



(Hopefully)

# Home of the World Ocean Headquarters

How the larger Sarpsborg-region will contribute to save the world ocean

*...and why REV Ocean should choose Sarpsborg as host city for the World Ocean Headquarters*

# WELCOME TO

# SARPSBORG

This document answers to the eight evaluation criteria REV Ocean and FP Property sent to the Municipality of Sarpsborg in late July 2019.

It is our hope and intention that this document will help REV Ocean and FP Property to include the Sarpsborg candidacy further in the process.

We speak the case for a larger region than merely Sarpsborg is this presentation. The region reaching from Aas in Akershus, down to Gothenburg in Sweden. This is a marine region bursting with relevant resources, competencies and opportunities for REV Ocean and the World Ocean Headquarters. Sarpsborg as such is located right in the middle of this marine smorgasbord.

We therefore see it as our duty to represent the whole region. An abundant selection of relevant resources, and an excellent choice for REV Ocean to locate The World Ocean Headquarter. You will be right at the center of the costal belt between Oslo and Gothenburg, where everything is happening – in Sarpsborg.

## WHY SARPSBORG IS THE OPTIMAL LOCATION FOR THE WORLD OCEAN HEADQUARTERS

1

EXECUTIVE SUMMARY

2

INTRODUCTION & BACKGROUND

3

SARPSBORG'S PROPOSITION TO REV OCEAN

4

SUMMARY

Lake Tune(Tunevannet) – a local lake and popular beach resort. A true gem to the eye. Located only 5 minutes away from one of the proposed locations for the world Ocean Headquarters in Sarpsborg.



Photo: ©Jan-Petter Dahl | [janpetterdahl](#)

# WHY SARPSBORG IS THE OPTIMAL LOCATION FOR THE WORLD OCEAN HEADQUARTERS

1	EXECUTIVE SUMMARY	 <p>Lake Tune (Tunevannet) – a local lake and popular beach resort. A true gem to the eye. Located only 5 minutes away from one of the proposed locations for the world Ocean Headquarters in Sarpsborg.</p> <p>Photo: ©Jan-Petter Dahl   <a href="#">janpetterdahl</a></p>
2	INTRODUCTION & BACKGROUND	
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# Executive summary (1/2)

Property	At the fundamental level we can excellently provide for all the <i>infrastructural needs and a cross-political support</i> for all REV-Ocean initiatives in the Sarpsborg region.	Political support and enthusiasm for the project	A written confirmation of the cross-political support of locating The world Ocean Headquarters in Sarpsborg was sent to REV Ocean in May 2019. This stance is still valid after the recent election and the current Mayor which is a driving force for this initiative, will be in office four more years.
		Option to build without confiscating pristine nature and with as low environmental footprint as possible	Sarpsborg has several locations available for the World Ocean Headquarters. All located at Graalum, Sarpsborg's district for Smart City development and the closest neighbor to the E6 Highway. Neither of the alternatives will confiscate pristine nature, nor cropland. All the locations will enable construction of the building with an as low environmental footprint as possible.
		Proximity to sea and deep sea port	For the Research Exploration Vessel, we have capacity at one of Norway's top notch harbors at the Ora Docks. These facilities is owned and managed by Borg Port Authorities and is situated 20 minutes from the alternative construction sites for the building.
Location	We argue that Sarpsborg has one of the most strategic location of all the applicants, providing REV Ocean with unique access to all the valuable resource you require: Proximity to (1) <i>Fornebu</i> , (2) <i>transportation hubs</i> , (3) <i>relevant academic communities</i> and (4) <i>capability to attract relevant competencies</i>  You will be in the middle of it all.	Proximity to the other Aker-companies (Aker HQ)	Situating The world Ocean Headquarters in the Sarpsborg region will put the building a little over an hour away from Fornebu and the rest of the Aker family. We realize that 70 minutes is a considerable amount of time, but for people only making the commute every now and then, it will probably be manageable. Other companies with offices in both cities confirm this. The easiest way to travel is still by car, but you will be able to travel publicly adding another 20 minutes to the 70.
		Proximity to public transportation hub(s)	If we look at the big picture, locating The world Ocean Headquarters at Graalum will put you in the middle between OSL and Sweden's second most congested airport; Landvetter (adding a quarter of OSL's traffic to your reach). The area will also be connected to the new Intercity rails when that is finalized, taking you to Oslo in 55 minutes. With the international touch this initiative has, we believe this can't be a con to REV.

# Executive summary (2/2)

Location	<p>We argue that Sarpsborg has one of the most strategic location of all the applicants, providing REV Ocean with unique access to all the valuable resource you require: Proximity to (1) <i>Fornebu</i>, (2) <i>transportation hubs</i>, (3) <i>relevant academic communities</i> and (4) <i>capability to attract relevant competencies</i></p> <p>You will be in the middle of it all.</p>	<p>Proximity to relevant competencies &amp; academic resources</p>	<p>Sarpsborg is strategically located in the middle of many highly relevant competencies and academic communities: 40 minutes north of Graalum, NMBU offers nine very relevant academic programs. Two hours in the other direction, in Gothenburg, one of Sweden’s largest academic communities for marine sciences is located. You will reach five research station in an hour. Within a 30 minutes radius you have four highly recognized and relevant institutes of applied research, and only 10 minutes away you have Norway’s best company at reporting sustainability.</p>
		<p>Capability to attract clever minds</p>	<p>Locating The world Ocean Headquarters in the Sarpsborg region, puts you two hours away from more than three million people. Few other Scandinavian regions can match those numbers. We already have an up and running reception program for migrated special competencies to the region. There are three international English speaking school in the area and plenty of leisure activities for families to take part in. The Sarpsborg region is in a very positive development, now being among Norway’s most attractive places to work and live (Telemark Research 2019).</p>
Mindset	<p>Finally we argue that we currently have one of the best fundamentals in place and hope to have <i>the</i> highest ambition to participate in solving global issues and create marine opportunities with REV Ocean</p>	<p>Political will to solve the environmental issues in the ocean and create new opportunities in marine related industries, clearly anchored in an environmental strategy</p>	<p>When we look at the current municipal plans and strategies, it is fair to say we have come a long way. Sustainability, environmental consciousness, circular economy, renewable energy/resources and the “green shift” are all concepts we are very familiar with both strategically and operationally. Our overarching Social Plan devotes several sections to the topics, we are in the process of developing a dedicated Climate and Energy plan and in the Coastal Plan we have previously been looking into the opportunity to have a regional center of marine excellence in one of our coastal areas at some point in the future. The newly established Climate Partnership Eastfold will enable us to learn from other municipalities and widen our horizon even further. That being said, we still have a way to go. Therefore we provide six strategies we will start looking into for our future reach and positioning of being a proper partner for REV Ocean. Implementing the UN SDGs and looking into opportunities for establishing an new marine cluster, to mention two of them.</p>

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Lake Tune(Tunevannet) – a local lake and popular beach resort. A true gem to the eye. Located only 5 minutes away from one of the proposed locations for the world Ocean Headquarter in Sarpsborg.



Photo: ©Jan-Petter Dahl | [janpetterdahl](#)

# Genesis

A young and  
aspiring St. Olav  
in present day.

The millennium anniversary  
sculpture for Sarpsborg

Sarpsborg was founded in 1016 by the Norwegian king at the time – St. Olav - and was the capitol of Norway until 1030. The city was first named Borg and was being located on top of a large glacial moraine (stretching from Finland to the Kola Peninsula) besides the mighty Sarpsborg Waterfalls.

At the city's 1000 years anniversary in 2016, the city was given a sculpture of St. Olav, named Genesis. The sculpture is based on the two crucial aspects to the city – the founder St. Olav and the close connection to water.

But St. Olav is not characterized as the Viking king that he was, with swords, shields and a helmet, but rather as a young man in present time. A man with the future ahead of him. Genesis is meant as a symbol of the city's position from the artist's point of view. A city with the future ahead, which looks forward and gives hope. This very document has seen the day of light because of this notion.

Today this is a prominent trait with Sarpsborg, a city that no longer is characterized as tail heavy, antiquated and an old-fashioned industrial city. The transformation we have taken the city through has made us able to see the city's role in the creation of tomorrow's Norway, where the ocean, woods, renewability, sustainability and technology are key concepts.

Sarpsborg used to be at the center of all events in Norway. Now, a 1000 years later, we are once again ready to make headlines.

A former king and a city built on water...

PURPOSE



The purpose of this document is to assist REV Ocean in the evaluation of Sarpsborg as location for their World Ocean Headquarters building. Our ambition with this information is to be considered into the next stage of the process

PROCESS



After the municipality of Bærum decided to turn down the plans to rise Big Blue besides the Aker Quarter at Fornebu, Sarpsborg were among the very first cities to contact and meet with REV Ocean and propose an alternative location in late March 2019. Following meetings with all local political parties spearheaded by project initiator Kai-Roger Hagen, the Sarpsborg alternative secured cross-political and unified support for the project at the end of April. This stand was formally confirmed and communicated to REV Ocean by Mayor Sindre Martinsen-Evje the following month. Late summer REV Ocean shared their eight evaluation criteria for choosing location. This document is an answer to that list. We are proud to present the Sarpsborg-region's proposition in this document, and are excited about what's next.

REGION



We often refer to "the Sarpsborg region" in this document, but in practice this is not an application merely for the municipality of Sarpsborg. An initiative of this magnitude will reach way beyond our borders both locally and nationally. As you will see, we highlight qualities all the way from Akershus down to Gothenburg, with a particular emphasis on what we can offer REV Ocean in the Eastfold region. Areas around Fredrikstad, Moss and Halden are all included in the Sarpsborg proposition, because we believe in collaboration and alliances. Across industries, professions, cultures and borders. We see the REV Ocean as a team effort. Not a "one-location-show".

PEOPLE



Core project group



**Sindre Martinsen-Evje**  
Mayor of Sarpsborg municipality  
Municipal inputs and document content



**Kai-Roger Hagen**  
Project initiator & city council representative  
Document input and content



**Thomas Engh**  
Municipal advisor of business & industry  
Municipal inputs and document content



**Mariann Karlsen**  
CEO Sarpsborg Business Forum  
Document inputs and local relations



**Hans-Petter Vestby**  
Chairman Sarpsborg Business Forum  
Document inputs and local relations



**Aasmund Westlind**  
Business developer & project volunteer  
Document content, storyline & design



Contributors



**Per A. Sørli**  
CEO Barregaard  
Thoughts & viewpoints



**Dag Arthur Aasbø**  
SVP Organization & Public Affairs  
Document inputs & internal relations



**Thorfinn Hansen**  
CEO Infotjenester  
Thoughts & viewpoints



**Jan-Petter Dahl**  
Drone enthusiast from Sarpsborg  
Pictures

**Front picture:**  
Thomas Andersen

**Back picture:**  
Vingulmark Property

**Property concept:**  
VINGULMARK  
EIGNDOM

**Quotes:**  
**JS/NORGE**  
MarkedsPartner

...are ready for The World Ocean Headquarters

# Sarpsborg

- **Highly ambitious city to take environmentally leadership and participate in saving the ocean**
- **Part of Norway's sixth largest urban region with 115.000 inhabitants**
- **Within two hours drive from 3 million inhabitants**
- **One hour south of Oslo**
- **Two hours north of Gothenburg**
- **20 minutes from the national border**
- **Norway's third oldest city (1003 years old) and the first capitol of Norway**
- **80 kilometers of coastal line**
- **Home to Europe's largest waterfall (Sarpsborg Waterfalls) in terms of volumes**
- **Current capitol (county management headquarter is situated in Sarpsborg) of Eastfold county**

Names, places, areas and regions have been "internationalized" in this document:



E.g.



Graalum	Grålum
Eastfold	Østfold
Ora Docks	Øra Kaianlegg
Borg Port Authorities	Borg Havn
The Southern Bay	Søndre Viken
FP Property	FP Eiendom

# The strategically located region

*- In the middle of everything*

- Competencies
- Transportation hubs
- Possible future marine center of excellence





The Mayor

# Welcome to Sarpsborg

Welcome to one of the most strategically located areas in a very important region in the Scandinavian picture. Sarpsborg represents a proactive, forward-leaning, yet humble and honest region. We have been working really hard over a long period of time to build the environmental and sustainability focus and mindset we now have in Sarpsborg.

The process of creating this document has made us committed to raise the ambition a division or two. It's time to look beyond ourselves and contribute to solve issues on a global scale.

You will see several proofs of businesses succeeding in running global operations from our region throughout this document. We are 100% convinced that locating the World Ocean Headquarters here, also will be a success.

Our region is in a positive drive and I can assure you that we will do everything in our powers to make this a successful partnership for the world ocean, REV Ocean and the Oslo-Gothenburg region as a whole. Welcome to us.



# The industrial giant

Sarpsborg is a good location for Borregaard, close/proximity to raw materials, energy sources, transportation systems to international markets and competence environments.

Borregaard offers biobased chemicals and materials with preferable environmental footprint that can replace petrochemical products. Our contributions are aligned with and supported by UNs SDG.

**Borregaard is a competence based company with world class ambitions within sales&marketing, R&D and production.**

Our corporate research center employs 70 scientists from 9 countries – developing new products and processes in our biorefinery in Sarpsborg.

**Borregaard welcomes new competence and sustainability based players to Sarpsborg.**

Per A. Sørli is the CEO of Borregaard ASA. Borregaard provides sustainable solutions based on renewable raw materials and unique competence.

