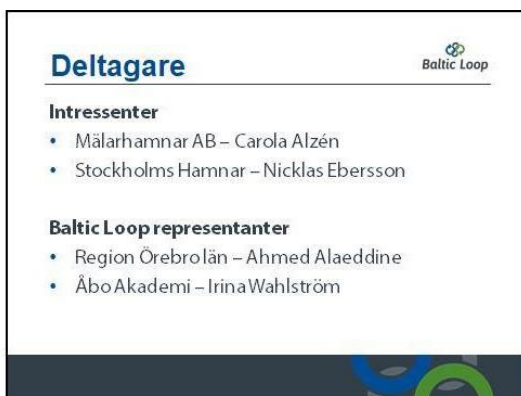


Projektöversikt

Baltic Loop

7 partners, 4 countries, 3 transport corridors, East-West corridor is under full potential

Overall target
Improving transport flows of people and goods in three selected corridors of Central Baltic region, at the same time reducing the CO₂ emissions.



Deltagare

Intressenter

- Mälarhamnar AB – Carola Alzén
- Stockholms Hamnar – Nicklas Ebersson

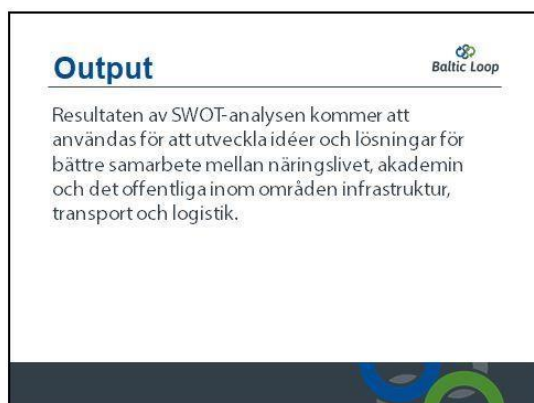
Baltic Loop representanter

- Region Örebro län – Ahmed Alaeddine
- Åbo Akademi – Irina Wahlström



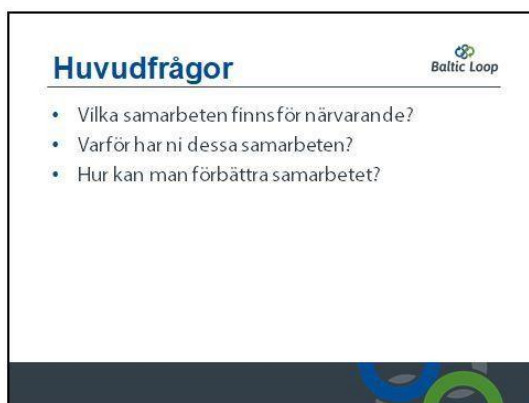
Syftet med workshop

Syftet med workshopen är att kartlägga samarbets- och kommunikationslandskap mellan aktörer inom de valda Baltic Loop-transportkorridorerna med hjälp av en SWOT-analys.



Output

Resultaten av SWOT-analysen kommer att användas för att utveckla idéer och lösningar för bättre samarbete mellan näringslivet, akademien och det offentliga inom områden infrastruktur, transport och logistik.



Huvudfrågor

- Vilka samarbeten finns för närvarande?
- Varför har ni dessa samarbeten?
- Hur kan man förbättra samarbetet?

SWOT

Styrkor

- Vad gör ni bra avseende samarbete och kommunikation mellan olika aktörer inom de olika transportsystemen?

Svagheter

Vilka brister finns det i kommunikation och samarbete mellan olika aktörer inom de olika transportsystemen?

Namnge/beskriv exempel på områdena:

- Policy: policydokument och planeringsdokument osv.
- Infrastruktur: planering av infrastrukturutveckling osv.
- Teknik: IT och annan teknik

SWOT

Styrkor

Vilka unika resurser möjliggör ett bra samarbete mellan intressenter? (t.ex. bra samarbetshistorik, vanliga frågor/brädsande, miljömedvetenhet och motivation).

Svagheter

Vad kan förbättras? Hur kan samarbetet effektiviseras? Vilka hinder motverkar kommunikation och samarbete mellan aktörer?

SWOT

Styrkor

Finns det bra kommunikations- och samarbetsformer (formella eller informella) mellan olika intressenter, t.ex.

- offentlig och privat sektor
- transportsektor och den akademiska sektorn (forskning, utbildning, innovation).
- samarbete med kommuner och stads-/regionala utvecklingsfrågor
- internationellt samarbete
- transportsektor och samhället i allmänhet
- Transportsektor och passagerare
- transportsektor och kunder inom godstransporter

Svagheter

Finns det brist på kommunikations- och samarbetsformer (frågor) mellan olika intressenter, t.ex.

- offentlig och privat sektor
- transportsektor och den akademiska sektorn (forskning, utbildning, innovation).
- samarbete med kommuner och stads-/regionala utvecklingsfrågor
- internationellt samarbete
- transportsektor och samhället i allmänhet
- Transportsektor och passagerare
- transportsektor och kunder inom godstransporter

SWOT

Möjligheter

Vilka möjligheter finns det för att förbättra samarbetet mellan olika aktörer längs den valda transportkorridoren? Vilka fördelar skulle det medföra?

Hot

Kan du beskriva vilka hot som kan skada dig/transporteffektiviteten längs vald korridor? Kan de övervinnas genom samarbete mellan intressenter och i vilken utsträckning?

Namnge/beskriv möjligheter inom områdena:

- Policy: policydokument och planeringsdokument osv.
- Infrastruktur: planering av infrastrukturutveckling osv.
- Teknik: IT och annan teknik
- Samarbete

SWOT

Möjligheter

Vilka trender kan du dra nytta av?

Hot

Vad är den nuvarande politiska situationen, kan det skada dig?


SWOT

Möjligheter


Vad är den nuvarande politiska situationen, kan det vara fördelaktigt för ett effektivare samarbete?

Hot

Vad är den nuvarande ekonomiska situationen, kan det skada dig?

SWOT 

Möjligheter	Hot
Hur är den nuvarande situationen i samhället, kan det vara till nytta för er och samarbete mellan intressenter?	Hur är den nuvarande situationen i samhället, kan det skada er?

SWOT 

Möjligheter	Hot
Kan ny teknik eller någon annan teknisk eller infrastrukturutveckling vara till nytta för er och bidra till ett visst samarbete?	Kan ny teknik eller någon annan teknisk eller infrastrukturutveckling skada dig?

