



Strategy 2025

Discussion Paper

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This is a discussion paper from COINCO
Comments, critique and suggestions can be mailed to
COINCO
c/o Jacob Lundgaard
Roskilde University, 11.1
P.O.Box 260
DK-4000 Roskilde
or sent by e-mail to jlu@ruc.dk

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Authors	Per Homann Jespersen Anne Jensen Christoph Stroschein Jacob Lundgaard
Layout	Simon Moe

Invitation to hearing process

The Scandinavian Arena was formed in 2001 as a collaboration between the GO-region (Göteborg-Oslo) and the Øresund Region, in order to develop a sustainable, attractive and competitive region both in a European and global perspective. In the process, it has been realized, that this development also has to include our neighbouring German regions. So in 2005, the Scandinavian Arena together with German partners, initiated a project aimed at developing a strategy towards 2025 for this joint venture. This discussion paper is the first result of this project.

The cities and regions in the corridor Oslo-Göteborg-Malmö-Copenhagen-Berlin have an ambition to become one of the most competitive regions in the World, and at the same time maintain and develop the social and environmental qualities that already makes our part of the World unique.

The Corridor of Innovation and Cooperation (COINCO) is a response to the Lisbon Strategy of the European Union. Creation of more and better jobs in a globalized economy demands new knowledge infrastructures and intensified innovation.

National borders must not be a hindrance to this. Every city, every region must find the partners that can support its development goals and give the synergy necessary to take up the challenges of globalisation.

Cooperation over large distances requires an appropriate infrastructure, both for passengers and freight.

Cooperation over national borders requires new forms of governance and collaboration structures in order to progress towards common goals. Involvement of business, organizations, knowledge institutions and the citizens is crucial for the success.

I hereby invite you to read and comment on this paper. Your comments will be a valuable part of the process towards forming one of the World's first transnational development strategies.



Göran Johansson

Mayor of Göteborg

Chairman of the Political Steering Committee of COINCO



Executive Summary

The regions and cities in the COINCO-corridor Oslo-Göteborg-Malmö-Copenhagen-Berlin have worked out a strategy proposal which is presented in this discussion paper.

Behind the strategy is a political will to utilize mutual strengths and together become a leading player in a globalized world, based on common cultural, social and environmental values.

The strategy comprises of a vision and more detailed aims and actions within three different areas: Corridor infrastructure, Innovation and Cooperation. In this way, the COINCO partners want to establish a political platform for transborder collaboration on matters essential to development - 'hard' issues such as transport infrastructure and 'soft' issues on improving cooperation within business, administration and knowledge production.

The synergy of COINCO will have to come from collaboration among businesses. Supporting cooperation between existing companies in the corridor, attracting innovative international companies, and supporting the creation of new knowledge intensive businesses is thus at the core of the strategy. New areas of collaboration will have to be identified systematically.

Cooperation among COINCO businesses have to be institutionally supported. Therefore a number of knowledge institutions have to be formed organized around the 'triple helix'-principle – a tight collaboration between business, administration and knowledge producers, especially universities. Also new ways of collaboration have to be explored - 'network governance' has to be developed to supplement traditional regulation.

Every company, every university, every institution has to take the global reality into account and reacting to it. To make COINCO a privileged area of cooperation depends on easy access within the corridor for people and for goods. Some of the existing infrastructure is of a high quality, but seen from a network perspective there is a need for improvements. This strategy proposal points at a high speed rail link through the corridor, well connected to the main airports. This would improve passenger transport efficiency and quality within as well as in and out of the corridor. Similarly an improved network for freight transport could be obtained by improving the rail connections between the terminals where the sea, road and rail transport systems connect.

This paper presents a strategy proposal – the partners behind it are looking forward to have a broad response to it before working out a common Strategy Document.

Introduction

The purpose of this public hearing is to secure a well-founded strategy. By involving the political bodies of the partner organisations; several institutions, organisations and authorities; and in addition many experts within the fields of transport, innovation and cooperation from each of the four countries a deep and rooted discussion is made possible within all of the main actors in the COINCO Corridor.

Examples on institutions and organisations involved in the hearing are: Road and rail authorities; owners of infrastructure; national, regional, and local planning authorities; business life; motorist organisations; environmental organisations; transport trade; operators within goods and passenger transport; tourism organisations; consumers’ council; overlapping Interreg projects etc. Most of these are represented from Norway, Sweden, Denmark as well as Germany.

Document Guide

The *COINCO Strategy 2025 – Discussion paper* consists of a vision; of aims; and of actions.

The vision describes what the COINCO Cooperation wants for the future; how should the corridor look like in 2025 – the goal of all the efforts.

The aims describe what should be accomplished in the period in between to make the vision come true. The document presents aims within three areas:

- Corridor: The transport systems and infrastructure needed to connect the regions and cities within the corridor together.
- Innovation: To compete in a global market we need to develop our skills in seeing the potentials in existing and future industries and to support these in the most beneficial ways.
- Cooperation: A fundamental criteria of all other aims, is that we develop the way we cooperate within the corridor and across the national borders.

The actions are examples on main upcoming initiatives within each area to reach the aims.

Documentation

All the above standing is included in this discussion paper. What is *not* included, are all the documents and reports produced during the project process, constituting the fundament of this discussion paper. Find these at www.coinco.nu.

The following table illustrates this logic and informs on where to find each part:

LEVEL 1: Vision		The Vision of COINCO 2025 p6-7		
LEVEL 2: Aims		Corridor Infrastructure Aims p8-11	Innovation Aims p12-15	Cooperation Aims p16-19
LEVEL 3: Actions		Corridor Infrastructure Actions p22-25	Innovation Actions p26-29	Cooperation Actions p30-33
LEVEL 4: Documentation & references		www.coinco.nu		

One of the most competitive regions in the World

The COINCO corridor is a very attractive part of the World, for people as well as for business. On all of the three dimensions of sustainability – economic, social and environmental sustainability – COINCO scores high.

- The business environment is good for both traditional and high-tech/innovative businesses. Subregions of COINCO are among the most innovative and competitive regions globally.
- The distribution of wealth is more even than in most other places – a high level of education is one of the reasons.
- COINCO contains a rich nature with large areas of high recreational values. The level of environmental protection is outstanding.

Challenges for COINCO

This will not continue to be the case, unless action is taken. COINCO also holds weaknesses that can erode this position. In a European context, COINCO is geographically marginal. Compared to the economic centers in Europe and the World COINCO has a small and rather dispersed population, centered around the four metropolitan

areas Oslo, Göteborg, København/Malmö and Berlin.

In a world where regions increase in size, this is a problem. Success of business and competitiveness depend on innovation, innovation depends on cooperation, cooperation depends on being connected, and being connected depends on corridor infrastructure.

If COINCO is to be not just a corridor but a World leading region, then innovation, cooperation and corridor infrastructure have all to be addressed – and this is the purpose of this document.

COINCO – a European region

The rapid integration process of the European Union has weakened the role of the national borders. Even though the national context in most aspects of social life is still the most important, there is good reason to look for potential synergies of trans-border collaboration – COINCO already contains two of the most successful trans-border cooperations in the GO- and Øresund-regions.

