

BALTIC-ADRIATIC CORRIDOR FREIGHT TRANSPORT LOGISTICS ACTION PLAN

TENTacle [WP 2, Activity 2.2]

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INTRODUCTION

The Baltic-Adriatic Corridor Freight Transport Logistics Action Plan was drafted on the basis of the needs and priorities of the most important entities involved in transport in the area located between Region Skåne and West Pomerania, defined in two regional reports and additionally identified as part of a dialogue between all interested parties. Therefore, the report synthesises and summarises the experiences acquired within the framework of the TENTacle Project.

The first part of the report (cf. Chapter 1. Needs and priorities of Baltic-Adriatic Corridor stakeholders) presents the main conclusions of two regional reports supplemented with suggested patterns of implementation used to prepare the operational part of the Action Plan.

The second part of the report (cf. Chapter 2. Good practices) presents the best practices regarding cooperation aimed to support international services provided by transport corridors in the Baltic Sea Region, and an analysis of the tools facilitating economic cooperation in the broader area of the corridor.

Actions aimed at developing an intelligent, effective, and environment-friendly transport and logistics system in the north-west branch of the Baltic-Adriatic Corridor are presented in the operational part of the report (cf. Chapter 3: Action Plan). The drafted plan encompasses two groups of actions:

- horizontal actions – aimed at the establishment of an organisational structure enabling the implementation of direct actions;
- direct actions – directly contributing to improving the attractiveness and competitiveness of the Baltic-Adriatic Corridor.

In accordance with the assumptions, the Action Plan should be used to encourage all interested entities to develop an intelligent and more environment-friendly logistics network between Scandinavia, Poland, and other parts of Central Europe. The Plan also encompasses the actions going beyond the connections forming the TEN-T network – extension to the Baltic Sea (maritime route Region Skåne – West Pomerania) and the Oder Waterway running along a section of the Baltic-Adriatic Corridor.

1. NEEDS AND PRIORITIES OF BALTIC-ADRIATIC CORRIDOR STAKEHOLDERS

1.1. NEEDS AND PRIORITIES OF STAKEHOLDERS FROM SKÅNE REGION¹

The report created as part of the TENTacle Project includes a description of the opportunities to develop the freight transport route of Region Skåne and West Pomerania, and defines the most important challenges and suggestions of individual actions. As far as the transport infrastructure and logistics network are concerned, the scope of analyses focused on connecting the ports in Ystad and Trelleborg with Świnoujście, considering a broader geographical context with regards to the issues connected with trade, transport, and logistics solutions as well as the protection of the natural environment.

The maritime route between the ports of West Pomerania (Szczecin and Świnoujście) and Region Skåne (with ports in Ystad and Trelleborg) is not a part of the TEN-T Baltic-Adriatic Corridor, however, it forms an important extension of it and a link with the TEN-T Scandinavian-Mediterranean Corridor. The data on trade prove the importance of this link for Swedish economy. Although, traditionally, Sweden has the strongest economic links with Western European states, in particular with Germany, significant growths in trade with Central and Eastern European countries have been recorded in recent years. This includes Poland, which over the last ten years has become a more important trade partner than Italy or Spain. The economies of Eastern and Southern European countries are developing at a faster rate than those of the EU-15 states, which is proven by GDP rates. According to forecasts, the economies of the states situated within reach of the Baltic-Adriatic Corridor (namely, Poland, the Czech Republic, Slovakia, Hungary, Bulgaria, and Romania) are still characterised by an immense potential for growth to achieve a level of wealth comparable to that of citizens of Western European states. It is expected that the GDP value for those states will grow in the years 2015-2021 at a rate of about 3.2% per year – about 1.3 pp more than the average predicted for EU-28 states. The growths in GDP in the states having the greatest impact on the corridor will result in higher trade and movement of goods. Moreover, the predicted growths will also affect the transport of goods on long-distance routes to non-EU countries, such as Russia, China, and Turkey (forming a transit area for railway links with China). These trends are confirmed by increased traffic in ports in Ystad, Blekinge, Karlskrona and Karlshamn with connections to Świnoujście – in 2014 nearly two times more semi-trailers were transported by ferryboats than in 2006. Therefore, in total, a growth in freight transport along the Baltic-Adriatic Corridor is expected, although its level will depend on various factors, i.e., the political relations with non-EU states (for example, sanctions on Russia), the legal regulations in individual states (regarding, e.g. drivers' remuneration, fees for the use of infrastructure, environmental protection instruments) or the new logistics solutions to reorganise the supply chains. The fact that the corridor's stakeholders have little impact on many of those factors is a severe problem.

¹ Based on K. Levin, A. Clark, Cross-border freight transport between Scania and West Pomerania. Opportunities, challenges and recommended measures, Trivector Traffic, Region Skåne, 2017.

The dominant role of road transport was described as the main challenge, being a barrier to achieving the goals of the White Paper on Transport according to which 30% - until 2030- and 50% - until 2050- of freight transport on longer distances should be transferred from roads to alternative means of transport (railway and inland waterways) and heavy-duty vehicles should be the primary means of transport on short and medium routes (up to about 300 km)². In many ways, road transport is more competitive than railway transport (lower fees for access to infrastructure, large competition among carriers, low pay), shorter transport time (i.a. due to better infrastructure), a more flexible package adjusted to the needs of all shippers and receivers of freight (railway carriers prefer clients consigning block trains). The continuous increase of carriages in road transport can result in gaps in capacity, including the intensification of problems in already known bottlenecks and the emergence of new ones. Therefore, actions should be aimed towards taking advantage of the potential of intermodal transport and the increased attractiveness of railway transport, including the improvement of railway transport on the Polish side (to reduce travel time) and the increase of admissible axle load (to 221 kN/25 t per axis also included in the action plan for the Baltic-Adriatic Corridor).

