



FINNMARK FYLKESKOMMUNE
FINNMÁRKKU FYLKKAGIELDA

FUTURE FINNMARK

RDP 2014-2023

Adopted by the County Council on March 25, 2015

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FOREWORD



In the new Finnmark 2014 – 2023 Regional Development Program (RDP), we have lifted our eyes ahead, which has resulted in the fact that we for the first time have a 10-year program, the program that gives us a common direction and a common course for business development in the county. The RDP has been developed through a long and comprehensive brainstorming, with many involved. Business, R&D actors, resource communities and public actors have all assessed Future Finnmark using four scenarios. The four scenarios - "Spectator", "Pair dance in the north", "Nature reserve" and "Opportunist" - show how exciting and complex the development is. Through the work on the scenarios, we developed a future map that describes the broad picture and shows the direction for the development work. These four roadmaps give everyone involved a common horizon to work towards. We create values in the north! We think holistic and go in the same direction. The RDP partnership brings together funding mechanisms, business, public administration, R&D communities and state actors. The partnership is based on coordination for a comprehensive social and business development in the region. The RDP is our common tool for creating value out of opportunity, a common tool for determining conditions for further development.

Finnmark must be attractive and competitive, and together we will build on our advantages and realize our values for the benefit of the county's development. We will contribute to the well-being of the population and to settling skilled labor in the county, while attracting investors and new startups.

We will develop, manage and renew our industries, both new and traditional ones, at sea and on land, nationally and through international cooperation. Aquaculture and reindeer husbandry, tourism and minerals, energy, fisheries and agriculture, all are priority areas for Finnmark.

The new ten-year RDP is the result of the desire for steady courses and long horizons. We have the ambition that this can contribute to good predictability and provide the basis for growth and development. We are looking forward to an exciting development FOR Finnmark IN Finnmark, and through cooperation, competence, generosity and pride, I am sure, we will make it happen.

June 2015

Runar Sjøstad
County Governor

1. COUNTY COUNCIL'S DECISIONS

The County Council approves the Regional Development Program 2014 - 2023 – Future Finnmark.

The following areas are prioritized:

1. Finnmark County Municipality believes that increased cooperation both between companies and other network actors is important for promoting and developing a competitive value creation in Finnmark. Cooperation should be promoted between actors from different sectors and regions. In particular, it will be important to promote cooperation between various business actors, the administration and R&D milieu.
2. Value creation in Finnmark will be realized through interaction and competition with major and international actors. One of the most important input factors in value creation will be individual actors' knowledge and competence. Finnmark County Authority therefore believes it is important that business actors get the most favorable conditions to acquire and develop the necessary knowledge and competence as these will be important drivers for predictable and sustainable value creation in the county.
3. Strengthened regional reputation will be important both in order to attract necessary competence and strengthen companies' competitive position. Finnmark County Authority therefore believes it is necessary to prioritize efforts to strengthen and develop the regional reputation.

The County Council, March 23, 2015

2. INTRODUCTION

The new Regional Development Program (RDP) is the county's common tool for business development and innovation in Finnmark. The RDP has a long time perspective - 10 years, and in the scenarios and roadmaps it's an even longer perspective - 20 years. This is because many of Finnmark's challenges require long-term and patient efforts.

Future Finnmark concerns the broad picture. The new RDP is an attempt to see various businesses as one. The RDP singles out common denominators and prerequisites for growth. Without robust and viable municipalities and local communities, the foundation for business development disappears. It also works in the opposite direction. The RDP contains new ideas on how municipalities and local communities can be strengthened. The efforts currently aimed at energy, minerals, tourism, culture, seafood, agriculture and reindeer husbandry will be continued via the RDP.

In the time to come, it will be necessary to balance several different considerations, compromise and set real priorities. Finnmark needs to get a stronger grip on its own development in order to avoid external forces determining the agenda for resource utilization and business development.

Finnmark has gained greater importance, due to the resource richness of the region. Climate change, a growing global population and increased international interest in the High North change the conditions of resource utilization and cooperation in the north. Finnmark has good cards at hand and there are many possibilities for growth, but also a lot of uncertainty and doubts as to how Finnmark will manage its resources and trigger more innovation.

Freedom of action is influenced by changing national and international development tendencies. Finnmark is used to be at the end of decision-making. Nevertheless, Finnmark's action arena is large, as this RDP demonstrates.

The overall challenge is to plan and pave the way for growth and value creation in Finnmark in a forward-looking way. The objectives of the new Regional Development Program must be seen in conjunction with plans for other sectors and branches. Regional Plan Strategy for Finnmark 2012-2016 shows how different considerations and areas of expertise will contribute to Finnmark's comprehensive and long-term development. The Finnmark Regional Transport Plan follows up communication and transport needs. The Regional Competence Plan shows education and competence development strategies. The County Authority has also strategies for culture, public health, international involvement, higher education and research to name a few. In addition, there are specific industry / branch plans.

Transport, education and land use planning must help to strengthen value creation in the county. As mentioned, one of the challenges is to create vibrant and exciting local communities where women and men of all ages and phases of life want to live. Leisure facilities and cultural services in the broad sense are keys to comfort and desire to stay. A purposeful commitment to public health, gender equality and diversity is valuable in itself and will also contribute to higher participation in working life. Sami traditions and Sami industries are and will be decisive for the development of Finnmark.

