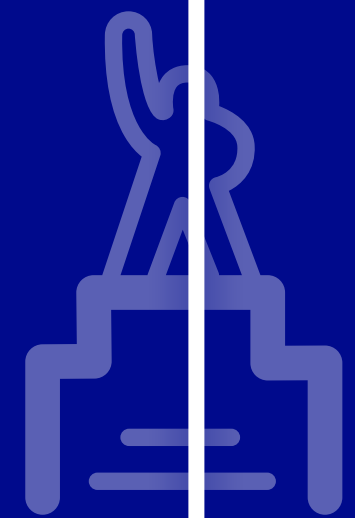




NORDIC ENERGY CAPITAL STRATEGY 2022-2025

V A A S A .

SUCCESS FACTORS



NORDIC
ENERGY
CAPITAL

100 000
inhabitants

WELLBEING OF
RESIDENTS AND
THE CITY

The City has set **A KEY TARGET** of 100,000 inhabitants, without specifying the exact year by which this target must be achieved.

THE MOST
COMPANY-
FRIENDLY
CITY

The big boxes show **THE KEY AREAS**, in which Vaasa needs to succeed in order to achieve this goal.

ATTRACTING
WORKERS

SUCCESS FACTORS – in other words strategic capabilities – reflect the combination of practices, resources and skills that create a competitive advantage. These success factors are ranked in order, with those closest to the big box answering the question how the objective will be achieved. Fundamental success factors are the furthest away from the big box.