In an increasing number of areas, EU is setting the rules and providing core incentives.

COINCO Strengths

Common values on

- Culture
- Social issues
- Nature and environment

Good business environment

- High level of innovation
- Complementary productive structures within the corridor

High level of skills

- General educational level
 - Use of Information and Communication Technology (ICT)
- Political will to cross border cooperation

One of the most competitive regions in the World

By setting up an ambitious strategy and pursuing it, COINCO aims to be in the forefront of the new Europe of regions and to be an example for other trans-border collaborations.

COINCO and the Lisbon Strategy

The ambitious goals of the EU put forward at the Lisbon summit in 2000 are also goals for COINCO.

- Creating a friendly environment for starting up and developing innovative businesses, as well as attracting foreign businesses to invest in COINCO will be the basis for competitiveness.
- More and better jobs will be the result.
- Contributing to the European area of research and innovation by strengthening and coordinating bonds between knowledge institutions will support this development
- Investing in people by education and training for living and working in the knowledge society is necessary both for business to thrive, for developing the social coherence and for extending it to the whole of COINCO

- A strategy for sustainable development is crucial for maintaining fundamental values of the corridor
- Putting decisions into practice by implementing new open methods for coordination is what the COINCO project is about – shaping the fundamentals for ‘new governance’

The COINCO Strategy

COINCO is one of many corridors and one of several transborder collaborations. The partners of COINCO participate in many of these collaborations, and COINCO should be seen as a part of a conglomerate of corridors and trans-national collaborations.

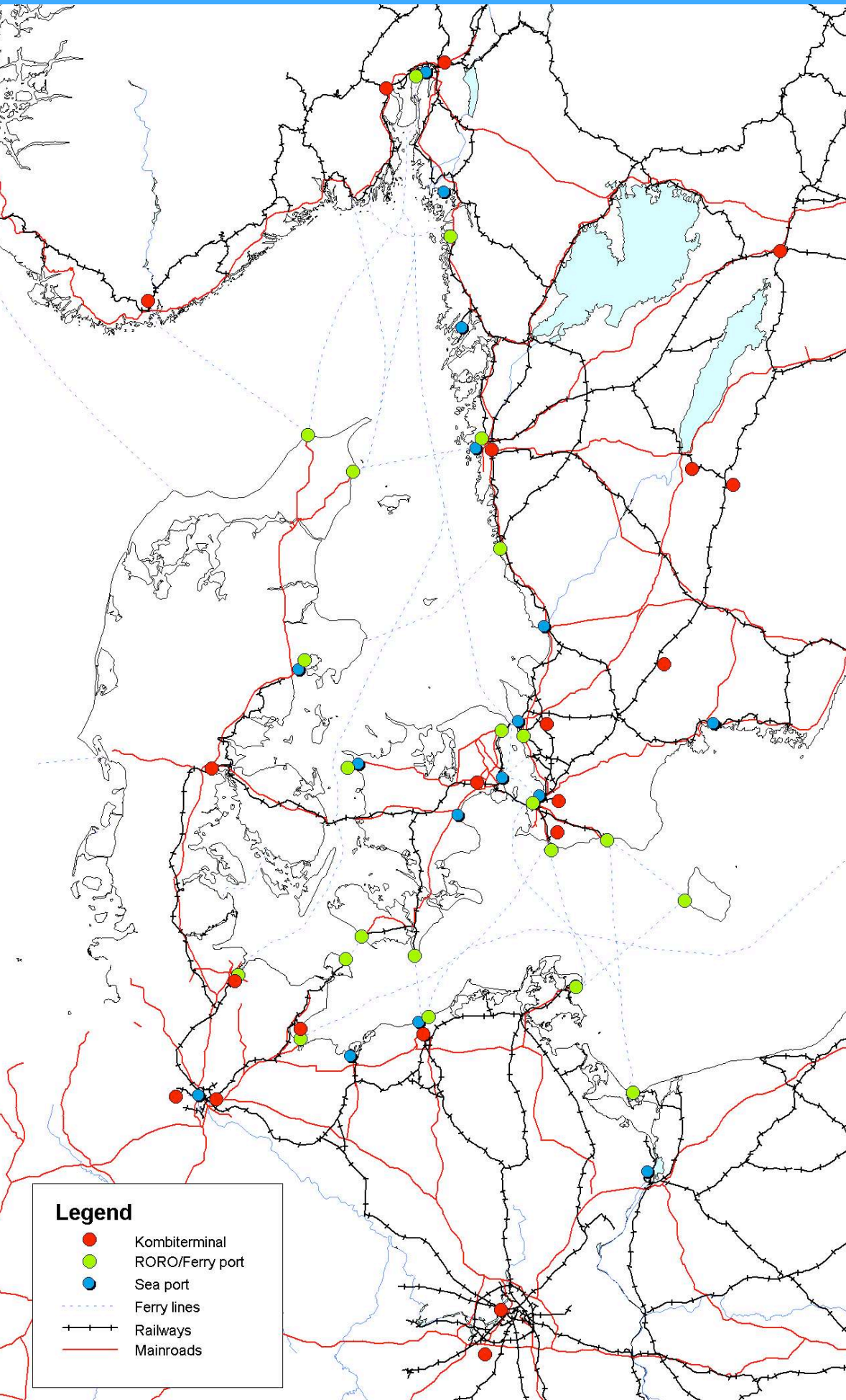
But COINCO is more ambitious and wants to develop a comprehensive strategy for the corridor. This Strategy Document is, however, not a comprehensive strategy – strategies will need to be developed within

a variety of areas. Here, the focus is on some of the main bottlenecks that have to be dealt with if synergies are to be fully explored within COINCO – it is just a starting kit

COINCO Potentials

Competitiveness will be based upon COINCO being the most innovative region

- one of the most attractive regions for knowledge intensive companies
- a very attractive region for the work force in these and other companies
- location for unique urban areas and cared-for landscapes
- part of a strong central European North-South axis as well as being part of a number of East-West axes
- connected by high quality links to the global market
- having one of the best internal mobility systems
- a world leader in establishing ‘network governance’ – within and across national borders



AIMS for the Corridor Infrastructure

- 1 The Berlin-Copenhagen axis will be included in the TEN-T priority list of European Transport Corridors
- 2 By 2025, Oslo and Berlin will be connected by a high speed rail link, allowing for travel times of 2 hours between Oslo and Göteborg, 2 hours between Göteborg and Copenhagen and 3 hours between Copenhagen and Berlin
- 3 The new Berlin International Airport in Schönefeld, Malmö/Sturup and Göteborg/Landvetter will (along with Copenhagen and Oslo) have dedicated railway stations. A shuttle train Copenhagen-Copenhagen Airport-Malmö/Sturup Airport will provide synergy between the two airports
- 4 The rail system will be easily accessible - also for tourists - through a common ticketing system (One Region – One Ticket), integration with other transport modes and other services to the travelers
- 5 A structure of centralized rail/road integrated freight terminals based on open access will give basis for a high frequency of shuttle trains
- 6 An efficient network of rail infrastructure will be connecting the Port of Göteborg (as the main overseas freight hub in COINCO) and the other main seaports in and near the COINCO corridor with the rail/road integrated freight terminals. Thus COINCO can develop into a global junction for trade based on environmentally friendly transport solutions.
- 7 The rail system will be supported by advanced communication and signaling systems permitting seamless transborder operations and sophisticated train management systems



The European context

In the Commissions 2006 review of its transport policy *Keep Europe moving - Sustainable mobility for our continent*, the objectives of the 2001 White Paper are confirmed

- To offer a high level of mobility to people and businesses throughout the Union
- To protect the environment, ensure energy security, promote minimum labour standards for the sector and protect the passenger and the citizen
- To innovate in support of the first two aims of mobility and protection by increasing the efficiency and sustainability of the growing transport sector
- To connect internationally, projecting the Union's policies to reinforce sustainable mobility, protection and innovation

Keep Europe Moving argues for a holistic approach to transport policy that 'needs to build on a broader range of policy tools achieving shifts to more environmentally friendly modes where appropriate, especially on long distance, in urban areas and on congested corridors'.