The implementation of ambitions in *Future Finnmark* requires close and binding cooperation between business, R&D, public actors and the County Municipality. The implementation also assumes that Finnmark has good alliances and networks in this part and in the rest of the country as well as internationally.

In order to develop new and old industries, Finnmark must be at the forefront of formulating challenges and strategies. The idea is that the new RDP will be a tool for cooperation, learning and mobilization.

3. FORESIGHT FINNMARK

The new Finnmark Regional Development Program is based on wide and active participation in the county. The goal has been to create an RDP with a longer time perspective and a higher ambition level than Norwegian planning usually has. The county has therefore carried out innovative work in the form of *Foresight Finnmark* process. Scenarios and roadmaps have been two innovative features in the development work.

Foresight Process

The future is open; no one can know how business life will look like in 2033. All you can say is that the next 20 years will be quite different from the previous 20 years. Unpredictability means that traditional investigations, projections and forecasts are not enough. Open discussions and new methods are needed to understand future challenges.

Four exciting and credible scenarios have been created. They shed light on business development conditions in Finnmark by 2033: "Spectator", "Pair dance in the north", "Opportunist" and "Nature reserve". The scenarios explore what can be expected to happen in and with Finnmark. What will be the decisive factors for future business opportunities? The scenarios have been used as the starting point for working out new strategic interventions in the RDP.

Through the work on the scenarios, participants have developed a common understanding of the big picture, which means the decisive driving forces. The discussion about the scenarios has helped to place business development in Finnmark into a broader geopolitical and social context. Finnmark's action arena has become clearer.

The work on the scenarios has led to the recognition that the new RDP should concentrate on cross-cutting challenges, i.e. relationships that are important across different businesses. In the RDP, this ambition is substantiated through the use of *roadmaps*.

Foresight Finnmark has strengthened business discussions and interest in the work with the RDP. The foresight process has highlighted the need to deepen cooperation between business, administration and the R&D milieu. The process has also contributed with ideas on how this can happen in practice. The scenarios are available to everyone who is interested in Finnmark's future.

Dialogue Conference and further interaction

The interaction continued at the RDP Dialogue Conference in Hammerfest in August 2013. It gathered more than 60 actors from all over the county and was aimed at giving advice on the new RDP. Participants discussed the future economy in Finnmark based on the scenarios and main points from Foresight Finnmark.

Three parallel idea workshops were carried out, where the task was to create roadmaps that illustrate how Finnmark can handle major challenges in a 20-year perspective (2014-2033). The roadmaps address challenges that were singled out through Foresight Finnmark.

The main message from the dialogue conference is that Finnmark needs a long-term, clear and engaging RDP. Participants also highlighted the need to develop venues and meeting places that will keep the dialogue on future challenges in Finnmark.

Four scenarios for Finnmark

The four scenarios are widespread. They show how complex the development is. The scenarios will help us to critically review our own assumptions about what Finnmark is or may be. The key issue has been: What can we do today to be better equipped to meet future opportunities and threats?

The scenarios are deliberately designed at the overall strategic level, so that they will be relevant to all industries and districts in Finnmark. The strength of the scenarios is that they give us an *overview*. On the other hand, the scenarios cannot go deep into the challenges of individual industries. The four scenarios must not be regarded as predictions or forecasts. They describe, in four different ways, how it *can* be, not how it *should* be. The purpose is to expand the field of view, so that more development features can be identified than one normally accomplishes using traditional planning tools.

The basis of the scenarios consists of two dimensions that summarize the most important uncertain driving forces:

1. *Big political game in the High North*: Will international relations predominantly have a cooperative or a conflicting character?
2. *Finnmark's benefit from non-renewable resources*: Will values mainly be sent out of the region or will the resources provide the basis for strong regional value creation?

A brief summary of the four future images¹:

Spectator

This is the story of an intense race for resources and influence in the Arctic, with Finnmark as a spectator.

- The utilization of oil and gas has slowed down, but the expected effects have failed
- The price for saving well-being has been acceptance of a strong central government and a completely new county organization
- Finnmark's strategic importance has increased, but decisions are taken in Oslo, Brussels and Moscow

Pair dance in the north

This is the story of Finnmark and Murmansk Oblast which together constitute a new viable region, "Region North".

- Finnmark is a spearhead in the new Norwegian oil fairytale and has gained importance nationally and in big politics
- The county is strategically important because Norway and Russia manage giant resources together
- Finnmark is actively involved in value creation and the region has more opportunities and challenges than before

Nature reserve

This is the story of Finnmark that becomes a symbol of pure nature and true values.

- The world is full of conflicts, and Finnmark is Europe's most distinctive adventure region
- Finnmark is a central region and a military core area
- The county experiences that non-renewable resources provide few lasting effects. There are a lot of business opportunities, but they remain largely unutilized.

Opportunist

This is the story of improvisation and cooperation in the Cap of the North (Nordkalotten).

- Russian authorities have lost interest in a wider involvement in the High North.
- Sámi Parliament gains great support and influence
- The county breaks its way in a tense and complicated political fairway
- Nordic loyalty and cooperation become more important for Finnmark

Spectator / Pair dance in the north

Nature reserve / Opportunist



1. Full texts of scenarios are available at www.ffk.no

4. FINNMARK 2033 ROADMAP

Here are four roadmaps that show ambitions and plans for a 20-year period (2014-2033). The intention is to enable long-term, comprehensive thinking, good grasp of and continuity in development work.

