

REGINA

Remote communities & resource-based industries



Baseline Capacity Reports

Summary baseline reports for the six REGINA municipalities



Northern Periphery and
Arctic Programme
2014–2020



EUROPEAN UNION

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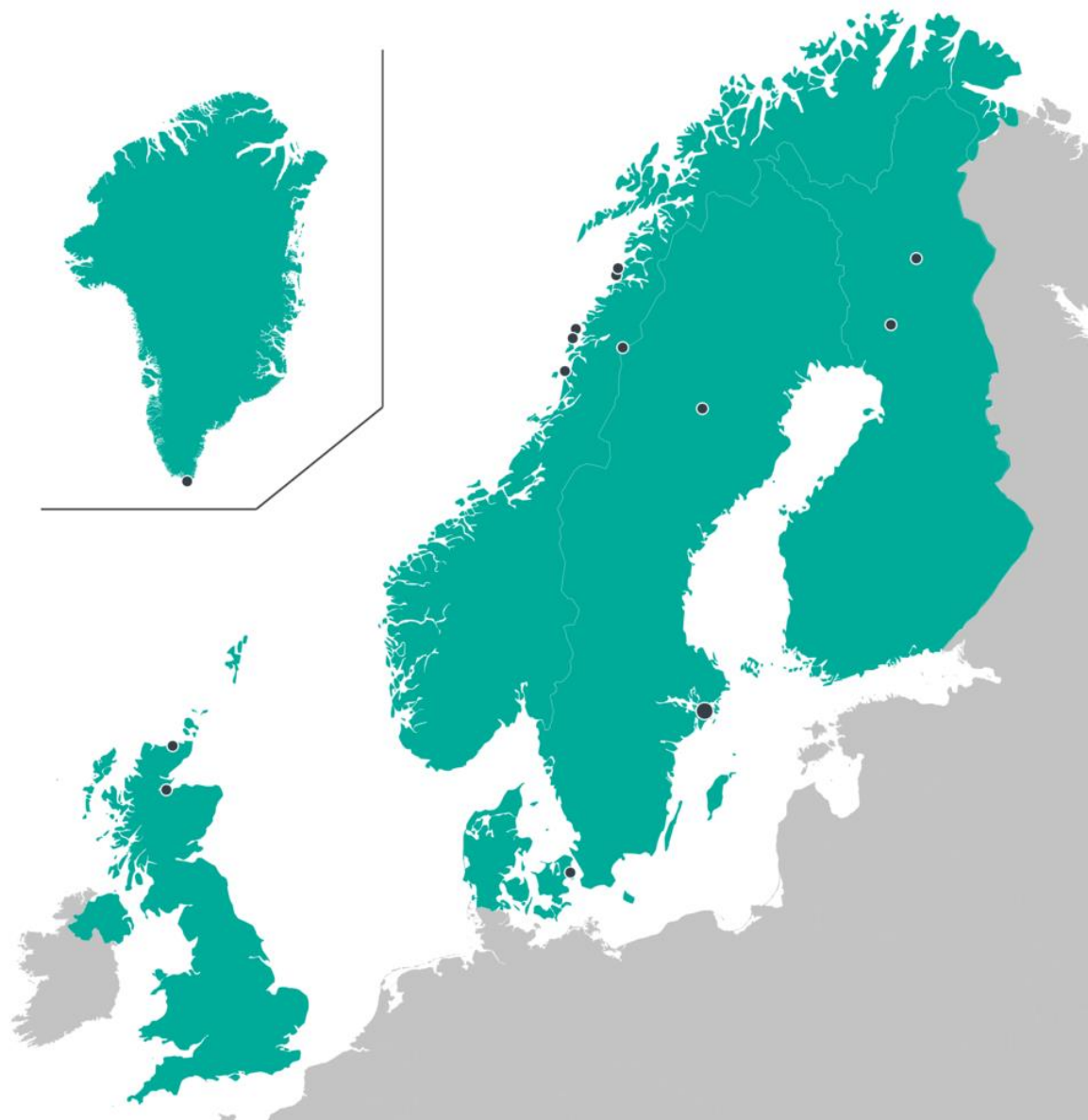
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Introduction

This document contains business development and entrepreneurship capacity reports for the six REGINA municipalities; Alstahaug, Brønnøy, Kujalleq, Scotland, Sondakyla and Storuman. A general introduction to the large scale industry of the municipality is followed by information on business development, academic institutions involved in innovation and entrepreneurship as well as detailed data on entrepreneurship taken from OECD recommendations.



Notes on Data Available

The collection of data for this report was carried out across all municipalities in the first half of 2016. It became apparent in the collection of data that identifying many of the strategic plans, economic agencies and academic bodies involved in innovation and entrepreneurship there was a lack of data available at a more specific level.

The detailed entrepreneurship data tables which are based on *A Framework for Addressing and Measuring Entrepreneurship* (OECD 2007) were challenging to complete, if not impossible. It became apparent that finding these measurements at a municipal level was not possible for most municipalities. Some of the data was available but much was only available at regional or national level and this is highlighted in the tables found in this report.

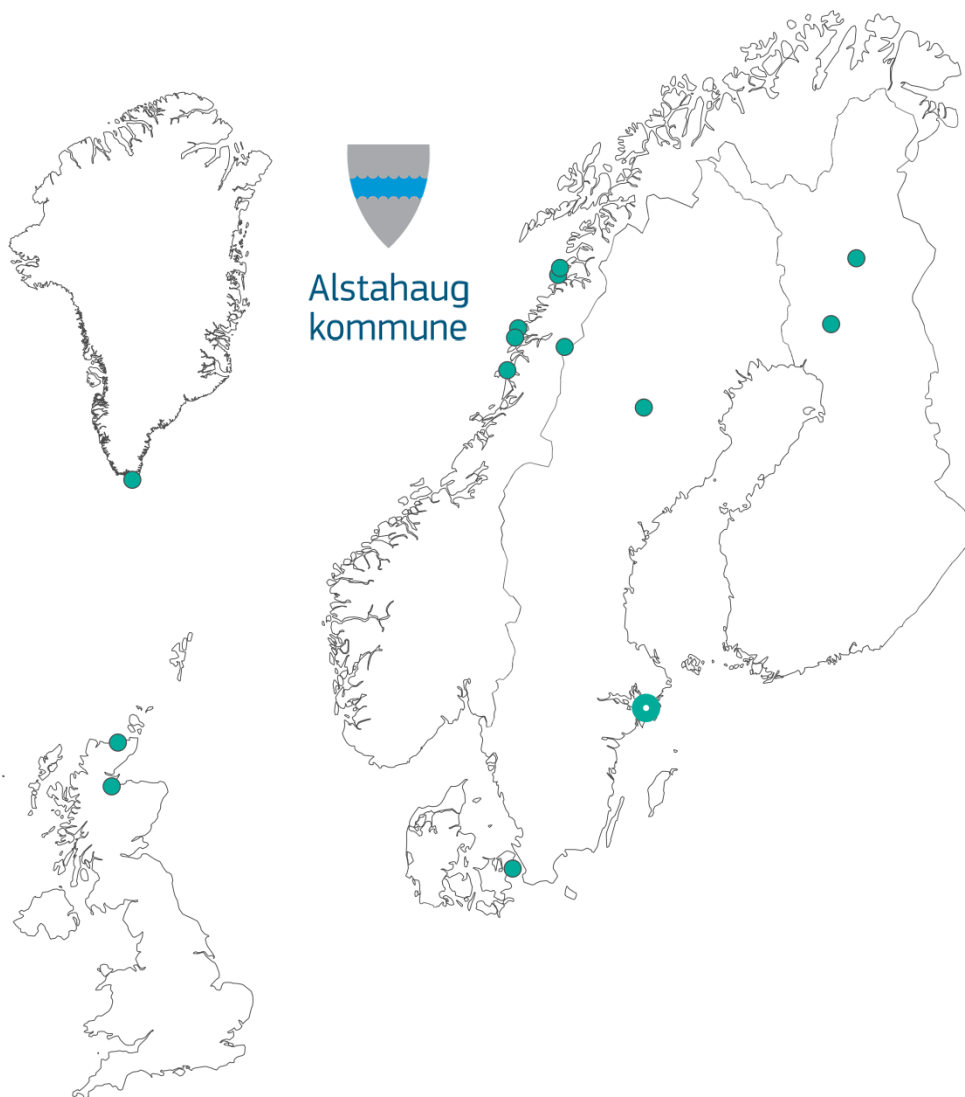
This lack of data at a municipal level will be used in the future of the REGINA project to direct where some of the research and data collection is aimed. It is hoped however that the information found in this report will be useful in measuring the benefit of the project.