A RESPONSIBLE
CITY CENTRE

SUCCESS FACTORS

Functional basic services
for all ages

Close cooperation with
organisation networks

Inclusive activity models

Pioneer in sustainable
development

Pleasant and safe urban
environment

West Coast culture and
traditions

A place for everyone

Child friendly city

Active and healthy
lifestyle

Functional linguistic
environment

One stop shop principle

Community-oriented
student city

Meeting places

Actively attracting
companies and fast
decision-making

Assessment of business
opportunities

GigaVaasa cooperation
model

Successful lobbying

Dialogue with companies

Flexible
transport connections

Energy technology cluster

Expanding
company support

Establishment of new
companies in the city

Carbon Neutral models

Pros on ecosystems

Utilisation of 20 000
students in companies

School path according to
international model

International
marketing

Availability

Integration
of international experts
in the region

Involvement of students
in the region / work/life
balance

Compact city structure
Waterfront buildings
Different living
environments

Strong universities
and schools of higher
education

Functioning interface
cooperation

Closer cooperation
with neighbouring
municipalities and Umeå

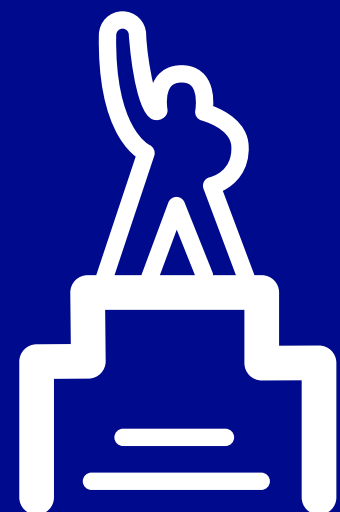
Third sector

Openness to municipal
mergers

Ability to renew



SUCCESS FACTORS



NORDIC
ENERGY
CAPITAL

100 000
inhabitants

WELLBEING OF RESIDENTS AND THE CITY

Functional basic services
for all ages

Pleasant and safe urban
environment

City centre vitality

Close cooperation with
organisation networks

West Coast culture and
sports metropolis

Functional bilingualism

Inclusive activity models

A place for everyone

One stop shop principle

Meeting places