A sustainable mobility system

Turning COINCO into a major global player is dependent on an efficient, flexible and sustainable transport infrastructure along these lines. The strategy of COINCO is based on the following principles

- High quality of infrastructure should be provided for all passenger and freight transport modes – sea, rail, road and air

- Customers' needs for transport should be the guiding principle for infrastructure development
- A flexible transportation system depends on a seamless integration of different transport modes
- Sustainability concerns call for integrating rail and sea transport better into the transport networks such that rail and sea are easily accessible

Especially the railroad system needs attention by COINCO in order to overcome barriers to transnational transport.

The road infrastructure in COINCO consists of a well-established main network. Some links are missing in order to provide a full-fledged motorway system from Oslo to Berlin and these links should be improved.

Air and sea transport is provided for by private companies and regulated by market demand. The infrastructure necessary (airports and seaports) is generally made available by national and local administrations and through private investments, thus serious bottlenecks do not arise.

Thus, rail is the transport mode where COINCO efforts should be concentrated. It is the most environmentally benign of the motorized forms of passenger transport and along with sea transport the 'greenest' freight transport mode.

A railroad infrastructure strategy including high speed trains, improved regional trains as well as freight trains is a very robust strategy. If oil prices rise, railroad is the most energy efficient of the land transport modes. If pressures from climate change increases, railroads are able to use renewable energy sources.

However, the huge investments needed as well as the nationally oriented railway regulations has impeded the transborder operations of railroads. Where a special effort has been made to make rail competitive, as at the Øresund connection, success has been imminent.

Passenger Transport Infrastructure

The main passenger transport mode in COINCO is and will continue to be the passenger car – no other means of transport can compete with the combination of flexibility and speed of the car.

Air transport is without competition for long distance transport. In order to support a closer integration between actors within the COINCO corridor, the supply of flight connections has to be improved.

Railways have their niche herein between. With fast railway connections rail inter-city transport can compete on speed and comfort with both cars and short distance flights, attracting new customers and making it economically feasible.



High speed rail link

A high speed rail connection through the COINCO area is a crucial step making the corridor a leading player on the global market. Such a connection will be competitive to air transport on the short distances and to the passenger car on all distances.

A high speed rail connection with speeds of 250 km/h or more will require substantial investments all along the corridor, e.g.

- A fixed connection across the Fehmarn Belt (is in principle agreed upon by the governments of Germany and Denmark), along with an upgrading of the Copenhagen-Hamburg track to high speed trains
- Upgrade of the 50 kms rail track from Lübeck to the Berlin-Hamburg high speed line
- An extension of the Copenhagen Airport Station to accommodate for being the main stop on the high speed line.



Rail/air integrated passenger transport terminals

The airports of Oslo and Copenhagen include on-site railway stations, which greatly enhances the attraction of combining the two transport modes. The fast train connection between Stockholm and Copenhagen pass Copenhagen Airport, attracting travellers in 3-4 hours distance to use Copenhagen's instead of Stockholm's airport.

Airports connected to the road and rail networks will give basis for better services and more competition between the airports. Thus, responsible politicians are urged to consider providing the larger airports in the corridor with connections to the major rail lines.



Traveller services

To secure good accessibility for tourists as well as inhabitants it is important to secure easy access to information; booking and to the buying of tickets – ‘One region - One Ticket’. Other services could be securing the possibility of bringing bicycles in the trains and checking in flight luggage at the train stations.

Freight Transport Infrastructure

COINCO as a South-North corridor is essential for the transfer of goods to and from central Europe and beyond.

Today, the exchange of goods between Scandinavia and Western Europe is much greater than with Eastern Europe. But the economies of Eastern Europe are growing very fast; trade is growing even faster and volumes of freight faster yet due to the movement of manufacturing activities towards the East.

Thus, COINCO should provide efficient transport infrastructure to connect Scandinavia to the South and Southeast. COINCO should also provide infrastructure for alternative East-West corridors by-passing the congested and bottle-necked corridors of Central Europe

All of the four freight transport modes have key importance for COINCO.

- *Sea transport* is dominant in overseas transport, and important in regional transport - both within containerized goods and different forms of special transports.
- *Air freight transport* is increasing very fast e.g. in transport of fresh food and is becoming more and more important for the operations of the major airports in COINCO.
- *Lorry transport* is quite dominating for transport in COINCO and between COINCO and the rest of Europe. This will be the case also in 2025.
- *Rail freight transport* is important within certain specialized transport and is also having a fair share of container and trailer transports on medium and long distances.

An efficient transport infrastructure must not be established at the expense of the core environmental and nature conservation values of COINCO. Thus, an important aim is to use sea and rail transport as much as possible in a way where they are able to meet customer demands of transport quality and price. The main priority is therefore to connect the main integrated terminals (the seaports and the road/rail terminals with an efficient network and to provide for efficient road/rail terminals.)

Examples of actions supporting these aims are:

- Action 1: Rail Innovation Forum
- Action 2: COINCO Rail Institute
- Action 3: Logistics Centre of Excellence
- Action 4: Rail feasibility Study

Please find these on page 22-25

CORRIDOR INNOVATION

AIMS for a Corridor of Innovation

- 1 COINCO has the capacity to identify potential innovative clusters and facilitate networks, collaboration and funding research and development in a manner that is adjusted to the nature of the cluster.
 - a) To become the leading European Energy Corridor within the fields of production and utilization of new regenerative and zero emission energies.
 - b) To turn into the leading corridor in Creative-, Culture- and Experience Economy the leading position is obtained. Partly by developing a framework that promotes the creation of new products, new technologies, new culture and new processes within the corridor.
 - c) To become a leading Safety and Security Corridor that emphasises preventive social and technological solutions.
- 2 COINCO explores a unique historical opportunity to enlarge the corridor of innovation towards Central Europe and the Adriatic Sea by using our basic principles of success
- 3 By 2025, COINCO hosts some of the globally most dynamic and innovative regions, and thus has every opportunity to provide the fundamentals of global competitiveness.



