Workshop
22.10.2025

Øresund Mission Cities Mobility Innovation Programme

BLOXHUB

Workshop 1: How can we unlock collective momentum in a time when our cities must transition – faster, and together?

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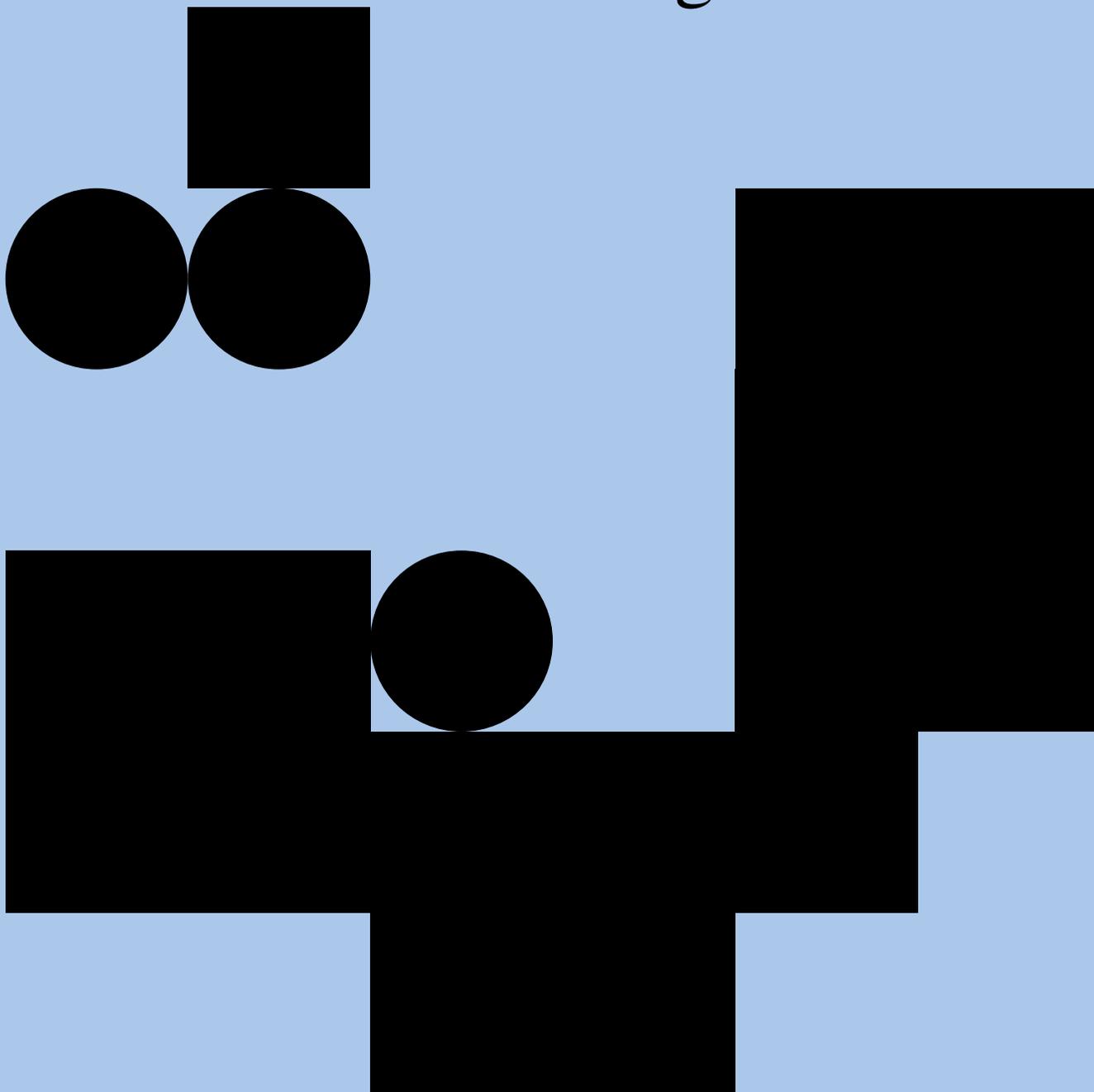
Introduction
From Shared Challenges
to Joint Action

Introduction & Context
The green and digital transformation of the transport sector is a complex public challenge. Today, the transport sector accounts for approximately 32-34% of total emissions and remains one of the most challenging sectors to decarbonise. Addressing this challenge requires new forms of collaboration, data sharing and innovation across national boundaries.

The Øresund Mission Cities Mobility Innovation Programme (ØMMIP) brings together four mission cities including Copenhagen, Malmö, Lund and Helsingborg in a joint initiative that explores how we can accelerate the shift towards sustainable, climate-resilient and intelligent mobility across the Øresund region. The workshop held on the 22nd of October marked the first step of this journey.

Drawing on Helsingborg's pre-study, city representatives met to share experiences, challenges and visions with the aim of designing a joint innovation programme that strengthens collaboration, creates synergies and grows the region's collective innovation capacity.

Why a cross-border approach?
Mobility patterns, labour markets and supply chains span both municipal and national borders. Coordinated action therefore creates greater impact than isolated city efforts. This project promotes shared data and knowledge, policy alignment and pooled resources so that pilots may be tested in one city and scaled in another.
A 2024 analysis commissioned by the Nordic Council of Ministers highlights the need for stronger Nordic cooperation in transport and infrastructure and for a stronger focus on innovation, which this initiative addresses.

The purpose of the pre-project
This workshop series will produce an initial blueprint for a cross-border innovation programme in sustainable mobility. The goal is to agree on a joint direction and secure letters of support from all four cities, enabling a potential application to the three-year Interreg ÖKS programme window. Through continued dialogue and partnership, the Øresund region can become a European frontrunner in sustainable and intelligent urban mobility, showing that cities achieve more when they act together.

Inspirational Talks

To scope the pre-project, EIT Urban Mobility interviewed representatives from Copenhagen, Malmö, Lund and Helsingborg. The aim was to identify shared patterns and challenges, establish a common vocabulary, and provide a solid basis for the joint work and the forthcoming blueprint for the Øresund Mission Cities Mobility Innovation Programme (ØMMIP).

The conversations focused on five themes that are central to accelerating sustainable mobility in the Øresund region:

1. Breaking Silos & Governance

2. Innovation Priorities & Ecosystems

3. Innovation Procurement

4. Financing & Resource Pooling

5. Knowledge Management & Scaling

Interview findings

Breaking Silos & Governance

Across all four cities, organisational silos were identified as a primary barrier. According to the participants, this reflects a broader public-sector pattern rather than a city-specific weakness. In Copenhagen, deep specialisation sustains strong technical capacity and while silo walls are starting to soften, horizontal coordination remains limited. Legal scope constraints, including the municipal powers doctrine (kommunalfuldmagten), further restrict cross-boundary experimentation and co-investment. In Lund, long-standing strategies such as LundaMaTs and the newer Co-Action programme are aligning departments and systematically engaging external partners, gradually embedding a more integrated way of working. Helsingborg emphasises that governance is as much cultural as structural, with innovation dependent on active involvement from both leadership and frontline staff. Malmö adds that the goal is not to eliminate silos, but to make them work in concert.

Innovation Priorities & Ecosystems

Across the interviews, representatives stressed that relationships and co-creation are stronger catalysts than funding. The public role should be to convene, align and de-risk. The Copenhagen DISCO logistics project worked because competitors trusted the city to act as a neutral convener. Lund's Co-Action initiative also began with commitment before funding. Helsingborg describes innovation as a facilitation space where trust enables risk-taking. The city's job is therefore to host and steward the process. Malmö reinforced this view by stating that funding exists, but the real bottlenecks are capacity and organisational trust.

Innovation Procurement

Interviews show procurement is the most practical, yet most constrained part of the innovation cycle. In Denmark, tight legal frameworks and a risk-averse culture, combined with municipal limits on co-investment, tilt tenders toward the lowest price option rather than innovation. In Sweden, rules leave little room to experiment, so cities often rely on research funding outside procurement. A regional approach could lower these barriers by piloting joint procurement, pooling tenders where relevant, and sharing model documents and evaluation criteria so risks and learnings are distributed.

Financing & Resource Pooling

Funding is not the main barrier, capacity is. Cities report too many projects and too little staff time to coordinate or scale them. A joint Øresund framework should align priorities, coordinate funding calls, and pool administrative and project-management resources so existing funds translate into coherent, long-term change.

Knowledge Management & Scaling

All four cities identified knowledge management as a shared weak spot. A common challenge is that pilots rarely become lasting practice. In Copenhagen, the issue is not data scarcity but absorption. The departments work on different timescales, so successful projects struggle to find a "home" after funding ends. Helsingborg noted that the richest learning comes from conversations and storytelling, yet there is no system to retain these insights. A regional learning alliance can change this. The programme should establish a common framework for continuous learning, where cities can exchange experiences, tools, and insights.

(→ **Find the full workshop presentation here**)

Group work
Bridging the Silos

For this exercise, participants split into city groups to identify where regional collaboration would add value, which initiatives to learn from, and what competencies each city can contribute with.

Group findings / Copenhagen

Behaviour as the Decisive Lever
Copenhagen is defined as a city in transition. The technical building blocks are in place, including resilient infrastructure, strong engineering capacity, and rich mobility data. The decisive lever is behaviour. Cycling succeeds primarily because it is the fastest and most convenient option, not because it is the most sustainable choice. Trust-based engagement and citizen ownership are therefore central to shifting everyday mobility choices.

