

V A A S A .



NORDIC ENERGY CAPITAL

The Vaasa City Strategy 2020 – 2021

City Council 9.12.2020

OUR PROCESS

The City Strategy in relation to the City's sectors, and monitoring, evaluating and updating it

Approved by the City Council, the City Strategy is implemented in all four sectors of the City of Vaasa (Education and Cultural Sector, Social and Healthcare Sector, Technical Sector and Corporate Administration).

The sectors prepare their own strategies, with targets, indicators and actions that are aligned with the City Strategy. This work also takes into account how well various programmes cut across all four sectors.

The City Strategy will be monitored, evaluated and updated throughout the City Council's administrative period.

The implementation of the Strategy will be monitored in many ways; the City Council and City Board will receive information about the results of the monitoring activities every six months and the City's management team will review the situation quarterly.

Estimates of how successful the work carried out has been will be based not only on monitoring, but also on the annual reports and financial statements of the operating years and the Auditing Committee's assessment reports.

The strategic work will be further developed and assessed throughout the City Council's administrative period.



OUR FOUNDATIONS



WELL-BEING

Well-being is ensured at every stage of life with high-quality basic services that are produced close to the residents.



HIGH ENERGY

Vaasa's energetic atmosphere encourages experimentation. We have a diverse energy industry, a wide range of education on offer and strong export know-how.



RAPID ACTION

Rapid action is evident in Vaasa in quick decision making and innovative, efficient service models.



INTERNATIONALITY

Internationality in Vaasa is based on the city's lively urban culture, multilingualism and excellent transport connections to the world.

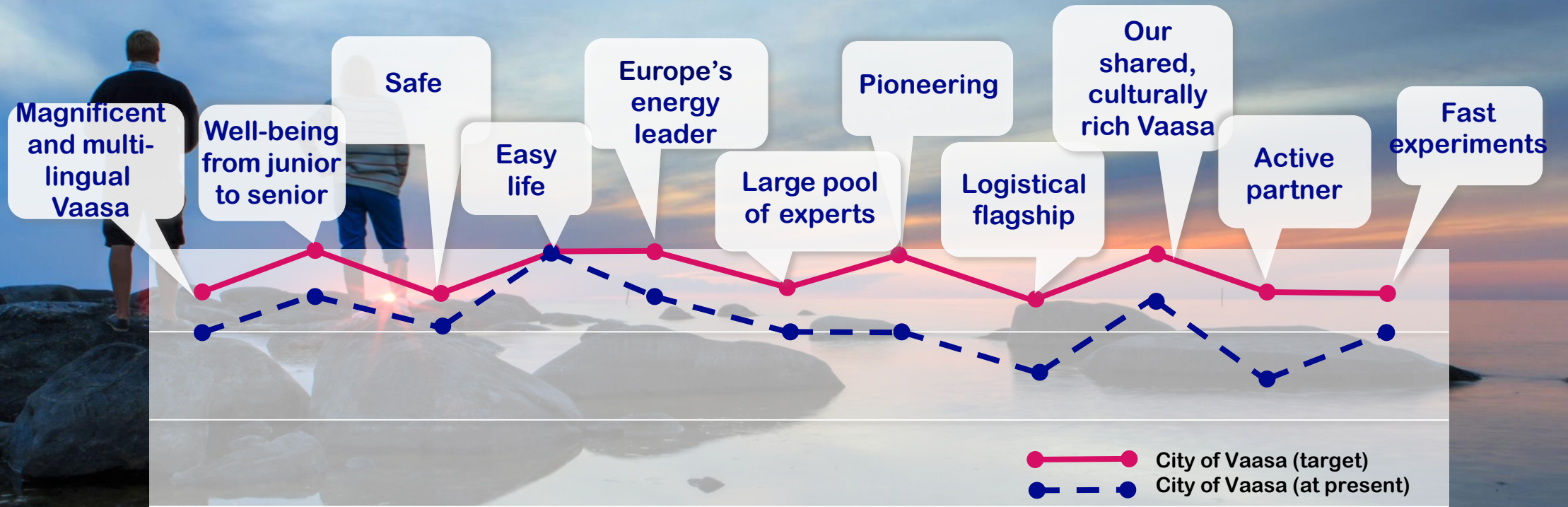


HISTORY

Vaasa's history rests on its beautiful and distinctive architecture, which makes the most of the city's varied sea, archipelago and riverside landscapes.

