

REGINA

Remote communities & resource-based industries

Local workshops that capture municipal perceptions of current opportunities, challenges and visions: Deliverable 6.1.2 and 6.1.3



August 2018



Northern Periphery and
Arctic Programme
2014-2020



EUROPEAN UNION
Investing in your future
European Regional Development Fund

Table of Contents

- Results from the workshop in 3 communities 3
 - Sodankylä; opportunities, challenges and a vision 3
 - Storuman opportunities, challenges and a vision 7
 - Brønnøysund opportunities, challenges and a vision 14
- Summary of learning points and best practice 19

Results from the workshop in 3 communities

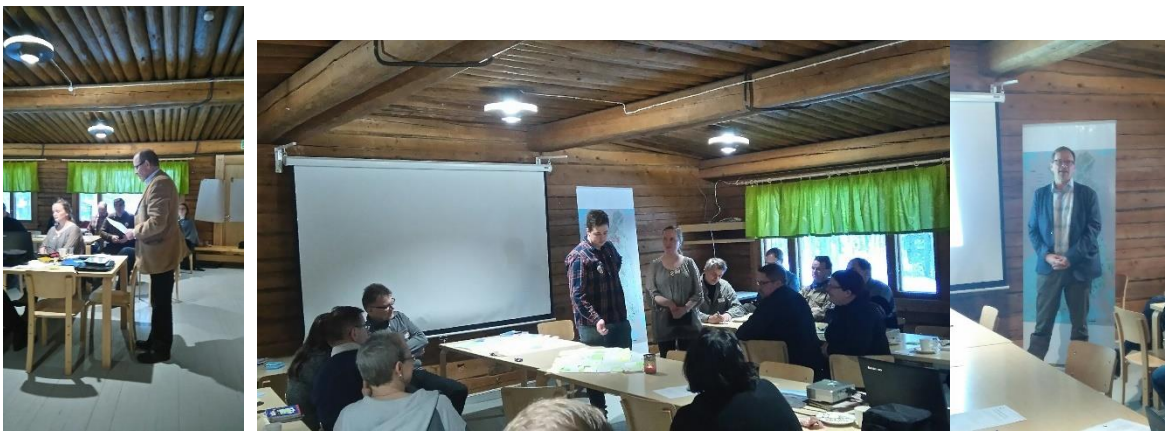
Sodankylä; opportunities, challenges and a vision

Step 2 in the LS3 will in a very important way shape the work done locally in the remaining stages of the REGINA project. It has provided the opportunity for local community members and representatives to get insight on their development, opportunities and challenges, as well as creating a vision for the community. Because the amount of people participating the process is limited, also the impact of the “empowerment” or participation is limited.

We have described the process of local participation in details on the report SIMP step by step guide, so please see the process description from there. On this LS3 document we will more present in general and as a summary the results/ content of the workshops.

The importance to not just collect ideas and share information, but how to ensure that you give the feedback of the process to the participants, that things they take up, are going forward, not just nice talks.

There were 3 workshops organized and almost 30 participants representing wide range of local stakeholders from village associations, recreational and hunting associations, ngos, local business, mining industry, reindeer herders, nature values and protection, forestry etc. Sami parliament was invited as well due to that part of the Northern Sodankylä belongs to Sami area. Sami parliament refused to participate the process but they told in their letter that they do not accept mining in their home area, that was considered when preparing the mining program for Sodankylä municipality.



Left: chairman of the municipality’s board Mr Pekka Tuomivaara opening the first stakeholder workshop Centre: representative of the youth, reporting results of the working from the environmental perspective, with fasilitator’s support local Project Manager Anna Kantola Right: Mr Jukka Teräs, NordRegio



Ulla Syrjälä, environmental manager Boliden Kevitsa. Joanna Kuntonen, sustainability manager, van't Riet AA Sakatti Mining and project manager Anna Kantola. And other stakeholder workshop participants.