Alstahaug Kommune

Background

Alstahaug Kommune is a municipality in Nordland County, Norway. The administrative centre is the town of Sandnessjøen, which is an important centre for trade, communication and schooling. The town and municipality have been important in shipbuilding but is transitioning to an economy based on the oil and gas industry.

"Alstahaug - a historical place with new opportunities"



Economic and Business development

Strategic plans concerning innovation and entrepreneurship

a) Strategic business (Norwegian) <http://www.alstahaug.kommune.no/strategisk-naeringsplan-for-midt-helgeland-2014-2022.5817871-197859.html>

Regional development has focussed heavily on partnership to aid business development. The municipalities of Vefsn, Herøy, Alstahaug, Leirfjord and Dønna have partnered in a programme through Helgeland Regional Council and formed a business network. An important part of this collaboration has been the development of a regional strategic business plan.

The main focus of this plan is that industrial development has cut across municipal boundaries, and common vision and goals have been needed. The common strategic business plan for the Middle Helgeland emphasises close interaction between municipalities, businesses and regional development. The strategic plan includes vision, goals and strategies for the region.

b) Smart specialisation for Nordland (English)

<http://s3platform.jrc.ec.europa.eu/documents/20182/91578/fh.ashx.pdf/3e6d55ab-78f7-499e-8a63-8084676ed787>

The Nordland County in comparison to other counties in Norway has been underperforming in business development and entrepreneurship. Too few company start-ups and limited jobs have been created in existing industries. It has been recognized that in the strongly globalised economy of the county innovative new companies that have developed around the petro-maritime industries need to develop new products and services and expand into new markets. A county wide smart specialisation strategy has been developed in response to this.

c) The spin-off strategy for Nordland for petroleum industries, https://innsyn.e-kommune.no/innsyn_nordland_politisk/wfdocument.aspx?journalpostid=2011010872&dokid=185113&versjon=12&variant=A&

Economic agencies concerning innovation and entrepreneurship

Innovation Norway (IN)

IN is the government, and the county council's most important economic authority, which helps to bring forth profitable industrial development to the whole country based on the region's diverse prerequisites. Innovation Norway is run by the Ministry for Trade and Fisheries and the county councils and has a nationwide office network and many principals. Innovation Norway works with companies (singly or in collaboration), has a broad and complex social mission, has different instruments and services with the purpose of creating entrepreneurs, more expansive businesses and more innovative business environments. The groups that IN work with are a wide selection of businesses' and industries, all in different stages of development.

Cooperation between SIVA and Nordland County Council (NFK)

The cooperation between SIVA and NFK is aimed at contributing to strong regional business-focused competence environments, which have expertise knowledge about business development, innovation and entrepreneurship. Through the cooperation between SIVA and NFK the contracting partners' activity and instruments (e.g. about ownership and financing of activities in the innovation companies) should be coordinated. The companies aim among other things to develop basic knowledge about grants to the innovation companies in Nordland and a more effective management of the grants. SIVA is the government's instrument to facilitate ownership and development of companies and industry- and knowledge environments in all of the country, with special responsibility for stimulating the growth potential in the districts. The main objective is to trigger profitable business development in companies and regional industry- and knowledge environments.

Concerning the cooperation agreement between SIVA and NFK, SIVA has the main responsibility for development and administration of the innovation programmes and the operative responsibility for the follow-up of the companies' programme activity. NFK contribute to implementing SIVA's programmes through partly and fully financing activities in the innovation companies beyond the limits in SIVA's programmes.

Kunnskapsparken Helgeland (KH)

KH is a forum where players across businesses, public sector, research and education meet.

The main objectives are to increase the capacity for training on all levels and contribute to giving companies better access and knowledge about research- and education facilities. KH works with different projects contribute to making the region more attractive. In Kunnskapsparken Helgeland sectors within industry, logistics, service, library, health, public business, power/energy, ICT and culture/tourism all participate.

Inkubator Helgeland (IH)

The objective of Inkubator Helgeland is to give entrepreneurs and established companies a faster and safer path from concept to commercialisation and growth. The audience are groups with business ideas with a large growth potential and degree of innovation. IH have competence within development of ideas, early phase of business development, strategy, sale, marketing, operating companies, organizational development, industrial development processes, financing and raising capital, and assisting entrepreneurs and established companies with ideas for new products, new services, new markets or improvement of existing products and services. In addition to this IH offer entrepreneurs and established companies professional support for developing and commercialising ideas, connection to innovation and research and development actors in IH's network, and to help businesses get financing from Innovation Norway and Research Council of Norway. Kunnskapsparken Helgeland and Inkubator Helgeland have recently merged.

Innovasjonsforum Nordland (IFN)

The aims of IFN are to build strong regional company-focusing competence environments, which have expertise in business development, innovation and entrepreneurship. The forum will follow up Nordland County Council's innovation strategy. In the forum business parks, incubators, research- and knowledge parks in Nordland, SIVA, Research Council of Norway' regional representatives, Innovation Norway Nordland and Nordland County Council are participating.

Nordland County Council Regional Research Fund

The North Norway fun region (RFFNORD - a cooperation between the County Councils in Nordland, Troms and Finnmark) have as objective to strengthen research for regional innovation and regional development. The fund works to mobilise increasing research and development activity in the region and contributes to developing a good and competitive R&D environment.

The fund supports projects with regional relevance in the following priorities:

1. Research as strengthening of the region's priorities
2. Mobilization of the North Norwegian industry
3. Mobilization of the public sector
4. Strengthening of North Norwegian competence through Research
5. Internationalisation of North Norwegian research

RFFNORD also has a special responsibility concerning Sami (indigenous population) questions.

Sentrum Næringshage Regional Business Garden

The concept "Business Garden" is a national program, owned and partly financed by the Ministry of Local Government and Regional Development. The main goal with the program is to grow innovation, development and new businesses in rural areas around the country. The business gardens have had

since the start of the program, and still have, a certain focus to give opportunities to the talents of tomorrow – the youth generation. Beside this, a certain focus on female entrepreneurs has also been given with a very good result.

Sentrum Næringshage is a collection of several business clusters in the Helgeland region, with a healthy mix of both start-up companies and established companies. Sentrum Næringshage is a limited company. Investors are mostly regional businesses. Their main goal is to be a part of something that can start activity and development in the community, not investing hoping to have a good ROI on their money.