SWOT 

Möjligheter	Hot
Saknar du någon möjlighet?	Utifrån dina svagheter, vad ser du för risker?

Kontakt

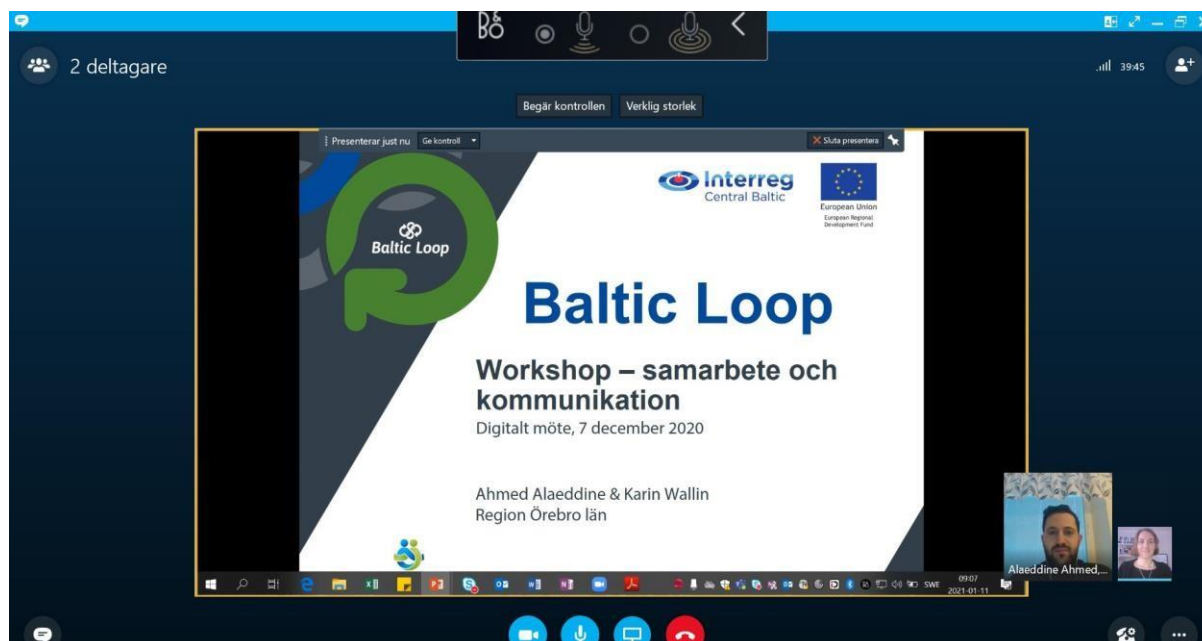
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4.2.2. Participation list and photos of the meetings: Sweden

- Region Örebro County (2020-12-07);
- Port of Stockholm and Mälardalen (2020-12-09);
- Business Region Örebro (2020-12-14);
- Oslo-Stockholm 2.55 (2020-12-16);
- Chamber of Commerce Mälardalen (2020-12-17).



Deltagare



Intressenter

- Mälarhamnar AB – Carola Alzén
- Stockholms Hamnar – Nicklas Ebersson

Baltic Loop representanter

- Region Örebro län – Ahmed Alaeddine
- Åbo Akademi – Irina Wahlström



Syftet med workshop



Syftet med workshopen är att kartlägga samarbets- och kommunikationslandskap mellan aktörer inom de valda Baltic Loop-transportkorridorerna med hjälp av en SWOT-analys.



SWOT



Styrkor

- Vad gör ni bra avseende samarbete och kommunikation mellan olika aktörer inom de olika transportsystemen?

Svagheter

Vilka brister finns det i kommunikation och samarbete mellan olika aktörer inom de olika transportsystemen?

Namnge/beskriv exempel på områdena:

- Policy: policydokument och planeringsdokument osv.
- Infrastruktur: planering av infrastrukturutveckling osv.
- Teknik - IT och annan teknik



5. Stakeholder dialogue in the Baltic Loop project: Finland

TUAS in Finland organized stakeholder breakfast meeting on 29 September, 2020 and other discussion events.

5.1. Meeting summary and results: Finland

Date: Stakeholder meeting 29.9.2020 8.15-10.30

Venue: EDUCITY (TUAS new campus building), Jukahaisenkatu 5, 20520 Turku, Finland and Zoom environment. The meeting was organized in hybrid form so that some participants were taking present having face-to-face meeting and some were participating online.

Theme: Dialogue and cooperation between transport actors.

The objective: To bring together stakeholders to discuss the strengths, weaknesses, possibilities and threats of communication and cooperation of the stakeholders in the Turku area and E18. Make the SWOT-analyses for WP4 Stakeholder dialogue.

Participants: Petteri Nurmi, Tero Siitonen, Janne Virtanen, Hanna Lindholm, Raimo Järvinen, Jenni Selänne, Noora Mäki-Arvela, Vesa Virtanen, Tomas Uschanov, Janne Salonen, Juha Mäki, Jari Hietaranta, Kari Lindström, Harri Heikkinen, Patrick Yliluoto, Anna Hallvar, Suvi Kivelä, Irina Wahlström, Marjo Saukkonen, Ari Blomroos, Jari Korpela, Päivi Liuska-Kankaanpää, Matti Salonen. (23)

The main topics discussed: The current situation of traffic and transportation in E18 and northern corridor, the developments, future and cooperation between stakeholders and SWOT-analyses.

5.1.1. Meeting report PART I

- Introductory speeches and presentations Harri Heikkinen (TUAS, Baltic Loop);
- Presentation of TUAS educational programme;
- Presentation of Baltic Loop project;
- Visualisation of E18.

Janne Virtanen (The Regional Council of Southwestern Finland, regional lobbying)

A general presentation of the Council's role and function

The Council does not have its own agenda, but acts as a “lobbyer”, and hence various actors have to present their common positions on matters/initiatives (issue driven, timing,

scope and budget), in order to get the provincial matters forwarded to politicians and decision makers.

Current issues the Council deals with include transport policy, post-corona settings, Southwest Finland's share of the COVID-19 recovery package

The general tools for transport system planning consist of 1) 12-year strategic transport system planning (under preparation), 2) EU recovery funding package.

Q&A

Q1. How is the lobbying performed in practice?