A long time horizon makes it easier to imagine significant changes both in business and cooperation in the field of business development. It gives the actors

more options to choose from, the opportunity to see measures in context, and a strong incentive to work systematically step by step.

The roadmaps shall give an overview, direction and a common horizon. They will be used to discuss the broad picture: Where are we now and how should we use the next 20 years to change Finnmark?

Finnmark 2014-2033 roadmap

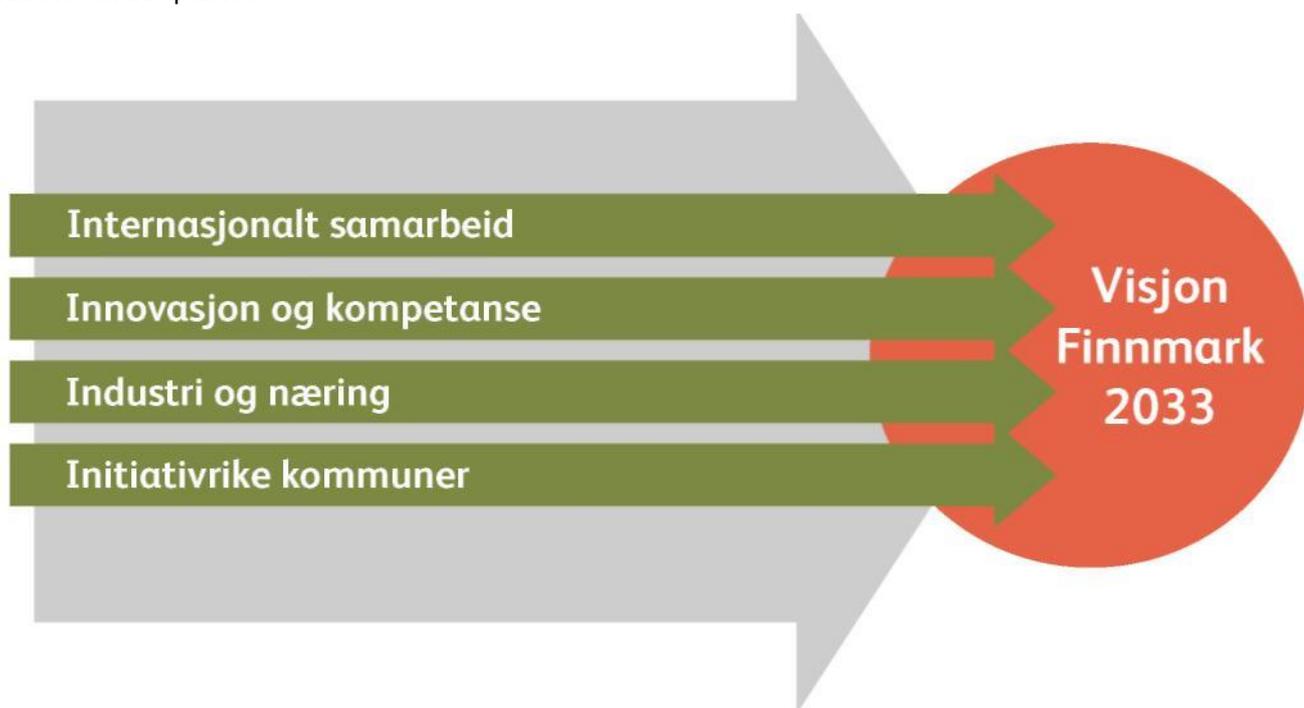
International cooperation

Innovation and competence

Industry and business