In addition to providing office space, and coaching and mentoring our members, Sentrum Næringshage also works with projects that are important for the regional business development, or for private business owners. Often we take the initiative to establish our own projects in cooperation with companies in the garden or outside. Companies established outside the garden can also be members and be considered a part of the business garden.

By signing up to become a member of Sentrum Næringshage, you are given access to network activities, sharing of knowledge, sharing destiny with other small entrepreneurs; someone to discuss all the challenges you can meet starting a business, access to marketing channels. Beside this, an administrative infrastructure is available with e.g. printers, copy centre, video conferencing and secretary assistance.

Sentrum Næringshage is located in Alstahaug, Vefsn and Grane Municipality.

Academic

Nord University (NU)

Nord University have close cooperation with the outside world (business life, public business and other external actors). The university wants to have project cooperation with industry- and community, and will contribute to developing network, clusters and meeting places where the university's academic professions can meet external actors about innovation- and cooperating projects. NU develop infrastructure for cooperation like offices and lab-facilities.

Nordlandsforskning (NF)

NF is a social sciences research institute whose research is commissioned by public and private authorities. NF also applies for research funding from different research programmes. NF work on disciplines concerning industry, environment and welfare, including within innovation, regional development, culture, tourism, marine sector, the green shift, work and adolescence, climate, land use and the blue-green sector and industry. The objective of NF is to contribute to the development of knowledge for community- and businesses through research in social sciences and economy and development of high quality.

NIBIO

The Norwegian institute for bio-economy (NIBIO) was established in July 2015 as a merger of Bioforsk, Norwegian institute for agricultural economics research (NILF) and Norwegian institute for forest and landscape. The institute is owned by the Ministry of Agriculture and Food. The institute delivers knowledge about food- and plant production, environment maps, land use, genetic resources, forest, enterprise- , business- and social economy to contribute to food safety, sustainable resource management, innovation and wealth creation in the value chain for food, forest and other bio-based industry. NIBIO will deliver research, management support and knowledge applicable to national preparedness, management, industry and society.

Detailed Entrepreneurship Data

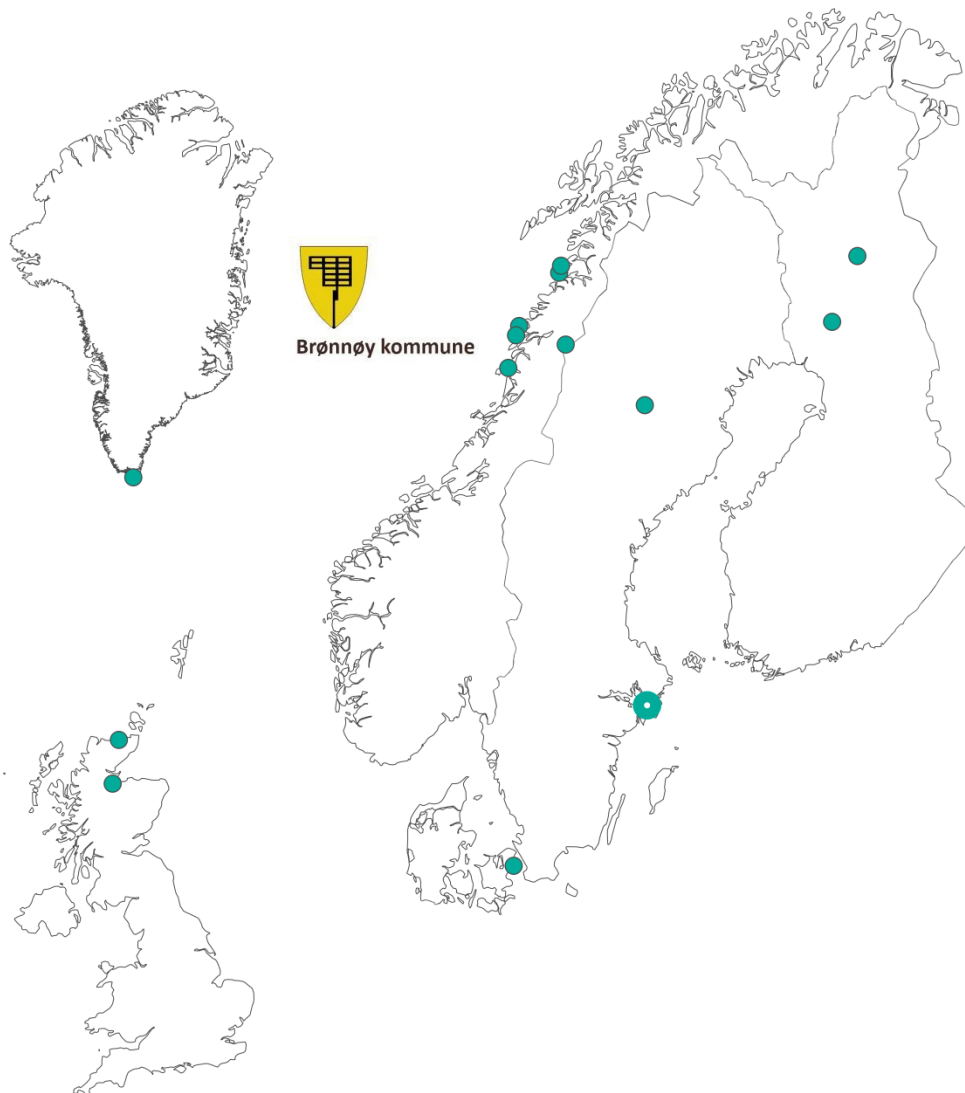
Indicator	Definition/Time Period	Municipality	Region	Country
1. Enterprise Birth Rate	Any Given Year	9	235	5342
2. High-Growth Enterprise Proportion	On Employment Growth	n/a	n/a	4,2 %
3. High-Growth Enterprise Proportion	On Turnover Growth	n/a	n/a	9,1 %
4. Gazelle Proportion	Based on Employment	n/a	n/a	13,2 %
5. Gazelle Proportion	Based on Turnover	n/a	n/a	21,9 %
6. Business Churn	Addition of Birth and Death Rates	64	1721	51169
7. Business Population Growth	Births Minus Deaths	27	842	25336
8. Business Survival Rates	After 3 Years	51,9 %	43,6 %	39,4 %
9. Business Survival Rates	After 5 Years	38,8 %	34,2 %	29,8 %
10. Proportion of Firms	Of 3 Years	3,4 %	4,6 %	5,4 %
11. Proportion of Firms	Of 5 Years	3,9 %	3,4 %	3,6 %
12. Percentage of Employees	Of 3 Years	n/a	n/a	n/a
13. Percentage of Employees	Of 5 Years	n/a	n/a	n/a
14. Average Size of Firms	Of 3 Years	n/a	n/a	n/a
15. Average Size of Firms	Of 5 Years	n/a	n/a	n/a
16. Business Ownership Rates		n/a	n/a	n/a
17. Business Ownership Rates	Start Up Rates	n/a	n/a	n/a

Brønnøy Kommune

Background

Brønnøy is a municipality in Nordland County, Norway. The administrative and commercial centre of the municipality is Brønnøysund.

The municipality has varied trade and industry, a multitude of organizations and an abundance of cultural heritage. In Brønnøy, there are industries in both primary, secondary and tertiary industry. Inland in the municipality there is forestry and an active mining industry. In the coastal areas of the municipality, there is fishing and tourism industries and services. Brønnøy municipality is historically an agriculture- and fishery based society with a favourable climate and a long growing season. The fjords and the coastal areas with the large fishing grounds have for generations been important for the fishing industry. In addition, natural resources are of great importance to the municipality with mining activity, fish farming, reindeer industry, hydroelectric power and tourism (in addition to forest and agriculture). There is increasing activity in both the mining industry, hydroelectric power plants and concerning aquaculture. Tourism is also highlighted as having great growth potential.