A1. It requires networking and alignment around common goals. Requires the planning of actions by regional officials and then take the matter further through suitable channel/contacts to ministry officials.

Q2. Does the Council receive many initiatives?

A2. We could have more, as long as they are presented in an unfragmented and coherent way. The pitch talk must be short and effective. The Council welcomes corporate cluster common positions.

Petteri Nurmi (DB Schenker Oy)

Short presentation of DB Schenker.

DB Schenker has opened a 14,500 sqm logistical terminal, at Avanti Lieto, next to the Turku Ring road. The terminal mainly handles Scandinavian import and export traffic.

Lobbying difficult alone. Lately and due to the opening of the terminal, the main negotiation partner has been the Municipality of Lieto. Hence this has not called for regional/provincial lobbying. For DB Schenker it is also important to develop methods for improved cooperation.

DB Schenker's main goals include efficient traffic connections, smooth traffic, existence and vicinity of support functions, not too many public sector restrictions (could Ratapihankatu be opened during the reconstruction work of Turku Ring road to alleviate congestion problems), safety and environmental friendliness.

Road haulage needs more truck rest areas that comply with the new EU regulations and standards to meet the requirements and conditions for weekly rest (proper dining and shower room facilities). There is an ongoing investigation in Southwest Finland region on potential rest places. The needs of road haulage need to be in balance with the municipal land use, settlement and society. The transport system needs to be planned in a way that road haulage does not cause disturbance (traffic, noise, vibration).

The future of road haulage incorporate automation, platooning, robot vehicles, well-functioning road network, real-time traffic information

Southwest Finland plays an important role in Finnish logistics and functions as a gateway to the Scandinavian market and connections. Hence, it is important to secure the maritime connections (Naantali and Turku).

Q&A

Q1. What are the most important factors for terminal locations?

A1. The most important factors to consider covers economy, efficiency and existing transport infrastructure. Heavy vehicles also require a load bearing location/site.

Q2. What are the future prospects of railway transportation? Will road freight be shifted from road to rail to some extent?

A2. In practice, it is difficult, because of extremely tight delivery schedules and requirements, customer location, small batches. The shift would require large industrial bathes and transports.

Hanna Lindholm (Centre for Economic Development, Transport and the Environment, Southwest Finland)

VÄYLÄ (Finnish Transport Infrastructure Agency) directs and the ELY for Southwest Finland (Centre for Economic Development, Transport and the Environment) implements on provincial and regional level transport system projects.

The planning/development work is however ELY:s central task and role. SKAL (Finnish transport and logistics) plays an important role in communicating the views of road haulage companies.

The development planning of E18 is a shared responsibility of three ELY centres (Southwest Finland, Uusimaa and South-eastern Finland).

Cooperation and communication between actors, around concrete projects, is carried out through various stakeholder meetings, that have taken well-established cooperation forms. The cooperation around the traffic system planning/development balances the use of land.

ELY is conducts an investigations on truck rest places in the region.

Upcoming transport infrastructure projects (along/around the E18 include the improvement of the Parainen road connection (bridge), that has a lot of construction industry transports and the construction of Kaarina western road bypass

5.1.2. Meeting report PART II: Open Discussion

Presentation of seminar participants both present and online

Flinga (collaborative platform) testing and introduction, SWOT analyses.

Free comments:

- The focus of transport system development is on passenger transportation (1-hour train between Turku and Helsinki etc.) and does not consider freight transportation enough;
- The planning of transport systems should be divided in clear entities: passenger, freight and further down to different transport modes in order to establish the actual freight transportation needs for each mode;
- The freight volumes in Finland are small and hence it is not cost-competitive to shift goods from road to rail. In Finland the total length of the railway network is 5000 km, whereas the overall length of the road network is 150 000 km;
- 80% of the freight travel less than 150 km, and hence the reloading of goods to other modes is not economically justified. The filling rate of trucks is usually representing the maximum load.

The investments associated with freight transportation are on far too low level. The investments done have primarily benefitted the passenger transportation.

SWOT discussion:

Strengths

- Good cooperations between regional public actors (ELY, The Regional Council of Southwest Finland, municipalities;
- Good cooperation between ELY and SKAL;
- Southwest Finland gateway for the Scandinavian market;

- Good sea connections.

Weaknesses

- Animosity of project priorities;
- Focus on passenger transportation - freight traffic gets too little attention/funding;
- Lacking knowledge and segmentation of the different freight transport modes' prerequisites and requirements;
- Shortage of transport infrastructure funding/investments;
- Narrow understanding of freight transportations importance for the society;
- Lack of long-term transport system planning on national level.

Opportunities

- Implementation of a longer strategic transport planning periods (from 4-year to 12-year plan);
- Synergy effects of developing concentrated logistical areas/locations -> closeness of support functions;
- Stakeholders cooperation -> Create project consortiums and together apply for development funding;
- Re-organise the forums for transport system and land use planning processes to improve cooperation and clarify the goals and function.

Threats

- COVID-19.

5.1.3. Baltic Loop Workshop SWOT Analysis of Collaboration between Different Stakeholders (Results in FLINGA)

STRENGTHS

What is functioning in cooperation? Which actors do you have good cooperation with? What achievements have been achieved by cooperation?

- ELY and Regional Council have networks to work with;

- SKAL is linked in many directions to authorities and transport outlets, informs and promotes a lot;
- In the region there is an agreement on the most important projects;
- ELY, Regional County and municipalities have good cooperative capabilities from a solid base.

WEAKNESSES

What kind of shortcomings are there in communication and cooperation between different actors? What kind of obstacles? Do different actors speak the same language between each other? Is bureaucracy an obstacle?

- Bureaucracy is often delay element, money is under a rock and investments in a public sector are complex;
- Land ownership base is fragmented;
- There is desire and need to collaborate, but the forums are not known;
- The roles of different parties are not known;
- Fragmentation and diversity of opinions in the transport sector.

OPPORTUNITIES

What kind of opportunities would dialogue between the different actors bring? What are the preconditions for working in cooperation? Using social media? Will future changes in transport and land use planning create new opportunities for interaction?

- Form a project consortium of stakeholders and apply for EU development money;
- In social media professional groups and forums contribute to transparent cooperation;
- New sources of funding (Covid19 other sources);
- Development of logistics areas, synergies, and support functions;
- Reorganization of cooperation groups in transport systems work, with the aim of increasing cooperation and brightening the activities of groups.