# The eight REV Ocean & FP Property's choice criteria

## Elements and criteria that REV Ocean and FB Property will emphasize in their evaluation

Nærhet til relevante kompetanse- og fagmiljøer

Evne til å tiltrekke seg kloke hoder

Nærhet til knutepunkt og gode kollektivforbindelser

Politisk støtte og engasjement for prosjektet

Politisk vilje til å løse miljøproblemene i havet og skape nye muligheter for havrelaterte næringer, forankret i en tydelig miljøstrategi

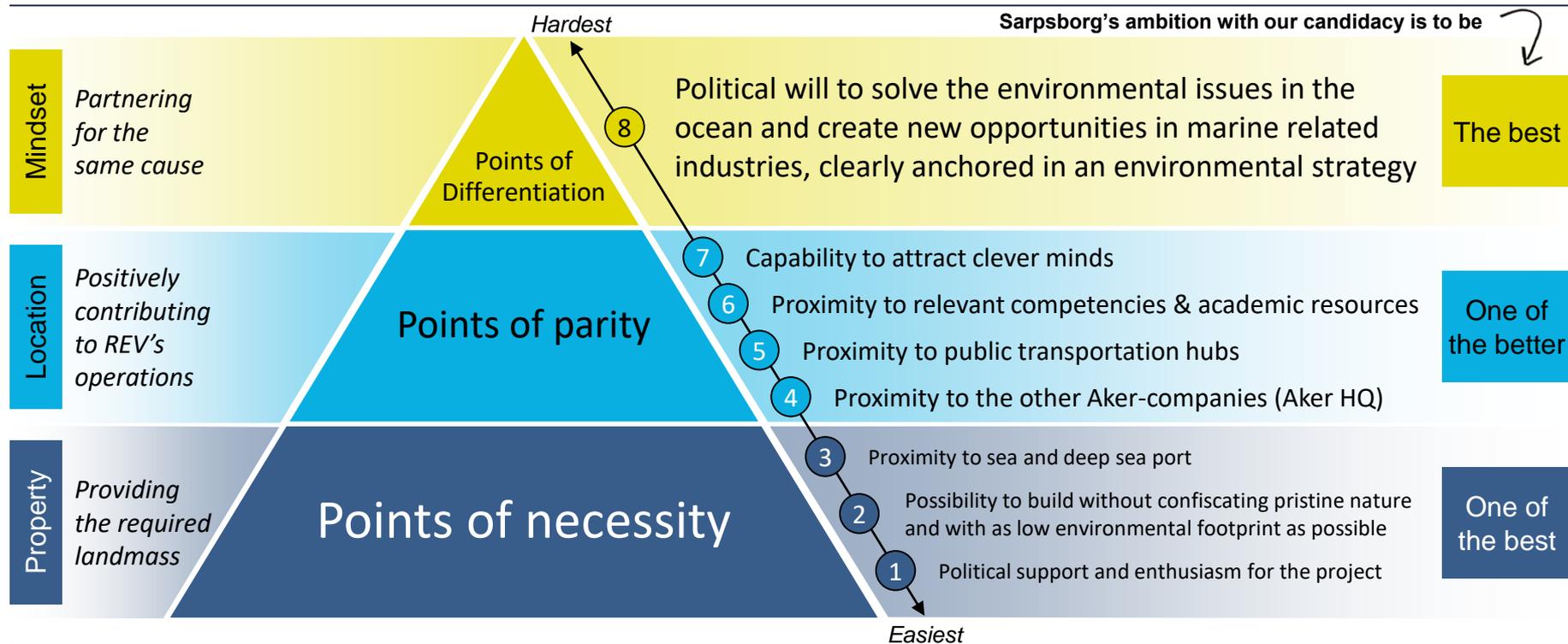
Mulighet til å oppføre bygget uten å beslaglegge urørt natur og med så lavt miljøavtrykk som mulig

Nærhet til Aker-selskaper

Nærhet til sjø og dypvannskai

On the next page we process and rank these criteria into a structured framework that we will work by in the following chapter

# In Sarpsborg we see us sharing the same ideology and partnering with you for the same cause as the pivotal factor for choosing a home for the Big Blue



## WHY SARPSBORG IS THE OPTIMAL LOCATION FOR THE WORLD OCEAN HEADQUARTERS

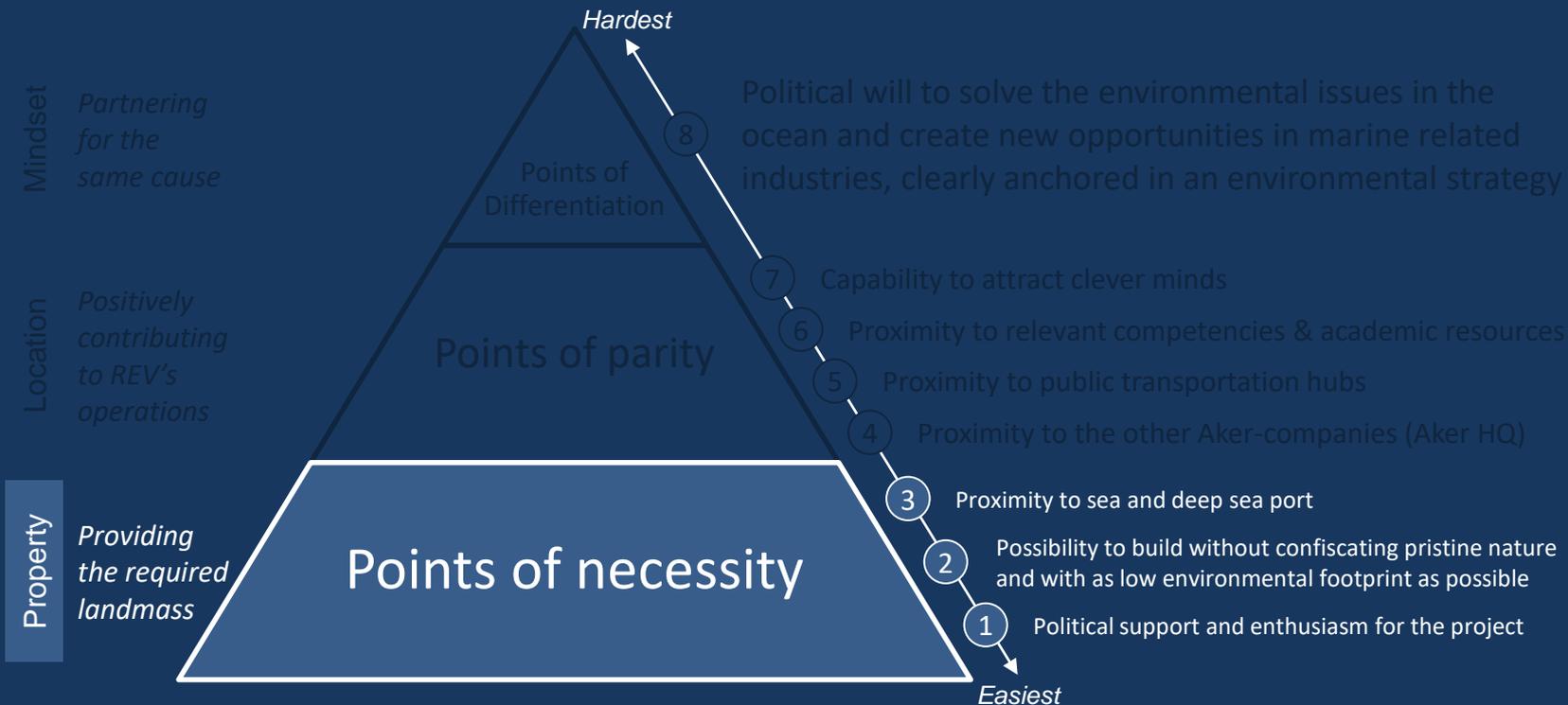
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Photo: ©Jan-Petter Dahl | [janpetterdahl](#)

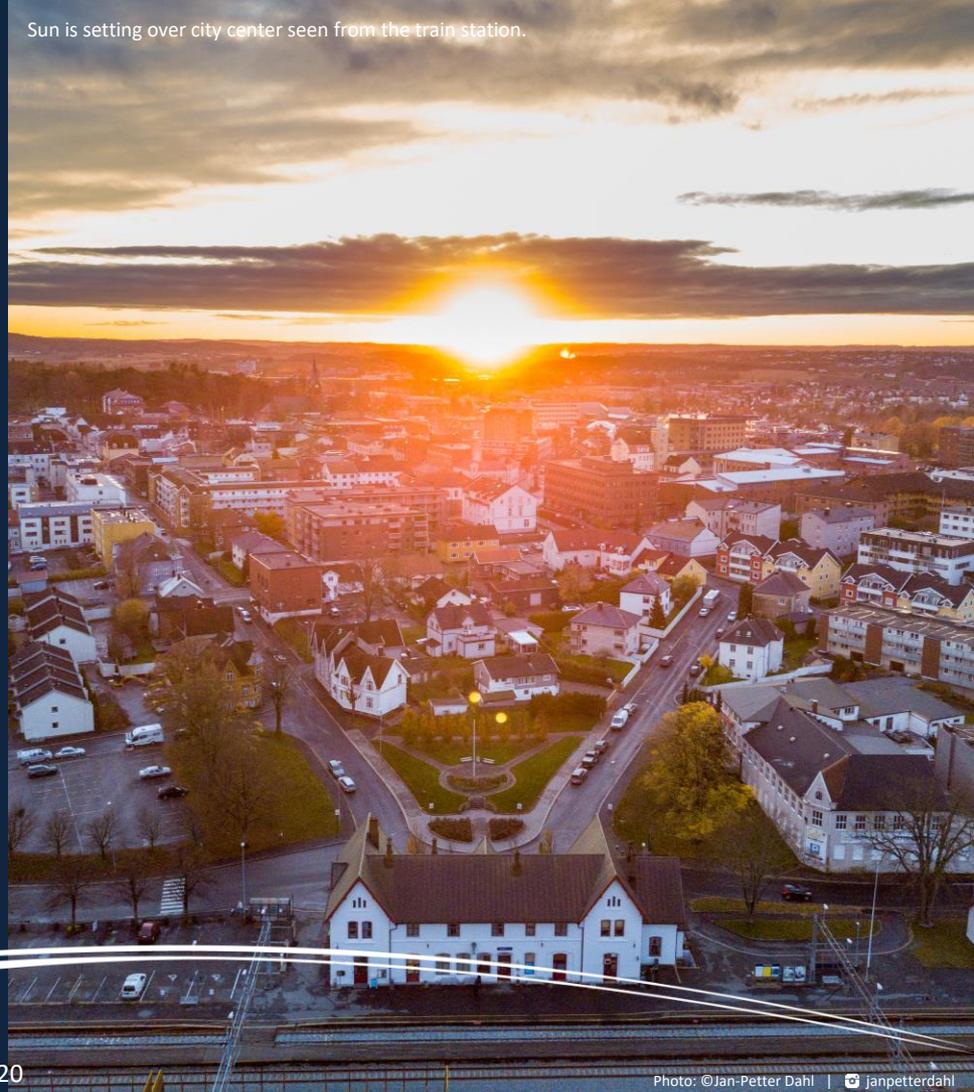
# The first three basic criteria: Providing the required property for REV Ocean



## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #1

# Political support and enthusiasm for the project



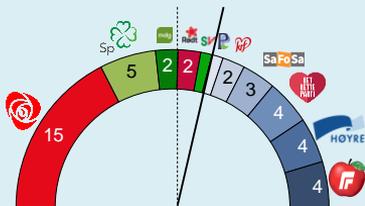
# 1 Political support and enthusiasm for the project

## Relevant facts



### Support of the project

#### Political situation 2019-2023



After a thrilling municipal election where Labor lost significantly, the current mayor successfully constituted a majority in the city council.

The project had cross-political support anyway, but it is good for this project's support that current positions will keep their support for the project.

## Proposition



In Sarpsborg we have a cross-political unified support of the ideology behind the initiative (saving the ocean), the organization fronting it (REV/Aker) and will do whatever we can do drive success in this project together with you

## Illustration



### Enthusiasm for the project

We fully support REV Ocean's core values and firmly believes Sarpsborg would be a great home for the Big Blue



We particularly like the ideological foundation REV Ocean is built on, and welcome the Big Blue to Sarpsborg



We will strive to achieve unanimous support for this bold project in our city council



*When the opportunity to host the home of the World Ocean Headquarters emerged, we immediately said that this will fit perfectly with our ambitions and values.*



# A handful of municipalities quickly lined up as potential alternatives and Sarpsborg's initiator was among the first to meet with REV Ocean



## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #2

Option to build without  
confiscating pristine nature and  
with as low environmental  
footprint as possible



## 2 Option to build without confiscating pristine nature and with as low environmental footprint as possible

### Relevant facts



#### Graalum in short

- Focus area for knowledge, technology and science
- 2.000 competence employees working in the area
- Sarpsborg's high end business location
- Graalum Smart City
- Next to E6 with own intersection to the highway
- Fortum car charging station
- Inspiria Science Center

#### Travel times by car (mins)

- Oslo: 60
- OSL: 90
- Rygge: 20
- Gothenburg: 120

### Proposition



Sarpsborg have several possible location for The World Ocean Headquarters. All located at Graalum – our Smart City district and popular office area, strategically located beside the E6 highway and several other competence businesses

### Illustration



#### One of the alternative locations for Big Blue



- Without confiscating pristine nature
- With as low environmental footprint as possible

#### Smart City and high-end business district



*Graalum is one of the key districts in the region and has become a popular business area. Much because of the strategic location close to the highway, but also because of the kind of companies settling down there. The World Ocean Headquarters would fit perfectly in here.*



The area for Sarpsborg's technology, environment and sustainability initiative for the future city development, encompassing the municipal effort Graalum Smart City

Located next to the E6 highway which connects the area effectively to both Oslo and Gothenburg, and makes Graalum the most prime office location in Eastfold

A very suited location for Big Blue

## The World Ocean Headquarters in Sarpsborg

# GRAALUM LOCATION

### ✓ REV Ocean criteria

Without confiscating pristine nature ✓

With as low environmental footprint as possible ✓

### 📍 Travel times by car (mins)

Oslo: 60  
Gardermoen: 90  
Gothenburg/Landvetter : 120  
Rygge Airport: 20  
Fredrikstad: 20  
Halden: 20

Competencies institutions located in the same area



A sunny summer day at central Graalum with Lake Tune in the back and with one of the prospective properties at Graalum marked in blue.