A leader in innovation



Innovation = mental readiness

For COINCO to actively form the future and secure new opportunities for actions, it is vital to

- stay open-minded
- be able to recognize new mega trends and niches – and to spot these faster than other global actors
- secure better product qualities on the market
- concentrate activities on innovation fields with comparative advantages
- develop approaches to built up new clusters and cooperation

Thus, innovation is stressed as a mental quality of societies and prevailing in networks among businesses and actors. As a mental quality, innovation calls for new ways of generating knowledge and R&D, and involves all of society. Thereby COINCO pays attention to segments

- building up a culture of communication and of readiness to permanent changes
- creating the right instruments for forecast and to evaluate new opportunities
- the ability to negotiate the next main strategies in political, professional and social networks
- transnational management facilities that are able to realise the first concrete steps in order to achieve innovation faster and smarter than others



In a project like COINCO, 'cross-border' is a keyword for creating synergies. This indicates crossing geographical borders as well as connecting different themes which are traditionally separated by e.g. disciplinary borders. It is yet uncertain how profoundly globalisation and its responses create new terms for cooperation and competition. However, only by respecting that our culture is the social basis for creating new ways of life, new knowledge, new products and a renewed flexibility and tolerance for change we will continue to create dynamic responses to globalisation.

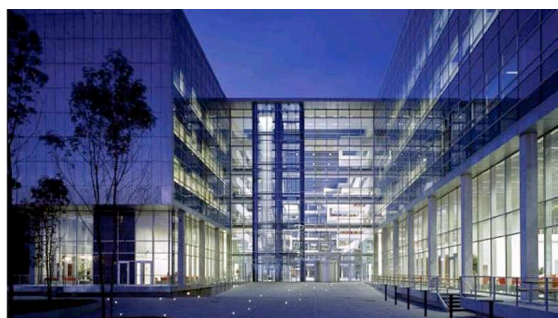
This calls for a focus on broad and life-long education, reaching out to all of the population.



The structural potentials of COINCO

The structural potential for innovation is among the best in Europe. This potential is the starting point for closer cooperation on innovation within COINCO which then benefit from

- COINCO represents the most dynamic and innovative region in Europe
-
- With three capitals, a couple of small size university cities and technology centres and over 350.000 students affiliated with the universities, COINCO holds a great potential for developing research and knowledge potentials



IT University of Copenhagen

- With 14 million inhabitants, COINCO is able to build up regional markets and clusters
- Oslo has the highest level of education in Europe (Eurostat)
- The Øresund Region has the highest productivity rate in Europe
- A number of networks that currently exists among COINCO partners can be used to support each other (e.g. biotechnology / life science)

With COINCO, we have a unique historical opportunity firstly, to build a bridge between clusters in Western Scandinavia and Central Europe and, secondly, to enlarge the cluster corridor to central Europe and Adriatic Sea.

In the future, this provides COINCO with a central position as a member of these

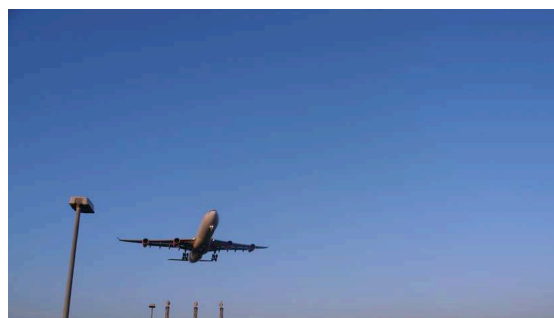
two cluster systems. A large cluster gives better opportunities for unique solutions.



The Implementation of Innovation

With the new EU funding period 2007-2013, COINCO will be in a special position. The corridor has an opportunity to apply for concrete projects which can be realized within a short timeframe. This funding opportunity is enhanced by many national funding programmes being linked to future EU programs.

Here COINCO provides an arena where new platforms of cooperation can be created. This arena includes more than 150 organisations, administrations, politicians, research institutions and industries.



Existing innovation clusters & networks

On the basis of surveying 15 different industries within COINCO, a number of innovation fields and networks have been identified. The innovative networks exist among authorities and the project partners. The identified industries are:

- Life Science: Life science already has an existing network in ScanBalt, so here COINCO is not needed as an initiator.

- Transport and Logistics: Transport and Logistics will be seen as a part of traffic area; as a part of intelligent traffic development management in the corridor as well as a part of the industry and trade competitiveness.
- The aircraft industry is extendable to a cluster between Berlin/Brandenburg and Øresund Region / Göteborg. However, for this case only a close cooperation with Hamburg makes sense.
- Automotive industries are already organised in different local / regional networks, including also Berlin/Brandenburg/new Lands of the Federal Republic. A common network approach is missing.
- Tourism is a high growth industry but there exists high differences in the marketing approaches between the metropolitan cities, i.e. Berlin, Copenhagen, Göteborg and Oslo, and the small cities and (semi)rural regions in between.
- Energy and environmental technologies
- Creative industries
- Information and Communication Technology (ICT)



New networks 2007+

Through interviews, workshops, conferences as well as continuous selection rounds, three innovation areas with potentials have been selected. These are:

- Energy: The Energy Corridor

- Creative Industries: The Creative Corridor
- ITC + Social: The Safety Corridor



The aim has been to identify concrete projects for each of the innovation areas – projects enabling the involved actors to take part in national and international funding programmes. Participants and dialog partners from science, administration, politics and economy (triple-helix collaboration networks), will guarantee a high degree of establishment, closeness to economy and approach to the next EU funding period 2007-2013.

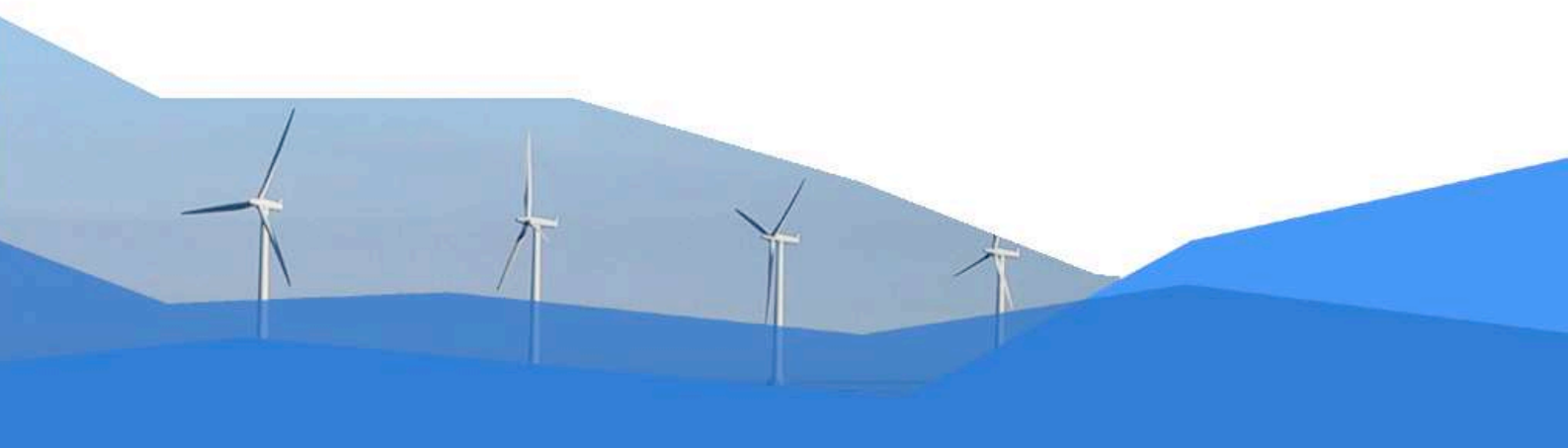
Examples of actions supporting these aims are:

- Action 1: COINCO Innovation Inst.
- Action 2: COINCO Energy Systems
- Action 3: The Creative Corridor
- Action 4: The Safety Corridor

Please find these on page 26-29

AIMS for a Corridor of Cooperation

- 1 Making COINCO an umbrella for activities, projects and networks.
- 2 Network governance and strategic governance are core features in all of COINCO, within the regions and among the regions of COINCO
- 3 COINCO is a uniquely attractive area to work and live in for the highly skilled labour force that are key to COINCO's knowledge intensive innovation
- 4 COINCO's metropolitan cities are strong regional motors of development
 - a. As strategic centres in polycentric city regions that functionally integrate nearby towns and hinterland
 - b. In stressing social equity, a healthy environment and high levels of education
 - c. As highly competitive in Europe and in global city networks
- 5 COINCO's metropolitan city regions unfold their potential for growth through a collaboration that provides a platform
 - a. For actor networks
 - b. For sharing best practise
 - c. For cooperation on new approaches to handling future challenges



Bridging from aims to actions

The aims specified in this chapter cover a complex approach to meeting the challenges of tomorrow. To reach these aims, the COINCO corridor must pay attention to the institutional backing of the corridor. This points at an overall management of the corridor at a high professional level. Also, it stresses the role of networks. In this section, initiatives to promote these forms of collaborations and core tasks for corridor management are sketched.



Coinco's four metropolitan cities each have core strengths and unique features. Many of these centre on the same areas and build on similar socio-political and geographical conditions. However, when standing alone, the cities often experience to be too small at a global scale or to have gaps in experience on handling new challenges. This indicates a strong potential for synergies in a COINO cooperation. If unfolded, this potential can magnify the cities as places with high quality of life while also enhancing the European competitiveness of the each city.

Overall, trends in urban development point at five principles which are common for the cities:

- The metropolitan cities are nourished as strong regional and meta-regional motors of growth. Innovation networks, knowledge generation and a strong la-

bour force are keys to unfolding their full potential for development

- The metropolitan cities are strong strategic centres in polycentric city regions that functionally integrate near-by towns and hinterland. To strengthen their potential for generating growth and development, these city regions further nourish a healthy natural environment and a high level of social equality
- Knowledge sharing and production as well as the network among the cities rest on high quality mobility systems, securing the flow of people, knowledge, ideas, goods, images at an urban, a regional, an interregional and international scale
- This development is intertwined with the advance of new, innovative forms of governance, in particular network governance and integration of stakeholders and citizens.



Networks of city regions

From a regional and a meta-regional perspective, the cities of Oslo, Göteborg, Copenhagen, Malmö and Berlin are the backbone of COINCO's potential for growth. These metropolitan cities share tenets like having a medium size, geo-political location and socio-cultural history. These tenets confer a unique position for developing into core growth centres in Europe. Furthermore, the cities are all in the middle of profound transformations, from cities de-

signed for the industrial age to cities advancing the information age.

In order to gain the full potential of city collaboration, a *Coinco City Regions Network* is proposed. This network is to be seen as the institutional umbrella for a number of activities. The network will

- build strong ties among the participants
- provide a strong arena for mutual learning, joint initiatives and exchange of best practice
- provide inputs to understanding the emerging city forms that also feature networks, flows and knowledge

The network targets 'urban meeting places' and concrete activities that widens the access to high quality ICT to all citizens and businesses. Such dissemination of ICT and its integration into daily practices enhances the crucial ICT skills broadly. Thereby, the network adds social and regional equality, just as it increases the skills of the labour force.

Further, it provides a crucial arena for urban and regional planners and policy-makers to develop their ongoing understanding of the new forms of urbanism that are evolving. Areas particularly apt for mutual learning and joint development are highlighted through benchmarking. This benchmarking centres on e.g. business strongholds, cultural institutions, particular values, urban mobility systems and forms of strategic governance. Also, this points at new synergies that support attracting and/or maintaining a critical mass in high-skilled labour. This tenet is strengthened when the network is linked to other transnational projects.

New forms of governance

Regional and urban planners and policy-makers' ability to respond to complex challenges is a key to unfold the growth potential in COINCO. Therefore, new forms of governance have to be developed. These new forms of governance ex-

plore the unique values, the integrative planning cultures, efficiency and short power distance that exist in COINCO. The process behind the Coinco project is an example of these new forms of collaborative and network governance.

Due to regional variations in governance, the new forms of governing also build on best practice.



This means that specifically strategic governance, network governance and using the 'carrot rather than the stick' are central. These foci are reflected in transnational networking among the metropolitan cities and in triple helix networks to secure R&D and ICT-backed innovation within specific business areas. Also, it means that explorative urban planning is specifically targeted, in urban networks and in planning educations



Targeting knowledge sharing and generation

Knowledge is a core parameter in innovation and development which can gain tremendously from cooperation within COINCO.

A focus on meeting places enhances knowledge generation and sharing. Meet-

ing places are specific localities that attract and make possible encounters between students, researchers, entrepreneurs, R&D employees. Such encounters are crucial for future knowledge intensive innovation.

Further, high quality access to ICT, e.g. the internet, is crucial for knowledge sharing and generation. Apart from enhancing the general skills of the labour force, access to ICT is a means to connect the different and often disparate areas of the city regions.



Next, in building innovation networks within specific business areas, the *triple-helix collaborations* integrate business R&D, public and private research institutions and public authorities. Thus, the knowledge sharing and generating institutions draw on and is integrated in the emerging forms of network governance.



The political steering committee of COINCO is composed by a broad political authority that can support cross-national collaboration

Lastly, establishing a *COINCO master in planning* is a step on the way to share knowledge on governance and to widen knowledge about the individual COINCO cities and regions. Interviews with leading planners in Coinco all point at a need for planners with a transnational perspective and high skills in network governance. The master is based on close collaborations between key universities from all of COINCO. The network that emerges out of this provides a basis for a future Coinco University

Examples of actions supporting these aims are:

- Action 1: COINCO City Regions Network
- Action 2: A COINCO Master in Trans-National Urban & Regional Planning.
- Action 3: A COINCO Triple Helix Model
- Action 4: Branding COINCO

Find these on page 30-33

COINCOACTIONS

Corridor of Innovation and Cooperation

Introduction

Actions

This discussion paper is the outcome of a long process which has involved a large number of stakeholders in a bottom up approach. The COINCO Project has in itself been an example of the new 'network governance', which is needed to cope with the challenges of the future in a trans-national setting.

The first phase of the COINCO Project resulted in a *Visions Document*, which was approved by the political steering committee of COINCO in February 2006.