Economic and Business development

Economic agencies concerning innovation and entrepreneurship

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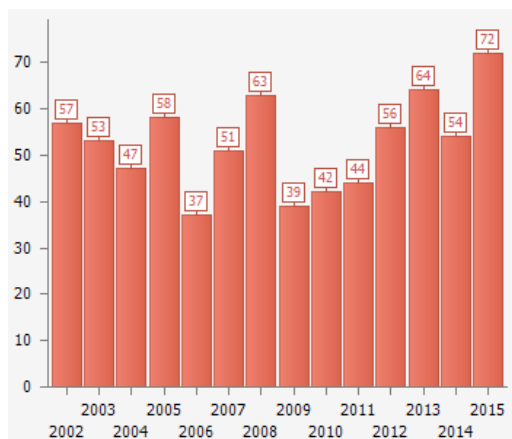
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3. High-Growth Enterprise Proportion	On Turnover Growth	n/a	n/a	9.1%
4. Gazelle Proportion	Based on Employment	n/a	n/a	13.2%
5. Gazelle Proportion	Based on Turnover	n/a	n/a	21.9%
6. Business Churn	Addition of Birth and Death Rates	56	1721	51169
7. Business Population Growth	Births Minus Deaths	28	842	25336
8. Business Survival Rates	After 3 Years	39.2%	43.6%	39.4%
9. Business Survival Rates	After 5 Years	29.4%	34.2%	29.8%
10. Proportion of Firms	Of 3 Years	4.6%	4.6%	5.4%
11. Proportion of Firms	Of 5 Years	3.2%	3.4%	3.6%
12. Percentage of Employees	Of 3 Years	n/a	n/a	n/a
13. Percentage of Employees	Of 5 Years	n/a	n/a	n/a
14. Average Size of Firms	Of 3 Years	n/a	n/a	n/a
15. Average Size of Firms	Of 5 Years	n/a	n/a	n/a
16. Business Ownership Rates		n/a	n/a	n/a
17. Business Ownership Rates	Start Up Rates	n/a	n/a	n/a

Merknader: Data for high growth enterprise and gazelle proportions are not available on municipality level. Those will not be available in the closer future. Spaces with n/a shows that there are no data available or data are too old (2009).

Start Up Business

The number of startups of businesses in Brønnøy varies a little. In the years 2008, 2013 and 2015 there were many startups. In 2009 the number fell distinctively from the record year 2008, but in the period 2009-2013 the tendency has been rising, in 2014 the number of startups again fell and 2015 was the year with the most startups since 2002.



Kujalleq Kommune

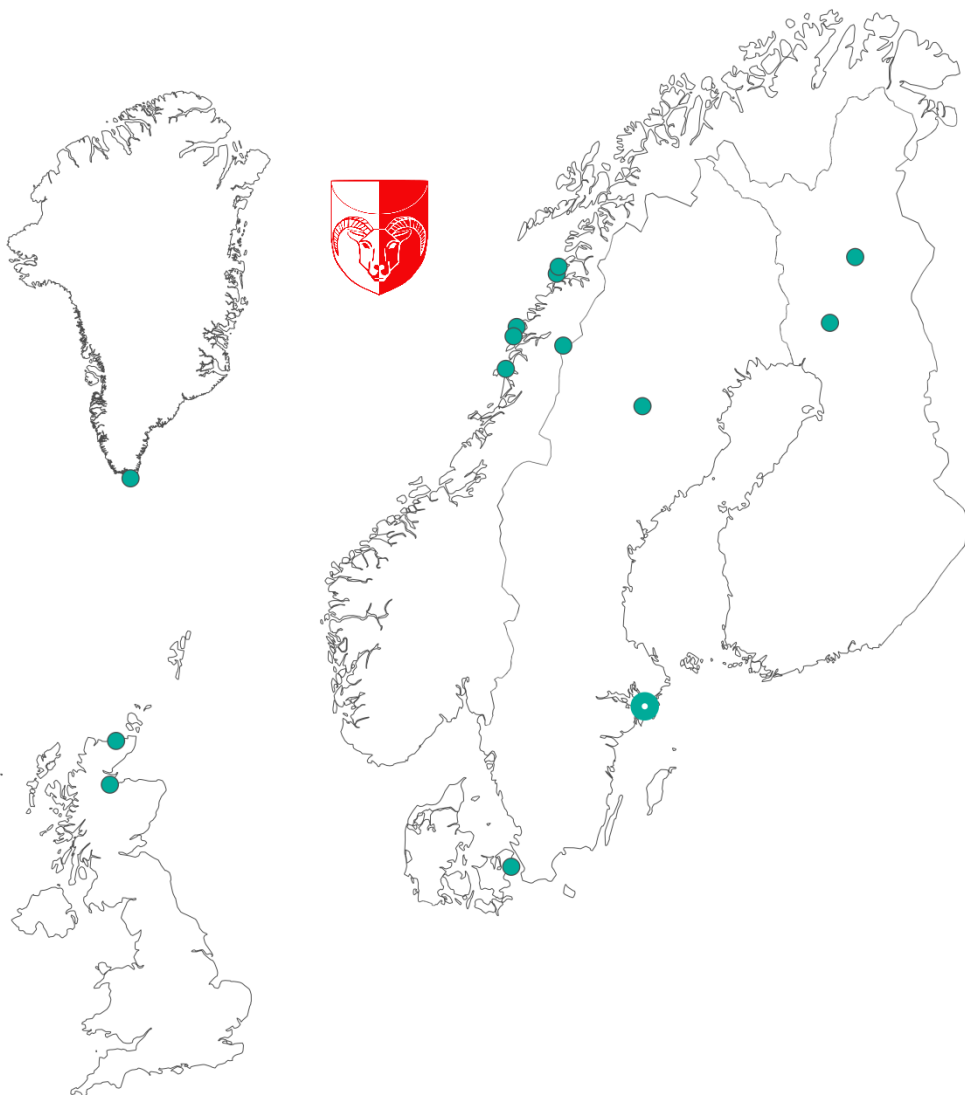
Background

Kujalleq is a new municipality in the south of Greenland. It is the least populated municipality in Greenland. The administrative centre is Qaqortoq. Kujalleq and Greenland are facing new priorities for business development. Fishing and hunting will continue to have commercial importance, and good opportunities for development and growth. Kujalleq considers fishing as a profession with continued development potentials and as part of a food policy based on greater self-sufficiency

The food area is an area where South Greenland today has many skills. These skills must be developed and generate growth through processing and innovation.

New growth industries such as mining are expected to become important in the future. Mineral resource will be of decisive importance for the area's employment opportunities and attract a large number of support jobs within for instance craftsmanship and service in the area.

Tourism, another growth industry, is also expected to prosper in the coming years and in the IT area, there are many untapped opportunities in the wake of the submarine cable linking the region to the world through internet.



Economic and Business development

Innovation is recognized in both Greenland as such as well as in the Municipality of Kujalleq to be an important factor in strengthening the municipality's attractiveness and business competitiveness."

This text was produced by HORTEN Law Firm and Nuna LawFfirm which regularly contribute columns to EnergiWatch on the laws regulating the area of energy and raw materials in Greenland

There is a recognition that Greenland is facing major economic challenges in the years to come. It is the aim of Nalakkersuisut (the government in Greenland) to develop new business sectors to enable Greenland to develop a tiered economy. The vision is a Greenland where the fishing industry, hand in hand with a mining industry, tourism and other industries, will form the basis of a sustainable socio-economic development.