Pioneer in sustainable
development

Child friendly city

Community-oriented
student city

THE MOST COMPANY- FRIENDLY CITY

Actively attracting
companies and fast
decision-making

Expanding
the city's appeal

Assessment of business
consequences

Dialogue with companies

Establishment of new
companies in the city

GigaVaasa cooperation
model

Flexible
transport connections

Carbon Neutral models

International
marketing

Successful lobbying

Energy technology cluster

Pros on ecosystems

ATTRACTING WORKERS

Utilisation of 20,000
students in companies
in the region

Integration
of international experts
in the region

School path according to
international model

Involvement of students
/ workplaces

Enabling universities to
grow in new areas

Compact city structure
Waterfront buildings
Different living
environments

Availability

Strong universities
and schools of higher
education

A RESPONSIBLE CITY CENTRE

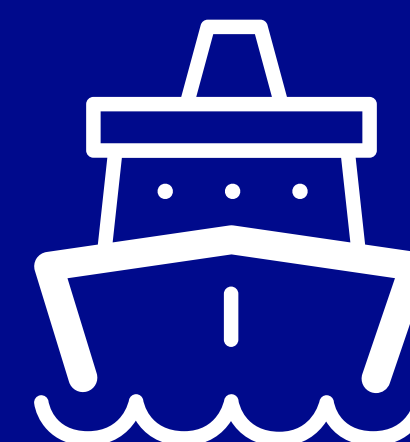
Functioning interface
cooperation

Openness to municipal
mergers

Closer cooperation
with neighbouring
municipalities and Umeå

Third sector

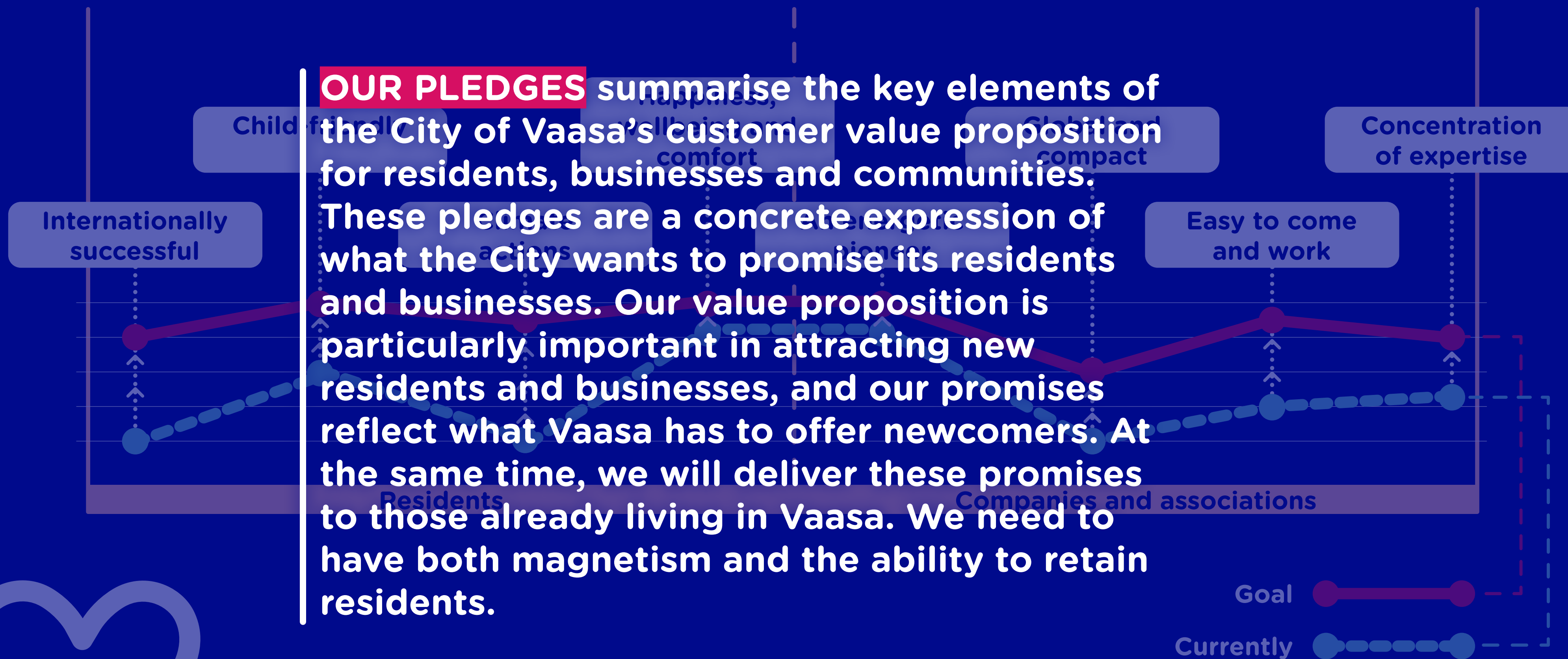
Ability to renew



OUR PROMISES

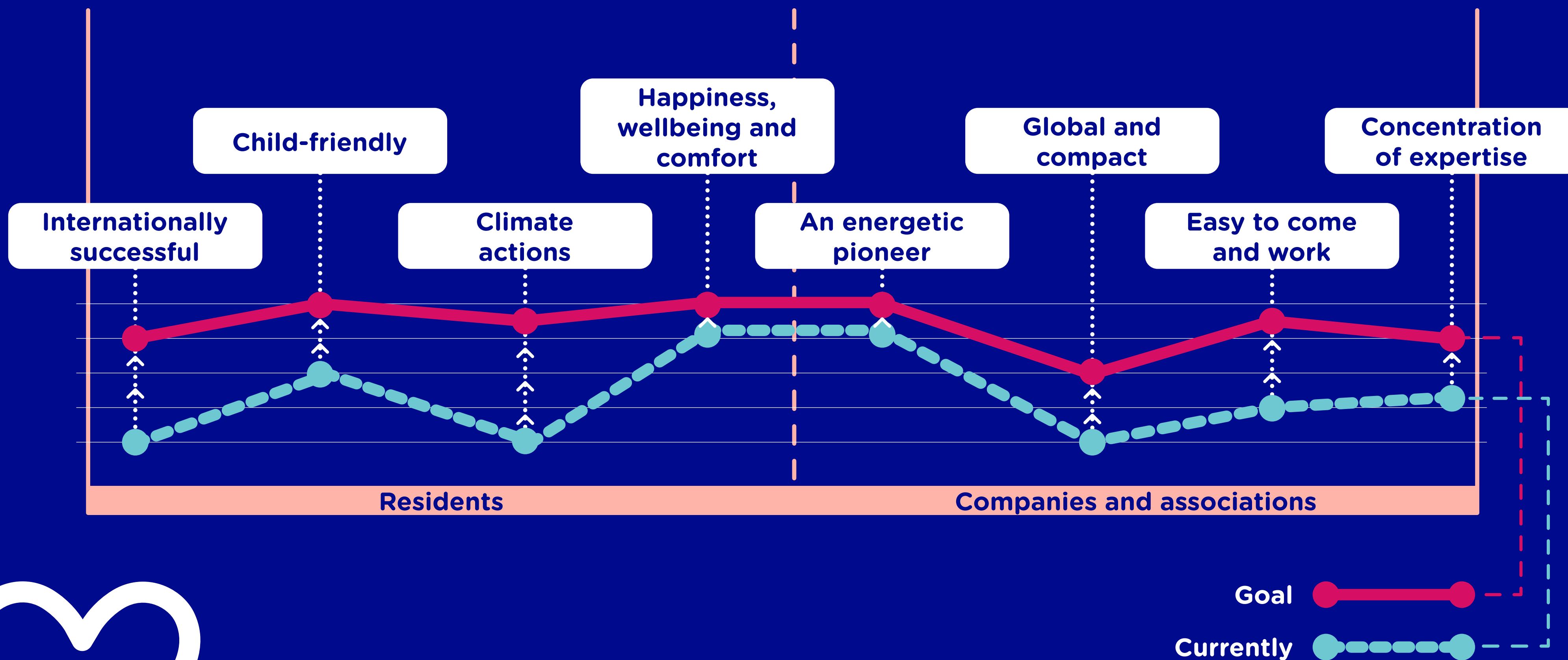


OUR PLEDGES summarise the key elements of the City of Vaasa's customer value proposition for residents, businesses and communities. These pledges are a concrete expression of what the City wants to promise its residents and businesses. Our value proposition is particularly important in attracting new residents and businesses, and our promises reflect what Vaasa has to offer newcomers. At the same time, we will deliver these promises to those already living in Vaasa. We need to have both magnetism and the ability to retain residents.