# About the Graalum area



# Graalum is Sarpsborg's area for Smart City-development and thereby one of the key prioritized areas for the future

Smart City is a concept that is used world-wide to explain how cities will develop sustainable societies, where economic, social and environmental values penetrate everything done and created



SMART CITY  
SARPSBORG



# A look into the future of what we might envision Graalum to become



Embedded in the PPT-presentation you will see a video below of what we might envision Smart City Graalum to become in some years.



Located at the heart of the Graalum area, the World Ocean Headquarters can become the crown of this project.

# The Inspiria Science Center is located at the heart of Graalum and fits the REV initiative like hand-in-glove for partnership and collaboration



Focus areas for research and science

Environment

Energy

Health



Inspiria Science Center is a scientific entertainment and learning center for math, natural sciences and technology where the visitors learn by experimenting themselves.



**PARTNERS:**



# Close to all the Big Blue properties, is the county's most prestigious office building situated – home to several potential partnerships?

Photo: Markedspartner



Situated besides the E6 highway, at Sarpsborg's up and coming business district. With it's innovative look, touch and feel, K5 has been acknowledge as Eastfold's most attractive office building. The building is home of several of Eastfold's most successful businesses today. A good working culture, hard-working attitude and creative solutions are common denominators for the tenants in K5.



## Østfolds «hotteste» kontorbeliggenhet

Content marketing piece in Norwegian from Metra business real estate agents

Sarpsborg blir stadig mer attraktivt, møner næringsmegler Øivind Slangsvold i Metra. Et av de aller mest moderne og fremtidsrettede næringsbyggene i regionen er K5 på Grålum.

I Kalnesveien 5 på Grålum i Sarpsborg ligger bygget som rommer fremtidens arbeidsplasser - allerede i dag. Det attraktive næringsbygget er designet med effektiv kommunikasjon, kunnskapsdeling og kreativitet i tankene. Det er ingen tilfeldighet, forteller Øivind Slangsvold i Metra Næringsmegling.



Photo: Kalnesveien Property X3



# The technological rocket

## Why REV should come our region

The sheer location of Sarpsborg is a big pro for us. It allows us to attract international talent. We simply have a different catchment area than Oslo-based competition.

You will be joining companies like ours that puts regional business- and industrial development on top of the agenda

In addition you will be part of a winning team. Our region is in a very positive development cycle. It's very satisfying to be part of this process and to see how the reputation of our region has rapidly transformed.

## We are in different industries, but connect as companies

Like REV Ocean we are a corporation very concerned with sustainability. We acknowledge that we might not be at the same aspirational level as REV Ocean yet, but we most certainly have a conscious mind towards it, backed by actions.

At the core of our operations we propel the worlds towards a more paperless society by digitalizing and technological solutions.

As a responsible employer we also put much emphasis on creating a good workplace with life-long learning in an healthy environment. These are also important aspects of the UN SDGs.

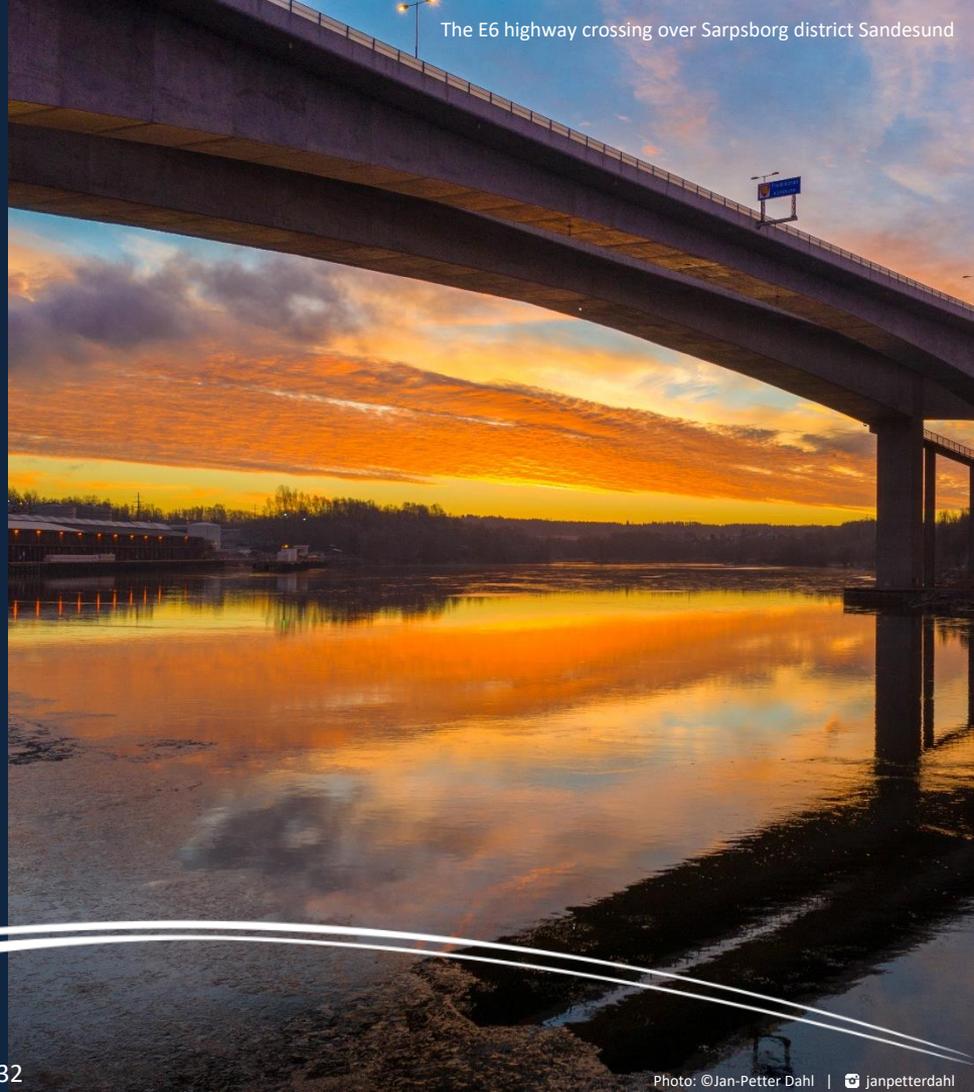
**We welcome you to Graalum and Sarpsborg.**

Thorfinn Hansen is the CEO of Infotjenester, a technology company that makes it easier to be an employer through digitalization. They have offices in all Scandinavian countries and Poland, and are one of many competency driven companies located at Graalum.

## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #3

Proximity to sea  
and deep-sea port



### 3 Proximity to sea and deep sea port

#### Relevant facts

##### Borg Port Authority (Borg Havn)

- Among Norway's main harbors (stamnetthavn)
- Key hub connecting sea with rail and road, as well as domestic with international traffic
- Managing seaside areas between Hvaler & Sarpsborg
- Highly focused on sustainability and "Smart Harbor"
- Weekly reception from several harbors in Germany, Netherlands and Denmark
- Owned by Sarpsborg, Fredrikstad and Hvaler municipalities

##### Ora Docks (Øra kaianlegg)

- Largest out of all 28 docks that Borg Port Authority manages
- 1.125 meters with docks
- 9,5 to 12 meters deep
- Can take ships <250 meters

#### Proposition

REV Ocean will get access to deep sea harbor for REV at Borg Port Authorities' facilities at Ora Docks – located where the ocean meets River Glomma, in the outer Oslo Fjord region and only 20 minutes drive from Big Blue in Sarpsborg

#### Illustration

##### State of the art harbor facilities at the Ora Docks



##### 20 minutes from Big Blue



*To be the most versatile and provident port authority in the Oslo Fjord, an effective sustainable logistics hub and crucial partner in developing the region and marine environment*

# Borg Port Authority is one of Norway's 26 key seaports – handles large ships weekly and with a high focus on sustainable development



## Facts

- One of Norway's main harbors (stamnetthavn)
- Key hub connecting sea with rail and road, as well as domestic with international traffic
- Managing seaside areas between Hvaler & Sarpsborg
- Weekly reception from several harbors in Germany, Netherlands and Denmark



## A smart port with sustainable solutions

### Vision

To be the most versatile and provident port authority in the Oslo Fjord, an effective sustainable logistics hub and crucial partner in developing the region and marine environment

### Ambition

Our ambition is to be a seaport that affect our environment as little as possible by noise, dust and emissions into air and water. We want to be in front of the development of new energy solutions. We aim at being a emission free harbor within 2030, where we also will be self-sufficient on energy.

### Smart port

The Borg Port Authorities has initiated a program that will facilitate research, development and innovation for sustainable seaport industry. Some of the projects are: emission free people transport, battery-return, autonomous freight ships and energy mapping , climate accounting and wind power.



## Ships visiting us



## Travel times (min)

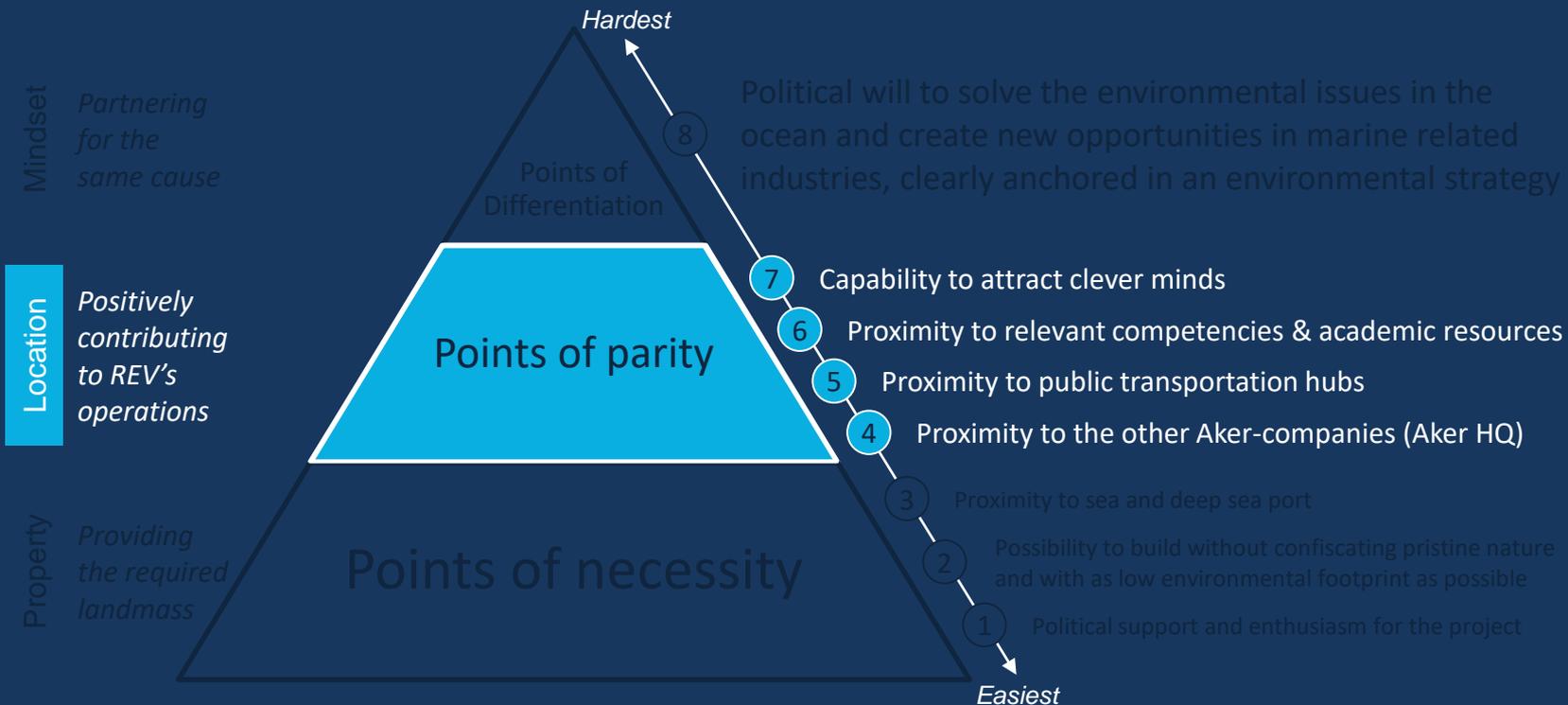
From the proposed locations for World Ocean Headquarters at Graalum in Sarpsborg



# The Ora docks is ready to welcome REV with top modern harbor facilities only 20 minutes drive from the Big Blue locations in Sarpsborg



# The middle four criteria: Positively contributing to REV Ocean's operations



## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #4

Proximity to the other Aker-companies (Aker HQ)



## 4 Proximity to the other Aker-companies (Aker HQ)

### Relevant facts

#### Going by car

- The E6 highway is the fastest way to get from Aker ASA to the proposed locations for the World Ocean Headquarters at Graalum
- The highway has four tracks most of the distance (except a few miles in Akerhus)
- All the alternative properties at Graalum are situated next to the E6 highway

#### Going by train

- Sarpsborg is included in the future InterCity triangle in the largest Oslo-area where four departures per hour between Oslo and Sarpsborg is planned
- Current travel time by train to Aker HQ by train is 1 hour 30 minutes

### Proposition

Sarpsborg locations for the World Ocean Headquarters at Graalum is only about an hour away from Fornebuporten and the rest of the Aker-companies.