Initiative municipalities

Finnmark 2033 Vision

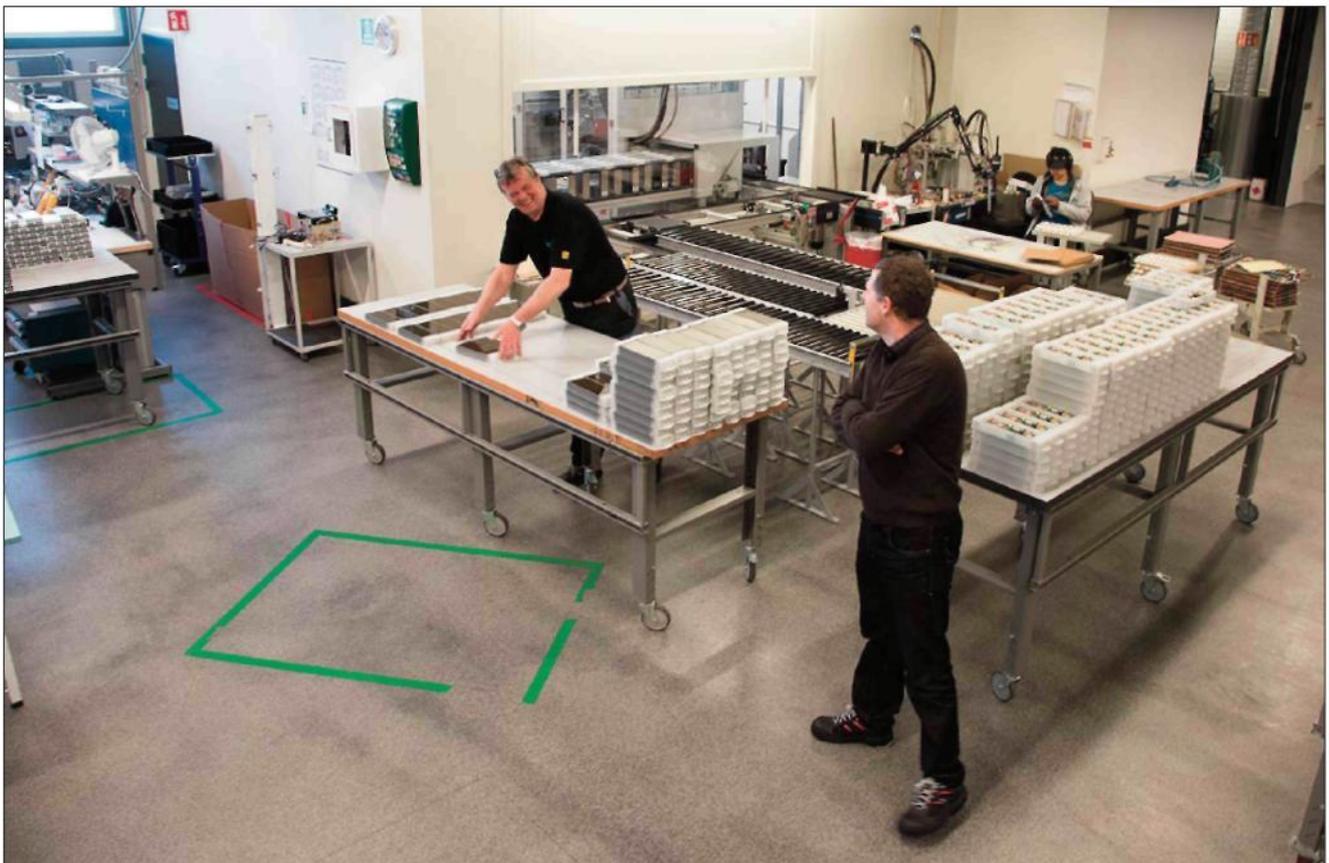
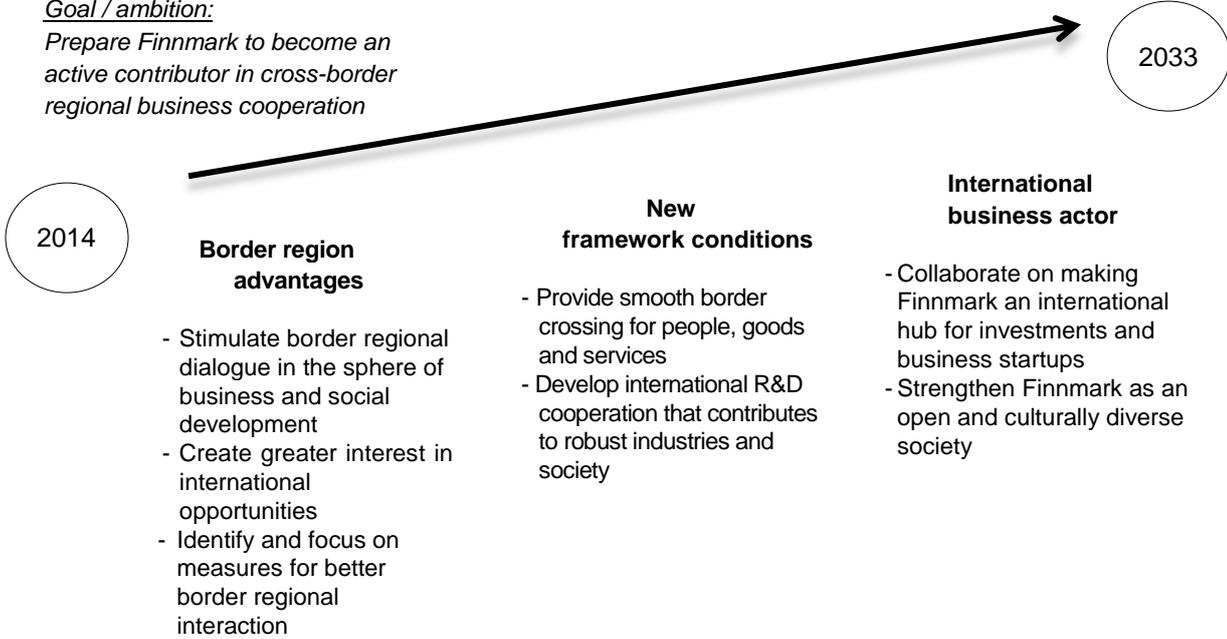


International cooperation

Create a foundation for knowledge development and economic growth in the border region

Result / desired condition:
Border county Finnmark defines and drives industrial and business development in the north

Goal / ambition:
Prepare Finnmark to become an active contributor in cross-border regional business cooperation



Finnmark has a favorable geographical position in terms of being able to exploit cross-border competence to develop, produce and sell high-tech products worldwide.