The structure in the workshops was similar. First there were short presentations from different perspectives such as mining companies, nature protection, reindeer herding, exploration, baseline analyses of the current situation in Sodankylä etc. Then there were group works. When facilitating the group works, it was specially to taken care that every participant had a possibility to express their thoughts.

According to the workshop results:

<p>Key challenges</p> <ul style="list-style-type: none"> - impacts to environment and environmental risks - challenge to get easily understandable information about the impacts to waters (Kitinen river and others) and other environmental impact information (no room for gossips and wrong information) - impacts to reindeer herding and image of the final product - how to attract people to move in to Sodankylä and stay - traffic unsafety due to the increased traffic (E4, and villages on the way) - possible injustice on the share of benefits and negative impacts between the villages next to the mining projects and villages more far - different scenarios of the mining projects implementation: the risk of closing mine suddenly, what happened then? - needs for public investments (at the same time risks)
<p>Key opportunities</p> <ul style="list-style-type: none"> - new job opportunities for the local young people as well as for the new comers - business development possibilities - business possibilities for local service providers - possibility to remain and develop the vocational education services at local level - new inhabitants - new companies - developed services - growth of tax income for municipality

Kantola Anna, stakeholder process results Sodankylä, 2017.

NEEDS AND PROPOSALS FOR ACTIONS , according to the workshop results

1.To recruite whole families and make people feel at home in Sodankylä

There needs to be job opportunities also for the family members

How the people would like to stay in Sodankylä

There is a need for networks to support newcomers/ people to feel at home in Sodankylä

How to support the young people not to drop out together with 3rd sector.

To develop free time activity possibilities: by supporting cultural activities, new swimming hall?, could the mining companies support the hunting associations to maintain and develop the game life and hunting possibilities.

The accommodation and housing should be developed

Traffic safety should be developed (E4, villages near by mine site and main roads)

2.From education to worklife – cooperation

Vocational education, support services for long term unemployed or other special need persons, together with mining companies, subcontractors and other sectors.

Mining related education

3.Possibilities for the local business, services and products

Possibilities of the value chains on mining industry for the local service providers as a sub contractors

Mining companies could support the local start-up business development fund

There could be innovative pilots on different secotrs

Local food and local business gift supply

Cooperation between tourism and mining: solutions for the short and long term accommodation, together developed new service products

Could the waste-hills be new fells in the future for free time activities?

4.Solutions and prevention for the conflict of interests & to evaluate the socio-economical impacts

There is a need to prevent and find solutions for the possible conflict of interests between livelihoods

Reindeer herders perspective: it would be good to plan the land use so and construction so that the new buildings would be “centred” as much as possible, so that the pasture land would be maintained as much as possible

The socio-economical impacts should be evaluated

There is a need for collaborative follow-up for the impacts of mining on municipal level

There is a need for open and continuos dialogue

5. Environment protection and ebjective follow-up of the impacts for the environment

The follow-up of the impacts for the environment should be more easily to find and understand by anybody.

There is a need for education, open information sharing and research

How to ensure the clean waters and nature for next generations

How to ensure that the diversity of the nature is not threatened?

The imago of Lapland as a nature destination should be strengthened

Need for additional voluntary compensations in case mining operations are expanded

6.To be prepared for different scenarios

What are the impacts in case there are two big mining projects at the same time?

How to success without mining?

How about if the mines are suddenly closed? Or when they are closed as it is planned? To be prepared for the time when the operations are in the final phase.

Kantola Anna, stakeholder process results Sodankylä, 2017.

2.Second set of data: Visions

Visions and actions: workshop 2 results

According the stakeholder process and the decision making process the visio is stated in the municipality's mining programme in a following way:

“Main principal is, that Sodankylä municipality encourages and promotes the cooperation with mining projects when it's in advance showed by impact evaluations and relevant research evidence that the project benefits the local community and that the risks can be accepted in short and long term by the local community.”

“Sodankylä as “ sustainable mining region” – forthrinner “



workshop II at Boliden Kevitsa mine.



workshop II at Boliden Kevitsa mine.



workshop II at Boliden Kevitsa mine.