### Illustration

#### 70 minutes drive



#### Four lanes highway



#### Future InterCity



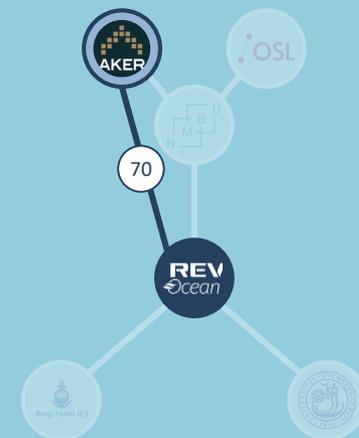
*We have had office locations in both Sarpsborg and Oslo for quite some time now. Several of our employees travel regularly between the two locations. Travel doesn't take long, it's usually done within an hour. We don't feel it's preventing us in any way.*

# Sarpsborg locations for Big Blue at Graalum is only about an hour away from Fornebuporten and the rest of the Aker-companies



## Travel times (min)

From the proposed locations for World Ocean Headquarters at Graalum in Sarpsborg



## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #5

Proximity to public  
transportation hubs



The mighty Sarpsborg Waterfalls

## 5 Proximity to public transportation hub(s)

### Relevant facts

Distances to and traffic numbers for transportation hubs in the region around Sarpsborg:

#### Gardermoen

Distance to Graalum: 137 km.  
Travel time by car: 90 min.  
Annual travelers: 27,6 mill.

#### Landvetter

Distance to Graalum: 227 km  
Travel time by car: 120 min.  
Annual travelers: 6,8 mill

#### Rygge

Distance to Graalum: 27 km  
Travel time by car: 20 min.  
Annual travelers: 1,6 mill (2016)

### Proposition

Sarpsborg is optimally located right in between two major airport hubs. Visitors will have a 90 mins. drive from OSL and just over two hours from Landvetter. All on four-lane highway. In addition Rygge is only 20 minutes away.

### Illustration

90 minutes away



120 minutes away



20 minutes away

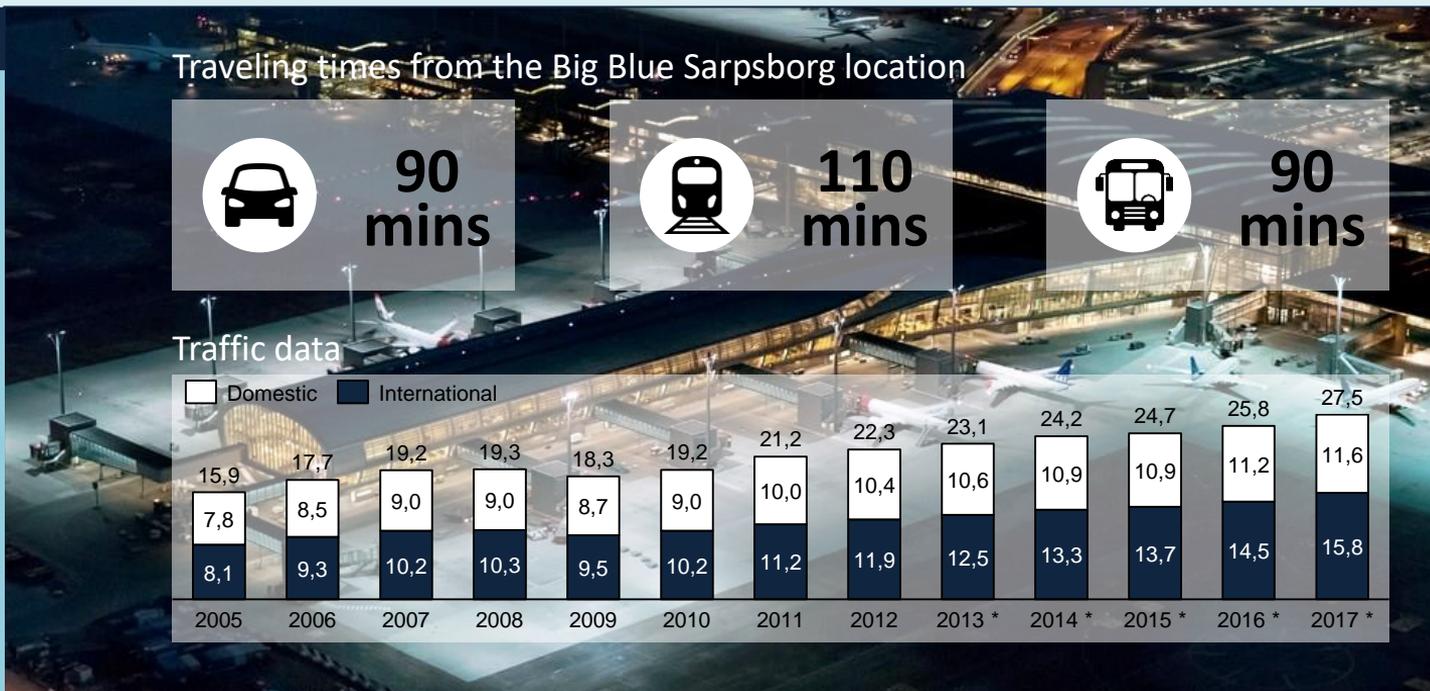


*As an international company and with our customers placed all over Norway, we travel in and out from OSL many times a week. Yes, it's a 90 minutes' drive, considerable more than with the airport express, but no employed with us has ever complained*

# The optional locations for Big Blue in Sarpsborg is only 90 minutes away from Gardermoen by car and about 110 minutes by train

**Travel times (min)**

From the proposed locations for World Ocean Headquarters at Graalum in Sarpsborg



# Sweden's second most busy airport is only a two hours drive away from Sarpsborg, adding a quarter of OSL's traffic to REV's catchment



## Travel times (min)

From the proposed locations for World Ocean Headquarters at Graalum in Sarpsborg

Traveling times from the Big Blue Sarpsborg location



2 hours



3 hours



3 hours

## Traffic data

Domestic International



# In addition are the chances of a re-opening of the Moss Rygge airport starting to increase – providing an airport on 20 minutes away

**Travel times (min)**

From the proposed locations for World Ocean Headquarters at Graalum in Sarpsborg

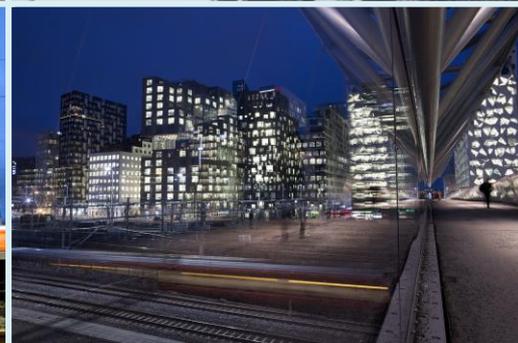
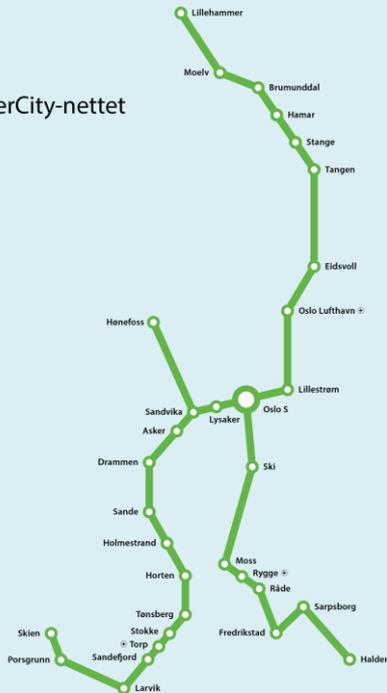
Traveling times from the Big Blue Sarpsborg location

 <b>20 mins</b>	 <b>40 mins</b>	 <b>25 mins</b>
--	--	--

Aiming at re-opening in 2021

# The Sarpsborg region is part of the Intercity expansion which will give more departures and only 55 minutes travel time to Oslo by 2029

InterCity-nettet



## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #6

Proximity to relevant  
competencies & academic  
resources



## 6 Proximity to relevant competencies & academic resources

### Relevant facts

Distances away from proposed sites for the Big Blue:

#### Scientific communities

- Institute for Energy Technique: **30 mins**
- Eastfold Research: **25 mins**
- Norwegian Center for Circular Economy: **25 mins**
- Smart Innovation Norway: **25 mins**

#### International academia

- Norwegian Environmentan and Bioscientific Univesity: **40 mins**
- University of Gothenburg: **2 hours and 15 mins**

#### Regional and national

- Industry clusters and regional business forum supporting the REV-establishment in the region
- All within **30 mins drive**

### Proposition

Sarpsborg's strategic location is positioning the city right in the middle of a buffet of highly relevant competence communities. Norway's #1 on sustainability reporting and four globally recognized research institution to mention a few

### Illustration

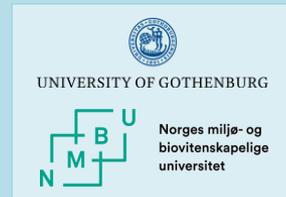
#### Aker's equivalent in woods



#### Global scientific communities



#### International academia



#### Regional & national support



*There is so much relevant competence and expertise in our region for REV Ocean to start collaborate with*

# #1 ON SUSTAINABILITY REPORTING 2019



# Borregaard is the pride of Sarpsborg, providing world class solutions to the global challenges using woods as resources

Borregaard operates the world's most advanced biorefinery. By using natural, sustainable raw materials, Borregaard produces advanced and environmentally friendly biochemicals and biomaterials that replace oil-based prod.



Same proud industrial tradition & heritage as the Aker group.

Does in the woods as which Aker BioMarine does in the ocean



Borregaard has 1.150 FTEs at plants and sales offices in 16 countries in Europe, Americas, Asia and Africa.

Best in Norway on sustainability reporting



A grade rating from the international organization CDP for its contribution to positive climate change. (Only 1.8% of 8.000 companies worldwide got A grade rating)



Borregaard is a company with rich traditions. The company has always utilized renewable raw materials and energy sources, which also is important for our future development as a sustainable producer of biochemicals



Substantial innovation efforts and global presence have contributed to the development of the biorefinery concept throughout the 130 years of the company's history.



# SCIENTIFIC & RESEARCH INSTITUTIONS



# The Institute for Energy Technique are globally top of the list in their research, focusing even more on sustainability going forward

	<h2>THE INSTITUTE FOR ENERGY TECHNIQUE</h2>	 <b>Travel times (min)</b>
<p><b>600 employees</b> <b>38 nationalities</b></p>	<p>We are an independent foundation and a leading scientific community in the fields of energy, located in Halden and on Kjeller. The knowledge, innovations and development at IFE has created several hundred billion NOKs in values for Norway and improved security, environment, climate both here in Norway and in the global world.</p>	<p>From the proposed locations for World Ocean Headquarters at Graalum in Sarpsborg</p>
 <p><b>PROSJEKTER</b></p> <p>Forbedring av avfallsdeponier</p> <p>Hvert år blir store volumer med husholdningsavfall og kommunalt avfall...</p>	<p>More than 140 scientific publication and 200 international projects originate from IFE.</p> <p>When the next chapter in the history of Norway is being written, will this be about how we adapt and adjust. This has always been IFE's big strength. We will continue to build bridges between science, education and industrial industries. We will continue research - for a better and more sustainable future.</p>	

# Smart Innovation Norway are doing research within energy, smart societies and new technology – targeting nine SDGs in their purpose

	<h2>SMART INNOVATION NORWAY</h2>	 <h3>Travel times (min)</h3>
<h3>30 employees 10 nationalities</h3>	<p>Smart Innovation Norway AS are working on independent and applied research, and specializes in research based business development within smart energy, smart cities and smart technology.</p> <p>The operations are located in Halden, close to the Swedish border.</p> <p>Smart innovation contribute to a sustainable societal and industrial development through</p> <ul style="list-style-type: none"> <li>• Conducting societal and industrial research and innovation projects</li> <li>• Facilitating a sharing culture through networking activities</li> <li>• Initiate competence development in collaboration with high schools and universities</li> </ul>	<p>From the proposed locations for World Ocean Headquarters at Graalum in Sarpsborg</p> 
<p><b>Fra lokal til internasjonal</b> Smart Innovation Norway og HCE Smart Kjøpene har utviklet seg fra å være et lokal energiforsknings- og utviklingsprosjekt til å bli en viktig regional innovasjonskraft innen smart energi, smarte byer og digitalisering (særligert teknologi).</p> <p>&gt; <a href="#">Les også: Fakta om utviklingen på smart.no</a></p> <p>I løpet av de siste årene har selskapet også utviklet seg til å bli en internasjonal aktør innen nettsystemer (FotU) med blant annet de produktene Netcon 200, Netcon 2000 og Netcon 20000. Selskapet har etablert et samarbeid med landene i Norge og driver med løsthengende, avansert forskning innen fornybar energi og informasjonsteknologi. Vi er opptatt av klima- og bærekraft og har et bredt samarbeid med universiteter (se <a href="#">samarbeidspartnere</a>). Haldenregionen under vann hadde i år det klart 17 millioner vi per i dag bidrar til å oppfylle</p> 		

# Smart Innovation Norway has since 2009 been leading the cluster NCE Smart Energy Markets

NCE stands for Norwegian Centres of Expertise – Norway’s most ambitious initiative to develop competitive and dynamic business clusters across national and international industries and sectors.



A selection of our partners



There are 14 NCE qualified business clusters in Norway,

Business & Industry		Academics & Research		Public sector		Partners	

# In addition a brand new cluster-initiative has been launched focusing on AI to make Norwegian companies sustainable and ready for the future



Smart Innovation Norway launches new AI cluster:

**– We are going to help each other get ready for the era we are entering**

Together with key business partners, the research and innovation company Smart Innovation Norway is creating a brand-new business cluster within applied AI to lift Norwegian companies into the future.

By [Mari Kristine Buckholm](#), 4th September 2019

In order to achieve the cluster's goal of making Norwegian companies sustainable and ready for a new world, which will largely be guided by artificial intelligence, the Halden-based research and innovation company Smart Innovation Norway has brought together key organizations from both private business, the public sector, and academia.

Already, more than 40 different players have agreed to join the industry cluster.

– All those who are in the cluster are companies that work with AI or have decided to work with AI.

