BGLC - Activity 6.1
Corridor structure enabler management

Workshop
Stockholm 7 October 2013

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STUDIES
• Literature reviews.
• European scientific study.
• Collected information from other EU initiatives and projects (European rail network for competitive freight, TEN-T, EWTC, European coordinators).
• Interview study.

SPECIFICS OF THE BOTHNIAN CORRIDOR

RECOMMENDATION
Leading to a recommendation for the Bothnian Corridor.
Literature reviews

First review, considerations for a transport management structure:

- government issues (structure and function of public authorities) to a high extent become governance issues (joint actions between authorities, private actors, organizations and citizens).
- Powers/resources and accountability.
- Coordinator.
- Stakeholders inclusion.
- Strong leadership.
- Procedural changes.
- Formalized partnerships (agreements).
- Communication.
- Complementary effectuation processes.
Second review about governance models:

• Both structural and procedural.
• Structural forms: jointly owned entities (like EEIG), alliances, partnerships and networks. Loose to strong contractual agreements. Commissions, state or overstate issues in a broad manner.
• Key procedural issues are communication, transparency and flexibility.
• With many participants and clear goals, a network administrative organization (NAO) could be an option.
• Both formal and informal agreements are important.
• Actors have diverse motives for participating in an organizational relationship.
• Although organizations are committing themselves to a governance model the individual is always important for progress.
• No “one fits all”- solution.
European scientific study

VTT research centre, Finland, and University of Thessaly, Greece.

The study includes:

- Case studies of the fifteen pre-defined questions.
- Workshop 23rd of April 2013 in Örebro, together with the Swedish national initiative CLOSER. 48 participants from Sweden, Finland, Denmark, Germany, Italy and Poland (academia, consultants, municipalities, regions and business actors).

The report is available at Bothnian Corridor webpage.
European scientific study – voices from the workshop

Management structure

• Initiatives from authorities, existing stakeholders.
• Agreements like letter of intent, MoU, different agreements for different stakeholders.
• Simple structures, joint company, EGTC, strong independent management, political support, cooperation between corridors.
• Stakeholders inclusion, avoid exclusion, open information.
European scientific study – voices from the workshop

Management operation

- Participants should be “high level individuals”, commitment of participants.
- Clear goals and responsibilities.
- Development on different levels, such as strategic /tactical /operational and regional /national /EU.
- Rules to handle conflicts.
- Communication internal and external, communication platform.
- One stop shop.
- Measures of performance.
- Regular revising of structure and operation.
European scientific study – voices from the workshop

Impacts of management structure on corridor development

- Different management structures in different stages of corridor development, different purposes and drivers.
- Market demand and potential of all relevant stakeholders should be investigated.
- Benefits of participating.
- Customer point of view in focus.
- EU involvement important – co-financer.
- Harmonization of infrastructure investments and traffic management.
European scientific study – voices from the workshop

Ideal management

- Simple structure, like EEIG, dynamic, flexible.
- Strong connection to business actors, no monopoly.
- Overall smooth planning processes and traffic flows.
- Continuous cooperation with infrastructure managers, railway undertakings as well as the interregional and international cooperation.
- Politicians actively involved.
- The society represented, from different levels agreeing on future actions, large commitment.
- Independent organisation in charge of the management.
- Continuous communication.
- Common marketing of the corridor.
European scientific study – voices from the workshop

BGLC features

• Heavy industry involved.
• Nordic transport system considered – not national.
• Cooperation with Russia.
• Both import and export flows should be taken into account.
• Multimodality should be better considered.
• BGLC could be connected to Core network corridor Helsinki-Valetta.
Main conclusions - key success factors are at least:

- wide participation from different stakeholder segments (public, private, regional, national);
- clear objectives in terms of physical infrastructure development needs;
- wide social acceptance, which includes environmental aspects;
- clear leadership and transparent motivation (make the efforts credible);
- clear objectives that support the policies and programmes of national and international organisations;
- a management structure that gives each stakeholder a voice and mandate that they can use as a natural part of their normal tasks;
- no “one fits all”- solution.
Other initiatives

EU - European rail network for competitive freight

Towards seamless rail freight transport corridors in Europe.