The recommended actions contained in the conclusion of the report are:

- to improve and maintain cooperation, including:
 - to maintain cooperation among stakeholders initiated by regional authorities involved in cooperation among relevant stakeholders (in particular, private entities) and taking care information flow;
 - to establish direct cooperation among the managements of individual maritime ports necessary for the consistent implementation of the new solutions;
 - to support amendments to legal regulations, such as the unification of regulations on road transport, the simplification of regulations referring to information and documentation management in railway and maritime transport;
- to improve railway transport, including:
 - to verify the possibility of reducing stoppage times in railway transport on the Polish side;
 - to improve the parameters of railway infrastructure in Poland by increasing the admissible axis load to 221 kN/25 t per axis;
- to improve multimodal transport, including:
 - to open a railway and road terminal in the port in Ystad;
 - to implement brokerage services enabling shippers of freight to select the most advantageous mode of transport initiated by the establishment of close cooperation among the largest forwarding companies and railway carriers on both shores of the Baltic Sea;
 - to select necessary investments in railway and multimodal infrastructure in cooperation with the managements of maritime ports and operators of the transshipment terminal in Skåne and West Pomerania using the funds allocated to research on the so-called bottlenecks of TEN-T corridors;
 - to collect and analyse the consolidated annual statistics regarding the whole Baltic Sea area;
- to take advantage of new technologies:

² White Paper on Transport: Roadmap to a Single European Transport Area — Towards a Competitive and Resource-Efficient Transport System, Brussels, 2011.

- to apply contemporary digital solutions for the booking, security, and monitoring of consignments in railway and multimodal transport along the corridor;
- to build infrastructure allowing the use of alternative fuels in maritime ports with the contribution of EU funds.

The maritime route connecting West Pomerania with Region Skåne is not part of the TEN-T Baltic-Adriatic Corridor, however, it is an important extension of it and a link with the TEN-T Scandinavian-Mediterranean Corridor.

According to the report drafted as part of the TENTacle Project commissioned by Region Skåne, growth in freight carriages along the Baltic-Adriatic Corridor is expected, although its level depends on a variety of external factors, some of which do not fall within the scope of control of the stakeholders involved in corridor development.

The major challenge that was mentioned was the necessity to take action aimed at reducing the proportion of road transport in the carriage of goods, including improvements in railway and multimodal transport.

1.2. NEEDS AND PRIORITIES OF WESTPOMERANIAN REGION STAKEHOLDERS³

The objective of the study prepared as part of the TENTacle project, as requested by the Westpomeranian Region, is to develop the transport and logistics functions of the Central and Lower Oder River Region by creating recommendations regarding the construction and strengthening of intermodal and direct relations with shippers and receivers of freight located in ports as well as the integrated management of transport corridors – with particular consideration of good practices worked out in collaboration with Sweden, i.a., within the framework of the TENTacle Project.

The Baltic-Adriatic Corridor running through Westpomeranian Region covers road connections (express road S3 within the core TEN-T network) and railway lines (railway line no 351 Szczecin – Poznań – (Wrocław – Upper Silesia) within the core network and railway line no 273 within the TEN-T comprehensive network). The Oder Waterway, running along the Baltic-Adriatic Corridor, is now an element of the TEN-T network only partially (as a link between Berlin and Szczecin through Oder-Havel Canal), however the entire course of the Oder Waterway (from Gliwice through Gliwice Canal to Szczecin, and ultimately also with extension from Gliwice through the Oder-Danube-Elbe Canal planned for the future) forms the key transport link being a foundation of that region's development potential which should be taken into account in the TEN-T network.

The plans of the Polish government, important for the impact zone of the Baltic-Adriatic Corridor, cover, i.a., infrastructural investments to improve the navigational conditions on the Central and Lower Oder River as well as broader economic plans including reindustrialisation based on innovation

³ Based on M. Wolański, B. Mazur, W. Mrozowski, M. Pieróg, Zestaw analiz w zakresie rozwoju funkcji transportowych i logistycznych Odry Środkowej i Dolnej stanowiącej część korytarza sieci bazowej TEN-T (A set of analyses of the development of transport and logistics functions of the Central and Lower Oder River forming part of the corridor of the TEN-T core network), Warsaw, 2017.

and high-added-value industry. Considering the above, seizing the opportunity to grow by using the Oder Waterway as part of a logistics corridor dedicated to high-added-value industry and the efficient management of intermodal transport with the use of appropriate solutions is one of the main challenges in the region. The implementation of the navigability project alone will facilitate the use of the Oder Waterway for the transport of bulk goods, the production of which will translate into the creation of economic growth and development of high-added-value industry, only to a small extent. This is even more important because of the fact that according to plans, the modernised railway line No. 237 (“Nadodrzanek”) and express road S3 – on the basis of which more complex, prompt, and reliable service could be offered in many cases, i.e., owing to direct links – will be running in parallel to the Oder Waterway. Therefore, it is necessary to create modern, intermodal logistics and industrial parks – replacing river ports and in new locations - in areas around the Oder River. They need to have convenient connections for all modes of transport (in particular – road and railway), and additional opportunities of waterway transport of oversize goods to many European and overseas locations as well as access to a relatively cheap and well-qualified workforce in the Westpomeranian, Lubuskie and Dolnośląskie Regions would be a unique advantage of these parks. In the long run, this also provides an opportunity to locate in those parks the increasingly popular value-added logistics services, which involves adapting “raw” products from Asia to the needs of specific markets and buyers.

The recommendations summarising the analyses included in the report are divided into four groups.

In terms of the analysis of challenges for the transport sector on the basis of the development of trade and oceanic transport and analysis of technological development, the recommendations encompassed the following actions:

- to support the development of transport modes other than road transport, which have a less negative impact on the natural environment, including railways (particularly, in terms of the acquisition of cargo different than bulk cargo, the modernisation of linear infrastructure and the development of nodal infrastructure) as well as inland shipping (in terms of the restoration of infrastructure and finding a market niche such as, e.g. the carriage of oversized cargo);
- to perform a costs and advantages analysis of the so-called four-level model as a basis for the strategic planning of the transport infrastructure. The uniform four-level model for a country enables the easy stimulation of the impact of new investments on the transport system, in particular – to prepare a traffic forecast, taking into account the interactions between investments (including also intermodal links), and therefore – a plausible calculation of investment’s effectiveness;
- to integrate managerial functions as modelled after Dolnośląska Służba Dróg i Kolei (Lower Silesia Road and Railway Authority) or Swedish local governments which are not only the managers of road infrastructure, but also railway infrastructure of regional importance;
- to involve regional governments in the establishment of intermodal links in the Central and Lower Oder with the railway and road transport network;
- to promote cooperation among the public authorities and organisations grouping entrepreneurs in terms of implementing a transparent, supra-regional development policy;
- to engage in cooperation with Polish central authorities aimed at improving investment processes in terms of transport infrastructure or implementing an appropriate special act on investments in inland shipping, considering the intermodality of shipping investments (and therefore, the construction of roads, railways and even warehouses and plants) as well as diversifying the beneficiaries (including commercial law companies).