THREATS

- **Allocation of money between different modes of transport? Do different actors speak the same language among each other? What dangers can this pose?**
- Money allocation may not work between different modes of transport, money is scarce in general;
- Is the Covid19 going to be a long recession and how it will affect in transport investments?
- Future of development projects?
- Disagreement on the necessity or priority of projects;
- Current transport 12 plan will limit the level of new investment.

5.2. Meeting agenda: Finland



Annoisa vastaanottaja,

Baltic Loop -projekti järjestää tiistaina 29.9.2020 aamiaistilaisuuden Turun AMK:n uudessa kampusrakennuksessa EduCityssä (Joukahaisenkatu 7). Tilaisuuden tavoitteena on kehittää vuoropuhelua liikenteen ja maankäytön eri toimijoiden välillä.

Tilaisuuteen kutsutaan Turun seudun liikennejärjestelmätyön, liikenteen ja maankäytön, ja erityisesti E-18 rahtiliikenteen kehittämistyössä mukana olevia, rahti- ja huolinta-alan toimijoita sekä kunta- ja seututason toimijoita ja suunnittelijoita.

Tilaisuuden ohjelma

8.15–8.45 Aamiainen Ravintola Kisällä (1. krs), vapaa keskustelua

8.45–9.45 Alustavat puheenvuorot (etäyhteys avataan)

- Harri Hekkinen, Baltic Loop -hankkeen esittely
- DB Schenker Oy
- Janne Virtanen, Varsinais-Suomen liitto
- Naantalın satama
- avoin

9.45–10.30 Keskustelua liikenteen ja maankäytön toimijoiden välillä rajapinnoilla:

yksityinen/julkisen sektori

infran- ja maankäytön suunnittelijat/kuljetusala

kunnat/maakuntaliitot/ELY-keskukset

- Kommunikoinnin ja yhteistyön nykyiset tavat ja alustat
- Mikä yhteistyössä toimii tällä hetkellä?
- Minkälaisia puutteita kommunikoinnissa ja yhteistyössä on eri toimijoiden välillä?
- Miten mahdollistetaan ja kehitetään kommunikointia ja yhteistyötä eri toimijoiden välillä?
- Millaiset esteet vakeuttavat toimijoiden välistä kommunikointia ja yhteistyötä?
- Miten yhteistyötä voidaan sujuvoittaa?

10.30– Opastettu tutustumiskäynti EduCityn arkkitehtuuriin ja tilaratkaisuihin ja uudenaikaisiin oppimisympäristöihin.

Ilmoittautuminen joko paikalla olevaksi tai osallistuminen etäyhteyden kautta:

<https://forms.office.com/Pages/ResponsePage.aspx?id=hwwyq-ISOEuyYsV3WYUQcbu9I2x0tEkcnWz5nmCR9UOU00QzllWk05RFVST1pHMENFQUU1REVrVC4u>

Voitte jakaa kutsua eteenpäin organisaationne sisällä ja tärkeimmille yhteistyökumppaneillenne.

Toivomme ilmoittautumisia ke 23.9. mennessä.

Tervetuloa EduCityyn,

Jari Hietaranta



5.3. List of participants: Finland



OSALLISTUJALISTA




Baltic Loop-hankkeen aamiaistilaisuus/työpaja:

Eri toimijoiden välisen yhteistyön nykytila ja tulevaisuuden
kehittämistarpeet Pohjoisella liikennekäytävällä

Tiistai, 24.9.2020

EDUCity, kokoushuone Ringsberg, Joukahaisenkatu 7, Turku

Allekirjoituksellani vahvistan, että olen lukenut ja ymmärtänyt seuraavat tiedot. Tapahtumassa otetaan valokuvia. Valokuvia käytetään yksinomaan ei-kaupallisiin
projektiin liittyviin viestintätarkoituksiin (esim. Tapahtuman dokumentointi projektin verkkosivustolla, sosiaalisen median kanavissa, painetussa aineistossa,
raportointi rahoittajalle). Jos et halua tulla kuvatuksi, ilmoita asiasta välittömästi järjestäjälle.

	Nimi	Organisaatio	Sähköposti	Etänä	Allekirjoitus
1.	Hallvar Anna	Turun AMK	Anna.Hallvar@turkuamk.fi		
2.	Heikkinen Harri	Turun AMK	harri.heikkinen@turkuamk.fi		
3.	Hietaranta Jari	Turun AMK	jari.hietaranta@turkuamk.fi		
4.	Järvinen Raimo	Varsinais-Suomen ELY-keskus	raimo.jarvinen@ely-keskus.fi	x	
5.	Karlsson Marlene	Turun AMK	marlene.karlsson@turkuamk.fi		

6.	Kivelä Suvi	Turun AMK	Suvi.Kivela@turkuamk.fi		<i>suvi Kivela</i>
7.	Korpela Jari	Ab ME Group Oy Ltd	jari.korpela@megroup.fi	x	
8.	Lindholm Hanna	V-S ELY-keskus	hanna.lindholm@ely-keskus.fi		<i>Hanna Lindholm</i>
9.	Lindström Kari	Turun AMK	Kari.Lindstrom@turkuamk.fi		<i>Kari Lindström</i>
10.	Liuska-Kankaanpää Päivi	Kaarinan kaupunki	paivi.liuska-kankaanpaa@kaarina.fi	x	
11.	Mäki Juha	Varsinais-Suomen ELY-keskus	juha.maki@ely-keskus.fi	x	
12.	Mäki-Arvela Noora	Varsinais-Suomen liitto	noora.maki-arvela@varsinais-suomi.fi	x	
13.	Nurmi Petteri	Schenker Oy	petteri.nurmi@dbschenker.com	x	
14.	Salonen Janne	Stevena Oy	janne.salonen@stevena.fi		<i>Janne Salonen</i>
15.	Saukkonen Marjo	Salon kaupunki	marjo.saukkonen@salo.fi		<i>Marjo Saukonen</i>
16.	Siitonen Tero	Länsi-Suomen Kuljetusyrittäjät ry	tero.siitonen@skal.fi	x	
17.	Virtanen Janne	Varsinais-Suomen liitto	janne.virtanen@varsinais-suomi.fi		<i>Janne Virtanen</i>
18.	Yliluoto Patrick	Turun AMK	patrick.yliluoto@turkuamk.fi		
19.	<i>Blomroos Ari</i>	<i>hieden kunta</i>		x	

			<i>Etäin</i>
20.	<i>Virtanen Vesa</i>	<i>VS ELY-keskus</i>	<i>x</i>
21.	<i>Thomas Uschanow</i>	<i>Baltic line Finland Oy</i>	<i>x</i>
22.	<i>Selkälä Jouni</i>	<i>VS ELY-keskus</i>	<i>x</i>
23.	<i>Salonen Matti</i>	<i>Turun kaupunki</i>	<i>x</i>
24.	<i>Wahlström Jiri</i>	<i>Åbo Akademi</i>	<i>x</i>
25.			
26.			
27.			
28.			
29.			
30.			
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33.			
34.			
35.			