A working committee set up by Nalakkersuisut and the Danish government has analysed the conditions for creating growth and new job opportunities in Greenland for the business communities and workers in both Greenland and Denmark. Based on the working committee's analyses, the raw materials sector and the tourism area have the greatest potential of creating new growth and employment.

Economic and Entrepreneurial Strategy

Raw materials have great potential

To develop Greenland as a mining country and to be able to attract the necessary commercial investments; it is not only important to establish mines but also to develop the necessary infrastructure, including roads, logistics and buildings, etc. For Danish and Greenlandic companies having special knowledge and insight into the conditions prevailing in Greenland is important as it will be relevant to bid on a number of projects. In this connection, Danish participation in the financing on commercial terms is considered to have impact on the possibilities of Danish and Greenlandic companies having a share in subcontracts and the supply chain. The general finance challenge may be reduced by the companies proposing a financing solution as part of their bids.

The working committee's recently published report proposes 12 recommendations for increased cooperation between Denmark and Greenland.

1. A test model for a flexible and rapid procedure for updating legislation for Greenland in the financial area as a consequence of new EU regulations
2. Cooperation on company registration to enable Greenlandic companies to report to Danish authorities by digital means
3. A continued dialogue with investors on commercial investments in Greenland
4. Strengthening existing Danish-Greenlandic business cooperation
5. A guarantee from EKF to creditworthy Greenlandic business projects

6. Arctic credit facility under the Nordic Investment Bank
7. The European Investment Bank (EIB) being able to finance industrial development in Greenland
8. Identifying the framework of a Greenlandic association agreement with the Extractive Industries Transparency Initiative (EITI)
9. Establishing a legislative and administrative framework for an export control system in Greenland
10. Increased cooperation between VisitGreenland and VisitDenmark to establish a DanishGreenlandic tourism network
11. New and improved statistics within the tourism area in Greenland
12. Joint marketing focusing on combination adventures/experiences in Denmark and Greenland vis-à-vis especially the Asian market.

Economic agencies concerning innovation and entrepreneurship

No information provided.

Academic

No information provided.

Detailed Entrepreneurship Data

The business registration system in Greenland only provides a very basic data on the companies. Consequently, the requested data are presently not available. There is however, a plan to get this data by means of personal contact to the previously listed companies it may be possible to generate a few of the indicator categories. The survey will probably be finalised at the beginning of 2017.

Indicator	Definition/Time Period	Municipality	Region	Country
1. Enterprise Birth Rate	Any Given Year	n/a	n/a	n/a
2. High-Growth Enterprise Proportion	On Employment Growth	n/a	n/a	n/a
3. High-Growth Enterprise Proportion	On Turnover Growth	n/a	n/a	n/a
4. Gazelle Proportion	Based on Employment	n/a	n/a	n/a
5. Gazelle Proportion	Based on Turnover	n/a	n/a	n/a
6. Business Churn	Addition of Birth and Death Rates	n/a	n/a	n/a
7. Business Population Growth	Births Minus Deaths	n/a	n/a	n/a
8. Business Survival Rates	After 3 Years	n/a	n/a	n/a
9. Business Survival Rates	After 5 Years	n/a	n/a	n/a
10. Proportion of Firms	Of 3 Years	n/a	n/a	n/a
11. Proportion of Firms	Of 5 Years	n/a	n/a	n/a
12. Percentage of Employees	Of 3 Years	n/a	n/a	n/a
13. Percentage of Employees	Of 5 Years	n/a	n/a	n/a
14. Average Size of Firms	Of 3 Years	n/a	n/a	n/a
15. Average Size of Firms	Of 5 Years	n/a	n/a	n/a
16. Business Ownership Rates		n/a	n/a	n/a
17. Business Ownership Rates	Start Up Rates	n/a	n/a	n/a

Scotland – Pentland Firth and Orkney Waters Area

Background

Municipal level government does not exist in Scotland. For the REGINA project, HIE and ERI have defined the area of Caithness, North Sutherland and Orkney as the REGINA Municipality. This is a planning area identified by a number of stakeholders in marine renewable energy. Caithness is a mainland county and North Sutherland is part of a county, both governed at regional level by Highland Council. Orkney is an island group governed by Orkney Islands council. The main towns Thurso and Wick in Caithness and Kirkwall and Stromness in Orkney.

The area has primarily been involved in the fishing and farming industries. Caithness for the last 60 years has had a large nuclear industry with the Dounreay nuclear power plant complex and this continues to be a major employer in the area, even in the decommissioning stage.

The natural energy resources of the Highlands and Islands (wind, wave and tidal) constitute the greatest concentration of potentially exploitable renewable energy resources in the UK. Energy, with a particular focus on renewables, is identified as a key sector in the Government Economic Strategy, as it is recognised as being central to the Scottish Government's key purpose of sustainable economic growth.

The PFOW area is recognised as an area taking a lead role in the renewable energy sector. The area is home to "world firsts" including the development of the European Marine Energy Centre (EMEC) in Orkney; the world's first grid-connected, independent, UKAS accredited testing facility for wave and tidal technologies; the Crown Estate's Pentland Firth and Orkney Waters Wave and Tidal Round 1 sea bed leasing, the world's first marine area designated for commercial scale wave and tidal deployment; and the deepwater offshore wind farm adjacent to the Beatrice oil field in the Moray Firth, the first demonstrator project of this scale.

For the past fifteen years HIE, with support from the Scottish Government and their sister agency in the south of Scotland, Scottish Enterprise (SE) have focused on supporting the development of this new marine energy sector providing Scotland and the Highlands and Islands with a major opportunity to secure economic benefit through business diversification, inward investment, commercialisation of research and development, and community empowerment.

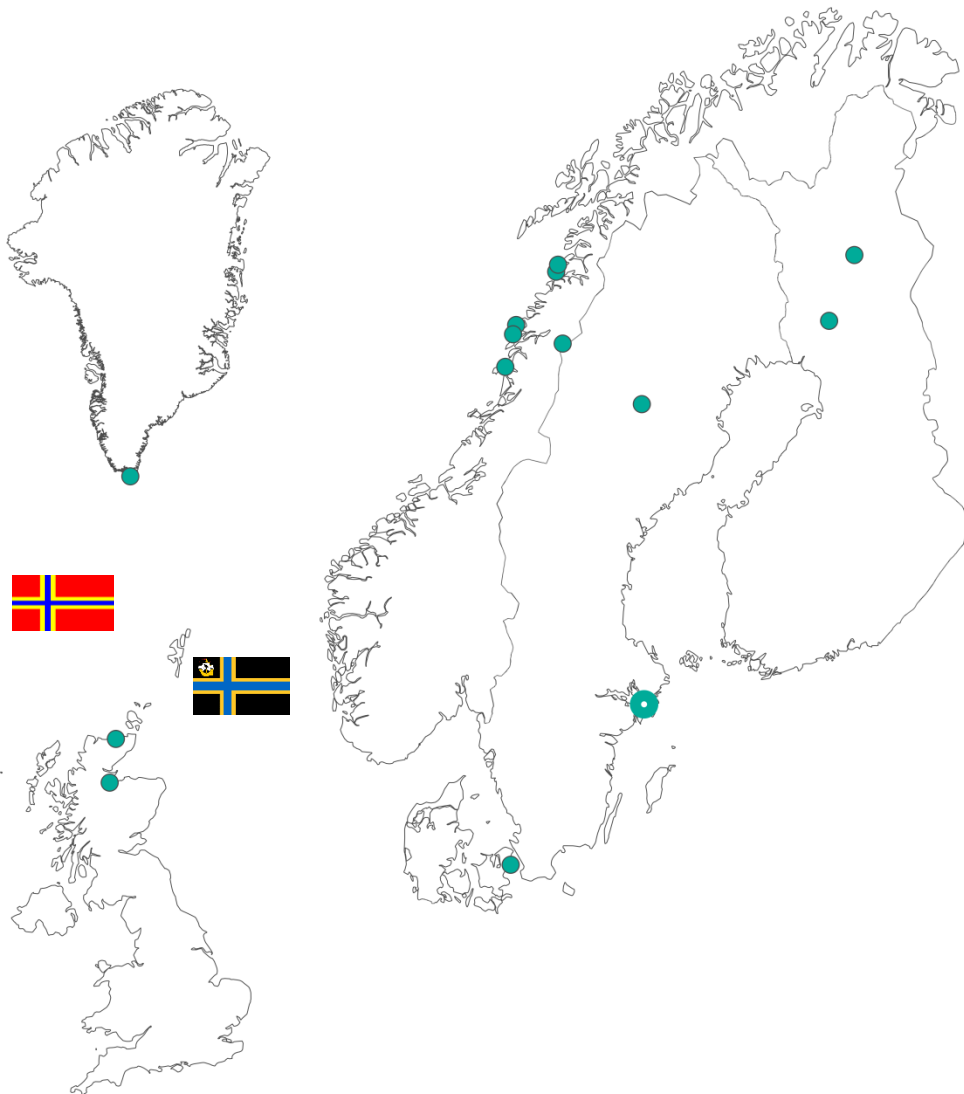
During that time the sector has grown steadily, albeit slowly, and has passed several important milestones:-