The third workshop was organized together with GovAda project. The

3. Third set of data: Summary of the discussions

After the first workshop the participants were asked feedback and also to vote the desired place to organize the second workshop. All the 14 persons (almost half of the participants of the workshop) who answered the feedback survey were somewhat or fully satisfied for the content of the workshop. They thanked for the diversity of the perspectives and the possibility to discuss and take up issues. Most of them also voted the Boliden Kevitsa Mine to be the place for the forthcoming second workshop. The critical comments for the process have mainly asked what are the concrete results of this kind of process? Participants are expecting and hoping that the participation would lead on positive impacts and solutions for problems on practical level.

Storuman opportunities, challenges and a vision

The municipality is situated in Västerbotten county and the province Lappland. In the west the municipality borders to Norway and follows the Ume River valley for 250 km downriver. The land area is 7500 km² and makes the municipality one of the geographically biggest in Sweden. The western part is mountainous and the eastern part consists of forests and agricultural landscape.

The participants were asked to write down three challenges and three opportunities. The results were compiled and then each participant received seven patches to vote on the option/options considered to be most important.

CHALLENGES

- 1. Depopulation/outmigration:** Depopulation and decentralisation (skills disappear and a small tax base) difficult to meet the mission and be attractive = live up to people's expectations
- 2. Poor infrastructure**

- a. Infrastructure, including transport facilities, and water and sewage must be improved.
- b. Eco-friendly infrastructure - roads- railway – aviation.
- c. Infrastructure - Lack of maintenance and investment.

3. Lack of skills/competence

- a. The municipality has a role to play, if we can get education to the municipality for skills supply in a particular area.
- b. To have (educated) people that are needed in the business and that they remain.
- c. Supply of competence, harder to find qualified personnel that wants to move here.
- d. Getting people to health care, education, (elderly- and child-) care

4. Too little power in planning processes

- a. Free and informed prior consent may lead to a healthier debate and that the municipality listens.
- b. Free and informed prior consent (concerning) Sami lands and interests must be involved already in the planning stage. Especially: Sami management municipality.
- c. The majority's dictatorship "all given one voice" Sami interests always in minority

5. Lack of cooperation

- a) An understanding of the opportunities and "How do we become a destination?" is needed.
- b) The majority's dictatorship "all given one voice" Sami interests always in minority.
- c) The voluntary commitment. Is it non-existent in 10 years?

6. Supply of capital

- a. Economy development and capital, money is needed for the development and ideas are not always enough. Owners of capital and resources resident/with headquarters outside the municipality.
- b. Capital supply for development.

7. Lack of focus on minority rights

- a. Free and informed prior consent may lead to a healthier debate and that the municipality listens.
- b. Free and informed prior consent (concerning) Sami lands and interests must be involved already in the planning stage. Especially: Sami management municipality.
- c. The majority's dictatorship "all given one voice" Sami interests always in minority

8. Allemansrätten/Right of public access)

- a) A balance between tourism and the local population must be found.
- b) Land use should be on conditions set by land user and landowner.

9. Too little focus on entrepreneurs

- a. We need entrepreneurs, people who want to invest.
- b. Lack of entrepreneurs.
- c. Economy development and capital, money is needed for the development and ideas are not always enough.

10. Investments in the local community

- a. Weak housing market in parts of the municipality = difficult to get loans, few want to build and difficult to get a loan on the house to fund other investments
- b. Owners of capital and resources resident/with headquarters outside the municipality.
- c. Additional investments in tourism.

11. Too little focus on the environment

- a. Eco-friendly infrastructure - roads- railway – aviation.
- b. Ensure transport and communications in a sustainable way
- c. Lack of sustainable transport (electric railway)
- d. Markanvändning: Hårdare regler och lagar för orörda marker. Land use: Stricter rules and laws for untouched lands.

- e. Land use must after all be done on the conditions of the land and the people who belong to it and use the land now and since a long time.
- f. Locally produced food.