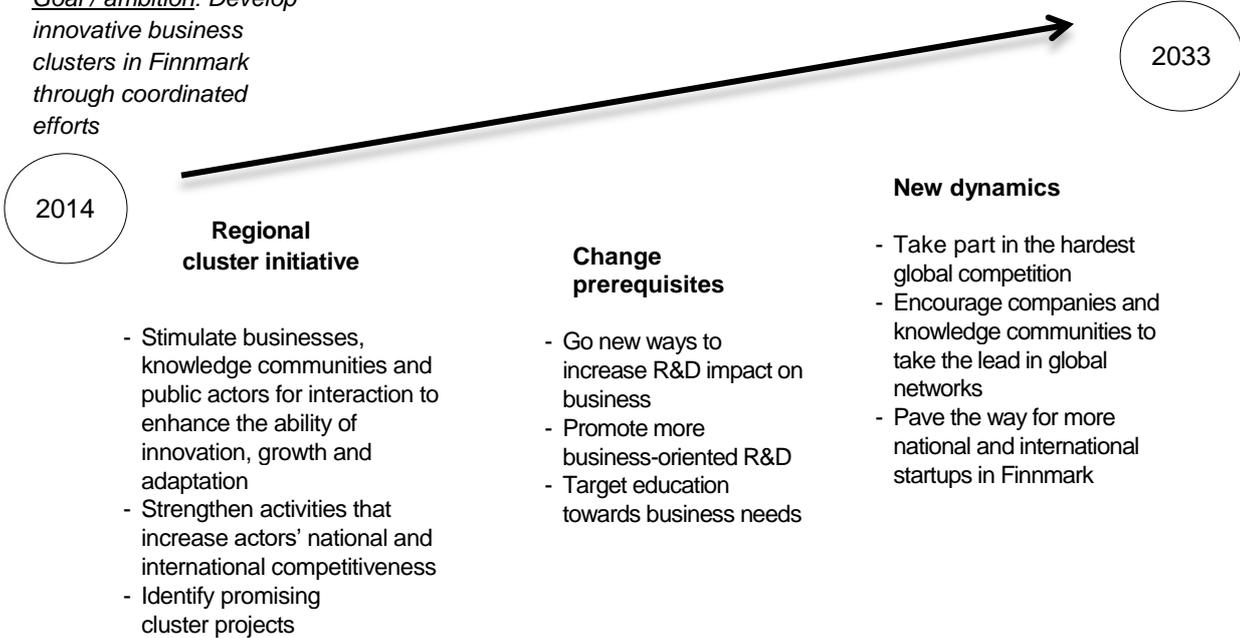
Photo: Lene Stavå Jensen

Innovation and competency

Develop innovative business clusters in Finnmark

*Result / desired condition:
Finnmark has several world-leading business clusters and competence milieu*

Goal / ambition: *Develop innovative business clusters in Finnmark through coordinated efforts*



Increased knowledge of lumpfish as a biological method for farmed salmon cleansing is an important part of a comprehensive combat strategy against salmon lice. This is an example of innovation that will benefit the entire aquaculture industry. Photo: Lars Olav Sparboe, Akvaplan-niva AS

Industry and business development

Strengthen growth opportunities in Finnmark through increased predictability

Result / desired condition: Finnmark is a competitive region characterized by business diversity and growing enterprises

Goal / ambition:
Create greater predictability for companies at the startup and development stages

2014

Priorities

- Comprehensive sectoral planning and investment in industry and business development
- Finding the right basis with potential and growth ambitions
- Contribute to more market orientation and innovation

Predictability

- The driver for new national comprehensive guidelines and changes in the framework conditions
- Focusing on market-oriented companies with high potential and willingness to grow
- Access to capital and expertise for small and large companies

Competitiveness

- Get more growing companies into the international competitive market
- Increase business productivity and profitability

2033



Fishing has been and will continue to be a very important industry in Finnmark based on renewable resources.

Photo: Inge Wahl

Initiative municipalities

Develop attractive and capable municipalities

*Result / desired condition:
Finnmark has robust municipalities with high capabilities that are attractive to population and businesses*

Goal / ambition: Make municipalities in Finnmark more development-oriented and business-friendly

2014

Cooperation

- Stimulate inter-municipal cooperation
- Focus on comprehensive planning and development work
- Further develop cooperation with business, interest groups / organizations and individuals

Adaptation ability

- Develop common regions concerning living and labor
- Plan industry and business development across municipalities
- Introduce cooperation between different interest groups, associations and businesses in a regional perspective

Robust municipalities

- Create regions with big capacity and competence to facilitate industry and versatile businesses
- Create regions with attractive local communities characterized by diversity and population willing to stay

2033



The rich cultural life in Finnmark makes many places attractive as places of residence.

Photo: raymond@hildonen.no

5. FUTURE FINNMARK

The Regional Development Program aims at four long-term goals for Finnmark based on the roadmaps. The goals indicate a desired state in 2033 and will inspire action for the next ten years (2014-2023). Some of the opportunities and threats that Finnmark will face are highlighted below. Then three main challenges are presented that Finnmark has to solve in the next few years.

Long-term goals for Finnmark

Border county Finnmark defines and drives industrial and business development in the north

Finnmark has several world-leading business clusters and competence milieu

Finnmark is a competitive region characterized by business diversity and growing enterprises

Finnmark has robust municipalities with high capabilities that are attractive to population and businesses

The four scenarios for Finnmark reveal a common need for framework conditions, which are intertwined and respond to businesses' needs. In order to make future Finnmark attractive and competitive, education, transport and area planning must correspond with business development.