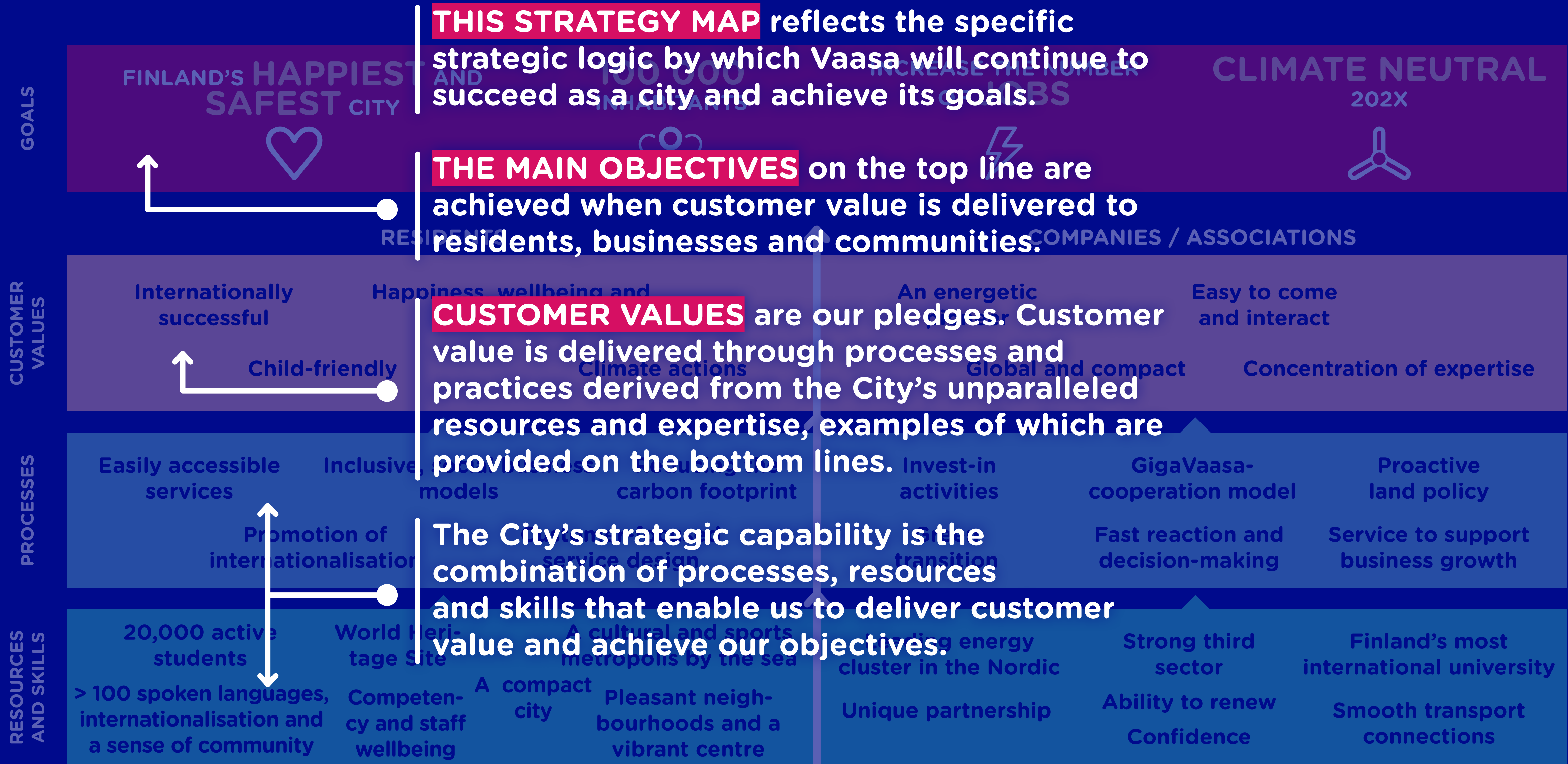
V A A S A .