The *Visions Document* was a product of three regional future workshops held in the Göteborg-Oslo, Øresund and Berlin-Brandenburg Region respectively, under the theme *Smart Growth: How can growth, mobility and environment combine in the COINCO corridor 2025?*

At the same time, an analysis of innovative clusters in COINCO was conducted to search for potential areas of collaboration.

On this base, the *Visions Document* singled out eight themes, which should form the basis for a strategy of COINCO. On each theme, Thematic Working Groups with participants from all three sub-regions have developed partial strategies, which have been moulded into this first proposal for a *Strategy Document*. Also, a number of conferences with key actors have given input to this proposal.

Among the tasks for these activities has been to develop examples on concrete actions – a range of institutional and political initiatives that will support the visions and aims described in the first chapters of this document. The output of this process is the 12 actions described in this section. These actions are building up and enhancing the institutional framework for fulfilling the aims and each action is to be seen as examples of such initiatives. Each action corresponds to one or more of the aims explored in the three sections on *COINCO Aims* above. The 12 actions are elaborated on in the same order as the aims; Corridor Infrastructure, Innovation and Collaboration.

Further process description and documents of the COINCO Project can be found on www.coinco.nu.

COINCOACTIONS

Actions to improve Corridor infrastructure

Action 1

Rail Innovation Forum

Background	<p>The COINCO rail system is to be developed into one of the most modern in the World with</p> <ul style="list-style-type: none">• a high speed rail link Oslo-Göteborg-Malmö-Copenhagen-Berlin• an efficient and flexible network for freight transport connecting the major seaports and road/rail terminals in the corridor• a very advanced train management system allowing for the track to be used by both high speed, regional and freight trains <p>This requires a high level of innovation. At the same time it also calls for a lobby organization to overcome barriers to transnational rail infrastructure development and rail operations.</p> <p>Action 1 that proposes a <i>Rail Innovation Forum</i> is a step towards fulfilling <i>Infrastructure Aim 2, 4, 5, 6 and 7</i></p>
Aims	<p>To establish a COINCO forum of rail technology producers and system developers, rail operators and infrastructure owners to support innovative solutions act as a lobbying organization. To establish a cluster for advanced rail technology in COINCO</p>
Means	<p>The Rail Innovation Forum is supposed to</p> <ul style="list-style-type: none">• propose technological strategies to get to the COINCO aims for rail transport• be in dialogue with national rail authorities• initiate collaborative projects• initiate precompetitive research and development• propose research and development activities to the COINCO Rail Institute
Partners	<p>Rail technology producers and system developers, rail operators and infrastructure owners.</p> <p>COINCO staff will establish network through national confederation of industries.</p> <p>COINCO staff will be the secretariat to the Rail Innovation Forum</p>
First step	<p>Establishment of network (2007)</p>
Funding	<p>Secretariat (2008-2010): COINCO partners and Interreg After 2010: Self financing by network participants</p>

COINCOACTIONS

Actions to improve Corridor Infrastructure

Action 2

COINCO Rail Institute

Background	<p>The COINCO rail system is to be developed into one of the most modern in the World with</p> <ul style="list-style-type: none"> • a high speed rail link Oslo-Göteborg-Malmö-Copenhagen-Berlin • an efficient and flexible network for freight transport connecting the major seaports and road / rail terminals in the corridor • a very advanced train management system allowing for the track to be used by both high speed, regional and freight trains <p>The complicated process will have to be supported by scientific research and development.</p> <p>Action 2 that proposes a <i>COINCO Rail Institute</i> is a step towards fulfilling <i>Infrastructure Aim 2, 3, 4, 6 and 7</i></p>
Aims	<p>To establish a virtual institution based on the most prominent existing rail expertise at COINCO universities and research organizations.</p> <p>The COINCO Rail Institute will</p> <ul style="list-style-type: none"> • Produce a detailed plan of action for rail infrastructure development. • Benchmark the progress of the rail infrastructure development. • Initiate and carry through research and development projects
Means	<p>A virtual center of excellence established on the shoulders of the most prominent universities and research institutions.</p> <p>A board consisting of rail operators, infrastructure owners, rail customers and representatives of the Rail Innovation Forum.</p> <p>A small secretariat.</p>
Partners	<p>Universities</p> <p>Rail Innovation Forum</p>
First step	<p>Establishment of network (2007)</p>
Funding	<p>COINCO partners and Interreg (start up 2008-2010)</p> <p>Rail Innovation Forum partners (precompetitive R&D)</p> <p>EU and national research and technology support programs</p>

Action 3

Logistics Centre of Excellence

Background	<p>Freight transport is a very diverse business – there are orders of magnitude of difference with respect to weights, volumes, demands to handling, demands for speed etc. For COINCO, it is very important to have a very varied freight infrastructure to be able to handle the full diversity. Likewise it is important that shift of transport modes are made easy and cheap, so that integrated transport is an option for the transport buyers.</p> <p>But freight transport is also about management of the flows of goods and about designing new and more efficient ways to deal with logistics. As COINCO is on the periphery of the main freight transport routes, transport costs for companies in the corridor will be more than average, and efficient transport logistics is a way of reducing this disadvantage. COINCO could also provide infrastructure for alternative East-West corridors, bypassing the congested and bottle-necked corridors of Central Europe.</p> <p>COINCO holds a number of universities with logistics departments of very high quality.</p> <p>Action 3 that proposes a <i>Logistics Centre of Excellence</i> is a step towards fulfilling <i>Infrastructure Aim 5 and 6</i></p>
Aims	<p>To strengthen the existing logistics research and education programs by extended collaboration between the logistics departments.</p> <p>To develop common solutions to COINCO specific logistics problems especially problems related to the COINCO strategy strategy in collaboration with manufacturing and trading companies.</p> <p>To serve as partner for logistics companies in COINCO</p>
Means	<p>To establish exchange programs between logistics departments for students, PhD-students, teachers and researchers.</p> <p>To support a COINCO Logistics Conference</p> <p>To initiate collaboration projects</p>
Partners	<p>University logistics departments, Øresund Logistics, Logistics and Transport Society (LTS), major logistics companies, Rail Innovation Forum, COINCO Rail Institute</p>
First step	<p>Establishment of network (2007)</p>
Funding	<p>COINCO partners and Interreg</p>

COINCOACTIONS

Actions to improve Corridor Infrastructure

Action 4

Rail Feasibility Study

Background

Upgrading of the rail system to accommodate for high speed trains and establishing an efficient network of freight rail infrastructure is the aim of COINCO. But these goals must not jeopardize 'traditional' regional and intercity passenger transport.

The rail management must therefore be extremely flexible and provide seamless connections across borders. Adhering to the European ERTMS standard on all tracks carrying international freight trains should be a prime goal for COINCO. ERTMS level 1 standardize the automatic train control systems between the countries, and would thus contribute significantly to reducing the problems at the borders. Level 2 of ERTMS would however give much better possibilities for train management and thus for giving priorities to freight trains that are behind schedule. In the most advanced form (level 3), it is a system based on wireless communication and with no external signals – the tracks will be the only hardware along the rail lines, and all control equipment will be situated within the locomotives and the central control stations. A train management system that functions across all of COINCO should be a goal for 2025.