# Eastfold Research is a national research institute with a purpose to contribute to a sustainable societal development in the future

	<h2>EASTFOLD RESEARCH</h2>	 <b>Travel times (min)</b>
<h3>30 employees</h3>	<p>Eastfold Research (Østfoldforskning) is a national research institute with a mission to contribute to knowledge to a sustainable societal development through innovation and creation. We are Norway's top academic community within Life Cycle Analyses (LCA) for the environmental resource efficiency of products and services.</p> <p>Eastfold Research was established to contribute to the strengthening of the scientific activity in Eastfold, and is an important institution in the regional development. Together with The Eastfold College (Høgsholen i Østfold), the Institute for Energy Technique (IFE), The Norwegian University for Environment and Bio-science (NMBU) they contribute to the region's development.</p>	<p>From the proposed locations for World Ocean Headquarters at Graalum in Sarpsborg</p> 



# Norwegian Center for Circular Economy is focusing on projects related to «the green shift» in Norwegian economy

**NSSQ** | NORSK SENTER FOR SIRKULÆR ØKONOMI

## NORWEGIAN CENTER FOR CIRCULAR ECONOMY

 Travel times (min)

20 min. from Sarpsborg

Together we create green competitiveness.

Norwegian Center for Circular Economy (Norsk Senter for Sirkulær Økonomi) work with opportunities that lies within circular economy in practice. Both for and between businesses and institutions. The development of new business opportunities and utilization of waste products are areas of interest that we immerse ourselves with and work on.

The Norwegian Center for Circular Economy is relevant for businesses and institutions that through projects based on the green shift, create innovation and profitability

From the proposed locations for World Ocean Headquarters at Graalum in Sarpsborg



**Sirkeltreff i Fredrikstad 29. april**

© 3. april 2019 | 1050 medlemmer, Sinebrøtt Sirkulærøkonomi

Norsk Senter for Sirkulær Økonomi inviterer, i samarbeid med Multiconsult, til Sirkeltreff 29. april. Tema er: Hvordan forandre FN's bærekraftsmål? (endrerens strategi, planer og rapportering)

- Sted: Multiconsult, Storgata 28, 1607 Fredrikstad
- Tid: 14:00 til 16:00

1. INTRODUKSJON AV FN'S 17 BÆREKRAFTSMÅL v/Emma Brøn (1050)

Plas bærekraftsmål er verdens felles arbeidsplan for å utnytte ferdighetene, bekjempe ulikhet og stoppe klimaendringene innen 2030. Hva innebærer dette og hvordan kan industribedrifter, org. bedrifter og offentlige virksomheter benytte disse i sin strategi, sine planer og rapportering?

# The Inspiria Science Center is located at the heart of Graalum and fits the REV initiative like hand-in-glove for partnership and collaboration



Focus areas for research and science

Environment

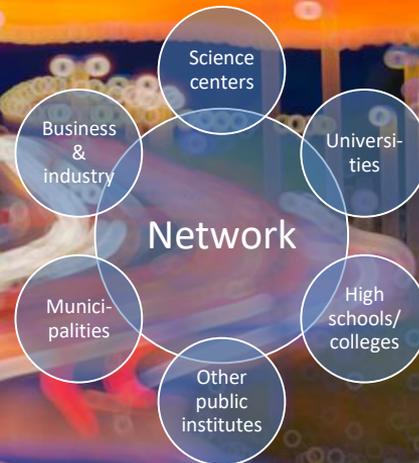
Energy

Health



Inspiria Science Center is a scientific entertainment and learning center for math, natural sciences and technology where the visitors learn by experimenting themselves.

PARTNERS:



# ACADEMIC INSTITUTIONS



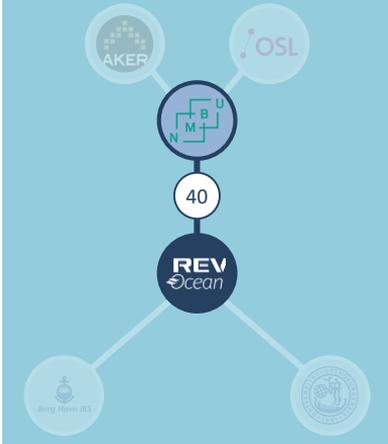
# Only 40 minutes from Sarpsborg lies one of Norway's best academic institutions for sustainability and renewable resources

NMBU has studies and research that meets the large global issues concerning environment, sustainability, climate challenges and renewable energy

**NMBU**  
(former University of Ås)



Travel times by car from proposed locations in Sarpsborg



5.000 fulltime students in total

1.900 employees

**Faculty of Environmental sciences and Nature management**

*Fakultet for Miljøvitenskap og Naturforvaltning*



- **PhD program in International Environment and Development studies**
- **PhD i Naturforvaltning**
- Master i miljø og naturressurser
- Master of Science in International Environment Studies
- Master of Science in Ecology
- Master i Miljøfysikk og fornybar energi
- Bachelor i miljø og naturressurser
- Bachelor in Internarial Environment and development studies
- Bachelor i Økologi og naturforvaltning

# Just over two hours away from Sarpsborg is one of Sweden's largest academic institutions for marine-related studies

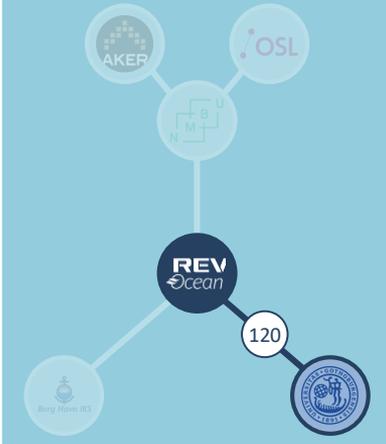
The Gothenburg University is one of Sweden's largest academic communities within marine science and education. Here you will find some of the nation's most prominent scientists in the area.

## UNIVERSITY OF GOTHENBURG



GÖTEBORGS UNIVERSITET

Travel times by car from proposed locations in Sarpsborg



26.000  
fulltime stu-  
dents in total

6.400  
employees

### Faculty of Natural Sciences

*Naturvitenskapelig fakultet*

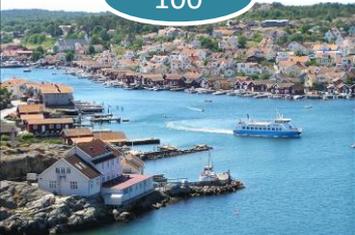
- Institute for Biology and Environments Science
- Institute for Marine Science
- Institute for Geosciences



- **Master in sustainable production of marine resources**
- **Master in Marine Sciences**
- **Master in Ocean and the society**
- **Master in Environmental science**
- Master in Geo-sciences
- Master in environmental and health protection
- Master in Biology
- Master in Physical oceanography
- Bachelor in Geo-sciences
- Bachelor in Marine science
- Bachelor in Environmental science
- Master of Science in Atmosphere, climate and ecosystem

# Within 100 minutes drive from the World Ocean Headquarters alternative in Sarpsborg, are five marine research stations on the Swedish coast

Minutes away from World Ocean Headquarters in Sarpsborg

 <p>GÖTEBORGS UNIVERSITET</p>		 <p>Sveriges lantbruksuniversitet</p>	 <p>UPPSALA UNIVERSITET</p>	<p>Bornö Institute for Ocean and Climate Studies</p>
<p>Sven lovén centrum för Marin infrastruktur</p> <p>Tjärnö</p> <p>50</p>	<p>Sven lovén centrum för Marin infrastruktur</p> <p>Kristineberg</p> <p>50</p>	<p>Havfiskelaboratoriet</p> <p>Lysekil</p> <p>90</p>	<p>Klubbans Biologiska Station</p> <p>Fiskebäckskil</p> <p>100</p>	<p>Bornö Marine Research Station Island of Stora Bornö</p> <p>85</p>
				
<p><a href="https://loven.gu.se/om-lovencentret/tjarno">https://loven.gu.se/om-lovencentret/tjarno</a></p>	<p><a href="https://loven.gu.se/om-lovencentret/kristineberg">https://loven.gu.se/om-lovencentret/kristineberg</a></p>	<p><a href="https://www.slu.se/institutio ner/akvatiskaresurser/kontakt/havsfiskelaboratoriet">https://www.slu.se/institutio ner/akvatiskaresurser/kontakt/havsfiskelaboratoriet</a></p>	<p><a href="https://www.klubbans.ibg.uu.se/">https://www.klubbans.ibg.uu.se/</a></p>	<p><a href="http://www.bornoinstitute.o.se/">http://www.bornoinstitute.o.se/</a></p>

# Also close in the region is the Eastfold Colledge (Høgskolen i Østfold) with several hundred academic employees and almost 8.000 students

**Høgskolen i Østfold**

7.700 students

400 foreign students

570 employees

# OTHER COMPETENCIES CLUSTERS



# In addition to all scientific and academic institutions mentioned earlier, you find many competence industries represented in the region



## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #7

### Capability to attract clever minds



# 7 Capability to attract clever minds

## Relevant facts

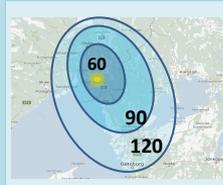
Historically Sarpsborg was strategically located on top of the moraine ridge and alongside the massive Sarpsborg Waterfalls, due to their protective capabilities. Location has been a key aspect of Sarpsborg since the foundation in 1016. Today the location of the region still plays a pivotal role. **Located between the two major city regions of Oslo and Gothenburg, Sarpsborg is accessible to three million people in just two hours.** None of the other applicant cities can show similar numbers for a pool of clever minds near by.

## Proposition

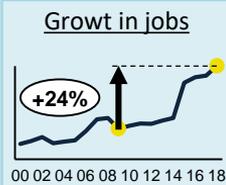
Objective research currently put Sarpsborg among Norway's most attractive areas to live and work in. We are accessible to 3 million people and already have a well-functioning reception program running and existing successes stories

## Illustration

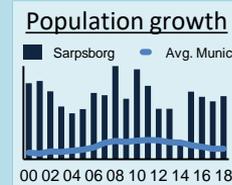
3 million people  
120 mins away



Among Norway's most attractive:  
Places to work



Places to live



A running  
reception prog.

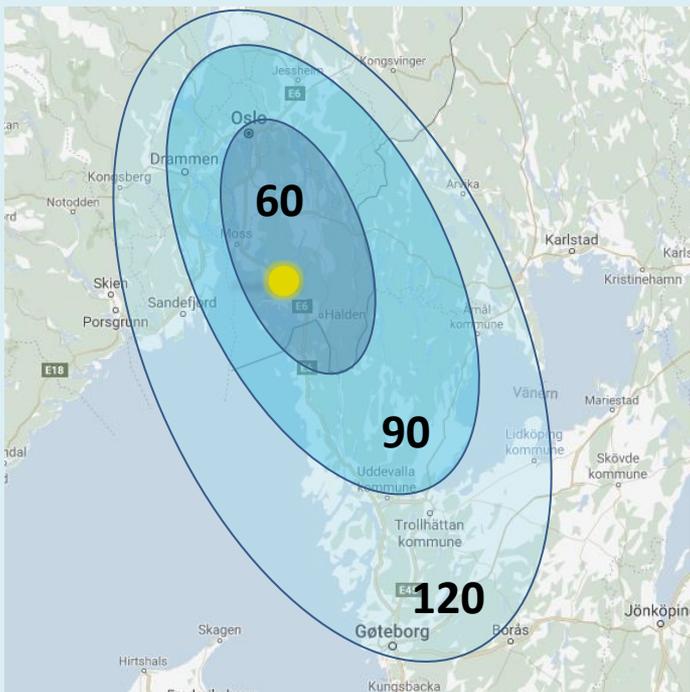


Existing  
Success stories



*We are here to help businesses in the region attract employees with specialized competencies nationally, but also particularly internationally*

# Sarpsborg is the optimal location for attracting clever minds to Big Blue's operation, reaching 3 million people within two hours drive



Ciry/ area	Minutes drive	Population	Sum population
Strømstad	35	15 000	1 145 000
Eastfold (Østfold)	60	285 000	
Akershus south	50	645 000	
Oslo	60	200 000	
Akerhus west	75	400 000	1 865 000
Akershus east	75	200 000	
Drammen	85	70 000	
Uddevalla	85	50 000	
Årjäng	95	10 000	3 075 000
Tønsberg	100	45 000	
Eidsvoll	105	25 000	
Trollhättan	105	45 000	
Bengtstors	105	10 000	
Sandefjord	110	65 000	
Hønefoss	115	15 000	
Larvik	120	45 000	
Kongsberg	120	25 000	
Gothenburg	120	900 000	
Arvika	120	25 000	

Sarpsborg is within a two hours drive from three million people

We have decomposed some regions to approximately fit into the travel time intervals of 60, 90 and 120 minutes. Hence the population numbers by some of the cities/areas can look somewhat wrong by face value. Particularly the places in the 60 and 90 minute zones has been approximated.

Distances calculated using Google Maps, during normal traffic (non-rush hours). Population estimated using Wikipedia as source.