OUR PROMISES

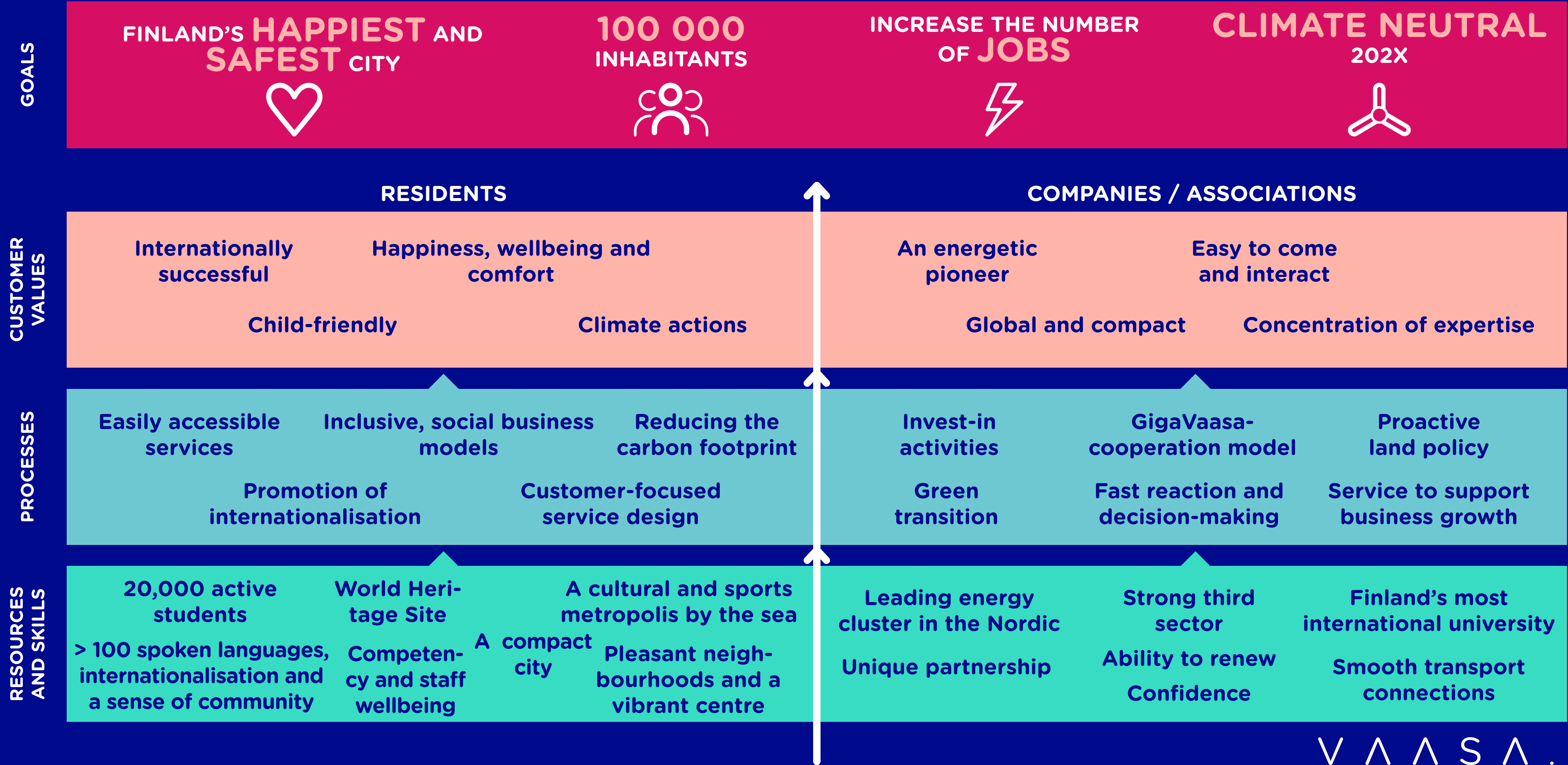


V A A S A .

NORDIC ENERGY CAPITAL

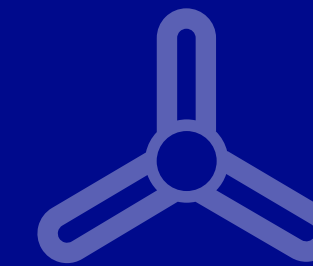
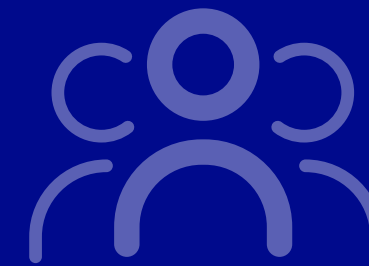


NORDIC ENERGY CAPITAL



STRATEGIC THEME PROGRAMS

V A A S A .



