

## Letter of commitment.

### **1. Background**

The current exiting railroad provides opportunities to all concerned partners to benefit from the central location of this railway through linking the products movement between china and Europe creating a new rot for the Silk Road. The current existing structure can introduce a potential and promising economy growth for the involved regions.

### **2. Purpose of the Agreement**

Narvik city (Norway) represented by the involved partners (Narvik Futurum, Narviksgården, Narvik kommune, and Narvik Hamn), Kouvola city (Finland) represented by the involved partners (Kouvola Innovation and Kouvola kunta), Haparanda city (Sweden) and Tornio city (Finland) represented by the involved partners (Tornion Kaupunki and Team Botnia) have agreed and committed to work together to develop Cross border collaboration efforts aiming at increasing railroad transports on the “Narvik-Haparanda-Tornio-Kouvola-(Xian) line”

### **3. Scope and Duration:**

Narvik, Kouvola, Haparanda and Tornio will work together toward achieving the most relevant, visible and possible collaboration efforts to support the development of the railroad transports line. This agreement will guide the collaboration for the period beginning by 2018-XX-XX. The scope and duration of the collaboration may be amended and/or extended through the development of official agreement.

This agreement aims at achieving high level of collaboration between the concerned parties; the parties agree to work toward achieving the following objectives:

#### **First, Short Term objectives**

- Support and encourage RR-transports on the line with existing infrastructure;
- Market the line Narvik, Kouvola, Haparanda and Tornio together;
- Support and influence potential business and/or governments to establish a logistic hub on the existing terminals in HT;
- Identify potential logistic-companies and investors to NHTK;
- Identify existing local/regional companies that need RR transports in NHTK;
- Market NHTK for new companies that need good logistics.

#### **Second, Middle Term objectives**

- Support and influence potential for electrification of the Laurila – Tornio line, FI
- Support and influence potential for development of new larger terminals in HT
- Support and influence TEN-T Core network status for the Bothnian corridor (extension of the Scan-Med corridor)

### **Third, Long Term objectives**

- Support and influence upgrading to a Double track Ofotenbanen, N
- Support and influence upgrading to a Double track Malmbanan, SE
- Support and influence an improved track Tornio-Kouvola, FIN

#### **4. Decision-making structure & authority:**

All-important decisions regarding the collaboration will require agreement by all related collaborative partners. Narvik, Kouvola, Haparanda and Tornio will each identify person/s within their own organization to serve on the collaboration development committee. The collaboration development committee will agree upon an effective structure for operational management of collaborative activities and efforts. Collaboration development committee will regularly discuss the progress of the collaborative effort and regularly share feedback from their respective organizations in order to ensure clear communication, issue identification, and problem resolution.

#### **5. Legal & financial structure:**

Narvik, Kouvola, Haparanda and Tornio agree that XXXXX will serve as lead agency for the purposes of seeking, receiving, and managing funding for collaborative activities. XXXX agrees that all applications for funding will be approved through the collaboration joint decision-making process. Suggested alternatives for funding as below:

Option 1: no external funding of the collaborative, only through Project partners own funding.

Option 2: Project with the partners own funding with EU-funding or other external funding

Option 3: Cooperation formed as a company with the four partners NHTK

#### **6. National and regional partners**

In order to comply with the national regulations in each country and the EU regulations, additional partners will be involved in the development and implantation of the agreement. The main four partners may recommend the addition of other organizations or governmental bodies to the collaboration. Upon the agreement of Narvik, Kouvola, Haparanda and Tornio, additional organizations or governmental entities may be invited to participate in the collaboration. This includes, but not limited to:

First, From the Norwegian side.

- Nordland County
- Ofoten region
- Sörtroms region
- Bane Nor

Second, from the Swedish side.

- Region Norrbotten
- Norrbottens Länsstyrelse
- Trafikverket Region Norr
- Norrbottens handelskammare
- Bottniska korridoren

Third, from the Finnish side.

- Lapin ELY –keskus
- Lapin Liitto
- Lapin Kauppakamari

## 7. Resource Commitment to the Collaboration

Each participating city has agreed to commit resources to the collaboration. All participating organizations will contribute:

1. At the current stage “preparatory phase”
  - The time and effort required for consistent representation and development of technical and programmatic aspects related to the proposed initiative.
  - Open discussion and communication channels in the first preparatory meeting to bring ideas, opportunities and optional future action point.
2. At the next proposed potential stage “technical phase” (this is a suggested second phase to go forward)
  - Careful attention to risk assessment and risk mitigation, funding opportunities, legal obstacles and compliance to the national regulation.
  - The resources of the organization required to ensure fulfillment of specific commitments agreed upon and described below;
  - Identification of roles and responsibility.
  - Draft initial collaboration agreement and work plan

**NOW THEREFORE**, each organization agrees to provide the resources described below (if applicable)

- **WHEREAS**, Narvik will provide \_\_\_\_\_
- **WHEREAS**, Kouvola will provide \_\_\_\_\_
- **WHEREAS**, Haparanda will provide \_\_\_\_\_
- **WHEREAS**, Tornio will provide \_\_\_\_\_

**8. Risk management strategies**

Narvik, Kouvola, Haparanda and Tornio agree that the collaboration development Committee will complete an initial assessment for the work to be carried out through the collaboration, and will regularly update the assessment as the collaboration is expanded or changed, and review both the analysis and the risk mitigation strategies at least regularly.

**9. Accountability process and problem solving:**

The collaboration development committee will meet regularly to jointly evaluate the collaborative, including its progress toward meeting collaborative goals. Narvik, Kouvola, Haparanda and Tornio are committed to open communication with each other with regard to strengths and limitations in the collaboration. The collaboration development will work together to address weaknesses and to improve outcomes.

Below, represents the full commitment of their organization to participate actively in the collaboration and implement fully all elements in this agreement.

Narvik kommun

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Haparanda kommun

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Kouvola City

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Tornio city

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