5.4. Presentations: Finland

5.4.1. Harri Heikkinen, Baltic Loop project, TUAS:

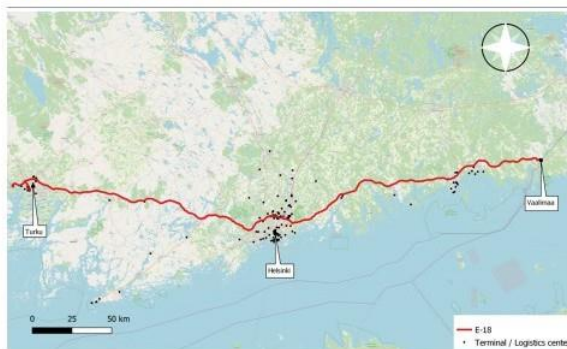


Kolme kasvukäytävää



Kuva: Patrick Ylluoto

Terminaalit E18 takamailla Suomessa



Kuva: Patrick Ylluoto

Tutkimuskohteita



- Pullonkaulat
- Terminaalien ja logistiikkakeskusten sijainti
- Levähdysalueet ja taukopaikat
- Liikenneturvallisuus
- Liikenneinformaatio
- Multimodaaliset kuljetusketjut
- Eri toimijoiden yhteistyön parantaminen



Mitä hankkeessa tehdään?

Satamien sujuvuus ja läpimeno





Rajanylitykset



Yhteydet terminaaleihin



Taukopaikat ja levähdysalueet



5.4.2. Petteri Nurmi, DB Schenker:



Logistiikan tarpeita



DB SCHENKER | Petteri Nurmi | Schenker Oy | 29.9.2020

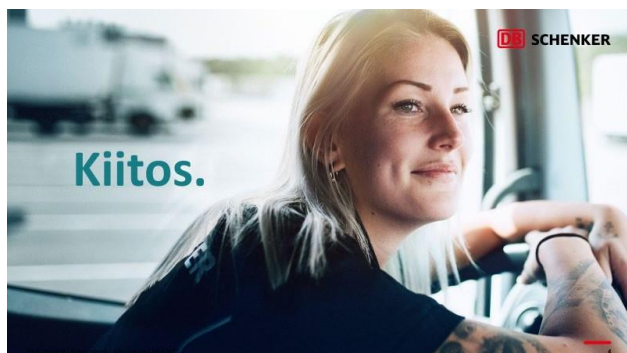
2

Tehdään yhdessä



DB SCHENKER | Petteri Nurmi | Schenker Oy | 29.9.2020

3



5.4.3. Hanna Lindholm, ELY-keskus:





Elinkeino-, liikenne- ja ympäristökeskus
Närings-, trafik- och miljöcentralen
Centre for Economic Development, Transport and the Environment

Sidosryhmätapaamiset

- Pääosin SKALin (Tero Siitonen) kautta aina tarpeen mukaan
- ELYn vetämä Biotalousn kehätien yhteistyöryhmä
- Erillisprojektit, mm. E18 Turun kehätien suunnitteluun liittyvät erillistilaisuudet, raskaan liikenteen taukopaikat –selvitys, korjausvelkajohjelma

Sidosryhmätapaamiset/projektit (muiden tahojen järjestämät)

- Väylä/ELY elinkeinoelämän asiantuntijaverkosto
- Elinkeinoelämän toimijoiden tapaamiset (Väylävirasto)
- Maakunnallinen ja kaupunkiseutujen liikennejärjestelmäyhteistyö & suunnitelmat
 - Kumppanuusfoorumit (V-S liitto, 2 krt/v)
- Turun kauppakamarin liikennevaliokunta
- Projektit (mm. Baltic Loop,...)

Sidosryhmäkyselyt

- Tienkäyttäjien tyytyväisyystutkimus, raskas liikenne (Väylävirasto)
- Elinkeinoelämän tyytyväisyystutkimus (Väylävirasto)
- Sidosryhmien tyytyväisyyskysely (ELY-keskukset)

Palautteet ja ongelmatilanteet

- Akuutit tilanteet tieverkolla Tienkäyttäjän linja (24/7) 0200 2100, urakoitsijalle tieto asiasta
- Palautteet Palauteväylän kautta palautevayla.fi, tieto ELYjen asiantuntijoille
- Neuvonta ja kysymykset sekä yhteys ELYjen asiantuntijoihin liikenteen asiakaspalvelun kautta