OPPORTUNITIES

Better use of natural resources

- a) Nature and natural Resources allows you to start a business with activities linked to tourism, new products, or the wind power, but it requires that one think sustainable and use resources in an intelligent way. Better use of resources needs to be clarified. Is there a more commercial, sustainable or smarter use of resources? Are technology changes or behavioural changes needed? There is a risk of over-reliance on [...the notion that] technology can solve all problems. Lakes and streams are an asset. There are large, deep, and by hydropower already affected lakes. This means that there is great potential for expanded use of these lakes.
- b) Land at the waterfront, clean water
- c) Nature, nature experience
- d) Clean air and clean water, vastness and tranquillity is attraction
- e) Plenty of lakes and streams (Tourism). Enough for both tourists and locals
- f) Uman (the lake) as a resource - recreation
- g) Uman (the lake), the forest, clean air, purity (touristy) is packaged and sold = development of the local business.
- h) The forest - resource and recreation.
- i) Snow, darkness, cold.
- j) Nature and different seasons.
- k) The nature/tourism, fishing with a common fishing licence in Uman (the lake), the forest.
- l) Valuable natural resources.
- m) Natural resources.

Local training (educational) opportunities)

- a) Education in the village/city is an issue for the future, both for the youth perspective and to develop the business. The municipality has a role to play, if we can get education to the municipality for skills supply in a particular area.
- b) Permanent long-term jobs - proper training (education).
- c) Education in the municipality.

- d) Supply of competence - when we can solve it.

Better Cooperation

- a) Cooperation is an important survival and development issue, drainpipes must be removed (but how?). Grouping can be done in several ways, cooperation is essential. Nearby (where we know each other and can facilitate collaborations) and demographics, because we can learn before anyone else.
- b) Cooperation between actors. Proximity and knowledge of each other's products and services
- c) Possible to find small-scale solutions through cooperation e.g. the demographic challenge

New local property tax

- a) Nature and natural Resources allows you to start a business with activities linked to tourism, new products, or the wind power, but it requires that one think sustainable and use resources in an intelligent way.

Better opportunities for business development 7

- a) The width of the economy in the municipality is a possibility.
- b) Strategic location with European highways and transshipment terminal, which strengthens through traffic, commerce, industries and the future.
- c) Small scale provides greater opportunity to change structures.
- d) The forest - resource and recreation.
- e) Valuable natural resources.

Geographical location and communications 6

- a) Strategic location with European highways and transshipment terminal, which strengthens through traffic, commerce, industries and the future.
- b) E12/E45, 3040 bil/år (eg. per dygn). E12 (European road 12)/E45 (European road 45), 3040 cars per year (actually per day ? 1 100 000/year)
- c) Proximity to Norway

Invigorative associations to use as a resource 5

- a) The opportunities for a rich sporting and cultural life with a lot of voluntary commitment.
- b) Get help from the associations.

Dare to select and deselect 5

- a) We must dare to choose what we want to bet on.

Integration as a resource 5

- a) Integration.
- b) People.
- c) Act as good hosts.
- d) Safe and orderly society.

Attractive accommodation 3

- a) "Lifestyle" – reaction to the too rapid urbanization.
- b) Attractive housing.
- c) Viljan hos politiken nationellt, hos människor att bo här, hos människor att besöka oss. The willingness of national politicians, of people living here, people to visit us.

Attractive sparsity 3

- a) Snow, dark, cold and sparsity is something we can use.
- b) Clean air and clean water, vastness and tranquillity is attraction.
- c) Räcker till både turism och lokalbefolkningen. Plenty of lakes and streams (Tourism). Enough for both tourists and locals.
- d) Uman (the lake) as a resource – recreation.
- e) Uman (the lake), the forest, clean air, purity (touristy) is packaged and sold = development of the local business.
- f) The forest - resource and recreation.
- g) Snow, darkness, cold.

"New" values 2

- a) You might have to dare to do things differently here than in the city. What would happen if, for example, one start at something without having full funding? If you never dare to start, we will sit and have these discussions year after year. We need enthusiasts. You do not always need to have both belt and braces?