# Sarpsborg is an ambitious and forward leaning region in a positive trend of growing attractiveness and popularity

## Leaping the ranks of attractiveness

**830 nye arbeidsplasser i Sarpsborg i fjor: - Knappt så vi tror det er sant!**



Sarpsborg Arbeiderblad mars 2019/  
Local Sarpsborg news paper 2019

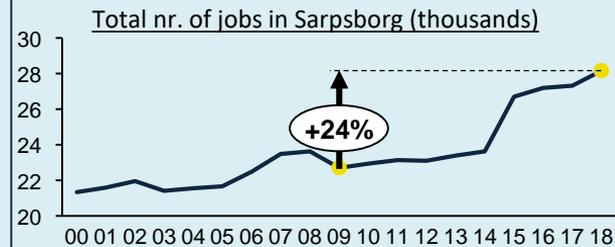
“ *It is sensationally good. It is clear that we now have turned a tide. I would describe it as a breakthrough.*

Thomas Engh,  
municipal industrial advisor, 2019

“ *Sarpsborg is now an attractive city both for business and settlement.*

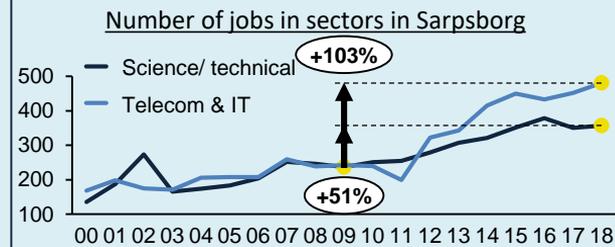
Telemark Research/  
Telemarksforskning, 2019

## 10 years with growth in jobs



Source: Telemarksforskning/Telemark Research 2019

## Science & IT overperforming

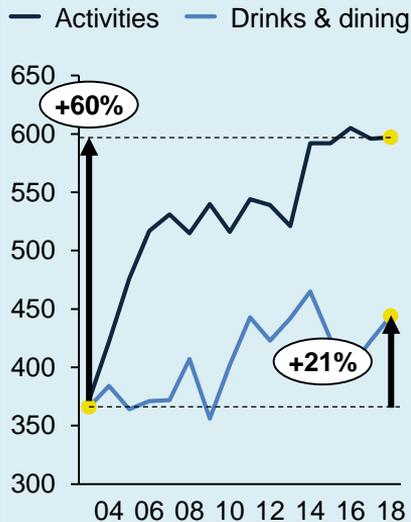


Source: Telemarksforskning/Telemark Research 2019

# Sarpsborg is one of the fastest growing areas in Norway with a strong growth in population and recreational industries and a cultural boost

## More places to socialize

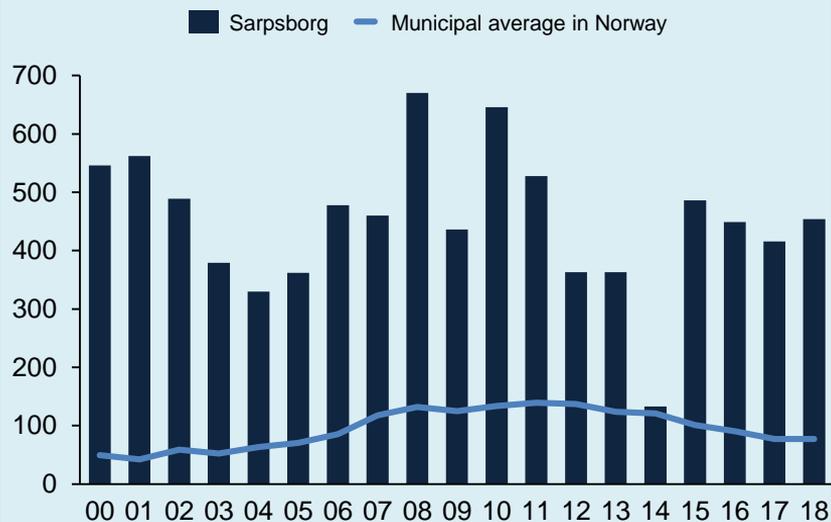
### Employees in selected industries



Source: /Telemark Research 2019

## Among the fastest growing municipalities in Norway

### Annual population growth (number of people)



Source: Statistics Norway

## Top 3 on culture

### Drammen, Larvik eller Sarpsborg blir årets kulturkommune 2019

Norsk kulturforum deler ut prisen Norges kulturkommune, og juryen har nominert tre varierte og fremtidsrettede kulturkommuner til prisen. Finalistene er Drammen, Larvik og Sarpsborg.



The award Norway's Culture Municipality is founded and handed out by Norwegian Culture Forum. It is a recognition of municipalities that work good with all aspect of the cultural concept, challenges and opportunities.

Source: KS.no

# We have a well-functioning reception program for migrated special competencies to the Sarpsborg region (facilitated by «the partnership»)

## PARTNERS IN THE PROGRAM:



## MUNICIPALITIES & COUNTY ORGANIZATIONS



## BUSINESS ASSOCIATIONS



## GOVERNMENTAL & NATIONAL ORGANIZATIONS



## Purpose of the program

- Help businesses in Eastfold to attract specialized competencies
- Highlight professional communities and spare time activities to contribute to integration of people with specialized competencies, so that they will stay in the region for 10+ years

### Contact person



Gina Finsrud



## The role of the program

- Create an action plan for migrated competencies
- Facilitate good childhood, living and spare time activities for migrants
- Market strong local professional communities across businesses
- Provide necessary information
- Facilitate meeting arenas
- Organize network meetings
- Exchange experience with the company and migrant
- Investigate job opportunities for wife/husband
- Coordinate common job ad campaigns



## Examples of activities

- Norwegian course with child care
- “Know your own town-tour” in English
- Regular social meeting places
- Common sports and culture activities
- Network meetings (help with paper work, onboarding and sharing of experience)
- Private “buddies” adapting to individual needs
- “Back-up grandparents”
- Start-up home
- Translation of essential information to English (and other languages)

# There are several organizations in the region that recruit globally – and succeed attracting top of the world competencies to the region



# Borregaard

## About the company

Borregaard provides sustainable biochemicals based on renewable raw materials and unique competence.

## Type of positions

To the operation in Sarpsborg the company recruit internationally oriented specialized competence within:

- Research & development
- Sales and marketing
- Chemistry & biotechnology

## Nations

12

## Int. posit.

30

## Success criteria

- Utilize international networks of recruiters
- Presence in social media
- World class welcoming & onboarding program

# Children's International School does all their education in English and is perfect for families migrating into the area

## Our Vision

- CIS seeks to give students an international education that promotes the students to become life-long learners, with a caring attitude, and a respectful approach to different cultures and beliefs.
- CIS wants to provide the students with a positive work environment that includes an atmosphere of cooperation and a mutual respect for other individuals' values and ideas.
- CIS believes that by providing our students with a unique opportunity and foundation to develop a knowledge and appreciation of music and the arts we can guide our students to become responsible, respectful, and open-minded citizens within a global community.

## Primary Years Programme (6-12 years)

CIS has designed a transdisciplinary curriculum based on the IB programme that draws together individual subject disciplines into a coherent whole. Our teaching aims to bring together research, knowledge, and experiences to create a curriculum that is relevant, challenging, engaging, and internationally minded. Instruction is in English and Norwegian with support for mother tongue students.

Throughout the Primary Years Programme students will be educated through transdisciplinary units of inquiry. Each year, students will work within six different themes that are universally important. This approach gives students the opportunity to learn important concepts without the restriction of subject boundaries.



The Sarpsborg school



The Fredrikstad school



The Moss school



# There are two marine national parks near by for recreational time with the family

Photo: Hva skjer i Fredrikstad

## Outer Hvaler National Park [Ytre Hvaler Nasjonalpark]

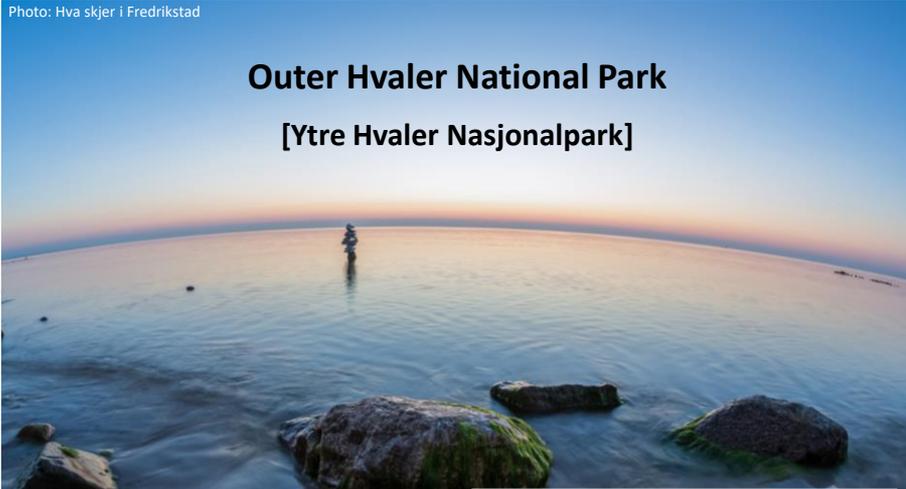


Photo: Marit Winther-Janson



Photo: Haakon Braathu Haaverstad

Photo: Kjetil Lier Svendsen

## Koster Ocean National Park [Kosterhavets Nasjonalpark]



Photo: Tomas Lundälv



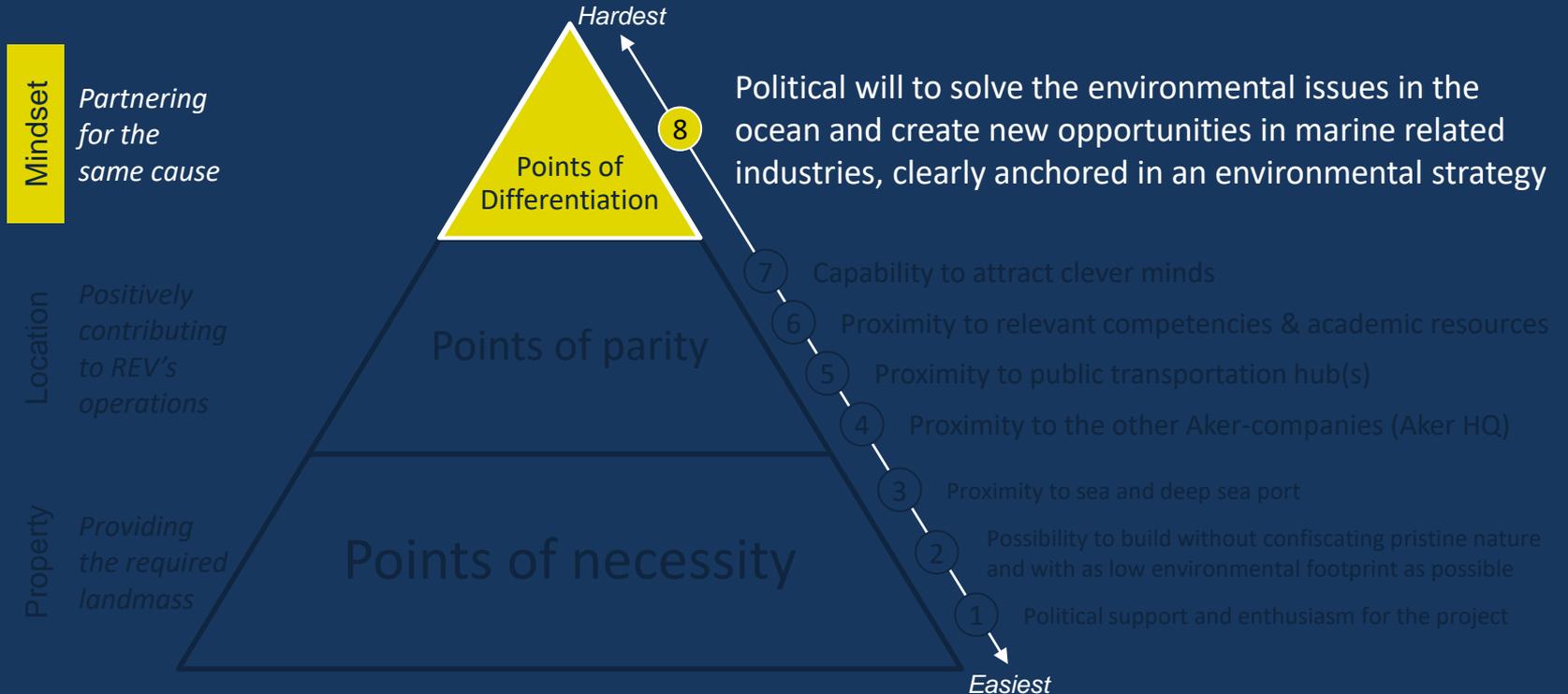
Photo: Martin Borg



Photo: Visit Sweden



# The final and to us most important criteria: Partnering with REV Ocean to help solve global problems



## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# # 8

Political will to solve the environmental issues in the ocean and create new opportunities in marine related industries, clearly anchored in an environmental strategy



8

Political will to solve the environmental issues in the ocean and create new opportunities in marine related industries, clearly anchored in an environmental strategy

Relevant facts



**The Societal Plan 2018-2030** is the high-level strategic plan for how Sarpsborg is going to grow and develop in the future. All political parties stand behind this declaration. The document contains several sections on environmental issue and sustainability.

We are currently working on a dedicated **Societal Plan for Climate and Energy**, which is going to be a huge improvement to our current environmental strategy

**The UN SDGs** are on the way to be established as a working framework in our work.

Proposition

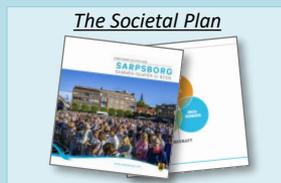


Sustainability and focus on environmental issues has become a beacon in our Societal Plan. This mindset transcends into the ocean for Sarpsborg. We have political will to create marine industries help solve oceanic issues.

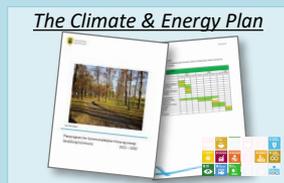
Illustration



We acknowledge global problems and will participate in the solution



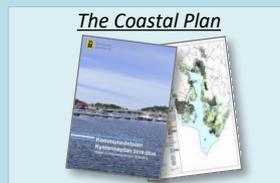
We are working on implementing the SDGs in a climate & energy plan



We participate in partnerships that will help us look beyond our own region



We have an existing plan for developing a marine industry cluster in the region



*We might not be the most prominent coastal region yet, but marine business and industrial development that both are sustainable and society developing, is an important opportunity that we will investigate in a common inter-regional project going forward*



# Current plans & strategies

# The municipality of Sarpsborg acknowledge the global issues that needs to be solved on land and in the ocean and will take part in it

Description of the governing document we refer to here: **The Societal Plan**

*The municipal plan's societal section, often referred to as "the societal plan" sets targets and strategies for the societal development in Sarpsborg. Here we elevate our outlook and think long-term. The plan sets direction for priorities for the municipal four-year action plans and budgets.*

Quotes & citation for the governing document in question

” Sustainability will be a condition for the development of Sarpsborg the next 1000 years

Our model of sustainable development of Sarpsborg



” **Environmentally** we need to act so we reduce green-house gases, adapt to the changing climate, utilize landmasses better, travel more collectively and secure fresh water an clean air. We need to focus on a circular economy.