In terms of the analysis of the ways of linking logistics centres in the Westpomeranian Region used as the Polish-German background facilities of the Baltic-Adriatic Corridor, the recommendations encompassed the following actions:

- to develop a vision of the target network of intermodal terminals and logistics chains as well as implementation tools for the purpose of developing and consolidating a network of intermodal terminals;
- to complete the construction of the S3 motorway;
- infrastructural investments improving the parameters of railway lines (in particular, line No. 273) and increasing the density of unloading points and branch lines supported with amendments in offers of freight carriers;
- investments in the restoration of neglected branch lines, sections of railway lines and access roads to inland ports along the Oder River which will enable the establishment of logistics centres linking water, road, and railway transport around intermodal ports.

In terms of the analysis of advantages from the implementation of the TEN-T network with regards to the cooperation between West Pomerania and Region Skåne, the recommendations encompassed the following actions:

- to construct an intermodal terminal in Świnoujście and to modernise the intermodal infrastructure further inland, including the optimisation of the processes of consignment of cargo in cooperation with stakeholders;
- to take advantage of the project of Motorways of the Sea to modernise ports and deliver complementary investments in road and railway infrastructure supported with actions related to the package of freight carriers;
- to restore the infrastructure of the Oder Waterway at least to category III and also to support complementary actions involving the modernisation of port infrastructure and fleet of shipping companies as well as actions aimed at the popularisation of using ships in the transport of cargo, and to secure an inflow of human resources;
- to deliver projects relating to the Oder Waterway infrastructure based on CEF funds within Financial Perspective 2020+ and resources from the Cohesion Fund (Operational Programme Infrastructure and Environment 2020+), if available;
- to seek external financial resources within the framework of a public-private partnership;
- to continue cooperation within the framework of the European Grouping of Territorial Cooperation;
- to establish broader cooperation between the entity representing Baltic-Adriatic Corridor and other entities, following a cluster formula.

In terms of the analysis of the challenges and possible measures to reduce the negative impact of transport on the natural environment, the recommendations encompassed the following actions:

- to make use of modern solutions reducing the negative impact of transport on the natural environment;
- to support innovation in this area by infrastructure managers, i.a., by stimulating cooperation with scientific centres and the implementation of pilot programmes on sections of traffic networks.

The Baltic-Adriatic Corridor in the area of the Westpomeranian Region encompasses only road and railway links. At present, the Oder Waterway running along this corridor forms part of the TEN-T network only partially, however, in reality, the entire run of the Oder Waterway should be taken into account in the TEN-T network.

The report prepared within the framework of the TENTacle Project as requested by the Westpomeranian Region shows the necessity to finish the most important infrastructural investments, including the construction of express road S3 and the modernisation of railway line No. 273 as well as the improvement of navigational conditions on the Oder Waterway.

The actions in terms of the restoration and modernisation of linear infrastructure should be supported with complementary actions, including the restoration and modernisation of nodal infrastructure (inland ports, reloading points) as well as roads and railway lines enabling the inclusion of nodal infrastructure into the corridor.

Soft actions, encompassing, i.a., the inclusion of a broader circle of stakeholders in shaping the vision of the development of links along the corridor and making the package of railway freight carriers more attractive, are also necessary.

2. GOOD PRACTICES

Maximising the social and economic benefits generated by the functioning of the transport corridor requires efficient cooperation among private entities, local governments, and infrastructure managers. EU integration, the establishment of TEN-T network corridors and the availability of funds within the framework of cross-border programmes have contributed to the formation of numerous cooperation initiatives for developing transport links and corridors in the Baltic Sea Region. Collaboration of stakeholders can be achieved in a variety of models, including within informal groupings, cooperation based on agreements, the European Grouping of Territorial Cooperation mechanism, as well as companies established by entities involved in the development of corridors. Examples of various forms of cooperation within the framework of transport corridors in Baltic Sea Region are presented below.

2.1. SCANDRIA ALLIANCE

The Scandria Corridor, forming part of a corridor of the Scandinavian-Mediterranean TEN-T core network – links Scandinavia with the Adriatic Sea through the shortest route via Denmark, Germany, the Czech Republic, and Austria. It is supported by over 100 groupings gathering representatives of politics, business and scientific centres, such as Scandria in the Baltic Sea Region, the South-North-Axis (SoNorA) in Central Europe, the Transalpine Transport Architects (Transitects) in the Alps Region and the North-South Initiative of Chamber of Commerce and Industry of Berlin. Work towards the reduction of the carbon dioxide footprint in the transport sector by means of promoting intermodal logistics solutions and implementing environmentally-friendly technologies and infrastructure is the common vision of the Scandria Initiative. The funds from cross-border Baltic Sea Region Interreg Programme for years 2007-2013 were used, i.a., for works associated with the development of corridor as a result of which the action programme for the development of the Scandria Corridor with a perspective until 2030 was drafted.

The open platform of cooperation, named Scandria Alliance, used for the networking of partners from the fields of politics, administration, industry and science at the EU, national, regional and local levels was established to encourage partners to implement the action plan and to attract the new stakeholders to cooperate. Scandria Alliance encompasses:

- Scandria General Assembly – an annual event with a freely-chosen thematic scope used as a platform for meetings of representatives of politics at the EU, national and regional levels, as well as industry representatives;
- Scandria Alliance Steering Committee – responsible for the technical aspects of the platform's functioning, including coordination of its operation, communication, initiating thematic projects, developing organisational and financial structures, and organising the Scandria General Assembly;
- Scandria Alliance working groups – serving as a body dealing with the preparation and implementation of common actions focused around important topics, such as EU and national legal regulations concerning transport, the logistics sector, railway transport, and the green corridor.