Governance rules limit what the city can do beyond its own assets and borders (the principle of location and 'kommunalfuldmagten'). For example, the city cannot fund a noise barrier along a state-owned motorway, even when local residents are affected. These constraints narrow the scope for cross-boundary pilots, co-investment and experimentation. A coordinated regional narrative and practical governance solutions are needed so joint pilots can proceed while staying within legal frameworks. Priority areas for collaboration include a coherent regional cycling network and fossil-free urban freight and construction logistics.

The Copenhagen team would like to learn more from peers about urban logistics models and the specific needs of tradespeople, as well as proven approaches for enabling behaviour change at scale.

The city offers deep expertise in cycling and urban freight, a dedicated bicycle-superhighway secretariat, and an extensive open cycling dataset. Copenhagen is ready to share methods and data to support regional network design and to co-develop pilots for clean goods movement.

Copenhagen is preparing a new mobility plan that adopts a broader definition of mobility. It will address not only transport modes, but also how people move and how knowledge and information flow through the system. This broader conceptual framework, combined with long-term, trust-based engagement and citizen ownership, is intended to shift everyday choices toward more sustainable solutions.

(→ Find the group work here)

Group findings / Lund

One Region, One Shared Narrative
Lund highlights that Øresund functions as a single travel region, with daily commuting across borders. This reality calls for a more coordinated approach among cities, including clearer political alignment and a shared regional narrative rather than four parallel city stories. In addition, Lund sees value in presenting a unified Øresund voice when engaging national policymakers.

The team is interested in structured demonstration models such as Stockholm's 'STOLT' project and in dialogue-led methods found in Copenhagen. The aim is to compare more regulated, deadline-driven approaches with relationship-based citizen engagement and identify what elements could be adapted in an Øresund framework. The group noted that cities use different methods, and that diversity is a strength.

Lund brings experience with long-term, cross-department strategies. These include strategies such as the well-recognised program LundaMaTs and the Co-Action initiative that bridges municipal units and external partners.

LundaMaTs is Lund's long-running, cross-department strategy to shift everyday travel from cars to walking, cycling and public transport. Whereas Co-Action is a large-scale transformation initiative led by Lund Municipality to achieve climate neutrality by 2030. These projects offer replicable models that other cities can learn from.

Lund intends to work with partners to articulate a shared regional narrative for mobility, aligning political ambitions more closely across cities and connecting them to the global goals. The city will continue to embed collaborative methods into municipal processes and pursue ongoing exchange with peers to spread the word.

(→ Find the group work here)

Group findings / Malmö

From Assets to Action

The representatives from Malmö see great value in a regional innovation platform for both shared mobility (MaaS) and urban logistics. They argued that the platform should operate at a regional level rather than as a series of short-term projects, create a common pathway from pilot to service, align rules and incentives across municipalities, and be designed around the needs of travellers and SMEs.

Participants noted that regional MaaS models are scarce, and that many European freight pilots have struggled to sustain viable business models. A Stockholm case was cited as a rare success where strict space constraints made consolidation work. Malmö is interested in the governance, incentive design, access rules and data practices behind such successful outcomes.

The city brings ambitious targets, an entrepreneurial mindset and a strong testing culture, alongside hard-won lessons from extensive pilots. A dense SME ecosystem and limited urban space also make Malmö a relevant testbed for freight consolidation and space-efficient solutions.

Malmö proposes to help launch a regional platform that can scale promising tests into everyday services. Early actions include convening innovators, businesses and developers in shaping pilots around clear market needs and developing better business models that can scale and document shared learning across the region.

→ Find the group work here

Group findings / Helsingborg

Organising Innovation for Scale

Helsingborg wants to accelerate how the whole city organises innovation. The team sees clear value in working with neighbours on a shared transition design, a common understanding of what "scaling" means and how to do it, and on building an innovation portfolio with consistent impact evaluation. To strengthen transport innovation, they pointed to gaps in technology competence and asked for better data skills and a more robust mobility data infrastructure. They also argued for a continuous, joint system for shared mobility rather than one-off pilots.

Participants pointed to peers and programmes that could inform the work, including Lund's CoAction initiative, Copenhagen Solutions Lab, tests in Tallinn, EIT Urban Mobility's RAPTOR challenges, and geographically anchored transition hubs in Skåne and other regions.

The city of Helsingborg can contribute with tested methods, including its Living Lab approach, a developing transport innovation portfolio and a city-wide movement model that provide a structured way to test, evaluate, and scale.

→ Find the group work here

Café Process 1
Creating a Structure

To identify shared priorities and turn them into practical design choices for the Øresund Mission Cities programme, we facilitated a rotating 'world café'-style session. Participants moved across three hosted tables in staged rounds, ensuring everyone addressed each question and could build on the previous group's insights. The session produced concrete options for a shared mission, a fair division of roles between the four cities and the private sector, and a joint way of working that can accelerate delivery into the blueprint.

Creating a Structure

Table 1: Defining a Shared Mission, Key Takeaways

The group centred the mission on behavioural change, making sustainable choices the easiest and most convenient option. Participants stressed a citizens-first approach with measurable goals, combining bottom-up pressure from residents, employees, businesses with top-down mandate from political leadership. They recommended focusing less on the "why" and more on the "how" by looking at concrete levers, incentives and partnerships that can shift the system at scale.

To keep momentum, they proposed recurring cross-border "common quests" every 1-2 years to align efforts and showcase measurable progress. While the group did not converge on a single mission formulation, it recognised the need to narrow the scope, align the regional narrative, "rock the supertanker" and agree on a regional strategy with ownership and delivery roles.

→ Find the group work here

Table 2: Sharing Responsibilities, Key Takeaways

This discussion focused on how the four cities and the private sector should divide roles, so that a shared ambition becomes coordinated action. Participants called for a single regional story and shared ways of learning. They recommended a joint regional platform, drawing on programmes such as NetZeroCities and Lund's CoAction initiative. The platform would align planning, learning and communication, while formal decisions and accountability remain with each city. The group stressed engaging businesses early in planning and exploration, not only at procurement. Finally, there was candid self-reflection. The cities already have access to consortium support and other resources, but these are underused. A regional platform can pool capacity, provide a single point of entry for support, and standardise how learning is captured and reused so we avoid reinventing the wheel.

→ Find the group work here

Table 3: Organising for Scale, Key Takeaways

This group explored how to reorganise so innovation sticks. The key message was to break down silos while recognising their value and making innovation and administration work side by side. They agreed on some clear next steps, including an inclusive kick-off to build relationships and trust, defining key messages and a short list of priority projects to shift the "supertanker" narrative toward action and measurable results. Keep urgency visible with clear targets and regular check-ins, bring operations staff into the planning phase, and celebrate progress. Participants also proposed recurring, challenge-based learning cycles, ideally with university or business school partners, to practise cross-functional teamwork and capture lessons. The aim is a shared way of working that lets the region act together while each city continues to deliver on its own mandate.

→ Find the group work here

Café Process 2
Building Capacity

To pinpoint where the Øresund Mission Cities need to strengthen skills and structures, we facilitated a second rotating café session focused on capacity. Participants moved across three hosted tables to identify shared capacity gaps, define how the private sector can help address them, and to agree on core principles for more effective public-private partnerships.

Building Capacity

Table 1: Shared Capacity Gaps, Key Takeaways

Participants highlighted gaps in future-oriented planning, stakeholder engagement and cross-disciplinary collaboration. Inside city halls, business and planning teams often work in parallel. Capacity building should bridge these silos and involve the right functions from the outset. They also stressed that technical readiness is not enough. Cities need societal readiness, with living labs and testbeds that bring residents, businesses and researchers into the work. Finally, political capacity matters. The participants proposed an advisory board where elected officials can explore long-term mobility needs and stay close to delivery.

(→ Find the group work here)

Table 2: Private Sector Engagement Strategies, Key Takeaways

Companies can accelerate behaviour change by building sustainable choices into their offers and products. Examples included event tickets that come with public transport access and employer schemes that reward active travel or the use of shared services. Businesses also bring capabilities, municipalities often lack, such as market insight, business-model design, CSR expertise, and data on customer needs. Where public actors face constraints, organisations can co-develop last-mile solutions or mobility hubs.

(→ Find the group work here)

Table 3: Essential Elements for Successful Partnerships, Key Takeaways

Participants agreed that effective partnerships start with a shared problem statement and clear success criteria. They proposed a practical structure with a small core team to steer the work and a wider circle of contributors. The partnership should create mutual value and be built on shared responsibility, trust, and regular, transparent communication to both internal and external stakeholders. To keep collaboration smooth, partners need a common vocabulary and simple rules for sharing data and knowledge, so everyone means the same thing when discussing needs, outcomes, and progress. To ensure lasting impact, the groups emphasised planning for scale early by documenting learning and setting a clear path from pilots to implementation.

(→ Find the group work here)

Group work
Acknowledging the Silos

After discussing what the cities can achieve when collaborating, the groups returned to their city groups discussing what they need to do themselves.

Acknowledging the Silos

Malmö

Malmö will invite innovators and entrepreneurs to co-design solutions and engage major businesses and asset holders such as IKEA, developers and real estate firms to create leverage for pilots and scaling. The group noted that shared mobility is also a question of power. Governance arrangements, decision rights and incentive design shape outcomes. Malmö will therefore map existing power dynamics, involve elected officials early, and build coalitions across and beyond the municipality, acknowledging that the city is part of the system it seeks to change.

