



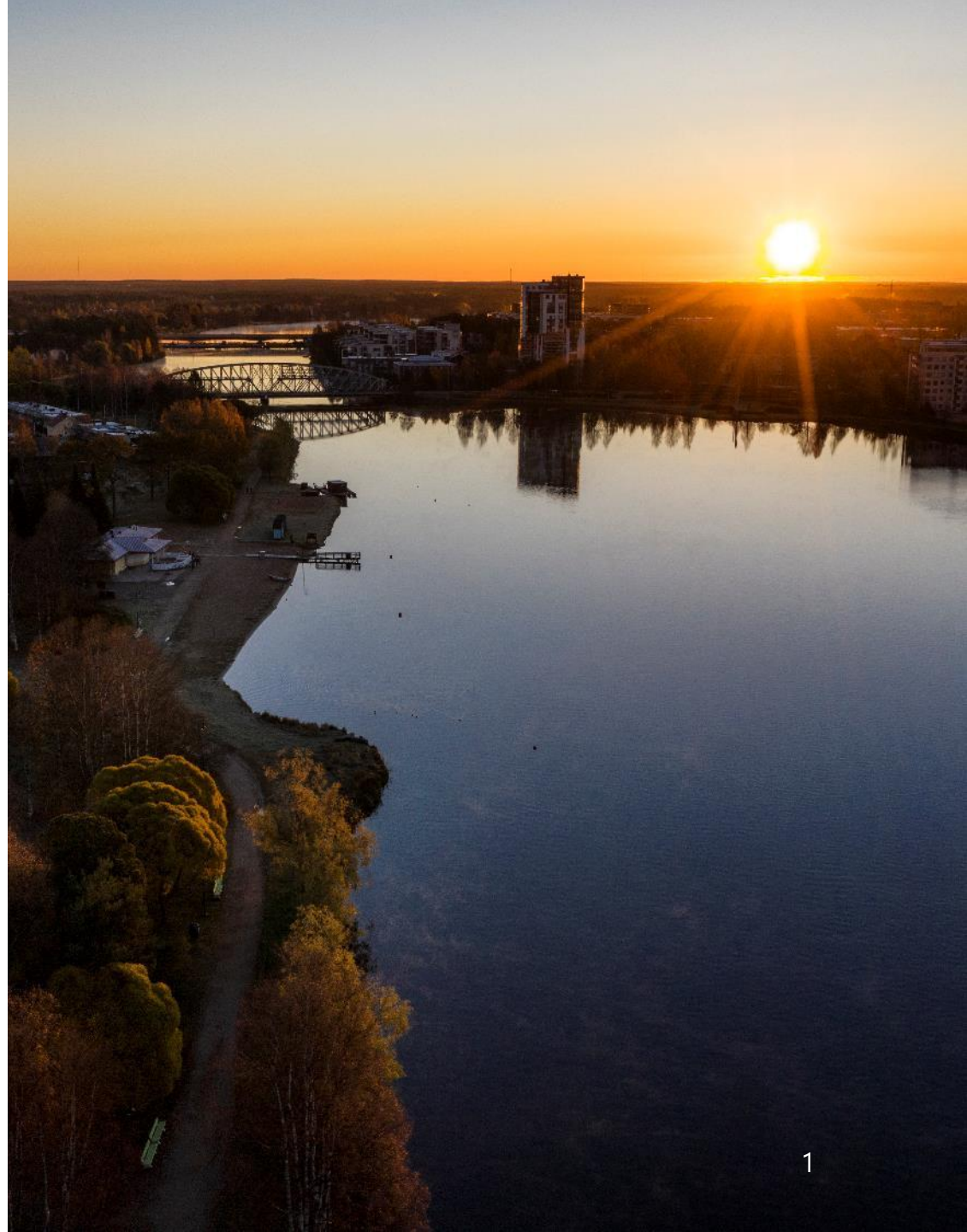
OULU

City Strategy Oulu 2030
City Council, 31 January 2022

OULU 2030

CULTURAL CLIMATE CHANGE NOW!

- ▶ Oulu delivers a higher grade of living, studying, working and endeavouring. The cultural climate change is a new feeling of togetherness, an Oulu attitude and way of doing things.
- ▶ In 2030, Oulu will be a northern, sustainably growing international centre of 230,000 inhabitants. We combine a humane and cheerful atmosphere, cutting-edge technology and entrepreneurship, and a distinctive, innovative, smart culture. Oulu has a skilled workforce, a high level of education and a young population. Education builds Oulu.
- ▶ We build international success stories together and boldly use the possibilities of digitalisation. The goal is a net increase of 2,000 jobs per year.





OULU IS FINLAND'S MOST BUSINESS-FRIENDLY INTERNATIONAL GROWTH CENTRE

EDUCATION BUILDS A SUSTAINABLE AND INTERNATIONAL OULU

IN OULU, EVERYONE HAS THE POSSIBILITY OF LIVING A HEALTHY AND SAFE LIFE

OULU 2030
CULTURAL CLIMATE CHANGE NOW!