**Olisiko yhteistyötä tarpeen kehittää?
Ja jos, niin miten?**

2

FLINGA

Session name

Baltic Loop työpaja
yhteistyöstä ☆

Access code

FP9DRP6

Join link

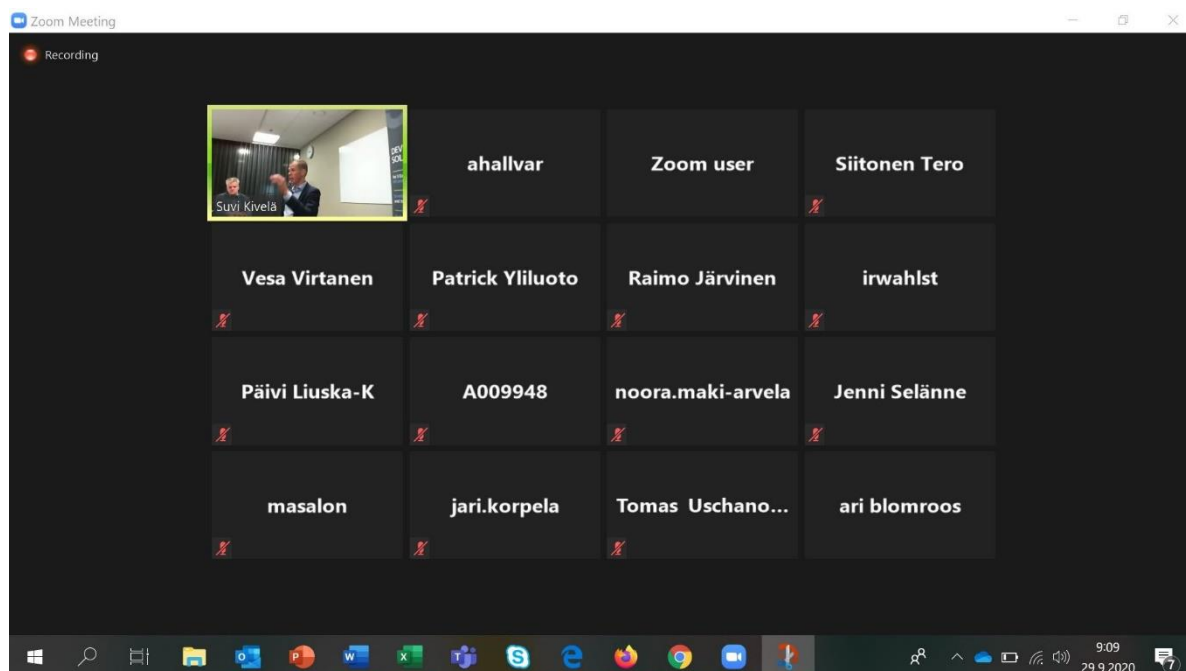
<https://flinga.fi/s/FP9DRP6>



5.5. Photos of the meeting: Finland











6. Stakeholder dialogue in the Baltic Loop project: Estonia

There was one event – stakeholder meeting on 24 September, 2020, in Estonia.

6.1. Meeting summary and results: Estonia

Title: Estonian northern railway potential and preparation of Tallinn ring railway planning (*Tallinna ringraudtee eriplaneeringu ettevalmistamine*)

Date: 24.09.2020.

Venue: Omavalitsusmaja, Sirge tn 2, Tallinn

Objective: Stakeholder Dialogues to discuss Strengths, Weaknesses, Opportunities and Threats (SWOT) of cooperation and communication issues in transport sector

Participants: 28

Main topics discussed:

Presentation and discussion over “Request for initiating a national designating plan and strategic environmental assessment for Tallinn ring-railway”

Financing opportunities for national designated plan

Transport potential of the Northern transport/railway corridor

Main conclusions of the potential:

Transport network is offers best value, when it is fully connected and has the least amount of bottlenecks. Paldiski is one of the main logistic and industrial hubs for Estonia but current railway connection is underdeveloped and limiting the growth potential of both logistics operations and local industry. Tallinn bypass is needed in order to offer better capacity and remove existing bottleneck (current capacity is 2 freight trains in the one hour slot during night-time through Tallinn residential areas within 24 hours).

Here are some of the main strengths, weaknesses, opportunities and threats for the planned Tallinn ring-railway.

Strengths:

- Northernmost ice-free port in the Baltic Sea;
- Base infrastructure existing port, railway, road and electricity connections;
- Industrial hub with existing strong enterprises;
- Significant area available for developing industry and logistics operations;
- Strong synergy potential between local enterprises;
- Local renewable energy production;
- Direct connection to EU joint market.

Weaknesses:

- Infrastructure fees rather higher than in the region generally;
- Railway bottleneck (low capacity and narrow time slot) makes it impossible to plan swift logistics flows;
- Dangerous goods that Port of Paldiski is handling must be transported through Tallinn city centre and residential areas;
- Local availability of labour is limited and low attractiveness of Paldiski as living environment;
- Current passenger train scheduled fails to meet demand and designed only to suit work-related commute.

Opportunities:

- Added capacity for Paldiski Port and removing bottlenecks for sea to rail logistics;
- Port-railway fees can be lower if the quantities of goods transported is higher;
- Added attractiveness for Paldiski industrial park;

- Added safe logistics / Removing transport of dangerous goods (fertilizers, oil products etc.) from Tallinn city center and residential areas;
- Potential for daily work-related commuting in Harju County;
- Labour availability area can grow to Tallinn and neighbouring municipalities;
- Lower carbon emission from transport in Harju County (50% of Estonian carbon emissions in Harju roads).

Threats:

- Low demand;
- Too high investment cost;
- The state (authorities + citizens) do not understand that the main beneficiary of the investments to industry is the state;
- Political uncertainties and unwillingness to invest into Paldiski area competitiveness.

6.2. Meeting agenda: Estonia

Aruteluteemad / päevakord

Tallinna ringraudtee sotsiaalmajanduslikust vajadusest ja rajamise põhjustest

Tallinna ringraudtee riigi eriplaneeringu algamise taotluse eelnõu tutvustamine ja ülevaade laekunud tagasisidest (Advokaadibüroo Sorainen AS);

Ülevaade Harjumaa Omavalitsuste Liidu ning Rahandusministeeriumi ning Majandus- ja Kommunikatsiooniministeeriumi 15.09.2020 eelkohtumisest;

Tallinna ringraudtee riigi eriplaneeringu finantseerimisvõimaluste kaardistamine ja edasiste tegevuste kokku leppimine;

Muud kohapeal algatatud Tallinna ringraudtee teemalised küsimused.