A HAPPY AND COMPETENT VAASA

GOALS

1. Happy and prosperous residents
2. Concentration of domestic and international experts
3. Customer-oriented welfare cooperation model



ATTRACTIVE VAASA

1. Population growth
2. Increase in the number of workplaces



CLIMATE NEUTRAL VAASA 202X

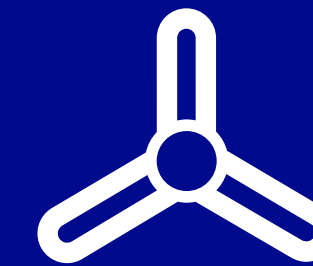
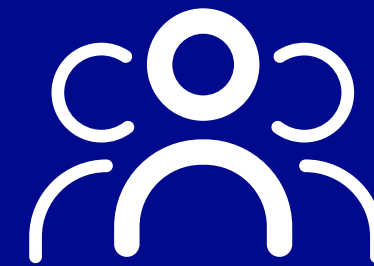
1. Reduction of CO² emissions and climate-neutral energy consumption
2. Green transition
Global footprint
3. Finland's most energy-smart and energy-efficient city



The objectives of the strategy will be implemented through various **MEASURES**.
The achievement of these objectives can be measured through defined indicators.

STRATEGIC THEME PROGRAMS

V A A S A .



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A HAPPY AND
COMPETENT VAASA

ATTRACTIVE
VAASA

CLIMATE NEUTRAL
VAASA 202X

GOALS

INDICATORS

ACTIONS

1. Happy and
prosperous residents

- Happiness (average)
- Key indicators of the welfare report (specified in 2022, with the Gini coefficient)

- Develop low threshold and preventive services
- Promote welfare through the activities that remain with the city
- Implementation of the culture and sports programme
- Make the city more vibrant and comfortable
- Strengthen participation and equality
- Child-friendly municipal model measures

2. Concentration
of domestic and
international experts

- Welfare and social sustainability indicators / Mayors Indicators (to be specified in 2022, including the street safety index)
- Number of students

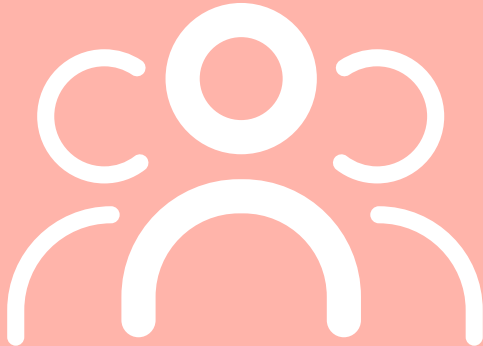
- Strengthen the international education path
- Enable university growth in new areas
- Promote internationalisation
- Develop and effectively provide specialised education
- Increase internships and develop internship programmes
- Strengthen university cooperation
- Knowledge and projects in the energy sector and green transition

3. Customer-oriented
welfare cooperation
model




- Building a welfare ecosystem, coordinating wellbeing
- Advocacy in welfare system reform
- Conception of a common customer service point



GOALS	INDICATORS	ACTIONS
1. Population growth	<ul style="list-style-type: none">• Population• Internal migration• Number of jobs• Number of establishments of enterprises• Number of vacancies• Employment survey indicators	<ul style="list-style-type: none">• Design and implementation of attractivity and sustainability work• Brand strengthening, marketing measures and joint campaigns• Increase the awareness and attractivity of Vaasa among the Finnish-speaking population• Increase the awareness and attractivity of Vaasa nationally and internationally• Systematic advocacy and lobbying as well as investment in international marketing• Development of a student cooperation model• Attracting experts - "Vaasa talents" Talent attraction management• Coastal residences• Preparing for population growth in the service network• Closer co-operation with neighbouring municipalities and Umeå• Development plan for the city's Leader areas• Accelerate construction projects and create a diverse housing supply in Vaasa's rural areas in Vähäkyrö and Sundom through zoning.• Develop a vibrant and lively city centre
2. Increase in the number of workplaces	<ul style="list-style-type: none">• Municipal tax revenue• Municipal barometer <div></div>	<ul style="list-style-type: none">• Promotion of activities: GigaVaasa and Invest In (+ Nordic Battery Belt)• Emphasise business opportunities in green transition and carbon-neutrality• Strengthen and duplicate the GigaVaasa cooperation model• Employment ecosystem work, TE2024 preparation, promotion of workforce training• Support the business environment• Support Research, Development and Innovation (RDI) activities in a network-like manner• Promote smooth transportation links and Kvarken connections• Involvement of the City Group and strengthening of the joint dialogue with local small and medium-sized businesses• Business impact assessment and business-friendly decision-making