The accepted model of operation assumes a preference for the flexible structures of cooperation, which allow the adjustment of actions to current needs without the necessity of establishing new

structures duplicating the already existing top-down mechanisms (such as, e.g. the forum on TEN-T corridors).

2.2. THE CENTRAL EUROPEAN TRANSPORT CORRIDOR

The Central European Transport Corridor (CETC) links Region Skåne with the Adriatic through Baltic Sea, the Czech Republic, Slovakia, Hungary and Croatia. Region Skåne and the Westpomeranian Region were the leaders of cooperation aimed at promoting the connection using maritime, road and railway transport on the north-south axis along the E65 route. In 2004, an agreement among representatives of six regions (Region Skåne, West Pomerania, Lubuskie and Dolnośląskie, Hradec Kralove and Bratislava Region) was concluded to establish the Central European Transport Corridor CETC-ROUTE 65. In 2010, the number of stakeholders was increased to 17 regions, and the initiative gained support of ministers of transport from all six states through which the corridor is running. In 2010, decision was made to transform the existing form of cooperation into a grouping named the Central European Transport Corridor – the European Grouping for Territorial Cooperation Ltd. (CETC – EGTC Ltd.) with headquarters in Szczecin.

The European Grouping for Territorial Cooperation is a supra-national institution established in the territory of the European Union aimed at facilitating and supporting cross-border, supra-national and cross-regional cooperation among Member States or their regional and local authorities. Generally, cooperation includes adjacent regions, although cooperation of e.g. cities is also possible. EGTC can be formed by partners with headquarters in at least two Member States. Partners can include member States, regional and local authorities, public law entities, and associations gathering entities belonging to at least one of those categories. The European Grouping for Territorial Cooperation can be trusted with the implementation of programmes co-funded by the European Union or other cross-border projects, not necessarily with contribution from EU funds.

CETC – EGTC is meant to contribute to the economic and social cohesion of the EU regions. It is assumed that regional partners are to be accompanied on further stages by universities and economic entities, and ultimately, also government bodies. The tasks of CETC-EGTC include:

- to establish the common planning area for CETC-EGTC;
- to identify the missing transport links within CETC-EGTC by type of transport and locations;
- to initiate work and conduct preliminary feasibility studies;
- to conduct pro-investment lobbying;
- to ensure the free flow of know-how, statistics and other information;
- to create concepts of logistics chains and share economic information supporting the operation of the entrepreneurship sector in the area of the Grouping's activity;
- to include the R&D sector and universities in cooperation;
- to promote the principles of functioning of “green transport infrastructure;”
- to establish a shared tourism area;
- to implement and conduct other programmes or projects developed within EGTC with the use of cross-border expert working groups;
- to recommend solutions in the field of regional policy.

In 2016, the Strategic Centre was established – a special internal organisational unit of CETC-EGTC responsible for strategic planning. The tasks of the Strategic Centre include the following:

1. to coordinate tasks in terms of strategic planning and analyses concerning the Grouping, and in particular, drafting strategic analyses and studies;

2. to cooperate with Member States, their authorities and organisations dealing with the coordination of transport strategies and other specialised sectors, and to develop special materials for decision-makers, as necessary;
3. to participate in the formation of the legal environment facilitating the establishment and development of the national and international transport corridors and systems associated with the goals of the Grouping, and therefore, to provide members of the Grouping with arguments regarding the relevant provisions of law being drafted;
4. to coordinate the work on the evaluation of completed strategic tasks and to draft relevant reports (if necessary);
5. to analyse sources of budgeting for Member States and the European Union which can contribute to the performance of goals of the Grouping and promote the establishment and development of individual transport networks, and to start – on the basis of members supporting the project – work on such networks which will be coordinated by Member States or the Grouping, and to update and maintain the source map base on a daily basis for the purpose of the project;
6. to participate in the strategic development of transport programmes and organise tenders for construction works to further the performance of the Grouping's goals, and to participate in actions taken by committees with regards to the project;
7. to establish relations with competitive international knowledge centres in the field of transport at the regional, national (Member States) and EU levels;
8. to monitor innovative trends in transport and to prepare strategic forecasts;
9. to support results regarding the delivery of goals concerning the development of transport with the support of the Grouping and raising social awareness in this field;
10. to organise disciplinary events, edit publications, and coordinate professional networks;
11. to prepare applications for funding from EU resources (including, especially, ECT);
12. to cooperate with the Secretariat of the Grouping on non-investment projects with funding from EU funds.

CETC-EGTC was created as the first European Territorial Grouping operating in the area of transport. The following advantages arising from the establishment of EGTC are mentioned:

- the establishment of a single legal entity which uses one set of regulations to deliver common initiatives in at least two Member States;
- international cooperation within the framework of common initiatives without the necessity of concluding international agreements requiring ratification by national parliaments;
- the possibility of a joint and direct response of Member States to calls for proposals within the framework of the EU territorial programmes and actions in that field as a single managing institution.

2.3. KVARKEN MULTIMODAL LINK

The Kvarken Multimodal Link Project was initiated by the port city of Umeå in Sweden and Vaasa in Finland, located on both sides of Gulf of Bothnia. The project is aimed at the formation of a sustainable, environmentally-friendly and safe multimodal transport system – passenger and freight – by means of modernising the regular ferry connection between Umeå and Vaasa. The scope of modernisation included:

- placing a modern ferry into service;

- increasing efficiency of port operations and the regional logistics system;
- increasing competitiveness;
- securing the long-term stability of the task;
- implementing innovative technologies and solutions, and also contributing to their popularisation in the European Union.

The project is divided into two stages:

- Stage 1. (2012-2014) – preparatory actions, feasibility studies, drafting the modernisation concept for the transport link as well as road and port infrastructure, designing a modern and environmentally-friendly ferry (with a preferred LNG drive) featuring a reinforced hull frame allowing it to break the ice cover;
- Stage 2. (2015-2017) – the construction of the ferry, relevant inland infrastructure (including potential infrastructure for fuelling the ferry with LNG), the implementation of a logistics system, summing up the experience gained during project delivery.