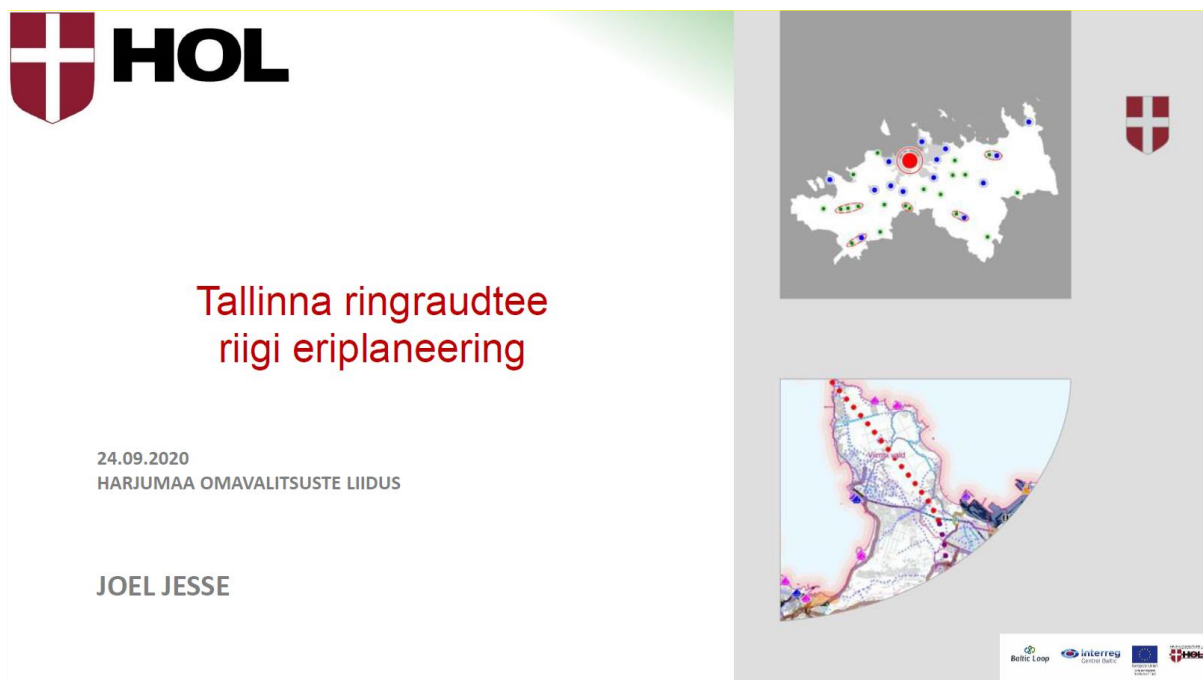
6.3. List of participants: Estonia

Participants	Organisation
Joel Jesse (host)	Union of Harju Countuy Municipalities, General director
Kristjan Kenapea	Union of Harju Countuy Municipalities
Sandra Mikli	Sorainen Advokaadibüroo AS
Kati Rohtla	Sorainen Advokaadibüroo AS
Paul Künnap	Sorainen Advokaadibüroo AS
Andres Piirsalu	OÜ Entec Eesti
Kaarel Kose	Union of Harju Countuy Municipalities
Tiina Beldsinsky	Union of Harju Countuy Municipalities
Rainer Persidski	Ministry of Environment
Ahti Kuningas	Ministry of Economic Affairs and Communications
Indrek Gailan	Ministry of Economic Affairs and Communications
Tiit Oidjärv	Ministry of Finance
Leevi Laever	Ministry of Finance
Alan Rood	Ministry of Finance
Enno Fels	Keila City Government
Aimur Liiva	Kiili Municipality
Erki Ruben	Lääne-Harju Municipality
Priit Põldmäe	Rae Municipality
Siim Orav	Rae Municipality

Marti Rehema	Saku Municipality
Tanel Ots	Saku Municipality
Aarto Eipre	AS Alexela Logistics
Andrus Noor	Estonian Railways Ltd
Riho Vjatkin	Estonian Railways Ltd
Urmas Peterson	AS Operail
Tõnu Grünberg	OÜ Rail Baltic Estonia
Anvar Salomets	OÜ Rail Baltic Estonia
Hele-Mai Metsal	Port of Tallinn
Ester Tuiksoo	Paldiski Association of Entrepreneurs
Jaanus Ilumets	Paldiski Sadamate AS
Andrus Kaldalu	Ülemiste City

Table 11: List of participants (Estonia)

6.4. Presentations: Estonia



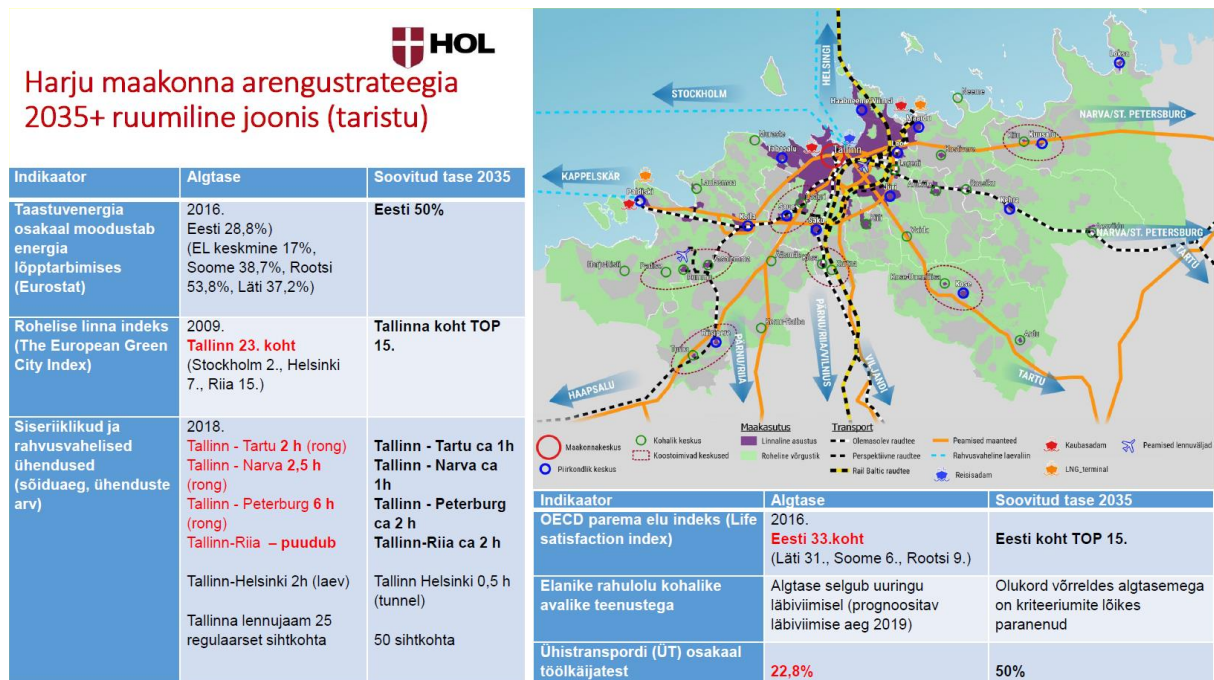
HOL

**Tallinna ringraudtee
riigi eriplaneering**

24.09.2020
HARJUMAA OMAVALITSUSTE LIIDUS

JOEL JESSE

The slide features a map of Estonia with a red dot in the capital, Tallinn, and a detailed inset map of the Tallinn region showing the railway network. Logos for Baltic Loop, Interreg Central Baltic, and the European Union are visible in the bottom right corner.