GOALS	INDICATORS	ACTIONS
1. Climate neutral energy consumption and reduction of CO ² emissions.	<ul style="list-style-type: none">• Carbon dioxide emissions• Transport's share of CO² emissions• Sustainability Indicators / Mayors Indicators	<ul style="list-style-type: none">• Reduction of CO² emissions from transport, e.g. development of cycling and public transport• Implementation of the energy use optimisation project• Carbon-neutral energy use on city premises• Carbon sinks and adaptation to climate change• Development of a Sustainable Energy and Climate Action Plan (SECAP)
2. Green transition Global footprint		<ul style="list-style-type: none">• Defining the carbon footprint of Vaasa-based companies• Implementation of the ecosystem agreement• Increase the diversity of green spaces and landscaping
3. Finland's most energy smart and energy efficient city		<ul style="list-style-type: none">• The City Group's participation and commitment to sustainable development goals• Coordination and presentation of the energy education path• Involvement of residents and staff in energy and climate community projects• Sustainable procurement supports domestic local food, freshness and effective supply chains.

OPPORTUNITY MAKERS

FINANCE, STAFF, COMPETENCE AND LEADERSHIP

GOALS	INDICATORS	ACTIONS
1. Sustainable municipal finance	<ul style="list-style-type: none">• Accumulated economic surplus / deficit• Tax rate cf. national average• Property tax rate (€ / inhabitant)• Property tax rate of the group (€ / inhabitant)	<ul style="list-style-type: none">• Productive investments• Provision of services on a partnership basis• Increase external project funding• Preventive measures• Modifiable premises
2. Skilled staff and excellent employee experience	<ul style="list-style-type: none">• Person-years• Sick leave• Staff turnover• Employer image survey (1 time / council term of office)	<ul style="list-style-type: none">• Development of wellbeing at work and work community skills• Development of career paths for experts• Utilisation of competence in a cross-administrative and network-like manner• Provide support to staff for internationalisation• Flexible working methods, work-life balance• Development and utilisation of digitalisation, artificial intelligence and robotisation skills
3. Good leadership	<ul style="list-style-type: none">• Results of the wellbeing at work survey	<ul style="list-style-type: none">• A coaching, participatory leadership culture• Leadership in mental wellbeing• Programming of strategy, preparation of development programs• Program architecture• Integration of UN sustainable development goals

ENABLERS are the personnel, resources and leadership that, as the word ‘enablers’ suggests, make the strategy possible.

OPPORTUNITY MAKERS

FINANCE, STAFF, COMPETENCE AND LEADERSHIP

GOALS	INDICATORS	ACTIONS
1. Sustainable municipal finance	<ul style="list-style-type: none">• Accumulated economic surplus / deficit• Tax rate cf. national average• Equity ratio• Loan portfolio of the city + the group (€, € / inhabitant)	<ul style="list-style-type: none">• Productive investments• Provision of services on a partnership basis• Increase external project funding• Preventive measures• Modifiable premises
2. Skilled staff and excellent employee experience	<ul style="list-style-type: none">• Person-years• Sick leave• Staff turnover• Employer image survey (1 time / council term of office)	<ul style="list-style-type: none">• Development of wellbeing at work and work community skills• Development of career paths for experts• Utilisation of competence in a cross-administrative and network-like manner• Provide support to staff for internationalisation• Flexible working methods, work-life balance• Development and utilisation of digitalisation, artificial intelligence and robotisation skills
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PATH



PATH