The issue of framework conditions and infrastructure is actually two-fold: Firstly, how can you better meet the needs of the existing business community? Secondly, how can we prepare the basis for new businesses and new cooperation patterns? Already today, significant growth is expected in construction, trade, transportation and commercial services. Petroleum, mineral extraction, mechanical industry, tourism and cultural industry can produce growth and ripple effects in many places in Finnmark. There are also great opportunities in fisheries, fish farming, new marine industries and in related industries and the service sector.²

A significant challenge that is drawn in the future pictures is access to a competent labor force, willing to stay in the region. From being a net exporter of labor, Finnmark has become a net importer of labor for the past ten years. There will always be a need for commuting in a county, which experiences growth and development. However, if commuting becomes dominant among the labor force, it will threaten the desired population growth and diverse society.

A stable, resident population is a prerequisite for creating lively communities with good growth and living conditions. Prioritizing primary industries can also be the key driver to achieve this.



The nature in Finnmark gives us many advantages that can be utilized in food production. Climate and light give us qualities that are distinctive, and through branding, Finnmark products have the potential to become leaders in their fields.

Photo: Arne Johanson

Another related concern is the possible influx of large national and international companies in a situation where Finnmark has not yet been able to develop a robust business sector. Finnmark's businesses can have ambitions. However, they lack the muscles and competence needed to influence and be a driver in future industrial development. At the same time, it will also be important to maintain and develop a versatile business sector. Corresponding challenges will arise in municipalities. Small municipalities with limited resources and a resident workforce with a lower skillset will not have the power to ensure the development of the local community and local businesses, even if there existed growth opportunities. Developing robust municipalities through inter-municipal cooperation and development of larger residential and labor clusters is needed urgently.

The scenarios tell us that, regardless of how the development will be going, Finnmark must go new ways to renew and strengthen competitiveness of business and municipalities. Finnmark needs a more systematic focus on R&D, innovation and skill-intensive jobs.

Last but not least, the scenarios shed light on the international conditions in the north that will affect the county's future value creation. Increased international cooperation and better market access will be important in the process of industry and business development.

² See, among other things, Norut 2013 Working Paper: 1004 «Competence and labor needs of Finnmark's economy»

Finnmark, as a border region to Russia and Finland, has special advantages and opportunities that must be exploited further. The future holds thought-provoking and complicated opportunities and threats.

Based on the choices of directions identified in the roadmaps, Finnmark must solve three main challenges in the coming period (2014-2023):

- How can Finnmark create a robust business sector?
- How can Finnmark ensure a sturdy supply of skilled labor?
- How can Finnmark develop long-term and comprehensive planning?

How can Finnmark create a robust economy?

International and national development shows that research and competence are going to be increasingly important for innovation and business development. The challenge is big and acute, because the level of innovation is generally low in Northern Norway and lowest in Finnmark. Indicator reports from the Research Council of Norway and statistics from Statistics Norway show that Finnmark is lowest on the national table in terms of R&D per capita. In Finnmark, there is also the lowest number of R&D man-years in the business sector and industry seen on a national basis. At the same time, statistics show that the business sector uses only a small amount of research in its activities.

The reasons are complex, but low levels of education in the companies and the fact that many companies work in industries with low research intensity is one of the explanations. In addition, the county's business sector and industry is characterized by a fragmented corporate structure in addition to large geographical distances to relevant academic milieus. Finnmark also has few business or industrial locomotives that can carry companies into new areas of growth. Proper capital and expertise will contribute to increased productivity and profitability in businesses and industries with a potential for growth. Cooperation and networking that strengthen companies' ability to innovate and enter international markets as well as creation of conditions for entrepreneurship are equally important. Therefore, more companies are required to enter and succeed in an international environment, operating on markets with strong competition and consciously looking for expertise and capital.

An important advantage for Finnmark is good supply of raw materials. Nevertheless, many branches face challenges because Finnmark is so far away from the big markets. Effective transportation to the market is a common challenge for Finnmark's business community. Predictable transport infrastructure from the place of production to the market will affect companies' competitiveness. Important measures will include road, maritime and air transport standards. International regulations such as opening hours at border crossings, customs agreements and heavy vehicle requirements will also affect competitiveness. This is essentially a public task to solve. In this context, it is important for close cooperation between private and public

actors. Coordinated flexible and innovative solutions will benefit the industry.



It is possible to return to Finnmark after finishing education, focus on Sami design in the clothing industry, and send clothes produced in Finnmark to the entire Nordic region from the online store in the county. Photo: Graveniid

The effect is dependent on better coordination between regional, national and international plans for the Barents region.

It is characteristic of Finnmark that most companies are small, also on a Norwegian scale. Many are niche companies that experience extreme hard competition in their branches. For the existing business sector, the challenge is to enter the competition with business in other parts of the country. Business clusters and business community cannot be adopted or called for. However, it has been found that cluster development can be intensified



Finnmark's eleven airports are an important part of the infrastructure for the local business community.

Photo: Anne Olsen-Ryum

where motivation is strong and companies are willing to cooperate in a long-term, committed manner. Clusters give greater vigor to all participants. For Finnmark, a more conscious attitude towards cluster development is likely to be a success factor in the coming years. Regional authorities and R&D institutions also play an important role in the efforts to have a strong business sector and ambitious business clusters. Having said this, there are many actors who can contribute to an increase in R&D. The county municipality's ownership of VRI, the regional research fund, national research programs and participation in European networks and projects are tools that can strengthen the business sector and industry. Cooperation between businesses, as well as businesses and research institutions must be expanded. This is especially true for the spheres where Finnmark has natural advantages for value creation. Public research programs and initiatives, regional, national as well as international networks and projects must be used even better to strengthen the economy. Finnmark must create more ties to leading knowledge and education milieus, both nationally and internationally.