To deliver the project objectives (especially stage 2), the city of Umeå and Vasa established a special company (Kvarken Link AB). Additionally, the managements of both ports established the Kvarken Ports Company. The selected cooperation formula is more flexible than the mechanism of a European Territorial Grouping and allows the achievement of the same goals.

The project is funded from various sources, including state (budgets of cities, regions and national funds of Finland and Sweden as well as within framework of funds assigned for TEN-T), as well as private funds.

2.4. MODELS OF COOPERATION WITHIN THE FRAMEWORK OF THE TRANSPORT CORRIDOR

A summary of the models of multidimensional cooperation used in corridor structures is presented in the table (cf. TableTable 1).

Table 1. Models of cooperation within the framework of the transport corridor.

COOPERATION MODEL	FEATURES	STRENGTHS	WEAKNESSES
Informal network, working groups	Network of various stakeholders collaborating with each other without a formal agreement, open access to cooperation, one stakeholder is a voluntary leader	Small administrative burden, fast process of group formation and cooperation, partnership flexibility, flexibility in establishing the cooperation programme	Undefined rules of cooperation, risk of insufficient involvement of partners, uncertainty of funding

COOPERATION MODEL	FEATURES	STRENGTHS	WEAKNESSES
Cooperation based on a formal agreement	Cooperation based on a formal agreement, fixed membership fees, formalised pattern of activity, work schedule	Greater involvement of partners, securing of funding, minimum involvement of human resources	Requires concordance among partners, limited flexibility (e.g. additional tasks beyond the scope of the concluded agreement should be negotiated on a policy level)
European territorial grouping	Embedded in the EU law, cooperation among regional authorities, own legal identity	Ability to negotiate, increased visibility, access to the EU funds, including also as part of support for territorial cooperation, well-defined decision processes and roles; independence from the political situation	A relatively difficult administrative process concerning the establishment of an entity, difficulties in the involvement of private entities as members of the grouping
Company	Regulated by the law of the country of the entity's founder, own legal identity	Ability to negotiate, increased visibility, access to the EU funds, including also as part of support for territorial cooperation, well-defined decision processes and roles; independence from the political situation, a simplified process of entity establishment, broad application	Narrowing of activity to cooperation in limited scope, common for all partners, no access to the EU funds within the framework of territorial cooperation

Source: individual study based on G. Panagakos, H. N. Psaraftis, Best practice in multi-level cooperation for transport and growth in the BSR, Thematic study, TENTacle WP 5, Activity 1: Lessons learned, DTU Management Engineering, 2017 r.

Taking into consideration the long-term experience in relations between the main stakeholders, continuing the initiative of the European Territorial Grouping is the most advantageous model of cooperation between Skåne and the Westpomeranian Region for the development of the Baltic-Adriatic Corridor. The established structure, arising from cooperation based on the agreements concluded within the framework of CETC-ROUTE 65 Corridor enables a more efficient delivery of assumed goals, particularly due to ensured access to external funding and independence from local political situation which often has impact on activities of that type. The main challenge for CETC-EGTC is securing funding for further activity, including also taking other actions, and establishing cooperation with private entities.

Depending on the needs, the establishment of a company allowing the delivery of actions planned and specified by CETC-EGTC can be the next stage of cooperation, if cooperation based on the European Territorial Grouping turns out to be insufficient. This can be, e.g., a company of maritime ports or a company with a share of regional authorities and forwarding, logistics or transport companies in the field of implementation of innovative solutions (such as, e.g. brokerage services enabling shippers of freight to select the most advantageous model of transport).

3. ACTION PLAN

The action plan covers steps aimed at the implementation of recommendations forming conclusions of reports drafted at the request of the Board of Region Skåne⁴ and Marshall's Office of the Westpomeranian Region⁵ within the framework of the TENTacle Project. According to the assumptions, the plan is used to encourage stakeholders to develop an intelligent and more environmentally-friendly logistics network between Scandinavia, Poland and other parts of Central Europe. The Plan also features actions reaching beyond the connections forming the TEN-T network – extension to the Baltic Sea (the Region Skåne – West Pomerania maritime connection) and the Oder Waterway running along a section of the Baltic-Adriatic Corridor.

The proposed plan encompasses two groups of actions:

- horizontal actions – aimed at the establishment of an organisational structure allowing the performance of direct actions;
- direct actions – directly contributing to the improvement of the attractiveness and competitiveness of the Baltic-Adriatic Corridor.

The assumption of the plan being prepared is to use the extensive body of experience gained by the administrations of Region Skåne and the Westpomeranian Region, and to maintain and develop the existing forms of cooperation within the framework of the corridor – if possible, without the necessity of creating additional structures. In this context, international cooperation within the framework of the European Territorial Grouping and the Strategic Centre appointed within it, with the assumed tasks largely responding to the recommendations constituting the conclusion of the cited reports – is particularly valuable.

⁴ K. Levin, A. Clark, Cross-border freight transport, op. cit.

⁵ M. Wolański, B. Mazur, W. Mrozowski, M. Pieróg, Zestaw analiz, op. cit.

3.1. HORIZONTAL ACTIONS

Action 1.1. Broadening cooperation among stakeholders of the Baltic-Adriatic Corridor in the area of the Westpomeranian Region and Region Skåne.

Description of the action	<p>Establishing cooperation among representatives of regional administrations and entities interested in the improvement of the flow of goods along the Baltic-Adriatic Corridor in the area of the Westpomeranian Region and Region Skåne, including:</p> <ol style="list-style-type: none"> 1. Establishing a database of contacts covering entities representing regional authorities, infrastructure managers, shippers and carriers (clusters, associations, Special Economic Zones). 2. Notifying the thus-established stakeholder group about the events and actions connected with changes in the impact zone of the Baltic-Adriatic Corridor (plans concerning infrastructural investments, changes in the legal environment, programmes allowing the acquisition of assets for the delivery of projects corresponding to goals concerning the corridor's development). 3. As needed, the organisation of meetings and workshops aimed at sharing experiences, identifying the most important transport barriers along the corridor, conditions concerning the implementation of smart and green corridors.
Addressee	CETC-EGTC
Justification	<p>It is necessary to consolidate a group of stakeholders in the impact zone of the Baltic-Adriatic Corridor, establish cooperation among them and ensure information flow, which should be used for the implementation of a consistent, supra-regional development policy, including the identification of the main barriers as well as establishing methods of their elimination and promptly responding to the new challenges resulting e.g. from legal amendments.</p>