- The European Marine Energy Centre (EMEC), still the world's only grid connected wave and tidal test site, and clearly the catalyst for all developments in the North of Scotland has been operational for 11 years. It has the greatest concentration of marine energy devices anywhere in the world, and has led to the development of a strong local supply chain in Orkney employing around 250 people. There are around 500 people employed in the sector across Scotland.
- The Pentland Firth and Orkney Waters Leasing round, launched by The Crown Estate (TCE) in 2009, was the world's first commercial scale wave and tidal project, with 1.5GW of pre-lease

agreements. To date TCE has leased 48 wave and tidal projects throughout the UK (the majority of which are within the Highlands and Islands).

- The MeyGen Project in the inner sound in the Pentland Firth is another world first, the first commercial scale tidal stream array project to reach financial closure, and commenced onshore construction in early 2015, with the first four turbines planned for installation in autumn 2016.

However these “firsts” have only come about through concerted, long term actions from industry, government and their agencies, and academia, working towards a vision of the Highlands and Islands as a global centre for renewable energy. This level of activity will have to be both maintained and accelerated significantly if the Highlands and Islands, and in particular, Caithness, North Sutherland and Orkney, are to fully benefit. Refreshing our focus through the development of a REGINA Smart Specialisation Strategy is a key component of that process.



Economic and Business development

Highlands and Islands Enterprise is the Scottish Government's economic and community development agency for the north and west of Scotland. Working to the Scottish Government's economic strategy, HIE's purpose is to generate sustainable economic growth across the Highlands and Islands. HIE's vision is for the Highlands and Islands to be a highly successful and competitive region in which increasing numbers of people choose to live, work, study and invest.

HIE is working towards a 2020 "Ambition for the Highlands and Islands", encompassing a number of long term ambitions and, by 2020, aim to see a Highlands and Islands that is:

- An international marine renewables centre
- A world-class digital region
- Home to more growth businesses operating in international markets
- Recognised internationally for digital healthcare and marine science expertise
- Characterised by dynamic, sustainable communities
- A globally-connected region
- An attractive region for young people

HIE works to four priorities:-

1. Supporting businesses and social enterprises to shape and realise their growth aspirations
2. Strengthening communities and fragile areas
3. Developing growth sectors, particularly distinctive regional opportunities
4. Creating the conditions for a competitive and low-carbon region

HIE has an annual budget of £100m (130m Euro), and employs 250 staff. Within the PF&OW area it has two offices, Thurso in Caithness and Kirkwall in Orkney, which between them employ 18 people.

Both Highland Council and Orkney Council have economic development functions, where they provide early stage business advice and start up help. Orkney Council are also the Harbour Authority for their Island Group, and have invested heavily in new ports and harbours to support marine renewables. The principle ports in Caithness are operated as "Trust ports", run by a private sector board, but where all profits are re-invested in the harbours.

Academic

Pentland Firth and Orkney Waters Area – Municipality

The International Centre for Island Technology

The International Centre for Island Technology (ICIT) is a specialist arm of the School of Life Sciences, Heriot-Watt University.

ICIT was established in Stromness, Orkney's second main town, in 1989. Based in the Old Academy Business Centre we enjoy panoramic views over the town, the sheltered harbour of Hamnavoe and towards the historic sheltered anchorage of Scapa Flow.

From the outset we have aspired to develop strong international links and collaboration. From leading and participating in major research projects on several continents to attracting students from across the world to our MSc courses – our reach continues to be global.

Our location also provides a living laboratory; one that has supported a wide range of research, teaching and consultancy activities for 25 years in areas including:

- Marine science and biodiversity.
- The oil and gas sector.
- Fisheries.
- Surveying.
- Data modelling
- Marine planning and policy.
- Marine renewable energy.

Highlands and Islands – Region

University of the Highlands and Islands

The University of the Highlands and Islands (UHI) is a distinctive partnership of colleges, learning and research centres working together to provide university level education to people throughout the Highlands and Islands of Scotland and beyond. UHI has over 8000 higher education students studying undergraduate and post graduate education across its various locations, with degree courses covering engineering, health and wellbeing and creative industries.

The University of Aberdeen

The University of Aberdeen has 500 years of experience at the forefront of teaching, learning and discovery. As the 'global university of the north', it has consistently sent pioneers and ideas outward to every part of the world. It is an ambitious, research-driven university with a global outlook, committed to excellence. Multidisciplinary research centres and institutes bring together experts to work with colleagues across the UK and beyond on the big issues of today.

Glasgow School of Art - Centre for Design Innovation

One of Europe's most renowned international art schools operates the Centre for Design Innovation as a satellite centre in Moray. In addition to employing researchers, the Centre offers student placements and internships with Highlands and Islands businesses, aiming to create new research and commercialisation opportunities.

One of its priority research areas is health and wellbeing. It also supports 100 businesses to engage in design led innovation. Glasgow School of Art is one of Britain's foremost institutions for creative research, education and practice.