Helsingborg

Helsingborg plans an internal session to anchor the initiative and set priorities. Participants will broaden their knowledge beyond current domains, engage local businesses through targeted networking, and prepare inputs for the blueprint. This includes running a few test interviews with private partners and sharing insights across the organisation.

Lund

Lund notes that, despite different local contexts, the cities face the same underlying challenges. The city of Lund will prioritise time and staffing to meet more often in person, strengthen cross-team collaboration, and involve elected officials throughout. Lund will also look deeper into challenges, define a clear mission, and secure wider commitment. The focus is to move from strong maintenance and incremental improvement toward capacity for larger shifts by assembling actionable packages of measures and actively sharing learning.

Copenhagen

Copenhagen will develop a more holistic mobility plan and a forward-looking strategy for emerging issues. To deliver transformation, the city aims to build a cross-sector organisation that understands existing silos yet brings expert knowledge together. Priorities include enabling a behaviour shift, building trust with citizens, and fostering shared ownership of decisions and outcomes.

Next Step
From Workshops to a Joint Blueprint

The Øresund Mission Cities Mobility Innovation Programme (ØMMIP) brings together the four mission cities in a joint initiative to accelerate the shift towards sustainable, climate-resilient and intelligent mobility across the Øresund region. This material summarises the first workshop in a two-part series. The series will inform an initial blueprint for a cross-border innovation programme in sustainable mobility and underpin a shared application to the three-year Interreg ÖKS programme, with each city securing a letter of support and confirming internal decision paths.

On the 14th of November, the first draft of the blueprint will be circulated for comment. The second workshop will be held on the 19th of November, where cross-disciplinary groups from the public, private and academic sectors will identify synergies and begin shaping the contours of a shared direction for accelerating the urban mobility transition.

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Øresund Mission Cities Sustainable Mobility Innovation Programme Building Blocks

Building Block 1
'Governance & Breaking Silos': Public–Private Mission Governance

From fragmented city structures to a mission-driven, cross-border governance model that integrates public, private, and civic actors.

Why It Matters – Shared Insights

- Cities share strong ambitions but operate within different national and administrative frameworks that make coordination slow and risk-averse.

- 85% of mobility investment in the region is private — yet governance remains predominantly municipal.

- Institutional memory is fragile; collaboration often depends on individuals, not systems.

Illustrative Examples

- **Co-Action Lund (SE):** trust-based governance where 30+ partners co-own mobility transition goals.

- **DISCO Copenhagen (DK):** city acts as neutral convener among logistics competitors.

- **H22 Helsingborg (SE):** distributed leadership and openness to co-creation.

- **STOLT (SE)**

Emerging Opportunities / Design Implications

- **Create a Øresund Governance Hub** connecting municipalities, regional authorities, private partners, and academia.

- **Establish cross-sector Mission Councils** to align priorities and pool expertise.

- **Pilot a Governance Sandbox** for testing innovative partnership contracts and data-sharing models within legal limits.

- **Develop a Public Value Charter** ensuring transparency, equity, and citizen benefit in public-private collaboration.

Building Block 2
'Ecosystem and priorities': Public–Private Co-Creation for Systemic Urban Mobility Innovation

From isolated pilots to a connected Øresund innovation ecosystem where cities, companies, universities, and communities co-create scalable mobility solutions.

Why It Matters – Shared Insights

- Every city hosts strong innovation assets but they remain fragmented and short-lived.
- Private sector engagement is often ad hoc — entry points to collaborate with municipalities are unclear.
- Academic and civic actors contribute valuable knowledge but lack a formal role in long-term programme design.
- Current pilots solve symptoms; the need is to design *system demonstrators* that link energy, mobility, and behavioural change.

Illustrative Examples

- **Co-Action Lund (SE):** 37+ partners co-develop mobility & energy actions under shared neutrality goals.
- **Test in Tallinn (EE):** open innovation lab giving start-ups structured access to city infrastructure.
- **ElectriCity Gothenburg (SE):** cross-sector consortium running electric-bus and logistics pilots integrated with policy reform.
- **Mobility Lab Helsinki (FI):** municipal testbed providing SMEs a clear entry process for experimentation.

- **Develop a Regional Innovation Portfolio** linking public priorities with private capabilities – each project as a mission demonstrator.
- **Create Open Entry Points & Challenge Calls** where cities publish needs and private actors propose solutions within transparent frameworks.
- **Form Thematic Clusters** (e.g., freight & logistics, electrification, active mobility) co-led by public–private pairs.
- **Establish an Ecosystem Facilitation Unit** to broker partnerships, align incentives, and support SME participation.
- **Use Living Labs** as shared experimentation environments for piloting, reflection, and MEL integration.

Building Block 3
'Procurement & Financing Mechanisms': Enabling Innovation Through Learning, Alignment & Responsible Collaboration

From compliance-driven purchasing to a learning-oriented regional approach that uses procurement and financing as instruments for sustainable innovation — within legal and ethical boundaries.

Why It Matters – Shared Insights

- All cities identify procurement as both an essential lever and a systemic bottleneck for mobility innovation.
- Legal frameworks in Denmark and Sweden restrict risk-taking and favour lowest-price decisions.
- Administrative capacity and confidence are limited; innovation clauses remain underused.
- Cities want to learn from each other and coordinate funding cycles to support experimentation without duplication.

Illustrative Examples

- **Copenhagen:** exploring functional tenders and data-sharing clauses via the DISCO project.

- **Helsingborg:** piloting innovation and sustainability criteria in selected procurements.
- **Lund:** testing innovation partnerships through research-funded pilots outside standard tendering.
- **Austrian Urban Mobility Labs:** regional cooperation between municipalities and research partners to align procurement learning.

Emerging Opportunities / Design Implications

- **Create a Procurement Learning Network** – cross-city peer group of procurement & legal officers sharing templates and lessons.
- **Establish Pre-Market Dialogue Forums** – transparent spaces for cities to present challenges and for companies to share trends before tenders are issued.
- **Develop a Regional Procurement Knowledge Hub** – repository of clauses, model documents, and tested processes for innovation-oriented procurement.
- **Align Funding Streams** – coordinate municipal, regional, and EU financing into shared envelopes supporting pre-commercial pilots.
- **Pilot a Legal Sandbox with National Authorities** – explore interpretations of innovation partnerships and dynamic purchasing systems for sustainable mobility solutions.

Sensitivity Note – Public–Private Boundaries

Private actors cannot participate in formal procurement decision-making or tender drafting.
Legitimate collaboration happens **before** and **after** procurement:
 – **Pre-procurement:** transparent market dialogue to help cities understand market maturity and innovation potential.
 – **Post-procurement:** learning and feedback loops to evaluate outcomes and improve future tenders.
All engagement must be documented, non-exclusive, and accessible to all interested parties to ensure fairness and compliance with EU and national law.

Building Block 4
Knowledge Management & Learning Alliance: From Project Learning to Systemic Transformation

From isolated project reports to a shared, evidence-based learning system connecting cities, private sector, and academia — turning insights into institutional change and policy reform.

Why It Matters – Shared Insights

- Every city collects valuable learning from pilots, but lessons often stay within projects or individuals.
- Knowledge transfer mechanisms are weak — few formal systems exist for shared reflection, data use, or follow-up.
- Staff turnover and fragmented funding cycles lead to loss of institutional memory.
- Regional collaboration could build a collective evidence base to strengthen decision-making, reduce duplication, and accelerate scaling.

Illustrative Examples

- **NetZeroCities MEL Framework (EU):** ready-to-use structure for learning loops, indicators, and transformation tracking.
- **Co-Action Lund (SE):** regular reflection sessions connecting city staff, researchers, and private actors.
- **aspern.mobil LAB (AT):** integrates monitoring, citizen feedback, and academic evaluation to inform city policy.
- **H22 Helsingborg (SE):** used storytelling and peer learning for organisational transformation.

Emerging Opportunities / Design Implications

- **Establish a Regional Learning Alliance** — a permanent mechanism linking municipal innovation units, academia, and private partners.

- **Adopt & Adapt the NetZeroCities MEL Framework** to the Øresund context (cross-border, bilingual), ensuring compatibility with EU Mission Cities reporting.
- **Use Living Labs as Learning Environments** — structured spaces where experimentation, reflection, and measurement are integrated.
- **Create a Knowledge Commons Platform** — shared digital repository for datasets, pilot reports, and evaluation notes.
- **Set Up Learning Twin Cities** — cross-city mentorship pairs to transfer methods and tools.

Building Block 5
Regional Synergies & Policy Leverage: Aligning Cities, Regions, and the EU for Systemic Mobility Transition

From fragmented local initiatives to a coordinated Øresund policy and investment ecosystem that accelerates sustainable mobility and strengthens European influence.