More political engagement 1

- a) Research and development, primary industry, new companies.
- b) Education in the municipality.
- c) Supply of competence - when we can solve it.
- d) People want to stay.
- e) If municipal management can embrace a different approach to exploitation it would be good.

- f) Turn outmigration to immigration.
- g) Can lead to healthy debate?
- h) There is room for the development of new ideas

VISIONS

In Storuman the inhabitants are safe and healthy. We cooperate for a lifelong learning and a creative society. Our natural resources and the people here are cherished and developed hand in hand.

Watch Words

- Proud inhabitants of the municipality (we)
- Act as good hosts (on all levels)
- Engagement (participation)
- Competence (jobs)
- Storuman is nice

Through participation & responsibility we all contribute to create a Storuman municipality that is organically and economically sustainable.

An attractive municipality with wise, long term use of the resources. The municipality is the best in Sweden regarding rural affairs with innovative solutions based on the inhabitants' needs.

Storuman the heart of Lapland ♥

Through sustainable use of natural resources and cooperation, employment and good service will be created in Storuman. There will be a rich selection of recreational activities. The catchwords trust, respect and cooperation are the foundation for growth and development in the municipality.

- "One for all and all for one"

Sapmi Storuman – Learn to live and use the nature together

SUMMARY OF THE DISCUSSIONS

CHALLENGES: Depopulation, the tax base, skills provision and centralization are challenges. Infrastructure, including transport facilities, and water and sewage must be improved. Economy development and capital, money is needed for the development and ideas are not always enough. Owners of capital and resources resident/with headquarters outside the municipality. We need entrepreneurs, people who want to invest. Taking advantage of what is found in nature (for new products).

The risk of emissions and pollution increases as economic development is valued higher than natural values and social values. There are far too few activity companies. An understanding of the opportunities and "How do we become a destination?" is needed. A balance between tourism and the local population must be found. The voluntary commitment is a challenge, as there is a shortage of people who want to help.

Brønnøysund opportunities, challenges and a vision

Workshop REGINA - Brønnøysund 26/4-2017:

Preparation/Briefing about the project, workshop and invitations

Ahead of the workshop relevant local stakeholders were informed about the Regina project. The administration (7th of April 2017), Næringsforum (2nd of February 2017) and Driftsstyre II (16th of August and 15th of March 2017) have been informed about the project and the workshop. A special briefing about the project was held at Brønnøy Kalk in the summer of 2016 and at Norsk Havbrukscenter during the winter of 2016. Further on articles about the project were published in the local newspaper.

Talking to the researchers we cleared among other things the content and time for the project. Then lists of possible participants for the workshop were made: from the administration, politics, trade/industry and different clubs and associations (November 2016). Because the municipality had an outdated list of local clubs and associations, the list had to be updated first of all: contact with clubs and associations which we thought were relevant for the project. Then we used different systems/networks to invite different participants who are relevant, but hard to reach.

To prepare the participants for the workshop we made a flyer in addition to the invitation. This was all in all posted to the participants. Both were published on the home page of the municipality, on facebook, and in addition it was put up on the front door of the town hall.

The invitation to the workshop with a flyer about the project was posted two weeks in advance of the workshop. The invitation was sent to Næringsforum, members of Driftsstyre II and the administration, plus relevant stakeholders of the administration, the project group of Ungdomsrådet, Ungdomsrådet itself, Brønnøysund videregående skole, clubs and associations and the local newspaper. In addition, the invitation and the flyer were put up at the town hall. These were also published at the home page of the municipality.

Workshop

The workshop was split into different sessions: «lecture», «individual work» and «group discussions». The results concerning possibilities are as follows:

Challenges

The participants see a great challenge in area and the process of planning. Quote: «From hurdle race to pole vaulting», «conflicts concerning area», «environmental conditions», «plastic in fish farming», «access to area», «the municipality needs to have a plan for future areas», “access to good areas for fish farming (outdated plan)”, “bad conditions concerning cooperation between different municipalities in the area”, “weak tendency of development, budget”, “the will to and wish for development of new niches in connection with industry”, “administration from central offices/headquarters – construction of rules”, “deadlocked stand? (area conflicts)», «overall planning – plans for regulation», «too slow administration», «too slow process concerning applications” etc., «slow administration».