Advanced capacity studies is needed to explore the potentials of these strategies and thus to assess costs and benefits of the different systems.

A high speed rail connection will be competitive to air transport on the short distances (up to 6-800 kms) and to the passenger car on all distances. A high speed rail connection with speeds of 250 kms/h will require substantial investments all along the corridor. It is therefore crucial to have the best available estimates for costs, incomes, passenger numbers etc.

Action 4 that proposes a *Rail Feasibility Study* is a step towards fulfilling *Infrastructure Aim 1, 2, 6 and 7*

Aims

To substantiate the strategy by analyzing technological and financial options and consequences of the COINCO corridor strategy

Means

Studies of e.g.

- capacities vs. potential streams of passengers and freight
- investment needs, financing options and possibilities for Public Private Partnerships

Partners

COINCO-staff, COINCO Rail Institute, universities, consultants

First step

To describe the studies to be performed in a way suitable for tendering

Funding

COINCO partners and Interreg

COINCOACTIONS

Actions to improve Corridor Innovation

Action 1

COINCO Innovation Institution

Background	<p>The experience of COINCO within the fields of</p> <ul style="list-style-type: none">• sustainable energy systems• creative industries• safety industries <p>shows that COINCO has a very high innovative potential in its sub-regions. Clusters have been identified, key players have been found within the cluster, network activities have been initiated and funding opportunities have been found.</p> <p>Looking at the larger geography, new possibilities for innovative synergies come to light. These potentials are not necessarily realized yet by the actors in the field</p> <p>Action 1 that proposes a <i>COINCO Innovation Institution</i> is a step towards fulfilling <i>Innovation Aim 1, 2 and 3</i></p>
Aims	<p>COINCO should have the capacity to identify potential innovative clusters and facilitating networking, collaboration and research and development funding in a manner adjusted to the nature of the cluster.</p> <p>The support should only be seen as a start up help for initiating cross border cooperation – once the networks are established they are assumed to be self financing.</p> <p>A success criterion should be the numbers of networks continuing after COINCO activation</p>
Means	<p>A trans-national unit for cluster identification and development should be established.</p> <p>Separate actions on rail technology, logistics and university networks are described in other action sheets (nos. 1, y & z)</p>
Partners	<p>Initiators: COINCO innovation team.</p> <p>Network of ‘knowledge of innovation’ institutions</p>
First Step	<p>Identification of ‘knowledge of innovation’ network across COINCO – technological service institutions, business associations etc.</p>
Funding	<p>COINCO partners and Interreg</p>

COINCOACTIONS

Actions to improve Corridor Innovation

Action 2

COINCO Energy Systems

Background	<p>The experience of COINCO by working within the theme of sustainable energy systems is that there is a huge potential of becoming the leading European energy corridor. This is within the fields of production and utilization of new regenerative and zero emission energies.</p> <p>Action 2 that proposes <i>COINCO Energy Systems</i> is a step towards fulfilling <i>Innovation Aim 1 and 3</i></p>
Aims	<ul style="list-style-type: none">• Technology leader in the production of regenerative energies• Market leader in the Implantation of new technologies and applications• Demonstration region in the resource saving assignment of energies
Means	<p>To initiate one of more of the following projects:</p> <ul style="list-style-type: none">• COINCO Energy Charta (partly existing in Sweden, newly in Denmark and on local- / regional level in Brandenburg)• Mobility concept under assignment of new combustibles (Bio energy)• Energy and City 1: The „COINCO House“ / reference project of the small and medium sized industry about the assignment of energy saving technologies in house building• Energy and City 2: Global Energy Lab: Build a new city accommodation under the premise of resource saving supply (energy, water) and waste production• A link of housing and urban development projects along the corridor to implement new energy technologies• “The European Hydrogen Highway“
Partners	<ul style="list-style-type: none">• Industries• Hamburg• Middle and South Germany• Austria <p>North Italy</p>
First step	Building up the North-South cooperation before final decision
Funding	EU Commission funds the first step

COINCOACTIONS

Actions to improve Corridor Innovation

Action 3

The Creative Corridor

Background

At present large growth markets are generated within the new economy field of Creative Industries. In the industrialised world this is a reaction to the global competition development, in which the development of the products and offers takes an even higher value than production.

Low wage countries have recognized this trend and besides production they begin the development of new products with partially substantial national financial expenditures.

Action 3 that proposes a *Creative Corridor* is a step towards fulfilling *Innovation Aim 1 and 3*

Aims

Leading corridor in developing Creative, Culture and Experience Economy. The people that are living in the COINCO corridor should be one of the most creative peoples worldwide. They are creating new products, new technologies, new culture and new processes better than others. Therefore the growth and the wealth in the corridor are high.

Global wide acting industries should invest in the COINCO Corridor because they feel attracted to use the human potential and the creativity of the corridor.

Means

To develop a COINCO Charta on Creative Industries within the fields of:

- Music
- Fashion
- Game industry
- Production Design
- And to secure
- Stabilisation and cross linking of training
- Cluster development within relevant industries
- Global marketing

Partners

Universities, industrial associations, small companies.

First step

Dialog with the EU / national organisations

Corridor inventory on matching industries within creativity.

Initiate the first cross boarder design cluster.

Funding

EU pilot project for CI

COINCOACTIONS

Actions to improve Corridor Innovation

Action 4

The Safety Corridor

Background	<p>The values of our social structure are fundamental for our economical, cultural and social acting. Tolerance, social security, liberty, integration, peace and democracy are all values that need to be preserved and further developed. Preventive solutions should serve the simple citizen as well as the whole community in their development.</p> <p>Action 4 that proposes a <i>Safety Corridor</i> is a step towards fulfilling <i>Innovation Aim 1 and 3</i></p>
Aims	<p>A distinction between social and technological aims is relevant:</p> <p>Social:</p> <ul style="list-style-type: none"> • Exclusion of social groups by ethnicity should be avoided • Safety initiatives of economical and social perspectives should avoid future fears of citizens • To secure optimal democratic structures despite notices of terror <p>Technological:</p> <ul style="list-style-type: none"> • To prevent disasters and terrorist attacks on the social and economical public interest • To achieve a high level of reactivity in the case of emergency situations • To secure development of know-how and export ability of new products.
Means	<p>To establish a first common EU research project in the area of Security Industries. Themes are among others:</p> <ul style="list-style-type: none"> • Safety Capital region • Safety harbours • Safety transport and logistics
Partners	<p>The Safety Oslo Fjord</p> <ul style="list-style-type: none"> • Göteborg Technology park – a project on transport of dangerous goods • Göteborg Harbour – a project on border control for containers • Cluster Berlin-Brandenburg – a result from the COINCO Initiative
First step	<p>The COINCO Security Conference will take place on 30.11.06 and 1.12.06 in Brandenburg in cooperation with the VDI/VDE and TeicoNet. The aim is a common research proposal at the European Union in the range research and implementation</p>
Funding	<p>1st call in 2007 (1,35 Billion Euros for Security Industries / EU 2007-2013)</p>