Why It Matters – Shared Insights

- The Øresund region links two countries with different governance traditions, legislation, and funding systems — creating both barriers and opportunities.
- Cross-border commuting, logistics, and digital infrastructure already interconnect daily life; policies and regulation lag behind.
- Each city has advanced local projects, but scaling impact requires alignment with **regional, national, and EU frameworks**.
- Joint positioning could make Øresund Mission Cities a **flagship for cross-border innovation** under the EU Mission framework.
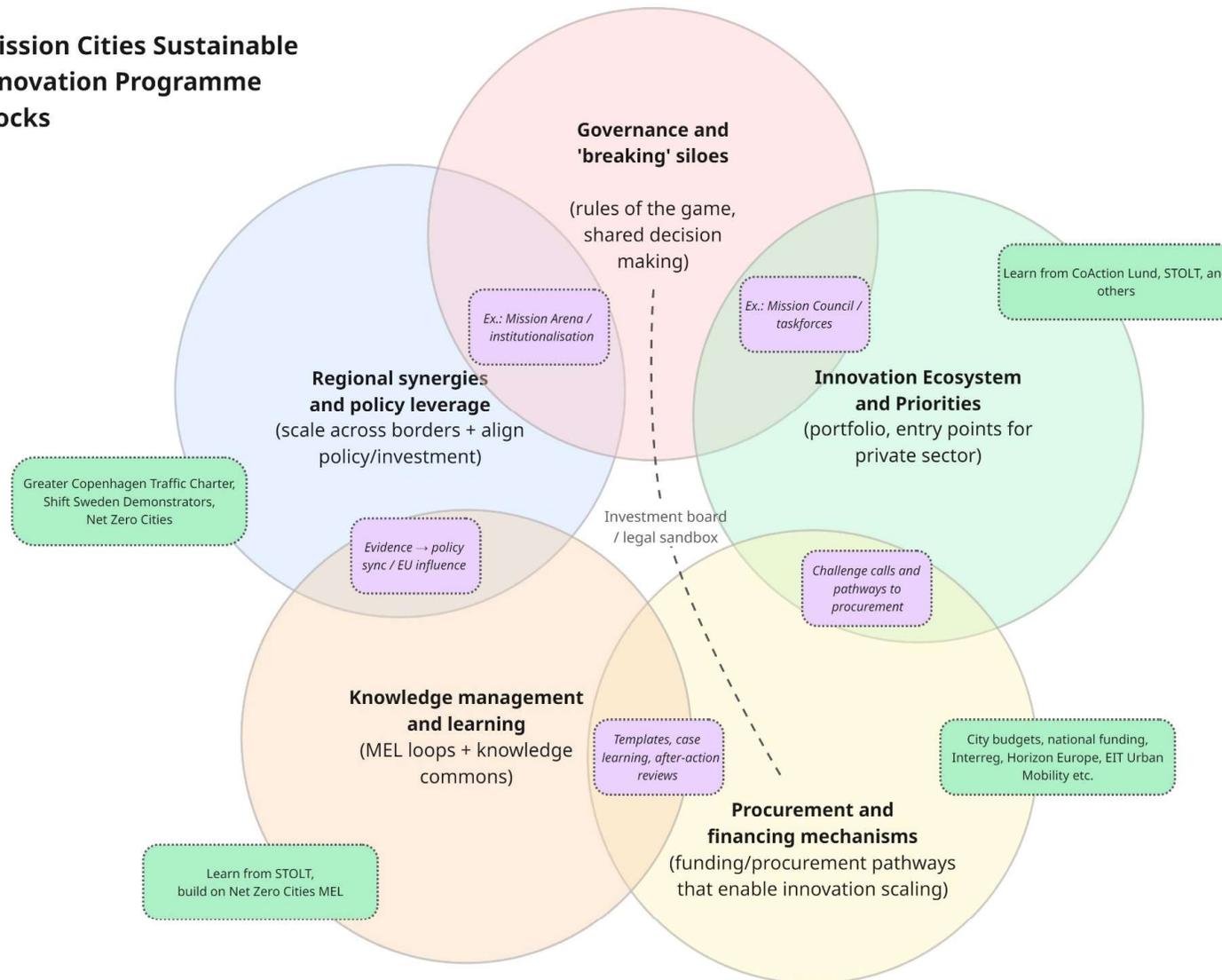
Illustrative Examples

- **Greater Copenhagen & Skåne Committee:** long-standing collaboration platform bridging Danish and Swedish governance.
- **ElectriCity (Gothenburg, SE):** policy-aligned collaboration driving regulatory innovation in zero-emission transport.
- **aspern.mobil LAB (Vienna, AT):** links city-level experimentation with regional policy and infrastructure investment.

- **Create a Cross-City Mission Arena** — a forum aligning cities, regional authorities, and national agencies on priorities and investment.
- **Pilot Policy Synchronisation Projects** — harmonised data governance, EV standards, or procurement criteria across borders.
- **Develop Shared Investment Instruments** — pooled municipal, regional, and EU funding for strategic projects (e.g. logistics corridors, charging infrastructure).
- **Position Øresund Mission Cities as a Nordic Policy Innovation Hub** within the NetZeroCities network — testing and exporting governance solutions.
- **Institutionalise Collaboration** — embed the initiative within Greater Copenhagen/Skåne structures to ensure continuity beyond project cycles.

Øresund Mission Cities Sustainable Mobility Innovation Programme building blocks

Governance and 'breaking' siloes

(rules of the game, shared decision making)

Learn from CoAction Lund, STOLT, and others

Ex.: Mission Arena / institutionalisation

Ex.: Mission Council / taskforces

Regional synergies and policy leverage
(scale across borders + align policy/investment)

Innovation Ecosystem and Priorities
(portfolio, entry points for private sector)

Example missions

Greater Copenhagen Traffic Charter, Shift Sweden Demonstrators, Net Zero Cities

Evidence → policy sync / EU influence

Investment board / legal sandbox

Challenge calls and pathways to procurement

Freight/logistics

Electrification

Active mobility

Data/digital

MAAS

Shared mobility

Knowledge management and learning
(MEL loops + knowledge commons)

Templates, case learning, after-action reviews

City budgets, national funding, Interreg, Horizon Europe, EIT Urban Mobility etc.

Procurement and financing mechanisms
(funding/procurement pathways that enable innovation scaling)

Learn from STOLT, build on Net Zero Cities MEL

From disconnected pilots to system demonstrators

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Öresund-Kattegat-Skagerrak

Workshop 19.11.2025

Öresund Mission Cities Mobility Innovation Programme

Workshop 2: How can cross-sector collaboration accelerate mobility in the Öresund region?

Introduction & Context
Setting the Direction for Cross-Border Mobility Innovation Programme

Background

The second Öresund Mission Cities mobility workshop took place on 19 November 2025 at BLOXHUB. The session gathered representatives from Copenhagen, Malmö, Lund and Helsingborg, together with private-sector and advisory partners, to continue the joint exploration of a possible cross-border mobility innovation programme. The workshop built directly on interviews with city representatives and the first workshop session in October, where the cities identified shared mobility challenges, highlighted organisational and governance barriers and recognised the benefits of aligning efforts rather than acting in parallel. That first workshop also surfaced early guiding principles for collaboration and pointed to the need for stronger coordination, clearer innovation partnerships and better use of shared resources. Against this backdrop, the second workshop shifted from diagnosing challenges to testing suggested initiatives and practical structures for cooperation. With transport emissions highlighted as a persistent hurdle for all four cities, the focus turned to how a joint programme might be organized, how governance models could be designed, how ecosystems could be activated, how procurement and financing could better support innovation and how learning could be shared and scaled across the region.

Agenda

Confirming and prioritizing the five building blocks described by EIT Mobility in the workshop pre-read, and drawing the future needed, discussing roles, responsibilities and incentives needed for all involved actors.

Purpose

The purpose of this second workshop was to explore how collaboration across the triple helix (public, private and academia) can accelerate sustainable innovation in the mobility sector, and to begin shaping the contours of a shared direction for urban mobility transition across the Öresund region.

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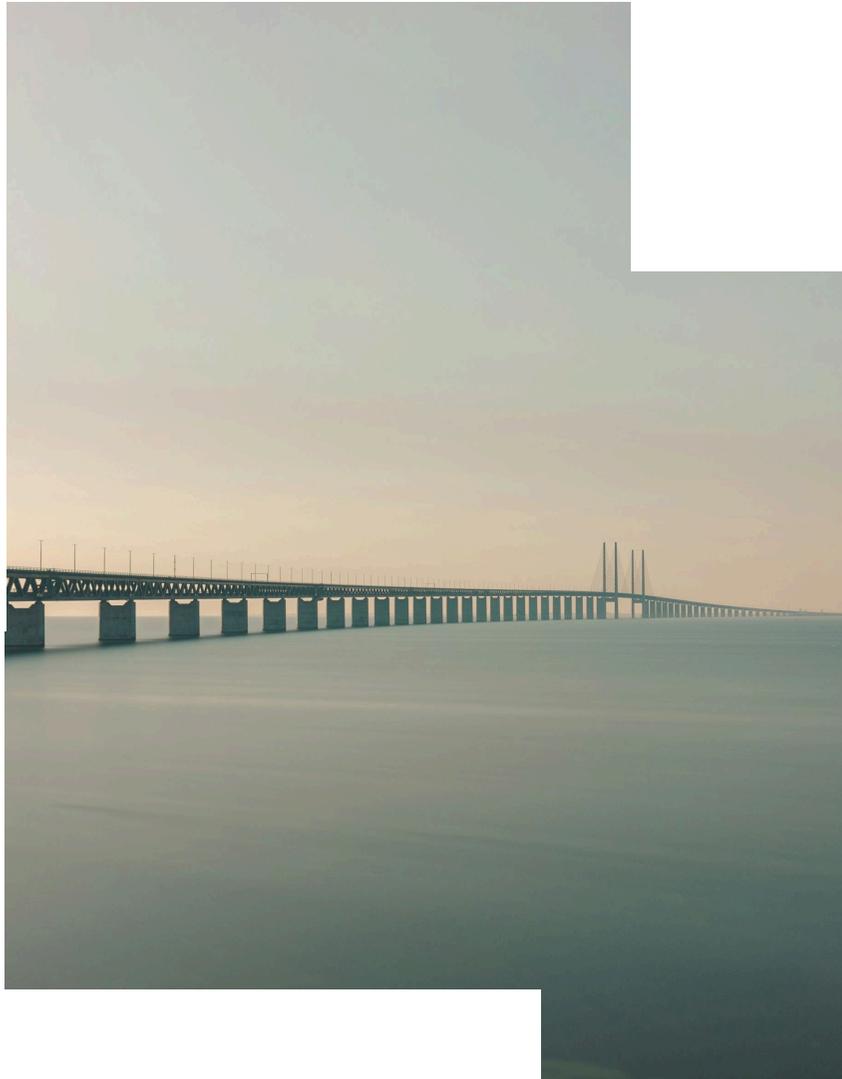
Pre-Read Material

Background

Participants had received a pre-read material outlining the proposed building blocks for a regional framework, which served as the basis for the day's discussions.