Action 1.2. Support for amendments in legal regulations

Description of action	<p>Involvement in the creation of a legal environment favourable for the establishment and development of national and international transport corridors and providing the corridor's stakeholders with arguments concerning the drafting of relevant legal provisions, including:</p> <ol style="list-style-type: none"> 4. Drafting a list of the main legal barriers obstructing the corridor's development and the expected tendencies in legal amendments cancelling these barriers based on cooperation with stakeholders (e.g. in the framework of thematic workshops). 5. Monitoring the legal amendments having impact on the functioning of the transport corridor, presenting them to stakeholders and providing more extensive information about the results of planned amendments, e.g. by opinions presented in the media. 6. Inviting representatives of relevant ministries to work meetings and workshops. 7. Involvement in cooperation with MPs and senators interested in the development of the Westpomeranian Region and Region Skåne. 8. Participating in social consultations concerning legal amendments by presenting official statements.
Addressee	CETC-EGTC
Justification	<p>Support for the creation of a legal environment favouring the development of the transport corridor is possible by means of active participation of the entity representing the corridor's stakeholders in legal amendments leading to the elimination of the most important barriers obstructing the corridor's development and in the ongoing monitoring of scheduled legal amendments having impact on the interests of entrepreneurs using the corridor.</p>

Action 1.3. Mapping of funding

Description of action	<p>Searching for and identifying financial resources and donations allowing the achievement of the corridor's developmental goals, including:</p> <ol style="list-style-type: none"> 1. Funding soft actions aimed at the corridor's development (workshops, information activities, drafting analyses). 2. Funding the modernisation and development of infrastructure. 3. Promoting the use of EU funds by private entities by informing stakeholders about calls for proposals under relevant programmes and training for beneficiaries and sharing experiences as part of workshops. 4. Selecting investments with a considerable potential for gaining co-funding within the framework of FE Programme, encouraging relevant beneficiaries to acquire funds, support concerning the drafting of applications. 5. Analysing the potential of using assets under a public-private partnership by selecting investments corresponding to the PPP formula, encouraging relevant public beneficiaries (e.g. infrastructure managers) and searching for private investors.
Addressee	<p>CETC-EGTC or the administration of the Westpomeranian Region and Region Skåne.</p>
Justification	<p>More efficient acquisition of financial resources for the performance of actions will contribute to the faster and more comprehensive achievement of goals related to the corridor's development. The availability of assets and the diversity of potential beneficiaries, both public and private, characterised by various abilities to participate in support programmes and various investment priorities are the problem, therefore, additional support actions are necessary.</p>

Action 1.4. Funds management

Description of action	<p>The involvement of CETC-EGTC in the management of funds supporting cross-border cooperation, including:</p> <ol style="list-style-type: none"> 1. Participation in the Working Group drafting the programme for cross-border cooperation which is compatible with the objectives of the Baltic-Adriatic Corridor (perspective 2020+); 2. The separation of a Micro Projects Fund within the framework of the relevant programme (e.g. South Baltic); 3. Participation of CETC-EGTC in the management of the Micro Projects Fund under an umbrella project.
Addressee	CETC-EGTC
Justification	<p>Experiences from other cross-border programmes (e.g. Poland-Slovakia) show that the Micro Projects Funds attract a lot of attention among stakeholders. The involvement of CETC-EGTC in the management of funds will help reduce the workload of the Managing Authority, simplify relations and cooperation with beneficiaries, and allow a better adjustment of the Programme to the expectations of potential beneficiaries, and therefore, the efficient achievement of the common goals of the Programme and the development of the Corridor.</p>

Action 1.5. Statistics

Description of action	<p>Collecting knowledge on the functioning of the transport corridor, including:</p> <ol style="list-style-type: none"> 4. Monitoring publicly available statistics and their regular publication, e.g. on a website. 5. Publicising favourable or unfavourable statistical changes by means of media. 6. Creating own collections of data – modelled on Swedish National Road and Transport Research Institute (Trafik Analys) – collecting a broader scope of data than provided in generally available public statistics.
Addressee	Administration of the Westpomeranian Region or CETC-EGTC
Justification	<p>Collecting data on the functioning of the transport corridor will serve not only as the basis for preparing precise assessments and improving the process of planning the corridor's development but also – thanks to publishing – it will become a source of research conducted by entities independent from the corridor's stakeholders, e.g. universities, contributing to improving knowledge about the corridor.</p>

Action 1.6. Research

<p>Description of action</p>	<p>Preparing – on the basis of the knowledge gained in cooperation with stakeholders of the corridor and from the statistical database – research projects and reports, including practical recommendations, which improve taking further decisions concerning the corridor's development, including:</p> <ol style="list-style-type: none"> 1. Verifying the possibility of reducing stoppage times in railway transport in Poland. 2. Analysing the costs and benefits of infrastructural investments in the corridor based on the so-called four-level model. 3. Selecting the necessary investments in railway and multimodal infrastructure in cooperation with the managements of maritime ports and operators of transshipment terminals in Region Skåne and the Westpomeranian Region with the use of funds assigned for TEN-T corridors for research over the so-called bottlenecks. 4. Conducting analysis of economic results in variants encompassing improved infrastructure in the corridor and variant 0 (no modernisation works), determining the impact implementing the green corridor project on regional development. 5. Formulating the target vision of intermodal terminals and logistics chains as well as tools for their implementation to develop and consolidate the network of intermodal terminals.
<p>Addressee</p>	<p>Administrations of the Westpomeranian Region and Region Skåne</p>
<p>Justification</p>	<p>Thorough research and practical recommendations will constitute a practical use of the collected knowledge which will enable the most effective actions to be taken.</p>

3.2. DIRECT ACTIONS

Action 2.1. Updating the TEN-T network

Description of action	Inclusion in TEN-T network of the entire run of the Oder Waterway – from Szczecin through the Gliwice Canal to Gliwice and ultimately, in the future, also with extension from Gliwice through the Oder-Danube-Elbe Canal.
Addressee	Coordinator of the Baltic-Adriatic Corridor
Justification	Inclusion of the Oder Waterway in the TEN-T network on a longer section will allow access to EU funds, and thanks to that, the implementation of infrastructural investments aimed at the restoration of regular shipping on the Oder River which will make the transport package of the corridor more attractive and will significantly increase the potential for development of the regions situated along the Oder River as well as contribute to the achievement of goals of the White Paper on Transport by ensuring an opportunity to transfer the transport of goods to distances longer than 300 km from road transport to inland transport which is more environmentally-friendly.