COINCOACTIONS

Actions to improve Corridor Cooperation

Action 1

COINCO City Regions Network

Background	<p>Each of the metropolitan city regions of COINCO has a unique potential as strong regional motors of growth. This potential is tied to geographical location, cultural conditions, socio-economic structures and governance culture that are unique but share key characteristics. Further, this creates highly attractive urban living areas for citizens. Parallel to this, all of the metropolitan city regions are 'small' in a global comparison and they thus all engage in networks with other cities in order to fully competitive in the global city network. Due to the large similarities and common geography COINCO forms a perfect frame for unfolding the growth potential of each metropolitan city region through a collaboration that draws the full benefits for innovation and for sustainable urban and regional development.</p> <p>Action 1 that proposes a <i>COINCO City Regions Network</i> is a step towards fulfilling <i>Cooperation Aim 2, 3 and 4</i></p>
Aims	<p>To connect the four COINCO metropolitan cities in a collaborative network based on their unique individual qualities and drawing the full benefits of the joint features. Furthermore to establish and disseminate among urban planners and policy-maker ways to address and handle the new forms that metropolitan cities take on in the information age. To further develop new forms of governance</p>
Means	<p>Sustaining the network:</p> <ul style="list-style-type: none">• Appointing responsible key persons in each participating city• All participants provide knowledge and data on their city• All participants pinpoint and commit to limited pilot projects• Regular joint activities <p>Substantiating the network:</p> <ul style="list-style-type: none">• Meeting places that further knowledge sharing and production• High quality and broad access to Information and Communication Technology (ICT)• Explore new forms of strategic governance
Partners	<p>A characteristic of the four metropolitan city regions</p> <p>The partners of the network are the members of the network. These consist of urban authorities in the city regions of Oslo, Göteborg, Copenhagen, Malmö & Berlin.</p>
First step	<p>Identification of relevant partners, contact activities and initiation of the triple helix collaboration programme</p>
Funding	<p>Secretariat of the urban network: COINCO, Interreg IV, Individual activities/ projects: Interreg IV</p>

COINCOACTIONS

Actions to improve Corridor Cooperation

Action 2 A COINCO Master in Transnational Urban & Regional Planning

Background	<p>Continued attention to and collaboration on knowledge generation, dissemination and sharing is a key factor to be in the front of innovations, as also highlighted by the Lisbon Strategy. Networks among the top universities of the COINCO feed high quality research, innovation and educational programmes. Further, such networks serve to tie the COINCO in a meta-regional knowledge structure that connect the high competencies in the individual regions and combine the individual and unique strongholds. Therefore, a network of COINCO universities is a key, overall aim that can lift the COINCO in the direction of growth and development of the information age. Another overall aim is to be innovative in governing approaches, pointing at exploring further the high skills of COINCO planners in strategic and network governance. A joint first step to be taken towards a network of universities is the launch of A COINCO Master in Transnational Urban and Regional Planning</p> <p>Action 2 that proposes a <i>COINCO Master in Transnational Urban & Regional Planning</i> is a step towards fulfilling <i>Cooperation Aim 1, 4 and 5</i></p>
Aims	<p>To produce regional and urban planners, highly skilled in innovative governance and planning and with high awareness of all COINCO regions</p> <p>To support strong, productive and lasting ties among the participating COINCO universities</p> <p>To strengthen knowledge on transnational COINCO planning issues</p> <p>To further increase the high level of education in COINCO</p>
Means	<ul style="list-style-type: none"> • Studies in more than one COINCO country • Participating universities and planning agencies join in developing the prg. • Practical integration of the theory and practice of planning • Rooted in Problem Based Learning and in interdisciplinary approaches • Integrating experience with network facilitation and at strategic planning
Partners	<p>COINCO universities</p> <p>Strategic planning departments at urban and regional level, DSB, SJ, DB, NJ</p>
First step	<p>Preparing the programme and funding application, establishing the network of universities and planning agencies</p>
Funding	<p>Basic support to administering the master: COINCO Partners. Main financing of the master programme: EU educational and research support programme</p>

COINCOACTIONS

Actions to improve Corridor Cooperation

Action 3

A COINCO Triple Helix Model

Background	<p>As underscored by the Lisbon strategy, innovation and knowledge production are core parameters in development. Ongoing research is crucial and in complex and knowledge intensive businesses, this cannot be done in isolation but is based on collaborations between businesses, and between research institutions. Such collaborations involve key actors, depending on the innovative area. Development however, is intertwined with those public authorities that facilitate and create the conditions for urban and regional development. This emphasise networks involving business, research and public authorities as prosperous in promoting complex innovation and sustainable development. Such triple piered collaborations are within COINCO enhanced by existing high levels of education and culture of co-operations and network governance. This can be promoted through developing a <i>COINCO Triple Helix Model for Collaboration</i> Action 3 that proposes a <i>COINCO Triple Helix Model</i> is a step towards fulfilling <i>Cooperation Aim 1, 3 and 5</i></p>
Aims	<p>Support innovative activities in COINCO through securing knowledge intensive R&D backing for targeted business areas</p> <p>Develop a model for triple helix collaborations that build on the unique strengths of COINCO Furthermore to promote a host of collaborative projects, joined by a common aim. Lastly to promote collaboration between key COINCO universities, and between public and private research</p>
Means	<ul style="list-style-type: none">• Provide a platform for collaborative networks among the core businesses, the key research institutions and planning authorities• Organise the triple helix collaboration organisation as the host of a variety of promising sub-projects• Supported by a central secretariat• Build on COINCO's highly skilled labour force and high level of spearhead R&D within specified areas <p>Include the strong elements of network governance within COINCO</p>
Partners	<p>Public and private research institutions, core businesses, regional planning institutions.</p>
First step	<p>Identification of relevant partners, contact activities and initiation of the triple helix collaboration programme</p>
Funding	<p>The triple helix collaboration is mainly funded by Interreg IV</p> <p>The secretariat is funded by COINCO Partners</p> <p>Sub-projects have individual funding</p>

COINCOACTIONS

Actions to improve Corridor Cooperation

Action 4

Branding COINCO

Background	<p>For the COINCO to be known as the most competitive region in Europe, it is crucial that general awareness about COINCO is built. This includes the advanced mobility systems. Business must know the region as a heavy transnational actor and as attractive for skilled labour in order to locate business here. National, regional, urban and European policy-makers must know about the unique qualities, the strong potentials and the innovative traditions of COINCO to place the necessary investments in infrastructure and include the COINCO on the European road map. Also, citizens who live their life in COINCO must know about the unique opportunities of the entire region in order to draw the full benefits with respect to living conditions and to job opportunities</p> <p>Action 4 that proposes <i>Branding COINCO</i> is a step towards fulfilling <i>the aims stated for infrastructure, innovation and cooperation</i></p>
Aims	National and EU authorities, politicians at all administrative levels and the general public should be made aware of the COINCO mobility vision and strategy
Means	<p>Professional marketing</p> <p>Press campaign</p> <p>Lobbying</p>
Partners	<p>Partners</p> <p>COINCO-staff</p> <p>Marketing consultants</p>
First step	<p>Dialog with the EU / national organisations</p> <p>Corridor inventory on matching industries within creativity.</p> <p>Initiate the first cross border design cluster.</p>
Funding	COINCO partners

COOPERATION



INNOVATION

CORRIDOR