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OUR PROMISES



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OUR MAP

**THE HAPPIEST
INHABITANTS IN
FINLAND**



**POPULATION
GROWTH**
**>100,000 inhabitants
by 202X**



**INCREASING THE
NUMBER OF
JOBS**



**BALANCED
ECONOMY**



**CARBON
NEUTRAL BY
202X**



	INHABITANTS		COMPANIES		COMMUNITIES	
CUSTOMER VALUES	Magnificent and multilingual	Well-being from junior to senior	Large pool of experts	Logistical flagship	Our shared, culturally rich Vaasa	Active partner
	Safe	Easy life	Europe's energy leader	Ecosystem forerunner	Fast experiments	
PROCESSES	Proactive basic service production	Digital services	Proactive land policy	Quick decision making and investments	Active inclusion	Forum for associations
	Targeted marketing		Investments in energy			
RESOURCES AND COMPETENCE	Crossing administrative boundaries	Vaasa Events	Start-up activities	Being attractive to companies and experts	Electronic platform	Accessible cooperation
	Leisure and cultural opportunities	Diverse customer- oriented services	A city of education from preschool to university	20,000 students	Trust	Excellent locale for events
	Skilful personnel	Efficient, wide service network	Culture of experimentation	Land assets	Proactive organisations	Energetic community

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WELL-BEING

OBJECTIVES	INDICATORS	STEPS
WELL-BEING		
Happy inhabitants	<ul style="list-style-type: none"> • Active promotion of health and well-being (TEA indicators) • Street safety index • Availability of basic services • Well-being and happiness survey for inhabitants • Sports and exercise survey and index 	<ul style="list-style-type: none"> • School campus in the city centre • H-building • Developing the day-care centre and school network • Putting the project Families with Children into practice (Education and Cultural Sector + health and social services reform) • Establishing the well-being region of Ostrobothnia • Identifying, clarifying and service design of customer journeys • Implementing the well-being report • Exercise for health and promoting and developing cultural services
Strengthening representative and direct democracy	<ul style="list-style-type: none"> • Number of appeals against decisions • Feedback from inhabitants • Rate of voting activity 	<ul style="list-style-type: none"> • Encouraging inhabitants to get involved by way of experiments and joint development • Impact evaluation included in leadership and decision-making
Carbon neutral Vaasa by 202X	<ul style="list-style-type: none"> • Carbon dioxide emissions • Carbon sinks 	<ul style="list-style-type: none"> • Carbon-neutral construction, new construction and repair construction, steps for the sharing economy • Maintaining and growing carbon sinks • Condensing urban structure • Developing sustainable mobility



ATTRACTIVENESS

OBJECTIVES	INDICATORS	STEPS
ATTRACTIVENESS		
Balanced economy	<ul style="list-style-type: none">• Corporation tax revenue• Tax revenue• Changes in company base	<ul style="list-style-type: none">• Attracting companies to the city and building our Invest-In brand• Promoting the networking of small and medium enterprises• Accelerating employment paths• Nordic cooperation (EGTC)• Developing the university campus• Building GigaVaasa Infra• Developing quicker train connections• Encouraging students to grow roots in Vaasa
Population growth > 100,000 inhabitants by 202X	<ul style="list-style-type: none">• Population development• Migration	<ul style="list-style-type: none">• Promoting negotiations over the consolidation of municipalities in the travel-to-work area• Website in three languages
Employment rate >75%	<ul style="list-style-type: none">• number of employed 18–64-year-olds per capita	<ul style="list-style-type: none">• Measures to promote the employment of the young and long-term unemployed• Business incubators, investing in cooperation with existing incubators• Creating jobs, high-quality training for the work force, attracting experts
Competitive urban structure	<ul style="list-style-type: none">• Number of plot and plan reserves• The lead time of building permits• The lead time of town plans	<ul style="list-style-type: none">• Developing the port and building a new roate to it• Developing housing diversity• Wasa Station



STRONG ECONOMY

OBJECTIVES	INDICATORS	STEPS
STRONG ECONOMY		
Balanced economy	<ul style="list-style-type: none">• Accumulated surplus• Debt collection per inhabitant compared to average of municipalities• Operating revenue• Person-workyears	<ul style="list-style-type: none">• Mapping statutory duties, focusing services better• Reviewing the system of internal rent• Investing in proactive well-being to avoid incurring greater costs
Sensible and efficient real estate management	<ul style="list-style-type: none">• Change in the number of premises• Amount of repair debt	<ul style="list-style-type: none">• Developing corporate governance• Investing in the upkeep of real estate, repair debt management• Life-cycle models and real estate maintenance



PERSONNEL, COMPETENCE AND MANAGEMENT

OBJECTIVES	INDICATORS	STEPS
PERSONNEL, COMPETENCE AND MANAGEMENT		
Employee well-being and productivity	<ul style="list-style-type: none">• Staff turnover• Absences due to illness• Results of the staff well-being survey	<ul style="list-style-type: none">• Further training for personnel and lifelong learning• Promoting equality and non-discrimination• Developing our employer brand• Digitisation and developing new models for working