EU Regulation EC 913/2010.
- Executive board: representatives from concerned Member states (set objectives, oversee activities).
- Management board: infrastructure managers, body allocating rail capacity (outline an implementation plan).
- Two advisory groups, terminals and railway undertakings.
- One-stop shop

To avoid overlapping governance structures, already existing initiatives should be taken into consideration (TEN-T, ERTMS, RNE).
**EU - TEN-T**

European well connected transport network, for freight and passenger transport, for rail, road, maritime and air transport.

Comprehensive network and Core network.

Ten Core network corridors, to lead the implementation:
- Coordinator appointed by EC.
- Corridor platform: states, appropriate public and private entities (plan for development).

Already existing initiatives should be considered (rail network for competitive freight, ERTMS).

*“While the Member States have traditionally been the main actors involved in transport infrastructure development and management, developments suggest that this situation has been progressively changing. Regional and local authorities, infrastructure managers, transport operators and other public and private entities have also become key actors in the development of infrastructure.”*
Other initiatives

Interregional - EWTC

Existing association.

Consultant report, Källström:

- *non-profit organisation or association* (equal membership – difficult for different member interests especially business, many inhomogenous members – difficult to steer, must follow laws in registered country)
- *strategic alliance* (mostly inter-firm)
- EU initiative on *rail freight corridors EC 913/2010* (clear objectives and a given mandate from European commission)
- *EEIG* (separate entity that can act in its own name and the members decide voting rights etc.)

An EEIG is recommended (steady structure, flexible - easy procedures for changes in the memberships.) Needs preparation and firm commitment.
Other initiatives

Interregional - EWTC

In EWTC strategy plan proposed to stay as an association – “a strategic alliance based on contractual relationships”. Actors from outside EU and EEA not full members of EEIG.

Evolved association:
- Executive committee of three persons.
- An advisory board 10-15 persons (idea generator, guidance to executive committee and secretariat).
- Strengthened secretariat (staffed central secretariat, and geographical regional secretariats).
- Observers.
- Temporary workgroups.
EUROPEAN COORDINATORS

In analyse - Nine coordinators for priority projects appointed by EC.

INTERVIEWS

Representatives from Brenner Corridor and Rotterdam-Genoa.

In analyse – reflections: political support, financing the structure and measures, agreements on national level, flexibility
Tentative discussion - a management structure for the Bothnian Corridor

Specific

Bothnian corridor, core network, but not core network corridor.
“In terms of activities, the core network corridors will provide a platform for capacity management, investments, building and coordinating multi-modal transhipment facilities, and deploying interoperable traffic management systems.”

- No current management directives.
- Possible later attachment to the core network corridor structure.
- Focus on the core network part.
- Structure for broad transport corridor development.

Not many actors outside EEA, at least now.
Multimodal, passenger and freight.

General

Broad stakeholders inclusion, but not too many to make it difficult to move forward.

Key stakeholders important.

A firm structure, but still flexible.
Tentative recommendation
Bothnian corridor - structural

Easy to attach to for all types of stakeholders, with different commitment options, strong or loose.

Steering by the core stakeholders (ex. infrastructure authorities, regions, major operators, major terminal actors), which have a strong commitment.

Strategic advisors (ex. EU, states, major actors that are not core stakeholders)/decision making board (states, EU).

Thematic work/information (all stakeholders) in partnerships, networks, alliances.

Secretariat (could be a separate organisation, or part of core stakeholders).
Tentative recommendation
Bothnian corridor - procedural

- Communication – Information and dialogue within and outside the structure.
- Transparency – access to meetings, minutes and processes for decisions
- Flexibility – evaluation occasions for adjustment of the management structure.
- Formalized agreements
And now...

- Report summarizing the activities finished 31st of October.
- Discussion with stakeholders, probably in smaller groups.