Finnmark should have a goal to not only become a venue for the development of traditional industry and business development, but also focus on "green" growth. The ambition to create *future Finnmark* should therefore lead to increasing the degree of sustainable green innovation and commercialization. It will require cooperation between the private and public sector.

Initially, good national framework conditions for regional R&D and financial funding mechanisms will be important for cooperation.

Focusing on entrepreneurs will be important in strengthening and renewing the economy. It is important that public actors also offer entrepreneurs need-based guidance and advice in the development of business models that contribute to market orientation and internationalization. It is also appropriate to contribute to networking, so that start-ups can find support and create their own communities. This type of networking can consist of long-term cooperation, partly between companies from the region, and partly between companies from Finnmark and external communities. Ideas about cluster cooperation can also appear.

Finnmark must look for and take care of the initiatives that can lead to innovative business communities and the formation of regional clusters. The goal is to have more growing companies from Finnmark on the international market. An important step will be that more companies from Finnmark are able to join into leading national clusters to have better opportunities for participation on the global arena.

Strategic steps

- Contribute to sustainable development
- Contribute to increased market expertise and business-oriented R&D
- Help creating a robust start-up community and corporate networks
- Encourage interaction between companies, knowledge milieu and public actors that can lead to the development of regional clusters
- Ensure predictable framework conditions for goods transportation from production site to the market

Results

- The number of fast developing companies increases
- Business's survival capacity increases
- County clusters develop, better participation in national clusters
- The investment rate increases
- Larger, more robust businesses develop
- The number of skill-intensive businesses increases
- Companies have access to markets through good transport infrastructure and international agreements

How can Finnmark ensure stable and competent labor?

Recruitment of labor was nonsystematic and divided among different actors at different times. In the years to come, this work must be carried out more systematically and coordinated in collaboration between business and public actors. Recruitment, not only in the private but also in the public sector, is a constant challenge, which requires long-term care. Strengthening the economic incentives in the focus areas will also be an important tool for attracting skilled labor. In addition, Finnmark's public sector must be innovative. It will also be crucial to highlight Finnmark as an attractive region. Future opportunities must be described in an inspiring and credible manner. This information must be made available in new ways that reach youth and workers in the region, but also on the national and international levels.

Several industries are experiencing problems with recruitment. There is a general lack of a skilled workforce, both skilled workers and people with higher education and management experience. At the upper secondary level, there is a need for more companies that – through vocational training – can provide relevant professional competence to young people. Furthermore, it is important to motivate students to choose vocational training in a field, which is demanded by businesses and on the job market. In Finnmark, the demand for labor with high education is also high. The challenge must be solved e.g. with more training for the workforce in the region. Youth often settles in the same area where they took their education. If young people can complete their education in Finnmark, the likelihood that they will stay increases. The gap comes also with the fact that the educational structure is insufficiently business-adapted. In some contexts, the education system is unable to keep up with the specific needs of business and industry.



In order to ensure proper and important professional competence in the county it is important that the business community takes apprenticeships.

Photo: Susanne Hætta

Dialogue between business, industry and the education sector can and should be improved. The job market's future needs must be communicated to educational institutions and included in public education and training strategies.

Access to skilled labor can also be strengthened by regional commuting using public services and infrastructure in and to growth regions. This could mean greater flexibility for those working shifts. In addition, national connectivity is important for commuting and leisure travel to the rest of the country and internationally. Workers often live far away from the workplace, particularly within the petroleum industry, but also in other industries and businesses.

At the same time is Finnmark dependent on labor immigration in order to seize future potential in industry and business development.

In our neighboring countries, Finland and Russia, there are skilled professionals with arctic expertise. In this context, it will be important to develop Barents cooperation further within education, skills and expertise as well as business development, both bilaterally and through various EU programs. A major challenge is to attract skilled labor from outside the EU and Russia.

Traditionally, Finnmark has experienced that it can be difficult to hold the workforce that moved here. The goal must be that more people settle long term in the region.

This must be done by creating vital local communities with good and diverse offers to the population. Vital and exciting communities grow out of a deep understanding of local advantages and opportunities, of a conscious relationship with both history and future. At the same time, important social values such as tolerance, inclusion, gender equality and diversity will increase the attractiveness of local communities. The initiative and effort must be based on good involvement and interaction between municipalities, business, local associations / organizations and key figures.

Strategic steps

- Work more systematically and on a long-term basis with recruitment of labor
- Develop more business-adapted education
- Create attractive and viable local communities characterized by a diverse labor market and a diverse social life
- Develop further the existing communication services which strengthen access to labor

Results

- Population growth in Finnmark
- Diverse population in the county
- More citizens have a relevant education according to demands from business and industry
- Public transportation adapted to the economic of the county

How can Finnmark develop a long-term and comprehensive planning?