” **Economically** the industry needs good conditions to develop attractive job opportunities. Private and public business must foster and create a culture for innovation.

Comments & reflection on content

As evident by the quotes taken from our Societal Plan 2018-2030, we acknowledge the global issues and recognize our place to help contribute to the solution.

We have started by first working on being more sustainable and future oriented ourselves.

**This mindset transcends into political will to participate in solving oceanic issues in the future as well.**

**REV Ocean's eighth criteria:**

- Political will to solve the environmental issues in the ocean
- Political will to create new opportunities in marine related industries
- Clearly anchored in an environmental strategy

**Governing strategic doc.**



Source: All quotes taken from The Societal Plan 2018-2030, page 12-13: "A Sustainable Sarpsborg"

# An example of how we are improving our regional environmental issues, is the Municipal Plan for Climate and Energy that's in the making

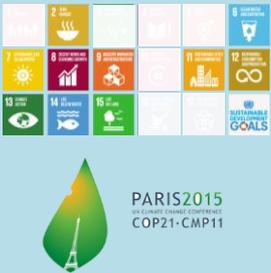
Description of the governing document we refer to here: **Municipal Plan for Climate and Energy 2021-2030**

*The Municipal Plan for Climate and Energy will describe guidance and conditions for the municipality's climate politics regarding energy usage, greenhouse gas emissions in Sarpsborg, climate adjustments, goals and strategies. It will also contain an action part that describes measurements that will be executed.*

Quotes & citation for the governing document in question

” Many of the goals in the current plan are not ambitious nor concrete enough

” International inputs



PARIS2015  
UNFCCC COP21-CMP11

” National inputs



” Regional inputs



Comments & reflection on content

In developing the new Municipal Plan for Climate and Energy, we take both the UN SDGs, Paris 2015 agreement, national parliamentary reports and regional ambitions in as inspirational sources.

Amongst the Eastfold County's goals towards 2030, we inherit having fossil free transportation and that we are going to be a pioneering region on recycling, re-use and circular economy

**REV Ocean's eighth criteria:**

- Political will to solve the environmental issues in the ocean
- Political will to create new opportunities in marine related industries
- Clearly anchored in an environmental strategy

**Governing strategic doc.**



Source: All quotes taken Municipal Plan for Energy & Climate

# Sarpsborg is member of Climate Partners Eastfold initiative – this will help us to start looking beyond ourselves and more into the ocean

Description of the governing document we refer to here:

*The Climate Partners is a partnership between public and private institutions. The ambition is to find climate-friendly solutions together. Results are created in community with each other and by putting focus on problems and solutions. We believe that dialogue, knowledge-sharing and collaboration across industries sectors increase the pace of change*

Quotes & citation for the governing document in question

” The Climate Partners Eastfold was established June 2019 as a regional partnership for reduction of greenhouse gases and green business development in the region.

” The partnership seeks a constructive climate cooperation with regional industries, NGOs, academic institutions, county municipality and local municipality

” Work done as a member of The Climate Partnership is done in line with the Municipal Societal Plan and Municipal plan for Climate and Energy

” As a member of the Climate Partnership Eastfold, Sarpsborg commits to report own emissions of greenhouse gases, make plan for reduction, environmentally certify own operations and participate in gatherings and work processes

Comments & reflection on content

As a newly established initiative to become even better at sustainable development and being environmentally friendly in our municipal operations at home, we have joined the initiative Climate Partners Eastfold.

Being part of this partner group will enable us to take the next step in practice and start working on solving issues beyond our selves – like in the ocean.

## REV Ocean’s eighth criteria:

- Political will to solve the environmental issues in the ocean
- Political will to create new opportunities in marine related industries
- Clearly anchored in an environmental strategy

## Governing strategic doc.



Source: All quotes taken the Climate Partnership’s statutes

# There is a pending municipal strategy to develop one of the coastal areas into a regional cluster of marine industry and excellence

Description of the governing document we refer to here: **The Coastal Plan 2015-2026**

*The coastal plan 2015-2026 (kystzoneplanen) function as a tool to realize the goals in in the societal part of the municipal plan. The coastal plan is the legal authority to govern the physical development of Sarpsborg's coastline. The document provides directional momentum to what we want to do with our coastal zone in Sarpsborg.*

Quotes & citation for the governing document in question

” The coastal line of Sarpsborg offer many opportunities to establish businesses

” There is an opportunity to develop one of our coastal districts into a regional center for marine industries and tourism, but no current prospect to realize this potential exists at the moment

” The plan to develop one of the coastal districts must be taken up again should there present itself opportunities in the future

” Our ambition is to facilitate and stimulate development of existing and establishment of new business activity

Comments & reflection on content

As the quotes here indicate, has the municipality previously discussed opportunities to establish centers of marine excellence and industry in one of the coastal districts in our region. We have several coastal areas in Sarpsborg that could be suited for a marine center of excellence.

## REV Ocean's eighth criteria:

- Political will to solve the environmental issues in the ocean
- Political will to create new opportunities in marine related industries
- Clearly anchored in an environmental strategy

## Governing strategic doc.



Source: All quotes taken from The Coastal Plan 2015-2016 (Kystplanen 2015-2016).

# The beautiful areas



Photo: skjebergmaria.no



Photo: Bent Velling



Photo: Bent Velling



Photo: Vette Magelssen



Photo: sa.no (Jarl M. Andersen)

# around our coastline



Photo: Bent Velling



Photo: sa.no(private)



Photo: Strandvollen.no

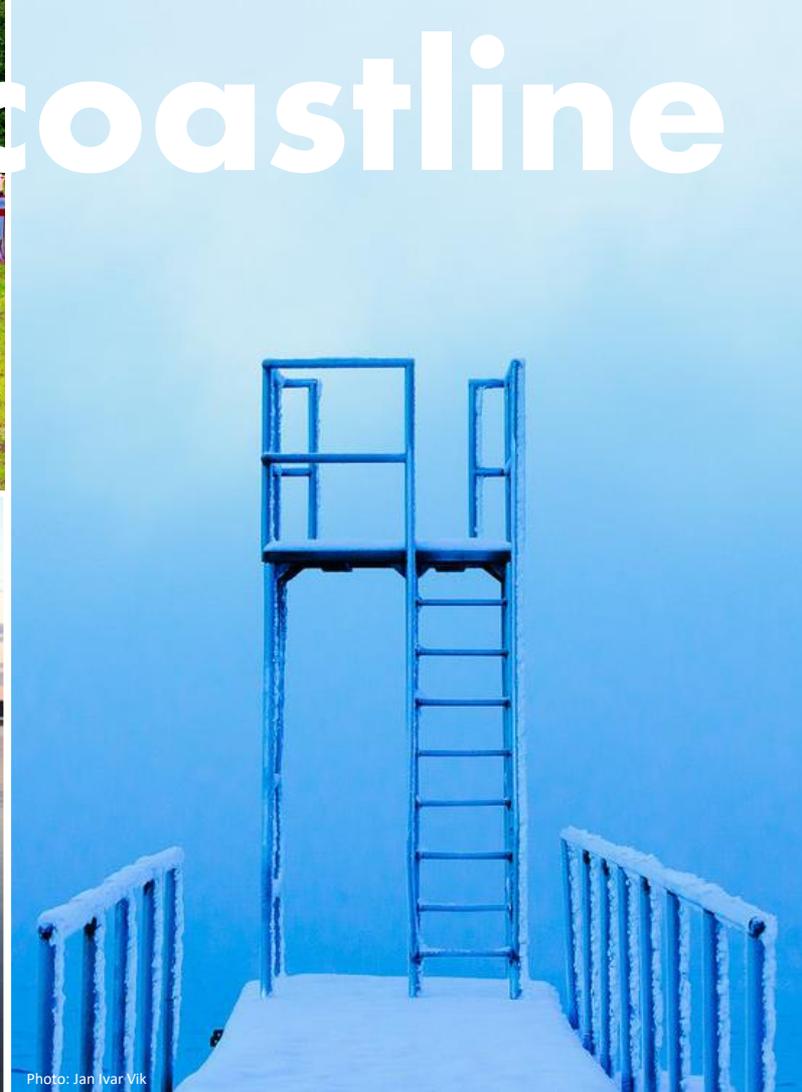


Photo: Jan Ivar Vik

# In the Sarpsborg region we already have or are working on establishing strong national and international positions in four future industries

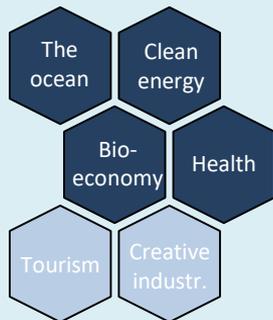
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Quotes & citation for the governing document in question

“ Our region is minimally fueled by oil which makes us well equipped to handle the green (and blue) shift and develop new sustainable industries

“ Norway is preparing for a future less dependent of oil industry. Innovation Norway has pointed to six focus areas. The Sarpsborg region already has a national and international position, or are in the process of building up competencies in several of these industries.



“ We have launched a collaborative business initiative with the purpose to stimulate private institutions outside our region , to establish themselves with us (Næringsriket Østfold)

Comments & reflection on content

Being part of the solution when it comes to create “Norway post-oil” is important to Sarpsborg. The Sarpsborg region have good presumptions to succeed with the upper four industries in the model. The Sarpsborg region is part of the long coastal area between Oslo and Gothenburg and as seen previous in this document, this is a world class region for ocean marine competencies.

## REV Ocean's eighth criteria:

- Political will to solve the environmental issues in the ocean
- Political will to create new opportunities in marine related industries
- Clearly anchored in an environmental strategy

## Governing strategic doc.



Source: All quotes taken from The Societal Plan 2018-2030, page 20-21: “Jobs for the future”

# We have developed four strategies to create new business opportunities in the region, including increased efforts in marine industries

Description of the governing document we refer to here:

*The municipal plan's societal section, often referred to as "the societal plan" sets targets and strategies for the societal development in Sarpsborg. Here we elevate our outlook and think long-term. The plan sets direction for priorities for the municipal four-year action plans and budgets.*

The new Southern Bay region* is an attractive area to establish new business	The new Southern Bay region* has sustainable and future oriented industries	The new Southern Bay region* is regarded as one unified and attractive region	Businesses has access to relevant competencies for tomorrow's challenges
Offer attractive locations to businesses that want to get established in the region	Stimulate to increased work in science and innovation through partnerships	Market Sarpsborg as part of the region	Motivate youth to complete higher education
Actively working to transform new areas for future business	Do public purchases that stimulate to innovation and sustainability	Develop agreements and templates for inter-municipal collaboration	Strengthen the collaboration between the municipality, business and academics
Utilize the region's central geographical location	Contribute to connect local industries regionally, nationally and internationally		Improve the public transportation systems for job commute
Prioritize industries' needs in municipal building and regulating processes	Develop arenas and meeting areas and networks for young entrepreneurs	Goals	Strategies

## REV Ocean's eighth criteria:

- Political will to solve the environmental issues in the ocean
- Political will to create new opportunities in marine related industries
- Clearly anchored in an environmental strategy

## Governing strategic doc.



\*"Søndre Viken" in Norwegian. Viken county ("The Bay county") is a new county in Norway from 2020. The Southern Bay region consist of Sarpsborg, Fredrikstad and Halden. Source The Societal Plan 2018-2030

# Future ambitions & aspirations

# We see six strategies spread over local, regional and global arenas that would be interesting to look into in the future

## Local



### Elevate our own municipal ambitions

Work towards becoming a pioneering musicality

- 1) Start working to become The Sustainability Municipality in Norway through fully embracing and implementing the UN SDGs
  - Familiarize more with the framework
  - Set targets
  - Commit
  - Implement into municipal plans and strategies
- 2) Improve the marketing of the region as an attractive place to live and work

## Regional



### Unite and employ regional resources

Initiate regional center of excellence

- 1) Initiate talks with Smart Innovation Norway to establish a marine Center of Expertise in the region
- 2) Revoke the coastal district initiative to foster marine industries in the region
- 3) Start collaborating with the two big academic marine universities in the region – looking for new marine projects that could be initiated in the region

## Global



### Expand our circle of influence

Join and support existing projects/causes

#### E.g. projects like:

- a) The Plastic REVolution Foundation in Ghana or other future REV Ocean projects
- b) Projects initiated by Passion for Ocean or other similar organizations spearheading the cause of saving the ocean



## The Mayor

# We get it!

Locating the World Ocean Headquarters is a big decision with wide and dramatic ripple effects. Possibly the most prestigious privately owned building project in recent history in Norway. **We acknowledge the magnitude of the project and the expectations to the future host of this magnificent initiative.**

There are many locations along our coastal line in Norway (or in the world for that matter) that all would be able to provide the required landmasses for the building, docks to REV and a proper airport within acceptable range. Many locations would also be able to show off first class academic and scientific communities near by and a will to develop the marine industry in the region. Settling the score after the process of compiling this document, the Sarpsborg region definitely fits into this category. **We are a coastal region that will serve all “functional” requirements from REV Ocean.**

**Still we believe this is not enough** to be the optimal location. We believe that REV Ocean is looking for a region partnering with the initiatives and participating in solving global oceanic issue. Sarpsborg is that kind of a region. **We get the cause and will make a difference together with you.**

## WHY SARPSBORG IS THE OPTIMAL LOCATION FOR THE WORLD OCEAN HEADQUARTERS

1	EXECUTIVE SUMMARY
2	INTRODUCTION & BACKGROUND
3	SARPSBORG'S PROPOSITION TO REV OCEAN
4	SUMMARY

Lake Tune(Tunevannet) – a local lake and popular beach resort. A true gem to the eye. Located only 5 minutes away from one of the proposed locations for the world Ocean Headquarters in Sarpsborg.