The material presented five core components for a potential Öresund mobility collaboration:

- Governance & Breaking Silos,
- Innovation Ecosystem & Priorities,
- Procurement & Financing Mechanisms
- Knowledge Management & Learning,
- Regional Synergies & Policy Leverage

These elements provided a shared foundation for discussions and guided both the group sessions and the café dialogues.

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Åsa Bjering
Introduction to the Pre-Project

The workshop sits within the broader ØMMIP pre-project, which aims to outline how the four mission cities Copenhagen, Malmö, Lund and Helsingborg can collectively accelerate climate-neutral mobility by 2030.

In preparation for the process, and prior to the first workshop, transport strategists from all four cities were interviewed to ensure that the emerging framework was grounded in real operational needs and challenges. These insights helped shape both the initial building blocks and the focus areas carried forward into the second workshop. All four cities share ambitious climate goals yet continue to face significant challenges related to mobility emissions and the complexity of their transport infrastructures. While political commitment is strong, operational capacity is limited and local strategies differ. The pre-study, set to conclude in mid-December, will need to clarify the governance model, opportunities for shared investment, and the cities' overall readiness to progress toward a multi-year Interreg programme in 2026. The outcomes from the second workshop will directly inform the final steps of the pre-study and help determine whether a three-year mobility innovation programme should be developed. The upcoming Interreg Öresundcall opens in January, which offers a timely opportunity to seek partial funding for the programme structure, supported by continued documentation and engagement with key stakeholders.

Participant Reflections

Participants' Preferred Modes of Transportation
A short introductory round revealed a clear pattern in how participants move through their cities. Across sectors and nationalities, the bicycle emerged as the dominant mode of transport. Walking was the second-strongest preference, valued for its simplicity and connection to daily life, though often noted as "too slow" for longer distances. Several participants also highlighted trains as their preferred choice for regional travel, emphasising convenience and sustainability. A few mentioned car-sharing or the car itself, though often with hesitation or an apologetic tone, reflecting the broader cultural shift away from private car ownership. Ferries and boats were also noted, particularly among participants travelling across the strait or living close to the coast, underlining the region's multimodal geography.

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Inspirational talks

Öresund Mission Cities Mobility Innovation Programme

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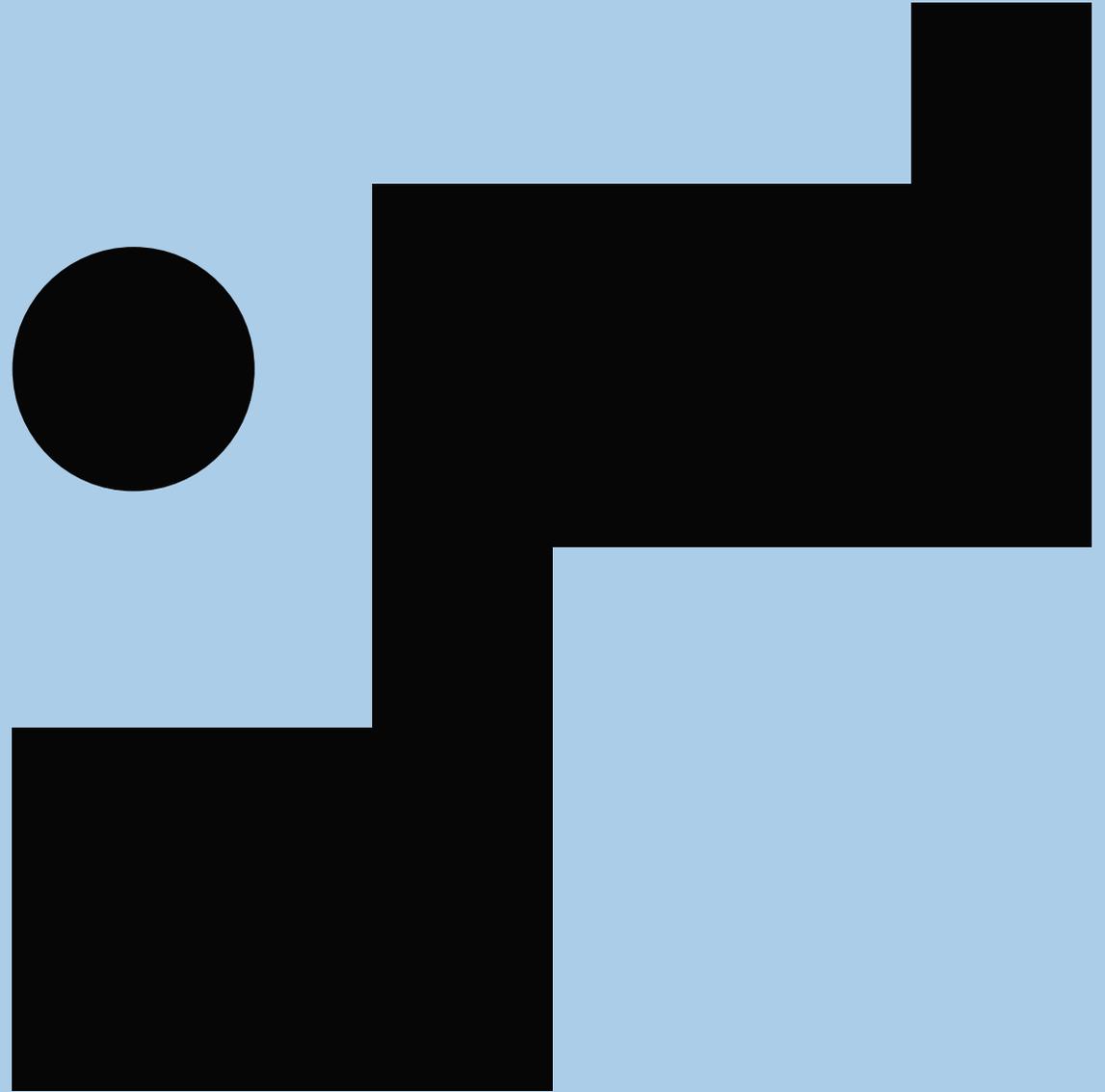
Jakob Stolt:
We are on a Mission!

Mission Framing

Jakob Stolt introduced the EU Climate-Neutral and Smart Cities Mission, which supports 120 cities in accelerating their transition through experimentation and systemic innovation. The mission differs fundamentally from conventional projects: it is a time-bound transformation effort built around continuous adaptation rather than fixed outputs. Cities are expected to contribute to wider systemic change even if full climate neutrality by 2030 is not achieved. NetZeroCities acts as the operating platform for the mission, coordinating a partnership of expert organisations and a network of city advisors across Europe. The platform provides practical support including thematic workshops, tools, learning programmes, communities of practice and specialist guidance on financing and investment. The model is peer-driven, encouraging cities to draw on each other's experience rather than work in isolation. At the core of the mission sits the Climate City Contract, an iterative framework that connects ambition with action and investment.

Jakob emphasised that mission work relies on continuous learning. Pilot projects funded under NetZeroCities are designed primarily as learning processes rather than vehicles for delivering final, scalable solutions within 18-24 months. Their value lies in what they reveal about governance, stakeholder dynamics and enabling conditions, and in how those insights are fed back into broader strategies and portfolios.

Relevance for the Öresund Region

For the ÖresundMission Cities, the mission framework positions the current pre-project as a stepping stone within a longer transition journey. The geographic proximity of the participating cities and their shared mission status create favourable conditions for building a cross-border ecosystem. Coordinated pilots, shared learning loops and joint governance approaches can strengthen the region's contribution to the wider European learning agenda while advancing local mobility goals.

→ **See full presentation here**

Signe Zacho:
Public–Private Collaboration in Transportation

Role of Dansk Erhverv in public–private collaborations

Dansk Erhverv, representing approximately 18,000 members across around 100 sector organizations, functions as a key intermediary between the business community and policymakers. Its strategic aim is to strengthen Denmark as a leading business environment by systematically collecting input, challenges and opportunities from its members and translating these into coherent policy positions. This intermediation reduces fragmentation in stakeholder engagement, optimizes the use of public-sector time and resources, and supports a continuous, interest-based dialogue where public and private actors seek mutually beneficial solutions rather than competing agendas.