It is important to have comprehensive and long-term planning to ensure business and social development. Business and industry's experience with today's public planning is that it is sometimes complicated and confusing. Companies demand foreseeable frameworks and good decision-making processes. It will require more coordinated regional efforts to achieve good resource-efficient and socio-economic planning processes. Therefore, a better coordination of business development, area planning and transport infrastructure are crucial. Cooperation between municipalities and better interaction between business and public authorities is important as well.

Municipalities play a central role when major industry actors consider establishing themselves in the region. It is important that the municipalities can collaborate in order to be committed host communities for national and international enterprises. The challenge often lies in the fact that both, municipalities and other public bodies have limited experience in meeting industry actors' demands and needs. The biggest challenge, however, is to ensure a ripple effect on both local and regional level. An important prerequisite is that future ambitions are being substantiated by regulatory plans in relevant areas and that business and social development plans are analyzed in this context. Municipalities, the County Authority and other actors must work together in order to make Finnmark an attractive place for business startups

and at the same time ensure local and regional value creation. Although Finnmark has vast areas of nature and wilderness, these resources are traditionally being actively used. None of other trades has a greater need for land and nature than reindeer husbandry. Reindeer husbandry is an important cultural beacon for the Sami way of life, which underlines the importance of finding good and long-term solutions.

The County Authority has to merge economic interests and infrastructural solutions. This is especially true for urban arenas and with major industry developments where private, municipal, regional and state actors are involved. The initiative has to come from local forces as well and encourage municipal cooperation to create a region with larger social communities and labor markets. At the same time, it is important that economic diversity and vital local communities characterize the municipalities. This will also require inter-municipal cooperation and long-term, comprehensive planning.

Growth and development opportunities described in this RDP indicate that the level for needed skill and expertise will rise among public planning authorities. Lack of planning skills and capacity is a challenge for Finnmark. The need to think in new ways and to cooperate across municipal borders will be greater in the future. Increased globalization, involvement of large multinational companies and a more diverse population will increase complexity. Small local communities and traditional businesses and industries can be challenged, at the same time as the need for growth and more robust

regions can become demanding. Municipalities' increased involvement in R&D will help public planning authorities to increase expertise and skill in order to draft more comprehensive and knowledge-based development plans. A more knowledge-driven business development will strengthen efforts to get more

business-friendly municipalities.

The RDP can be regarded as a call upon public institutions, businesses, industry and established the R&D milieu to take new steps that contribute to good strategies and measures to create *Future Finnmark*.

Strategic steps

- Cooperate in a better way in Finnmark to achieve more predictable and comprehensive national framework conditions
- Increase the use of social research as the basis for a more knowledge-driven business and community development in the municipalities
- Strengthen cooperation between municipalities in the sphere of competence development, counseling and practical planning
- Strengthen the municipalities' role as hosts for major international and national industrial actors on the basis of close and binding cooperation between municipalities
- Achieve better interaction between industry projects and transport infrastructure

Results

- Companies experience faster and more efficient planning processes in business and industry startups
- Several municipalities have the capacity to work actively with industry and business development
- The establishing of businesses and infrastructural measures is coordinated in a better way in terms of time and financing



The County Municipality, municipalities and business must work together and ensure good interaction of industry projects and transport infrastructure if Finnmark is to be an attractive place for industry startups and at the same time ensure local and regional value creation.

Photo: Jakob Nilsen Øien

6. REGIONAL FOLLOW-UP



The new Regional Development Program is an attempt to think long-term and thus contribute to enhancing predictability for business in Finnmark. The roadmaps are thought to be "lighthouses". When it comes to the follow-up of the plan, Finnmark County Municipality wants a continuous and involving process through relevant action plans and coordination with other plans and strategies in the county. Photo: Bjørn Riesto/riesto.no

The ambitions described in *Future Finnmark* require for Finnmark 2012-2016 shows how different endurance. The changes do not happen by themselves. They assume goal-oriented regional follow-up on several levels. The RDP's content is based on what Finnmark's stakeholders themselves have thought about the future and what they think must be done. Now the RDP is available, and it is a possibility to intensify and improve regional interaction.

The long time horizon in the roadmaps strengthens both predictability and flexibility during implementation of strategies and major projects. Roadmaps are means of setting ambitious goals, monitoring developments and learn along the way. The roadmaps will be used, and it will be a common task to adjust them in light of experience and new development features.

The strategic dialogue on the follow-up of roadmaps and future challenges cannot happen in fits and starts. The dialogue must take place continuously and in several arenas. The County Authority wishes to expand the use of relevant methods, in line with the good experiences from *Foresight Finnmark* and the dialogue conference.

The objectives of the new Regional Development Program must be seen in conjunction with plans for other sectors and branches. The Regional planning strategy

The Regional Development Program focuses on industry and business development. Based on the RDP, the following industry-specific strategies have been developed or are being developed³:

- Regional Wind Power Plan, 2012-2019
- Fisheries and Aquaculture, 2015-2019
- Petroleum and Energy, 2015-2019
- Agriculture, 2015-2020
- Minerals, 2015-2019
- International Strategies 2015-2019

The regional RDP partnership will follow up the goals and strategies for Finnmark. The partnership consists of representatives of industry and business, municipalities, state actors, R&D communities and public funding mechanisms in the county. It will help to strengthen the overall effort for county development, and keep the regional dialogue on *Future Finnmark* alive as well as create commitment and involvement.

3) Tourism in Northern Norway has developed tourism strategies for the region.