Detailed Entrepreneurship Data

The following data concerns the following definitions:

- Municipality = Highland and Orkney local council areas and statistics
- Region = Highland, Orkney, Moray, Shetland, Argyle & Bute and Eilean Sair local council areas and statistics.
- Country = Scotland national area and statistics

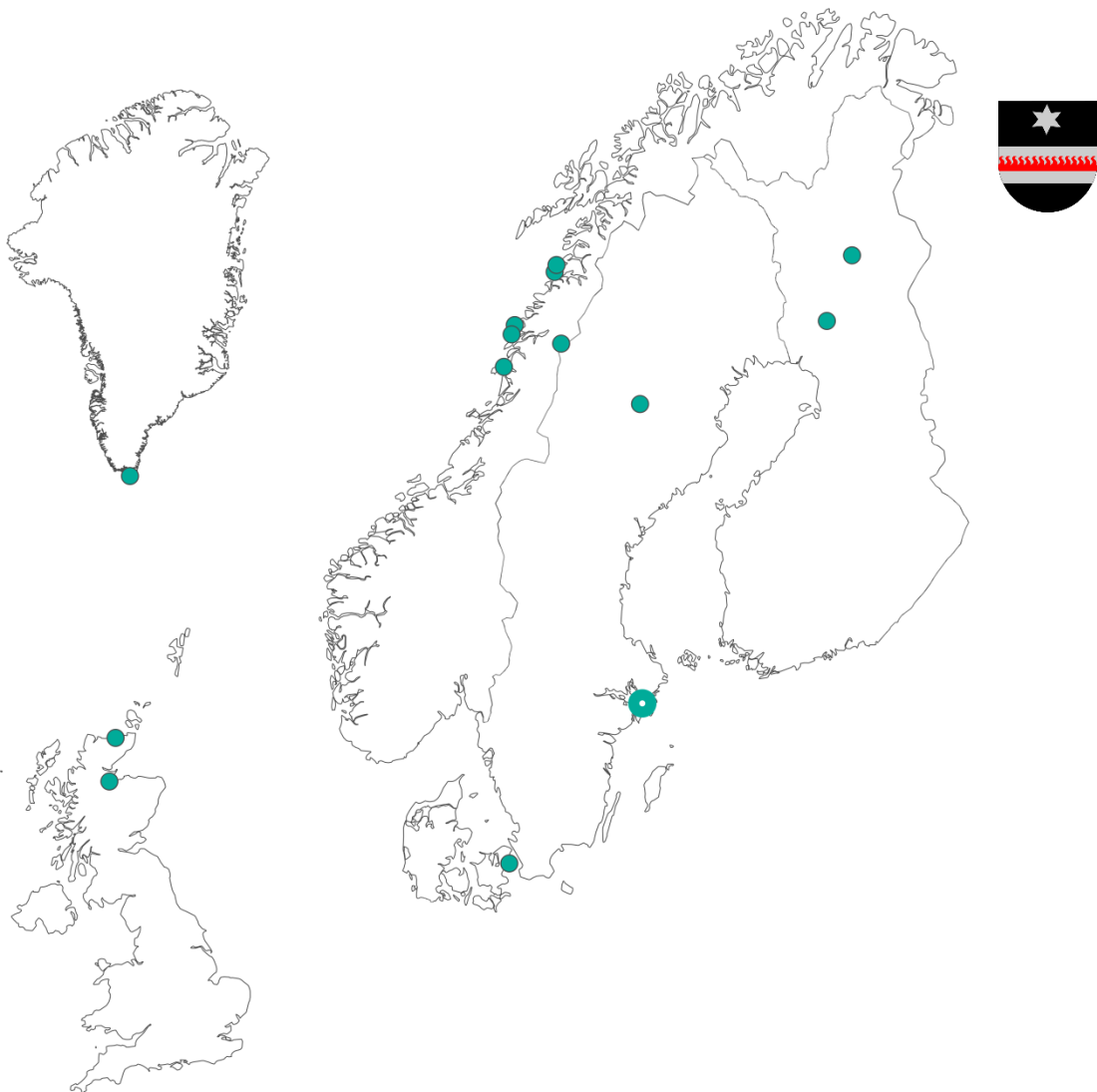
Indicator	Definition/Time Period	Municipality	Region	Country
1. Enterprise Birth Rate	Any Given Year	1030	1845	21235
2. High-Growth Enterprise Proportion	On Employment Growth	0.50	0.48	0.49
3. High-Growth Enterprise Proportion	On Turnover Growth	0.75	0.82	0.79
4. Gazelle Proportion	Based on Employment	-	-	-
5. Gazelle Proportion	Based on Turnover	-	-	-
6. Business Churn	Addition of Birth and Death Rates	18.74	18.74	22.36
7. Business Population Growth	Births Minus Deaths	325	595	6660
8. Business Survival Rates	After 3 Years%	5.5	4.92	5.69
9. Business Survival Rates	After 5 Years %	3.82	3.6	3.82
10. Proportion of Firms	Of 3 Years	5.04	5.45	5.46
11. Proportion of Firms	Of 5 Years	3.54	3.73	3.70
12. Percentage of Employees	Of 3 Years			
13. Percentage of Employees	Of 5 Years			
14. Average Size of Firms	Of 3 Years			
15. Average Size of Firms	Of 5 Years			
16. Business Ownership Rates				
17. Business Ownership Rates	Start Up Rates			

Sodankylä

Background

Sodankylä is a municipality in the north of Norway, located in the region of Lapland. In Finnish Lapland there are several mining projects on different phases. The red coloured areas on the map are showing current permits or permit applications for mining exploration in Lapland. Many of these exploration and founded deposit areas, and now already some of the operating mines (Kevitsa) are located in Sodankylä.

During the planning and operational phases of mining projects Sodankylä municipality has realized that it's crucial for the municipality to have a good cooperation and communication model with large scale project companies for several reasons. Municipality needs information and cooperation with mining companies for planning purposes (land use, services), certain permits, as well as to support local business development to create mutual benefit between large scale industries and the local economy.



Economic and Business development

Economic development agencies in Lapland and Finland:

In Finland, the challenge from an entrepreneurial perspective is that there are several public funded agencies supporting the economic development on local and regional level. To help entrepreneurs to find the right services for development there is a web portal offering collected information www.yrityssuomi.fi

On a local level Sodankylä municipality has a business development unit, which helps the local entrepreneurs directly, and implements several business development projects on different sectors as well as REGINA project. Currently Sodankylä is implementing for example regional level Arctic Business Concept project that supports the local small and medium size enterprises to have a better opportunities and access to serve mining industry in Sodankylä.

ELY Centre for Economic Development, Transport and the Environment

The Centres for Economic Development, Transport and the Environment (ELY Centres) are responsible for the regional implementation and development tasks of the central government.

Finland has a total of 15 ELY Centres, which are tasked with promoting regional competitiveness, well-being and sustainable development and curbing climate change.

ELY Centres have three areas of responsibility:

- Business and industry, labour force, competence and cultural activities
- Transport and infrastructure
- Environment and natural resources

The Centres for Economic Development, Transport and the Environment steer and supervise the activities of the Employment and Economic Development Offices (TE Offices). Not all ELY Centres deal with all three areas of responsibility as they can also manage duties on each other's behalf.

Tekes: Finnish Funding Agency for Innovation

The Finnish Funding Agency for Innovation is the most important publicly funded expert organisation for financing research, development and innovation in Finland. Teke's aim is to help customers to succeed. In addition to funding, they offer services so organisations can grow. The services offered by Teke's help networking and development potential.

SITRA

In Finland we have national innovation and development fund SITRA www.sitra.fi "reshaping the Finnish society". Directly funded by Finnish Parliament.

Academic

No information provided.