Collaboration example: Cycling Embassy of Denmark

The Cycling Embassy of Denmark illustrates how a structured platform can provide a unified voice for a fragmented sector. The City of Copenhagen chairs the platform, with Dansk Erhverv as co-chair, bringing together small and medium-sized businesses in the cycling ecosystem alongside key public and semi-public actors.

The model responds to two core challenges: the lack of large, dominant industry players able to shape policy, and the sector's deep dependence on high-quality cycling infrastructure, safety, connectivity and integration with public transport. The participation of DSB, which has made it free to bring bicycles on trains in the capital area, highlights a deliberate strategy to promote bike–train combinations over private car use. The platform aligns health benefits, green mobility, congestion reduction and urban space optimisation, while recognising that certain freight functions will continue to require larger vehicles.

**Collaboration example: Green Mile and urban freight transition**

The Green Mile report (2023), developed jointly by Dansk Erhverv, the City of Copenhagen and the Capital Region, addresses the decarbonisation of urban goods transport. It explores how instruments such as zero-emission zones can drive CO_2 reductions and, over time, lower operational costs, while also acknowledging the substantial upfront investments, technological uncertainty and operational changes required from businesses.

The work underscores the need for a balanced transition, with enough lead time for electrification, openness to alternative modes such as cargo bikes and careful planning to prevent problems from shifting to neighbouring areas. The core message is that climate regulation must be ambitious while still supporting workable logistics and reliable access to urban markets.

Key principles for urban mobility transitions

Across both cases, several principles emerge for cities working on green mobility and logistics. First, intermediary organisations can play a central role in aggregating the interests of many small actors, providing cities with structured, representative input. Second, infrastructure planning and regulatory design must reflect the interdependence between public transport, cycling, freight and commercial operations, rather than treating each domain in isolation. Third, effective transitions require phased, predictable frameworks that allow businesses to adapt investments, test alternatives and avoid disruption of essential services. These principles support a model of co-produced policy, where risks and benefits are shared and long-term outcomes are jointly owned.

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The Five Building Blocks
for Regional Collaboration
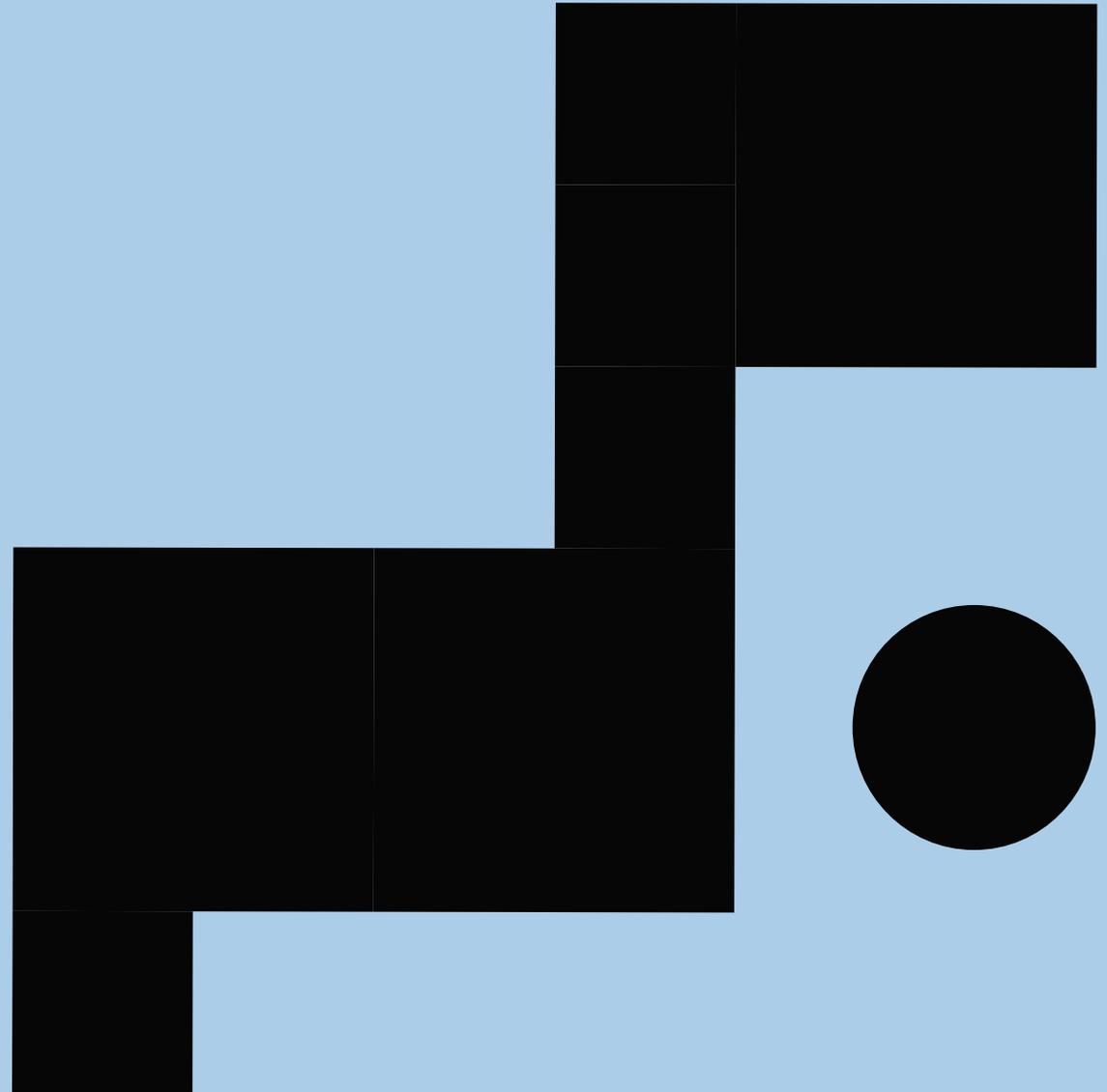
Piret Liv Stern:
The Five Building Blocks

Piret Liv Stern presented five building blocks for a regional collaboration framework, based on interviews with representatives from the four mission cities and lessons from Nordic and European mobility initiatives. The aim is to move from fragmented pilots towards a more coordinated, long-term approach to sustainable mobility, based on shared priorities, continuous learning and closer alignment across the four cities.

1. Governance & Breaking Silos
Cross-border mobility work is slowed by siloed structures, differing mandates and fragmented decision-making. Cities, regions and national bodies each operate within their own frameworks, which makes it difficult to coordinate a shared transition. The emphasis going forward is therefore on improving coordination without centralising control. The presentation pointed to several mechanisms that could help create a shared direction while preserving local autonomy. A governance hub or mission council could offer a common forum for alignment, while governance sandboxes would allow cities to test new partnership models and data-sharing approaches in a safe and structured way.

2. Innovation Ecosystem & Priorities
The second building block outlined how the Öresund region holds strong innovation assets such as universities, startups and established testbeds. However, these resources are not yet connected across the region in a way that enables shared challenges to be addressed collectively. To strengthen collaboration, the presentation proposed clearer entry points for companies and researchers, a shared innovation portfolio to identify challenges across the cities, and targeted innovation invitations that bring private actors into the problem-framing process early on. The block also underscored the value of thematic clusters to mobilise expertise around key mobility topics. Taken together, these elements aim to shift the region from isolated pilots toward a coordinated innovation ecosystem that accelerates learning, reduces risk and links new solutions more directly to shared priorities.

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3. Procurement as a Strategic Lever

The third building block positioned procurement as one of the region's most powerful, yet currently underused, drivers of innovation. Strict rules, limited capacity and understandable risk aversion mean that cities often default to familiar solutions rather than exploring new approaches. Instead of seeking legislative change, the presentation highlighted the value of coordinated learning across the region. This includes creating a shared learning network for procurement specialists, developing common templates and tools, and establishing structured pre-market dialogues where cities can articulate needs and the private sector can present possibilities in a transparent way. These measures are designed to reduce risk, speed up adoption of new solutions and shift procurement toward a more strategic role in supporting systemic mobility transition.

4. Knowledge and Learning Alliance

Knowledge and Learning Alliance The fourth building block addressed the need for a stronger regional approach to knowledge and learning. Today, each city generates valuable insights through pilots, procurement processes and living labs, yet much of this knowledge remains locked within individual projects. A regional learning alliance was proposed to make learning more cumulative and consistent, drawing on the NetZeroCities existing monitoring and evaluation frameworks. Living labs could serve as structured environments where reflection, evidence and scaling strategies are intentionally built into project design.

5. Regional Synergies & Policy Leverage

The final building block addressed the need to bridge the gap between how people move and how policies are made. Mobility patterns, logistics flows and data relationships already operate across borders, while the systems that govern investment and regulation remain divided between two national frameworks. To close this gap, the presentation highlighted the value of a shared mission arena where cities, regional bodies, national agencies and private partners can align priorities and coordinate action. Developing joint investment tools was also presented as a key enabler for cross-border demonstrators and infrastructure projects. With more coordinated governance and financing, the Öresund region could position itself as a leading European example of cross-border mobility innovation.