OULU2026 STRENGTHENS ABILITY TO ATTRACT AND RETAIN TALENT.

OULU WILL BE CARBON-NEUTRAL IN 2035

OULU HAS EFFECTIVE SERVICES, SUSTAINABLE ECONOMY AND HEALTHY PERSONNEL

COURAGE

FAIRNESS

RESPONSIBILITY

Cultural Climate Change NOW! - Our strategic focus areas

OULU IS FINLAND'S MOST BUSINESS-FRIENDLY INTERNATIONAL GROWTH CENTRE	In Oulu, business friendliness means that business services are developed constantly, and client service is improved, and we are able to anticipate and react better to the needs of entrepreneurs.
OULU2026 STRENGTHENS ABILITY TO ATTRACT AND RETAIN TALENT	Cultural and climate change brings more city, better cultural infrastructure, cultural events, as well as national and international guests and opportunities for cooperation.
OULU WILL BE CARBON-NEUTRAL IN 2035	Carbon-neutral Oulu means sustainable choices, collaboration and commitment of the city and environmentally conscious municipal residents and other actors through decisions and measures.
IN OULU, EVERYONE HAS THE POSSIBILITY OF LIVING A HEALTHY AND SAFE LIFE	In 2023, the well-being tasks of the city will change. In Oulu, well-being grows as people and things come together.
EDUCATION BUILDS A SUSTAINABLE AND INTERNATIONAL OULU	Education and culture in Oulu are the sum of things learned, lived, loved and experienced.
OULU HAS EFFECTIVE SERVICES, A SUSTAINABLE ECONOMY AND HEALTHY PERSONNEL.	Municipal services are human-oriented and organised in an economically, socially and environmentally sustainable way.

Values of Oulu



Values are our common understanding of what is important and worthwhile. Our values guide our choices.

What do values mean to us?

COURAGE

We boldly make choices for a higher grade of future in the north. We dare to try new things and let go of things we are used to.

FAIRNESS

We do things openly as a group and take others into consideration. We treat each other humanely, with respect and open minds.

RESPONSIBILITY

We smartly promote a sustainable lifestyle and act in such a way that future generations will also have the opportunity to make choices. Responsible actions create security.



Strategic objectives, measures and indicators



1. OULU IS FINLAND'S MOST BUSINESS-FRIENDLY INTERNATIONAL GROWTH CENTRE

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Strategic objective	Strategic measure for years 2022-2025	Indicators
<p>1. We ensure competitiveness and renewal for companies.</p>	<ol style="list-style-type: none"> 1. We support start-ups and secure venture capital. We will establish a new early stage venture capital fund. 2. We actively promote the realisation of large investments. 3. We promote international export activities and support marketing. 4. We improve our ability to respond to demand-driven need for business plots and premises. 5. We develop campus areas as innovation and business areas. We implement the plans for the radio park and the OYSTER project. 6. We carry out public investments together with private actors. 7. We hear entrepreneurs when making decisions that affect their operations and take into account the needs of companies. 	<ul style="list-style-type: none"> -Net job growth (2000/year)* -Development in wages (Tax Authority) -Net increase in the number of companies -Business friendliness surveys (Business Oulu and national surveys) -Number of business plots, transferred business plots -Risk capital investments EUR/year* -Number of invest-in decisions* -Industrial exports EUR/year and number of export companies -Number of foreign companies (offices)
<p>2. -We increase the availability of skilled labour</p>	<ol style="list-style-type: none"> 1. We strengthen training and employment management from the employer viewpoint and respond to the challenge of skills mismatch. 2. We support the entry of international labour force into the Oulu labour market (labour immigration). 3. We support international experts in settling and staying in Oulu. International House Oulu serves experts with foreign background and their families. 4. Youth unemployment is reduced by at least half. 	<ul style="list-style-type: none"> -Employment rate -Unemployment rate -Amount of municipal share of labour market subsidy -Net immigration of employed persons will increase compared to the previous year.

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In Oulu, business-friendliness means that business services are developed constantly and client service is improved, and we are able to anticipate and react better to the needs of entrepreneurs.