Action 2.2. Cooperation among the managements of maritime ports

Description of action	<p>Initiating direct cooperation between the managements of maritime ports on the Polish side (Szczecin-Świnoujście) and on the Swedish side (Trelleborg, Ystad) necessary for the consistent implementation of the new solutions.</p> <ol style="list-style-type: none"> 1. Signing a memorandum on cooperation between ports. 2. Cooperation covering the share of information and experiences in terms of technical solutions, research and development. 3. Mutual support in the performance of environmentally-friendly activities, including the mutual implementation of projects within the framework of the Motorways of the Sea. 4. Jointly applying for funds under specific programmes. 5. Jointly supporting interests in relation to external entities. 6. Obligations concerning the implementation of environmentally-friendly solutions in a specified time horizon contributing to the implementation of the Green Corridor, e.g. placing container tractors with alternative drives in operation.
Addressee	<p>Managements of ports: Szczecin-Świnoujście, Ystad and Trelleborg.</p>
Justification	<p>Establishing closer cooperation between the Polish and Swedish ports will facilitate the introduction of a consistent package of ports on both sides of the Baltic Sea and the performance of mutual investment projects contributing to e.g. placing ferries fuelled with LNG in operation.</p>

Action 2.3. The continued modernisation of ports

Description of action	<p>The extension and modernisation of ports based on own and external assets (e.g. from funds assigned for the Motorways of the Sea), including:</p> <ol style="list-style-type: none"> 1. Creating the infrastructure allowing the use of alternative fuels in maritime ports. 2. Constructing an intermodal terminal in Świnoujście. 3. Constructing an intermodal terminal in Ystad. 4. Extending and modernising road and railway connections improving access to ports from land.
Addressee	<p>Managements of ports: Szczecin-Świnoujście, Ystad and Trelleborg.</p>
Justification	<p>Infrastructural investment in the ports will contribute to the improvement of the transport package of the Baltic-Adriatic Corridor and will also allow the transformation of the corridor into a Green Corridor through the increased use of alternative fuels.</p>

Action 2.4. The integration of infrastructure managers in the Westpomeranian Region

Description of action	The integration of managerial functions of road and railway infrastructure modelled on Swedish local governments and Dolnośląska Służba Dróg i Kolei (Lower Silesia Road and Railway Authority) through the appointment of the West Pomerania Road and Railway Authority as a local government budget entity funded the regional government of the Westpomeranian Region and performing tasks of the Board of the Westpomeranian Region in terms of the rights and obligations of the road authority provided for in the Act of 21 March 1985 on public roads and railway infrastructure authority specified in the Act of 28 March 2003 on railway transport.
Addressee	Marshall's Office of Westpomeranian Region
Justification	Sustainable development of transport infrastructure is made more difficult due to the diversification of infrastructure managers in various areas. The integration of managerial functions will improve the coordination of investments in road and railway infrastructure. A limitation on the number of entities managing infrastructure will also facilitate cooperation within the corridor.

Action 2.5. Support for large infrastructural investments

Description of action	<p>Support for infrastructural investments which are important for the corridor's development, including the construction of express road S3, the modernisation of railway line No. 273 and the restoration of the Oder Waterway by means of:</p> <ol style="list-style-type: none"> 1. Monitoring the progress of modernisation works. 2. Informing stakeholders and investors about the progress in modernisation works by creating a publicly accessible map of links along the corridor with information concerning the scope of the scheduled modernisation and the date of completion. 3. Ensuring a high priority of works by including them in the national strategic documents and development plans. 4. Applying for securing funds from the state budget. 5. Beneficiaries' support for gaining external assets.
Addressee	CETC-EGTC
Justification	<p>Investments implemented by the national road authorities (The General Directorate of National Roads and Motorways) and railway authorities (PKP Polskie Linie Kolejowe) are the most important for the Baltic-Adriatic Corridor. It is necessary to monitor the progress of the modernisation work, apply for assigning a high priority to works and to secure assets from state budget and also external assets.</p>

Action 2.6. Complementary infrastructural investments

Description of action	<p>Conducting infrastructural investments complementing the scheduled, large investments by the local governments of territorial units located along the corridor, including:</p> <ol style="list-style-type: none"> 1. Preparation – in agreement with local and regional authorities – of a list of municipal roads sections of railway lines and branch lines connecting investment areas with the run of express road S3, railway line No. 273 and the Oder Waterway. 2. Planning the schedule of modernisation works improving access to express road S3, railway line No. 273 and inland ports. 3. Declarations of municipal, district and regional governments on the performance of scheduled investments with the use of own assets or external assets.
Addressee	<p>Local and regional government authorities from areas along the Baltic-Adriatic Corridor.</p>
Justification	<p>The early preparation of infrastructure connecting investment areas with the modernised sections of roads, railway lines and ports will increase the advantage of regions concerning the acquisition of new investors and will contribute to the faster accomplishment of benefits from modernisation works managed at the national level.</p>

Action 2.7. Support for changes in the packages of carriers and forwarders

Description of action	<p>Improving the packages of freight carriers and forwarders operating in the Baltic-Adriatic Corridor by means of:</p> <ol style="list-style-type: none"> 1. Networking of freight shippers, carriers and forwarders allowing a more effective recognition of mutual expectations. 2. Implementing, in cooperation with carriers and forwarders, brokerage services assisting freight shippers in selecting the most advantageous transport model. 3. Performing works aimed at the launch of a linear intermodal train from the port in Szczecin, involving the planning of the target route, determining the expected time of travel and train frequency as well as establishing cooperation with railway carriers interested in providing services of that type. 4. Supporting private entities in the procurement of external assets for investments contributing to the achievement of the corridor's goals, including e.g. projects of brokerage services, tracking of consignments, replacement of rolling stock.
Addressee	CETC-EGTC
Justification	<p>Regardless of changes in infrastructure, it is possible to improve the movement of cargo in the corridor by better adjusting the packages of carriers and forwarders to the needs of freight shippers which can be achieved thanks to cooperation with private entities.</p>