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Group Work
Confirming the
Current Landscape
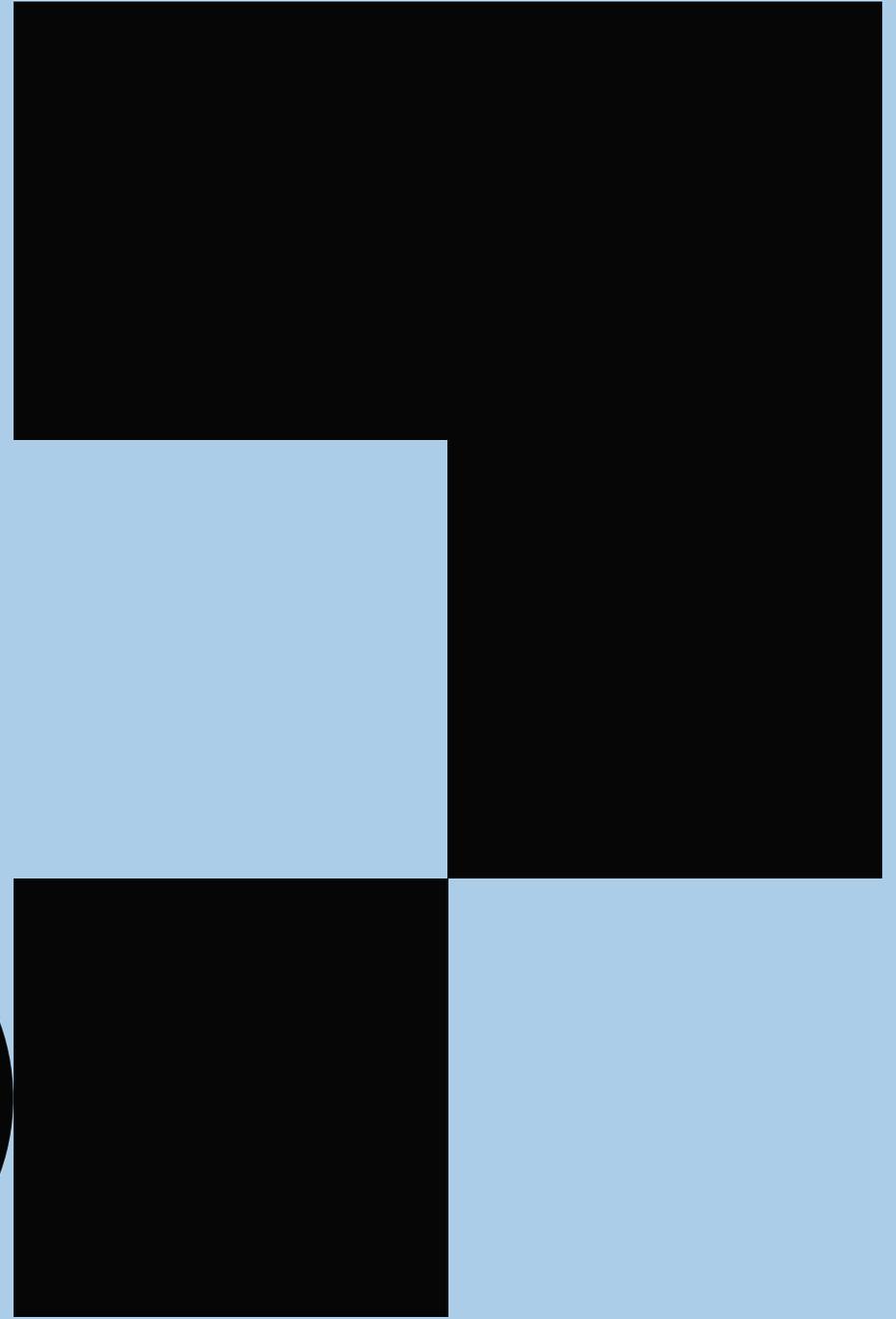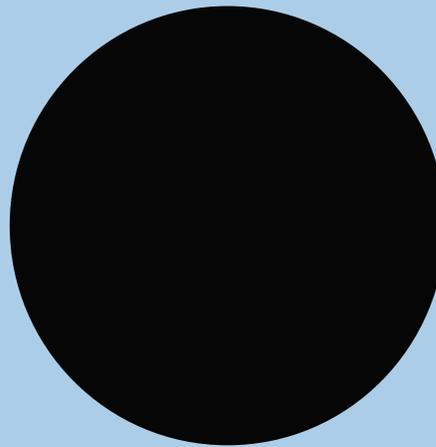
Participants moved into four thematic breakout sessions reflecting the building blocks. Theme 3, 'Procurement as a Strategy Lever', was left out of the group work as none of the participants had this expertise. Each group had 45 minutes to discuss and prioritise suggested initiatives to overcome challenges within each of the building blocks.

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Group 1
Governance and Breaking Silos

Key Takeaways

The first group emphazised that stronger regional governance should build on structures that already exist. The top priority was to reactivate the Greater Copenhagen Committee as the primary governance vehicle, rather than creating new cross-border forums. The committee already offers a political and institutional framework, but its current siloed setup (traffic, green and workplace charters) limits integrated mobility work. The second priority was a Public Value Charter to establish common principles for transparency, data ethics and citizen benefit across jurisdictions.

Across all priorities, the group agreed that progress depends on activating broader partnerships, reducing silo-driven decisions and building on the mandates and structures already in place. With new political leadership entering office, participants saw a timely opportunity to re-engage the Greater Copenhagen Committee and position mobility more clearly within the next political period. They also stressed the need for a better citizen segmentation, distinguishing between current users and future residents, to strengthen both political dialogue and value-chain work. The collaboration should initiate a structured dialogue with the Greater Copenhagen Committee to secure political support for broadening its mobility scope, better connect work across existing charters and create room for additional cross-border initiatives under a shared governance framework.

→ **See the group work here**

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Group 2:
Innovation Ecosystem & Priorities

Key Takeaways

The second group examined how the Öresund region can strengthen its innovation ecosystem to support future mobility initiatives. Their highest priority was to establish an Ecosystem Facilitation Unit, intended to broker partnerships, align incentives and support SME participation. The group noted that public and private actors often operate from different incentives: cities seek effective problem-solving, while companies must ensure commercial viability. A publicly anchored facilitation unit was therefore seen as essential for building trust and enabling collaboration that delivers value for all parties. The second priority brought together two closely linked suggestions: creating open entry points and challenge calls while building a regional innovation portfolio that connects public priorities with private capabilities.

Together, these measures would help shift procurement from today's solution-driven approach toward a problem-based model, where cities describe needs and the market proposes a range of potential responses.
This shift opens space for more innovative proposals but requires a higher level of trust between public and private actors. A shared regional portfolio was seen as a way to prevent duplication and allowing each city to address different challenges while contributing to a joint learning and reducing overall costs. With the right structures in place, the region can move from fragmented pilots to a coordinated innovation ecosystem that supports long-term mobility transformation.

→   **See the group work here**

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Group 4:
Knowledge Management & Learning Alliances

Key Takeaways

This group highlighted that the Öresund region does not lack innovation, but rather the structures needed to retain, share and act on what is learned across cities. Their highest priority was to establish a cross-city and cross-sector Learning Alliance as a standing mechanism for collective reflection, data sharing and capability building. The group stressed that learning should not stay within individual projects or disappear when people leave their roles. A shared foundation is needed to enable knowledge to flow across departments, sectors and borders. The second priority was to adopt a common evaluation framework to support consistent learning and impact assessment. A shared method, such as the MEL framework introduced by NetZeroCities, would help prevent cities from developing parallel approaches on their own and instead create a comparable basis for reflection, learning and improving future initiatives. The group stressed that such a framework should be paired with more explorative working methods that remain closely connected to real-life behaviours, community needs and the drivers of change.

Looking ahead, participants highlighted a clear opportunity to formalise the Learning Alliance as a long-term structure, ensuring continuity of learning and collaboration beyond 2030. With EU-level initiatives like the Climate Neutral Cities Open Academy already in place, the region has a strong base for creating a permanent learning structure. This would strengthen cross-city collaboration and ensure that future mobility work builds on existing knowledge.