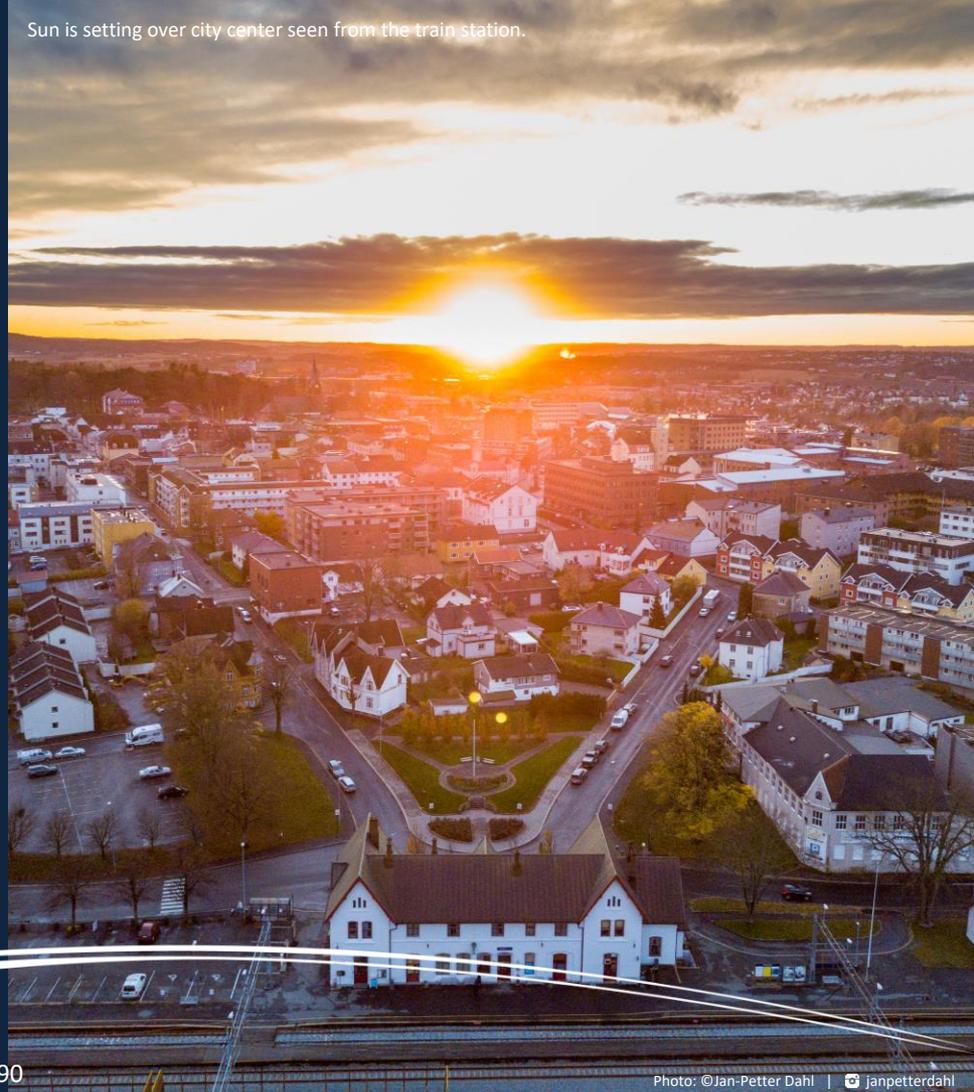


Photo: ©Jan-Petter Dahl | [janpetterdahl](#)

## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #1

# Political support and enthusiasm for the project



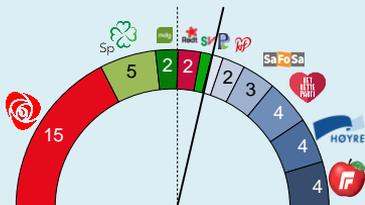
# 1 Political support and enthusiasm for the project

## Relevant facts



### Support of the project

#### Political situation 2019-2023



After a thrilling municipal election where Labor lost significantly, the current mayor successfully constituted a majority in the city council.

The project had cross-political support anyway, but it is good for this project's support that current positions will keep their support for the project.

## Proposition



In Sarpsborg we have a cross-political unified support of the ideology behind the initiative (saving the ocean), the organization fronting it (REV/Aker) and will do whatever we can do drive success in this project together with you

## Illustration



### Enthusiasm for the project

We fully support REV Ocean's core values and firmly believes Sarpsborg would be a great home for the Big Blue



We particularly like the ideological foundation REV Ocean is built on, and welcome the Big Blue to Sarpsborg



We will strive to achieve unanimous support for this bold project in our city council



*When the opportunity to host the home of the World Ocean Headquarters emerged, we immediately said that this will fit perfectly with our ambitions and values.*



## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #2

Option to build without  
confiscating pristine nature and  
with as low environmental  
footprint as possible



## 2 Option to build without confiscating pristine nature and with as low environmental footprint as possible

### Relevant facts



#### Graalum in short

- Focus area for knowledge, technology and science
- 2.000 competence employees working in the area
- Sarpsborg's high end business location
- Graalum Smart City
- Next to E6 with own intersection to the highway
- Fortum car charging station
- Inspiria Science Center

#### Travel times by car (mins)

- Oslo: 60
- OSL: 90
- Rygge: 20
- Gothenburg: 120

### Proposition



Sarpsborg have several possible location for The World Ocean Headquarters. All located at Graalum – our Smart City district and popular office area, strategically located beside the E6 highway and several other competence businesses

### Illustration



#### One of the alternative locations for Big Blue



- Without confiscating pristine nature
- With as low environmental footprint as possible

#### Smart City and high-end business district



*Graalum is one of the key districts in the region and has become a popular business area. Much because of the strategic location close to the highway, but also because of the kind of companies settling down there. The World Ocean Headquarters would fit perfectly in here.*



## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #3

Proximity to sea  
and deep-sea port



### 3 Proximity to sea and deep sea port

#### Relevant facts

##### Borg Port Authority (Borg Havn)

- Among Norway's main harbors (stamnetthavn)
- Key hub connecting sea with rail and road, as well as domestic with international
- Managing seaside areas between Hvaler & Sarpsborg
- Highly focused on sustainability and "Smart Harbor")
- Weekly reception from several harbors in Germany, Netherlands and Denmark
- Owned by Sarpsborg, Fredrikstad and Hvaler municipalities

##### Ora Docks (Øra kaianlegg)

- Largest out of all 28 docks that Borg Port Authority manages
- 1.125 meters with docks
- 9,5 to 12 meters deep
- Can take ships <250 meters

#### Proposition

REV Ocean will get access to deep sea harbor for REV at Borg Port Authorities' facilities at Ora Docks – located where the ocean meets River Glomma, in the outer Oslo Fjord region and only 20 minutes drive from Big Blue in Sarpsborg

#### Illustration

##### State of the art harbor facilities at the Ora Docks



##### 20 minutes from Big Blue



*To be the most versatile and provident port authority in the Oslo Fjord, an effective sustainable logistics hub and crucial partner in developing the region and marine environment*

## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #4

Proximity to the other Aker-companies (Aker HQ)



## 4 Proximity to the other Aker-companies (Aker HQ)

### Relevant facts

#### Going by car

- The E6 highway is the fastest way to get from Aker ASA to the proposed locations for the World Ocean Headquarters at Graalum
- The highway has four tracks most of the distance (except a few miles in Akerhus)
- All the alternative properties at Graalum are situated next to the E6 highway

#### Going by train

- Sarpsborg is included in the future InterCity triangle in the largest Oslo-area where four departures per hour between Oslo and Sarpsborg is planned
- Current travel time by train to Aker HQ by train is 1 hour 30 minutes

### Proposition

Sarpsborg locations for the World Ocean Headquarters at Graalum is only about an hour away from Fornebuporten and the rest of the Aker-companies.

### Illustration

#### 70 minutes drive



#### Four lanes highway



#### Future InterCity



*We have had office locations in both Sarpsborg and Oslo for quite some time now. Several of our employees travel regularly between the two locations. Travel doesn't take long, it's usually done within an hour. We don't feel it's preventing us in any way.*

## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #5

Proximity to public  
transportation hubs



The mighty Sarpsborg Waterfalls

## 5

## Proximity to public transportation hub(s)

## Relevant facts

Distances to and traffic numbers for transportation hubs in the region around Sarpsborg:

**Gardermoen**

Distance to Graalum: 137 km.  
Travel time by car: 90 min.  
Annual travelers: 27,6 mill.

**Landvetter**

Distance to Graalum: 227 km  
Travel time by car: 120 min.  
Annual travelers: 6,8 mill

**Rygge**

Distance to Graalum: 27 km  
Travel time by car: 20 min.  
Annual travelers: 1,6 mill (2016)

## Proposition

Sarpsborg is optimally located right in between two major airport hubs. Visitors will have a 90 mins. drive from OSL and just over two hours from Landvetter. All on four-lane highway. In addition Rygge is only 20 minutes away.

## Illustration

90 minutes away



120 minutes away



20 minutes away



*As an international company and with our customers placed all over Norway, we travel in and out from OSL many times a week. Yes, it's a 90 minutes' drive, considerable more than with the airport express, but no employed with us has ever complained*

## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #6

Proximity to relevant  
competencies & academic  
resources

Borregaard factories and city center in the back in summer sunset



## 6 Proximity to relevant competencies & academic resources

### Relevant facts

Distances away from proposed sites for the Big Blue:

#### Scientific communities

- Institute for Energy Technique: **30 mins**
- Eastfold Research: **25 mins**
- Norwegian Center for Circular Economy: **25 mins**
- Smart Innovation Norway: **25 mins**

#### International academia

- Norwegian Environmentan and Bioscientific Univesity: **40 mins**
- University of Gothenburg: **2 hours and 15 mins**

#### Regional and national

- Industry clusters and regional business forum supporting the REV-establishment in the region
- All within **30 mins drive**

### Proposition

Sarpsborg's strategic location is positioning the city right in the middle of a buffet of highly relevant competence communities. Norway's #1 on sustainability reporting and four globally recognized research institution to mention a few

### Illustration

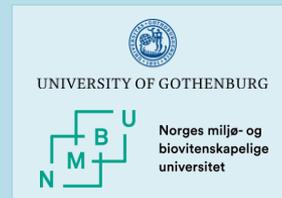
#### Aker's equivalent in woods



#### Global scientific communities



#### International academia



#### Regional & national support



*There is so much relevant competence and expertise in our region for REV Ocean to start collaborate with*

## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# #7

### Capability to attract clever minds



## 7 Capability to attract clever minds

### Relevant facts

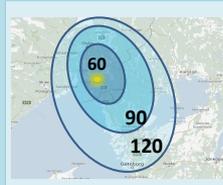
Historically Sarpsborg was strategically located on top of the moraine ridge and alongside the massive Sarpsborg Waterfalls, due to their protective capabilities. Location has been a key aspect of Sarpsborg since the foundation in 1016. Today the location of the region still plays a pivotal role. **Located between the two major city regions of Oslo and Gothenburg, Sarpsborg is accessible to three million people in just two hours.** None of the other applicant cities can show similar numbers for a pool of clever minds near by.

### Proposition

Objective research currently put Sarpsborg among Norway's most attractive areas to live and work in. We are accessible to 3 million people and already have a well-functioning reception program running and existing successes stories

### Illustration

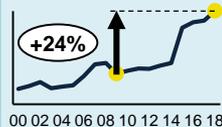
3 million people  
120 mins away



Among Norway's most attractive:

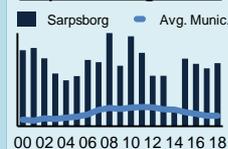
Places to work

Growt in jobs



Places to live

Population growth



A running  
reception prog.

The Partnership of  
Business Development  
in Eastfold



Existing  
Success stories



*We are here to help businesses in the region attract employees with specialized competencies nationally, but also particularly internationally*

## FP PROPERTY & REV OCEAN'S SELECTION CRITERIA

# # 8

Political will to solve the environmental issues in the ocean and create new opportunities in marine related industries, clearly anchored in an environmental strategy



8

Political will to solve the environmental issues in the ocean and create new opportunities in marine related industries, clearly anchored in an environmental strategy

Relevant facts



The **Societal Plan 2018-2030** is the high-level strategic plan for how Sarpsborg is going to grow and develop in the future. All political parties stand behind this declaration. The document contains several sections on environmental issue and sustainability.

We are currently working on a dedicated **Societal Plan for Climate and Energy**, which is going to be a huge improvement to our current environmental strategy

The **UN SDGs** are on the way to be established as a working framework in our work.

Proposition

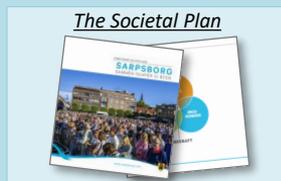


Sustainability and focus on environmental issues has become a beacon in our Societal Plan. This mindset transcends into the ocean for Sarpsborg. We have political will to create marine industries help solve oceanic issues.

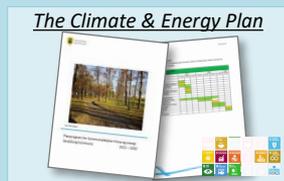
Illustration



We acknowledge global problems and will participate in the solution



We are working on implementing the SDGs in a climate & energy plan



We participate in partnerships that will help us look beyond our own region



We have an existing plan for developing a marine industry cluster in the region



*We might not be the most prominent coastal region yet, but marine business and industrial development that both are sustainable and society developing, is an important opportunity that we will investigate in a common inter-regional project going forward*



The massive Sarpsborg Waterfalls. Europe's largest waterfall.



Home of the Waterfalls



The beautiful coast

# Sarps

Home of

line of Sarpsborg

# borg

the Ocean

The majestic Lake Tune. One of Sarpsborg's many true gems

Home of the Lake

# Welcome to Sarpsborg

*Home of the  
World Ocean Headquarters?*