HOL
HARJUMAA OMAVALITSUSTE LIIT

Tallinna ringraudtee vajab REPi, et omavalitsused saaksid oma üldplaneeringutes selle koridoriga arvestada ja riik vajalikud maad reserveerida ja omandada



Kui REP-i jääb tegemata, siis tegelikult puudub omavalitsustel alus ja kohustus hoida ringraudtee koridor vabana ning see ehitatakse täis.

...sellisel juhul ei tule seda ringraudtee järgmised 100 aastat ja kindlasti tekib küsimus, kas kaubaveod läbi Tallinna kesklinna on jätkusuutlik lahendus ning kuidas see mõjutab Paldiski sadamate ja sealse piirkonna teiste (sh uute) ettevõtete arengut ning investimisplaanide.





HOL
HARJUMAA OMAVALITSUSTE LIIT

Tallinna lõunapoolne ümbersõiduraudtee

Kirjavahetus Tallinna ümbersõiduraudtee teemal:

<ol style="list-style-type: none"> 1. Tallinna LV 13.06.2017 MKM-le 2. MKMi 27.07.2017 vastuskiri Tallinna LV-le 3. Ettevõtjate 24.10.2017 kiri MKM-le ja Tallinna LV-le; 4. ASi Eesti Raudtee 12.07.2018 kiri Rail Baltic Estonia OÜ-le ja TJA-le; 5. HOLi 14.08.2018 kiri MKM-le; 6. Tallinna LV 21.09.2018 toetuskiri MKM-le; 7. Paldiski Ettevõtjate Liidu 14.11.2018 kiri MKM-le; 8. AS Eesti Raudtee 29.11.2018 kiri MKM-le; 9. MKMi 13.12.2018 vastuskiri HOL-le. 10. Tallinna LV 28.12.2018 MKM-le 11. HOL ja puudutatud omavalitsuste 21.01.2019 ühiskiri MKM-le. 12. MKMi 24.01.2019 kiri Rail Baltic Estonia OÜ-le 13. MKMi 01.03.2019 vastuskiri HOL-le. 14. HOLi 15.03.2019 kiri AS-le Eesti Raudtee . 15. HOLi 20.03.2019 kiri Rail Baltic Estonia OÜ-le ja RB Rail AS-le. 16. ASi Eesti Raudtee 15.04.2019 vastuskiri HOL-le. 17. OÜ Rail Baltic Estonia 18.04.2019 kiri HOL-le 18. HOLi 16.05.2019 kiri MKM-le 	<ol style="list-style-type: none"> 19. MKM 19.08.2020 suunis RB Rail ja RBE-le 20. MKM-i 04.09.2020 vastus HOL-ile 21. HOL-i , omavalitsuste ja ettevõtjate ühispoordumine 13.09.2020 MKM-le 22. MKMi 18.10.2019 vastuskiri ühispoordumisele 23. HOLi 06.11.2019 kiri MKM-ile ringraudtee teemal 24. Paldiski Ettevõtjate Liidu 11.11.2019 toetuskiri MKM-le 25. Team Paldiski 11.11.2019 kiri MKM-le ringraudtee teemal 26. Logistika ja Transiidi Assotsiatsiooni 20.11.2019 toetuskiri MKM-le 27. Rae VV 21.11.2019 kiri MKM-le ringraudtee teemal 28. Saku VV 22.11.2019 kiri MKM-le ringraudtee teemal 29. Tallinna LV 25.11.2019 kiri MKM-le ringraudtee teemal 30. Keila LV 11.12.2019 kiri MKM-le ringraudtee teemal 31. HOL 14.04.2020 kiri TTJA-le ringraudtee teemal
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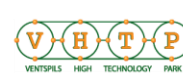





Ülevaade Rahandusministeeriumi ning Majandus- ja Kommunikatsiooniministeeriumi esindajatega 15.09.2020 toimunud kohtumisest ja otsustest:

Kavandatavad järgmised sammud Tallinna ringraudtee REP ettevalmistamisel:

1. HOL korraldab 24.09.2020 Tallinna ringraudtee teemalise koosoleku (REP algatamise taotluse eelnõu tutvustamine, ülevaade laekunud tagasisidest, finantseerimisvõimaluste kaardistamine ja esialgse jaotusettepaneku tutvustamine, edasiste tegevuste arutamine).
2. Ühtlustatakse HOL ja Rahandusministeeriumi käsitusi REP võimaliku maksumuse ja kulude jaotuse määramisel. Tööversioonina on mõistlik lähtuda keskmistest hinnangutest.
3. Rahandusministeerium kavatseb ringraudtee võimaliku REP-ga seotud küsimusi (sh algatamise taotluse ettevalmistamine, rahastuse küsimused) tutvustada valitsuse kabinetinõupidamisel.
4. HOL teeb kindlaks partnerite ringi ja saadab hiljemalt oktoobris 2020 partneritele seisukohavõtuks REP kulude jaotusettepaneku, selgitades seejuures võimalikke riske ja muutuda võivaid asjaolusid, tagasiside andmise tähtaeg on 01.12.2020.
5. HOL valmistab REP konkreetse rahastamiskokkuleppe projekti pärast riigi eelarvestrateegia läbirääkimistelt ja partneritelt tagasiside saamist, pidades silmas järgmist:
 - kui riigi eelarvestrateegia läbirääkimiste käigus tuleb REP osas positiivne otsus sügisel 2020, seatakse eesmärgiks rahastamiskokkuleppe sõlmimine 2021. aasta I kvartalis;
 - kui 2021. aasta riigi eelarvestrateegia läbirääkimistel ei tule valitsuselt REP perspektiivide osas positiivset tagasisidet, jätkatakse rahastamiskokkuleppe ettevalmistamist eesmärgiga olla valmis kokkuleppe sõlmimiseks 2021. aasta II kvartalis (s.t kohe, kui on lõppenud riigi eelarvestrateegia läbirääkimised märtsis 2021).





TÄNAN KUULAMAST!
Joel Jesse
Harjumaa Omavalitsuste Liit

www.hol.ee