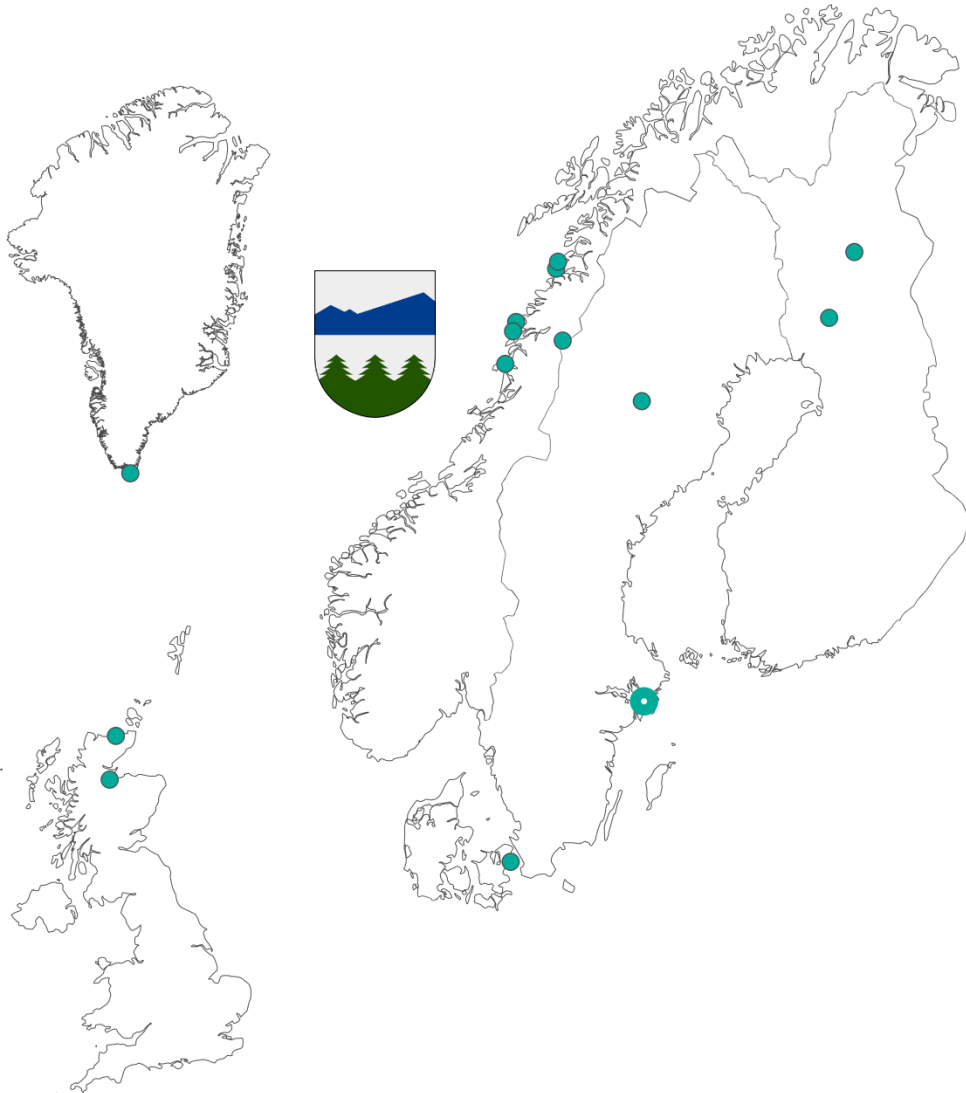
Detailed Entrepreneurship Data

Indicator	Definition/Time Period	Municipality	Region	Country
1.*Enterprise Birth Rate	2014	The latest date available was from 2005: 52	743	
Enterprise Death Rate	2014	year 2005: 33 will be updated	893	
Enterprise Bankruptcy	2008 and 2009	year 2008 6 enterprises with staff 11 year 2009 2 enterprises with staff 13 (in statistics December missing)	year 2008 69 enterprises with staff 321 year 2009 91 enterprises with staff 306	
Enterprise Birth Rate on mining sector in Lapland	2014		4	
Enterprise Death Rate on mining sector in Lapland	2014		7	
Enterprise Birth Rate on other industry in Lapland	2014		39	
Enterprise Death Rate on other industry in Lapland	2014		54	
2. High-Growth Enterprise Total amount	total amount high growth enterprises in Lapland with 20% growth between 2011-2014 (- change compared to previous growth period)		88 (-22) with minimum staff 3 44(-1) with minimum staff 5 17 (-2) with min. staff 10	
High Growth Enterprise Total amount	total amount high growth enterprises in Lapland with 30 % growth between 2011-2014 (-change compared previous growth period)		40 with min staff 3 19 with min staff 5 9with min staff 10	

Storuman

Background

Storuman is a municipality located in northern Sweden. The municipality is situated in Västerbotten county and the province Lapland. The municipality borders to Norway in the west and comprises the Ume River's valley for 250 km downriver. With a land area of 7500 km², the municipality is one of the geographically biggest in Sweden. The western part consists of mountains (Fjälls) and the eastern part forest and agriculture landscape. In the western part, the tourism plays a great role. Companies in the eastern part are mainly occupied in energy production and small-scale engineering industry and private service. Forestry and processing of forest products is important for the municipality. There are eight hydroelectric power stations, one mine operating and several mining projects (prospecting and remediation), and a wind farm in the municipality.



Economic and Business development

The Swedish Agency for Economic and Regional Growth (<http://www.tillvaxtverket.se>), County Administrative Board of Västerbotten (<http://www.lansstyrelsen.se/vasterbotten>) and Region Västerbotten (<http://regionvasterbotten.se>) are active in the region. The Swedish Agency for Economic and Regional Growth are to promote sustainable industrial development and regional growth and implement structural funds.

Region Västerbotten works for innovation and have created an innovation strategy together with regional partners. County Administrative Board of Västerbotten and Region Västerbotten have a responsibility for entrepreneurship and also for business developments.

Academic

The academic institutions Umeå University, the Swedish University of Agricultural Sciences and Luleå University are operating in a slightly larger area (namely the county).

Umeå University and Luleå University of Technology have developed a regional strategy for innovative and sustainable development of the mineral sector in Norrbotten and Västerbotten counties. The Swedish University of Agricultural Sciences have several regional collaborations and joint projects relevant for the region, e.g. Future Forests and Umeå Plant Science Centre. Luleå University of Technology have developed a strategy called Inclusive growth in the forest sector through innovative partnerships. Umeå University supports companies that want to develop business ideas related to research via Uminova Innovation. The Swedish University of Agricultural Sciences helps business develop via SLU Holding and Luleå University of Technology supports companies via LTU Business.¹

¹ <http://www.umu.se> accessed 2016-05-16, <http://www.slu.se> accessed 2016-05-16, <http://www.ltu.se> accessed 2016-05-16

Detailed Entrepreneurship Data

Indicator	Definition/Time Period	Municipality	Region	Country
1. Enterprise Birth Rate	Any Given Year	4	64	4143
2. High-Growth Enterprise Proportion	On Employment Growth	(8 of 59)	(243 of 2222)	(10369 of 79262)
3. High-Growth Enterprise Proportion	On Turnover Growth	(6 of)	(312 of)	(13700)
4. Gazelle Proportion	Based on Employment	0 of 0	10 Of 34	442 Of 1763
5. Gazelle Proportion	Based on Turnover	0 of 0	16 of 34	684 of 1763
6. Business Churn	Addition of Birth and Death Rates	4 births 3 deaths	58 births 115 deaths	3810 births 5836 deaths in 2015
7. Business Population Growth	Births Minus Deaths	1	58-115	3810-5836
8. Business Survival Rates	After 3 Years			
9. Business Survival Rates	After 5 Years			
10. Proportion of Firms	Of 3 Years	18 of 274	396 of 7890	19836 of 331187
11. Proportion of Firms	Of 5 Years			
12. Percentage of Employees	Of 3 Years			
13. Percentage of Employees	Of 5 Years			
14. Average Size of Firms	Of 3 Years	17 of 18 have 1-4 employees	331 of 396 have 1-4 employees	16797 of 19836
15. Average Size of Firms	Of 5 Years			
16. Business Ownership Rates		757	22 545	858 218
17. Business Ownership Rates	Start Up Rates	52	1804	71 974