→ **See the group work here**

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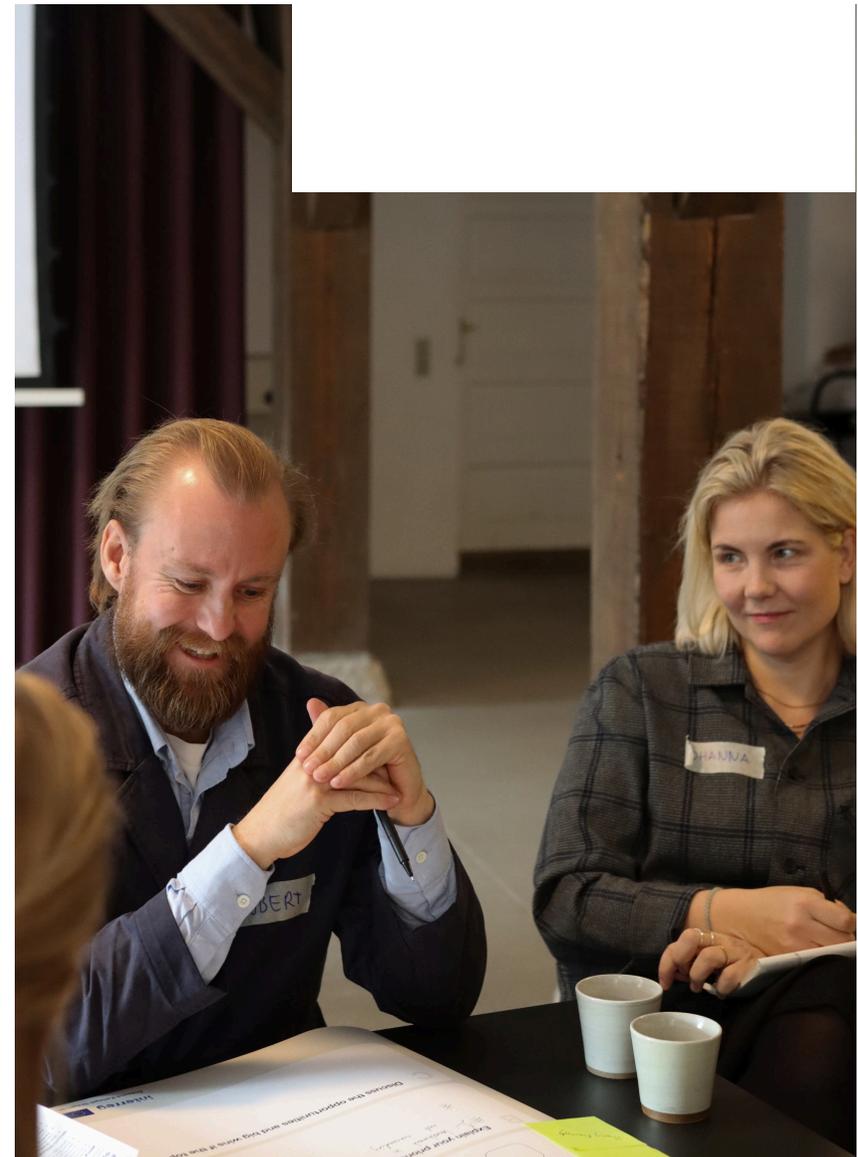
Group 5
# Regional Synergies & Policy Leverage

Key Takeaways

The last group focused on how the Öresund region can strengthen policy alignment and regional synergies to support cross-border mobility. They underlined that regional synergies and policy alignment cannot stand alone as they depend on a solid governance foundation. Effective collaboration requires a clear driving force to maintain cohesion across the region's two national systems. The group highlighted the need to anchor future initiatives within an existing inter-regional body to ensure continuity and momentum. Their top priority was to use the Öresund collaboration as a policy laboratory where cities can test regulatory approaches and identify where national or municipal rules diverge. This would allow the region to identify where national or municipal frameworks diverge, experiment with solutions in a controlled setting and create the conditions for clearer policy alignment across the region over time. The second priority was to establish a Mission Arena that brings together cities, regional authorities, national agencies and private actors to create shared goals and a consistent regional voice.

Across all points, the group underlined that policy and operational consistency form the foundation for everything that follows. Differences in implementation and communication across Denmark and Sweden make it difficult to deploy initiatives regionally. Challenges such as navigating train connections across zones illustrated the need for a more unified operational framework that makes it easier for companies and future pilots to scale across borders.

→ **See the group work here**

Cafe Process
Drawing the Future Needed

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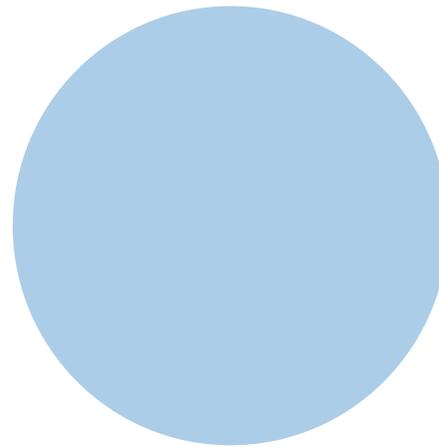
To expand the discussion and explore what the future Öresund mobility collaboration could look like, participants engaged in a café-style dialogue.
Each table focused on one of the four building blocks, hosted by a facilitator who captured insights across three rounds. Every group spent ten minutes at each table, building on the reflections of the previous participants.

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Cafe process
Key Takeaways

Table 1: Governance & Breaking Silos

Host: Åsa Bjering

The participants explored what role private partners should play in the governance of a future Öresund mobility programme. The participants underlined that meaningful involvement of private actors requires a deeper understanding of what drives them to stay engaged over time. Factors such as funding models, contract structures and opportunities to scale solutions play a decisive role in whether companies commit beyond short project cycles. A central point was the value of involving private actors early, allowing them to contribute to defining the challenges rather than being brought in once solutions are predetermined. Access to data and shared knowledge was identified as a key enabler, as many companies rely on these insights to participate meaningfully in long-term initiatives. The group also discussed the need for more consistent metrics for private-sector involvement. Such metrics should support clarity while remaining flexible enough to allow open dialogue about how solutions are scoped and adapted over time.

Across the discussion, trust was identified as the most critical factor. Participants noted that current levels of mistrust hinder collaboration and that clearer shared goals and greater transparency are essential for establishing lasting partnerships. The round concluded that long-term cooperation depends on early co-creation, shared objectives and governance practices that actively support trust-building between actors.

Table 2: Innovation Ecosystems & Priorities

Host: Michael Skibsted

The discussion focused on how to design long-term partnerships that motivate private actors. Participants discussed the need for a clearer governance structure, noting that a neutral facilitator or consortium, for example RISE (Research Institutes of Sweden), DTU, EIT or a combined research partnership, could help coordinate the programme and bring actors together across the region. A recurring question was how to decide who should be invited to contribute. The group considered creating a broad, time-limited forum to gather stakeholders in the first year, while also recognizing that private actors will only engage if there is clear political backing.

Without political acceptance, companies are unlikely to commit to a multi-year effort. The group also explored what long-term collaboration would require in practice. They highlighted the importance of more open market dialogues, where needs are jointly defined rather than predetermined by the public sector. They noted that innovation from private actors must be harnessed in ways that acknowledge their commercial interests, including the role of investment banks and potential profit. This led to discussions about establishing a joint fund with shared decision-making, ensuring that private actors have a meaningful seat at the table. Finally, participants noted that the region already hosts a number of relevant platforms, including Co-Action in Lund, the Helsingborg Declaration and various climate initiatives in Malmö. These initiatives provide important local entry points for collaboration and demonstrate that the groundwork for cross-sector engagement is already in place. The key challenge is not the absence of platforms, but how to link them more effectively across the Öresund region so they reinforce one another, attract the right private actors and create a coherent regional ecosystem rather than a set of parallel efforts.

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Table 4: Knowledge Management & Learning Alliance
Hosts: Wiebke Müller
Alliances At this table the participants focused on how cities and private actors can build a shared understanding of what counts as impact, behavioural change and system transformation. Participants agreed that this requires early alignment on the problem, the intended change and the people affected by it. Defining impact must begin with a clear, common scope and an understanding of end-user needs, not only project deliverables. They underlined the importance of learning from failures as well as successes, noting that openness about what has not worked can reveal patterns, prevent repeated mistakes and strengthen system-level decision-making. They also highlighted that beginning locally is an effective way to define needs together before scaling solutions across the wider region. Participants also pointed to the need for more flexible funding frameworks. Current KPIs and project structures often limit experimentation and long-term learning. They called for metrics that capture behavioural and systemic effects and that can be adjusted as projects evolve.

Finally, the group highlighted the importance of communicating impact in clear, accessible terms. Shared definitions require language that makes sense to both experts and non-experts and helps align expectations across sectors.

Table 5: Regional Synergies & Policy Leverage
Host: Adriana Pacheco
The participants examined which demonstrator projects could best showcase cross-border systemic innovation and attract EU-level recognition. It was noted that several Nordic and Central/Eastern European city partnerships offer useful inspiration, particularly where shared funding models and joint governance structures have enabled cross-border solutions. Such examples helped clarify that the most valuable demonstrators for the Öresund region are those that create clear regional benefits and align with the mission's long-term climate objectives. They also pointed out that collaboration readiness differs across the strait. Swedish partners appear more eager to engage than their Danish counterparts, which underlines the need to rebuild momentum and commitment on both sides.

A user-experience perspective was seen as a strong starting point. Many people already move across the Öresund daily, yet their journey remains fragmented. Reviewing existing agreements and identifying missing stakeholders could help reveal where a demonstrator project would have the greatest impact. Finally, participants stressed that cross-border potential extends beyond mobility. Demonstrators could also strengthen innovation, competitiveness and broader urban development. The Greater Copenhagen organisation was highlighted as a helpful model, as it already supports close cooperation between cities on both sides of Öresund. This provides a solid starting point for the four Mission Cities, allowing them to strengthen their joint work now and, as the framework becomes more established, gradually open the partnership to other European regions.

→ **See all the group work here**

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What Now?
Moving Forward

With the pre-study phase now completed, the work shifts toward finalising the framework and preparing for potential continuation as a multi-year programme. The insights from the workshop will be integrated into the upcoming blueprint, which is scheduled for completion by the 15th of December. This next phase involves refining the building blocks, validating the proposed structures and consolidating the foundation for a future cross-border collaboration model.

The group also faces an immediate strategic opportunity. The Interreg ÖKS programme opens its final call for three-year EU funding opening in January. This could provide partial support for establishing a long-term collaboration structure. BLOXHUB will maintain engagement with participants to ensure continuity as decisions on governance, financing and next steps are made. A collective commitment will be essential. Cities are invited to signal their intention to continue the partnership, enabling the group to move into the next phase with clarity and momentum.

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