Action 2.8. The implementation of smart and environmentally-friendly ideas – especially green corridors

Description of action	<p>The implementation of smart and environmentally-friendly elements – especially green corridors – by means of:</p> <ol style="list-style-type: none"> 1. Establishing cooperation with research and development centres and suppliers of modern technologies in the impact zone of the Baltic-Adriatic Corridor. 2. Conducting research on modern technologies with regard to the needs and priorities of stakeholders of the corridor and in cooperation with research and development centres as well as suppliers of modern technologies. 3. Networking of infrastructure managers, carriers or forwarders with representatives of research and development centres as well as suppliers of modern technologies to promote the implementation of ground-breaking, innovative solutions. 4. Promoting the use of EU funds to implement innovative solutions by private entities by informing about calls for proposals under specific programmes and training sessions for beneficiaries as well as sharing experiences as part of workshops.
Addressee	CETC-EGTC
Justification	<p>Supporting the development of innovation within the corridor will contribute not only to the faster implementation of smart and green solutions, but also to the broadening of the competitiveness of carriers as well as logistics and forwarding companies, and to the higher potential of the local research and development centres and suppliers of modern technologies.</p>

APPENDIX

Table 2. Correlations between recommendations constituting conclusions of regional reports and the proposed actions.

	1.1	1.2	1.3	1.4	1.5	1.6	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8
Maintaining cooperation among stakeholders initiated by regional authorities involving cooperation with relevant stakeholders (in particular, private entities) and ensuring information sharing														
Initiating direct cooperation among the managers of individual maritime ports necessary for the consistent implementation of new solutions														
Initiating changes in legal regulations such as e.g. the consolidation of regulations concerning road transport, the simplification of regulations on information and documentation management in railway and maritime transport														
Verifying the possibility of reducing stoppage times in railway transport on the Polish side														
Improving the parameters of railway infrastructure in Poland by increasing admissible axis load to 221 kN/25 t per axis														
Launching a railway and road terminal in the Ystad port														
Implementing brokerage services making it easier for shippers to select the most advantageous mode of transport, initiated by the establishment of close cooperation among the largest forwarding companies and railway carriers on both sides of the Baltic Sea														
Selecting necessary investments in railway and intermodal infrastructure in cooperation with the managements of maritime ports and operators of transshipment terminals in Skåne and West Pomerania with the use of funds assigned for TEN-T corridors in terms of research over the so-called bottlenecks														

	1.1	1.2	1.3	1.4	1.5	1.6	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8
Collecting and analysing consolidated annual statistics relating to the entire area of the Baltic Sea														
Applying modern digital solutions for the booking, securing and monitoring of consignments in railway and multimodal transport along the corridor														
Creating infrastructure allowing the use of alternative fuels in maritime ports with the use of EU funds														
Supporting the development of modes of transport other than road transport, having a less negative impact on the environment, including railway (especially in terms of acquisition of cargo other than bulk cargo, the modernisation of linear infrastructure and the extension of nodal infrastructure) as well as inland shipping (in terms of the restoration of infrastructure and finding a market niche, such as e.g. the transport of oversized cargo)														
Applying cost and benefits analysis by means of the so-called four-level model as the basis for the strategic planning of transport infrastructure														
Integrating managerial functions modelled on Dolnośląska Służba Dróg i Kolei (Lower Silesia Road and Railway Authority) or Swedish local governments which are the managers of not only road infrastructure but also of railway regional infrastructure														
Involving regional government authorities in the construction of intermodal connections of the Middle and Lower Oder River with the network of road and railway transport														
Cooperation among public authorities and organisation gathering entrepreneurs in connection with the implementation of a transparent, supra-regional development policy														

	1.1	1.2	1.3	1.4	1.5	1.6	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8
Involvement in cooperation with the Polish central authorities aimed at the improvement of investment processes in terms of transport infrastructure or the adoption of an appropriate special act on investments in inland shipping, taking into account the intermodality of shipment investments (and therefore, the construction of roads, railways and even warehouses or production facilities) and the diversification of beneficiaries (including commercial law companies)														
Formulating the target vision of a network of intermodal terminals and logistics chains as well as tools for its implementation to develop and consolidate the network of intermodal terminals														
Finishing the construction of the S3 motorway														
Infrastructural investments improving the parameters of railway lines (especially line no 273) and increasing the density of unloading points and branch lines supported by changes in the packages of freight carriers														
Investments in the restoration of neglected branch lines, sections of railway lines and access roads to inland ports along the Oder River allowing the formation of logistics centres connecting water, road and railway transport along the Oder River														
The construction of an intermodal terminal in Świnoujście and the modernisation of inland intermodal infrastructure, including the optimisation of the process of freight shipment and collection in cooperation with stakeholders														
Using the project of the Motorways of the Sea to modernise ports and execute complementary investments in road and railway infrastructure supported by actions associated with the packages of freight carriers														
The restoration of the Oder Waterway infrastructure at least to category III and support for complementary actions in the form of modernisation of port infrastructure and fleet of shipping companies, as well as actions aimed at popularising the use of shipping in freight transport and ensuring the inflow of human resources														

	1.1	1.2	1.3	1.4	1.5	1.6	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8
The delivery of projects related to the infrastructure of the Oder Waterway based on CEF funds for the Financial Perspective 2020+ as well as resources from the Cohesion Fund (Operational Programme Infrastructure and Environment 2020+), if available														
Searching for external financial resources within the framework of the public-private partnership														
Continuing cooperation within the framework of the European Grouping of Territorial Cooperation														
Establishing broader cooperation by the entity representing the Baltic-Adriatic Corridor and other entities under a cluster formula														
Taking into account modern solutions reducing the negative impact of transport on the natural environment														
Supporting innovation by infrastructure managers, i.a., by means of stimulating cooperation with scientific centres and the implementation of pilot programmes along sections of traffic networks														