The other challenge is infrastructure – communication/transport, E6/railroad and air traffic (offers). In addition: «lack of innovation», «competence offers», «lack of venture capital», «lack of competence», demography and marketing. Further: «local schools», «lack of local education in fish farming», «competence: who? Developer/pay?», «old-fashioned attitude/ development in new trades», «too long a distance to colleges and universities/research» (offerers of competence). Concerning lack of venture capital, “smart money/investors» was mentioned, «venture capital» and «lack of capital». In this case «lack of competence» means «time/resources» and a «so far not good enough offer of education for growth industry».

Possibilities

The participants of the workshop see possibilities for the municipality within «refinement», «nature resources/area», «infrastructure», «travel business», «cooperation/klynger», «recruiting/want to do something», «administration», «innovation public sector» and «safe and sound».

Within refinement: «Minerals», «fish farming», «fishery», «unused forest», «O2G», «power», «added value based on refinement of by-products and waste-products of minerals» were mentioned.

Within nature resources/area: «Nature resources – premises: Minerals, water, areas», «sustainability», «nature: very varied, take care of wild fish (do not export our resources)» «Brønnøy has good places for fish farming», «area possibilities» and «growth and development in fish farming (5 times doubled) (new technology-new species)».

Within travel business: «Travel business», «Travel business and experiences», «environment: clean ocean, clean air», «beautiful nature», «development of destinations», «great power of attraction in the region», «experience tourism», «Essobrygga – development of the trade of experiences», «lodging business».

Within infrastructure «good infrastructure: trade and transport, schools, growing up conditionsoppvekstvillkår, culture», «infrastructure», «communication/communication by air», «hospital», «communication and region centre» were points mentioned.

Within cooperation/klynger: «will to learn from others», «used to change», «plenty of experience», «klynger have to be developed», «klynge within farming, fishery», «possibilities across trades» and «manifold experience».

Within recruiting and «want to do something», participants of the workshop mentioned «the use of apprentices», «more apprentices», «stimulate: education within the area of fish farming» and «youth who want local development».

Within administration: «democracy», «presence of minerals: ensure the areas in a future perspective», «PBL» and «fishery – traditionally».

Within innovation public sector: «good environment for the development of new workplaces in the service industry for growing trades», «budding around BRREG», «strong environment for IKT/law at BRREG» and «customer-oriented innovation».

In the “group discussion” of the workshop possible visions for the municipality were prepared and after that presented in an assembly for all the participants. Because the municipality had a demanding process about its visions a few years ago, and because the lack of discussion about visions on the agenda of the municipality, we did not discuss the theme of visions any further in the workshop. It should be noted that there are different perceptions of «vision».

Ola Torstensen, county geologist NFK.

- Exports: Minerals, electricity, oil, gas and marine resources.
- Wants to build a strong industry based on suppliers/contractors.
- Data processing centres (development of suppliers/contractors).
- Mineral clusters, travel business, NCA aquaculture/fish farming.
- Specialized innovation centres (Campus Helgeland).
- Nearness to the resources – the concept of locally produced = «kortreist».
- Refining and formation of values of our own resources.
- No biased purpose for the climate.
- The Quartz Crop (Drag) – example of industry.

Trond Watne: Brønnøy Kalk (owns norsk mineral)

- Makes slurry as filling in the paper industry.
- The main source of «Hustadmalm»
- Plans 1998-2001-2002-2005 – a big plan in 2009 – an area of 4,6 km²
- Have reserves for approximately 20 years, looking for new locations.

Håkon Finne, Sintef

- Smart specializing, development of industry and innovation.
- Preference of competition: Local environments, nearness to industry, knowledge, meet local entrepreneurs, industry participants, clusters.
- Thinking/working/planning in long terms

- Renewing of the industry structure of the region through innovation increases the variation
⇔ get out of the trap of raw materials = «råvarefella»
- Related variation is both a requirement and a result ⇔ self-energizing circle.
- Difficult to rejuvenate an industry without research, but has to be relevant and preferably localized in the region.
- Smart specializing– common recipe of procedures, but locally based thesis questions and solutions.
- HAS to be lead by the authorities, should happen in partnership between industry and FOU-institutions.
- Challenge: the bigger the leap, the bigger risk for the public sector.
 - <http://www.sintef.no/smart-spesialisering>

Arnfinn Torgnes: Fish farming

- Nationally, about 1970, Brønnøy from 1976.
- Fast development, everything is being automated.
- Brønnøy: Good conditions for the ocean current, shielded, good temperature at sea during the winter, distance between localities, good quality of water for the production of smolt, local interest of ownership.
- Challenge: access to area, preservation ⇔ multi-thread, the lack of political understanding.
- Possibilities: good locations, good infrastructure, other species, good specialists, settlement of growth potential.

Contribution from the participants of the meeting, summarized (Stefanie Müller took hold of the sheets of paper with the complete survey of the hindrances and the possibilities – in the following table the different suggestions are listed in short:

HINDRANCES	POSSIBILITIES
Infrastructure, quality	Nature resources, sustainable, ocean, clean environment, land
Conflicts concerning area	Tourism: undreamt possibilities, experiences, lodging
Planning, lack of plans – many hindrances	Primary industry, forest, farming
Lack of competence (school)	Use PBL actively and positively, ensure mineral deposits
Lack of environment for industry	Good schooling
Lack of environment for entrepreneurs	Refine raw materials, technology
Venture capital	Hospital – society
	Communication, sea and air

Revised table:

HINDRANCES	Number of votes	POSSIBILITIES	Number of votes
Infrastructure	23	Refining, minerals, fish farming, fishery, farming and forest	40
Area, planning and processing	30	Nature resources, area	21
Competence, infrastructure	8	Possibilities for the travel business	18
Competence offer	3	Recruiting, the desire to live in a specific place	11
Lack of innovation	11	Innovation in the public sector	6
Demography		Infrastructure, communication and transport	16
Marketing	4	Administration	10
Lack of venture capital	6	Cooperation/klynger	12
		Safe and sound	5

- Smarter planning, early involvement
- Constant planning of area
- Common vision

SUGGESTION FOR VISION FOR BRØNNØY KOMMUNE:

- Brønnøy: The source of possibilities
- Brønnøy: Solidarity/team spirit and development
- Brønnøy: The source of growth and development for the one who WANTS something
- Brønnøy: Your best supporter
- Brønnøy: The best supporter for you who WANT something
- Brønnøy: Possibilities for everybody - always

- Brønnøy: Development and joy
- Brønnøy: The source of solidarity and development

Summary of learning points and best practice

Step 2 in the LS3 process present an important step by including community representatives in the process of defining key challenges and opportunities. This step builds upon the knowledge created in the baseline by gathering people with local knowledge to identify the most important opportunities and challenges for the local area.

Learning points from the workshop illustrate shared opportunities of creating new jobs, attracting entrepreneurs, utilising the natural resources better, improve the framework of tax income for the municipality, more business cooperation and cluster development, and the landscape surrounding the communities. Among the challenges where the issues mentioned impact to environment and environmental risks, impacts to reindeer herding and Sami people, pollution from the industry, bureaucratic procedures delaying local development, depopulation and outmigration, lack of influence in the national planning process, shortage of skilled labour and low level of local cooperation.

This workshop method illustrate a best practice of inclusive governance by ensuring a broad representation of community members into designing the local smart specialisation strategy (LS3) and the results from these workshop are also brought up in the further research work by the academic partners in the REGINA projects as well as discussed by public servants and key municipal staff in the work with the remaining step 3 Demography and labour market issues, step 4 land use planning, step 5 Local retention of benefits and step 6 policy implications.