Strategic objective	Strategic measure for years 2022-2025	Indicators
3. We develop networks and ecosystems	<ol style="list-style-type: none"> 1. We are active and use our influence in national and international networks. 2. We participate in cooperation that creates and strengthens business and networks that promote the circular economy. We serve as a platform for circular economy experiments and pilots. 3. We engage actively in piloting and experimentation and help companies get international business references. 4. We encourage companies to create and introduce solutions to achieve the carbon neutrality objective. 5. The Government - Oulu ecosystem agreement and Oulu Innovation Alliance cooperation create preconditions for functioning ecosystems and clusters. 	<ul style="list-style-type: none"> -Number of pilots and experiments within the Oulu City Group -Oulu Innovation Alliance main indicators -R&D costs - Test environments and pilots* <ol style="list-style-type: none"> a) number of participating enterprises (& stakeholders) in test environments b) number of experiments and pilots
4. We improve Oulu's accessibility - Oulu is the logistical hub of Northern Finland	<ol style="list-style-type: none"> 1. We promote Oulu's accessibility from land, sea and air. <ul style="list-style-type: none"> - Liminka-Oulu double-track railway - Local rail services - Oulu Station Centre - Deep water route, stage II - Communications connections 2. We strengthen Oulu's position as an urban node in the transport network by influencing the implementation of key projects 	<ul style="list-style-type: none"> - Progress of lighthouse projects - Port (cargo volume in millions of tonnes) - Air transport (landings) - Number of passengers at Oulu railway station

2. Oulu2026 strengthens ability to attract and retain talent.

Cultural and climate change brings more city, a better cultural infrastructure, cultural events, as well as national and international guests and opportunities for cooperation.



Strategic objective	Strategic measure for years 2022-2025	Indicators
<p>1. According to the main objectives of the Oulu 2026 European Capital of Culture, we are</p> <ul style="list-style-type: none"> - A vibrant, attractive city - A balanced community - A creative region 	<p>1. We implement the measures in the bid book of Oulu 2026 European Capital of Culture</p>	<ul style="list-style-type: none"> -Monitoring the implementation of the indicators of the Capital of Culture programme -Monitoring the implementation of the cultural strategy -Placement in imago and attractiveness studies
<p>2. We create growth through tourism.</p>	<ol style="list-style-type: none"> 1. Together with stakeholders, we prepare the Tourism Masterplan 2030 and the Operational Programme 2022-2025. 2. Together with stakeholders, we invite meetings and congresses of international networks to Oulu and create a cooperation model to attract congresses. 3. We promote tourism related to the north and the sea, as well as sustainable tourism We invest in nearby nature and hiking destinations. 	<ul style="list-style-type: none"> -number of overnight stays (registered and non-registered) -number of international congresses - Tourism income € million

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Strategic objective	Strategic measure for years 2022-2025	Indicators
<p>3. We make the city more attractive with a comfortable, functional, healthy and safe urban environment</p>	<ol style="list-style-type: none"> 1. We develop the city centre and improve the meeting places and conditions for the demand for new business premises in the city centre and nearby areas. <ul style="list-style-type: none"> - Key measures of the vision for the centre 2022-2025 - Versatile parking capacity in the long term will be ensured with the city centre traffic master plan - Investments in the marketplace area - Development of the station area and Raksila, Multipurpose Arena - Cultural facilities and sites (e.g. Luuppi, main library, Pikisaari) 2. We provide housing opportunities in urban environments and in the countryside. Permit procedures are streamlined, and bureaucracy reduced. <ul style="list-style-type: none"> - Housing Fair 2025 3. We implement the Oulu, City by the Sea target plan 	<ul style="list-style-type: none"> - Number of inhabitants in Oulu - Net migration of working age population - City centre vitality index - Satisfaction with the city centre services(Municipal services survey) -City centre vision 2040 reports -Growth in the number of residents and premises in the city centre and in the areas of complementary construction -Progress in investments in vitality

3. Oulu will be carbon-neutral in 2035

Carbon-neutral Oulu means sustainable choices, collaboration and commitment of the city and environmentally conscious municipal residents and other actors through decisions and measures.



Strategic objective	Strategic measure for years 2022-2025	Indicators
1. Climate change mitigation and adaptation to climate change	<ol style="list-style-type: none">1 In decision-making, we support climate change mitigation in all administrative sectors according to the environmental programme2. We promote sustainable modes of transport in the four seasons (walking, cycling, public transport). The share of sustainable modes of transport are strengthened and new ideas are developed by new means3. We accelerate the transition to climate-friendly public transport4. We implement the Circular Economy Roadmap4. Investigating the impacts of climate change	<ul style="list-style-type: none">-Greenhouse gas emissions/inhabitant-Specific energy consumption of city-owned premises and the proportion using renewable energy <p>Measures to promote emission-free mobility</p> <ul style="list-style-type: none">- Improving cycling conditions; completed kilometres of the Baana bike lane network, routes maintained in super-class,- improvements in the condition of the cycling and walking networks- Increase in the number of public transport trips – trips per/year, fast trunk routes <ul style="list-style-type: none">-the use of electricity and biogas in public transport is increasing-Reporting of the implementation of circular economy road map indicators to the city executive.

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Strategic objective	Strategic measure for years 2022-2025	Indicators
<p>2. Sustainable infrastructure</p>	<ol style="list-style-type: none"> 1. We enable sustainable growth with a denser urban structure 2. We create the conditions for achieving carbon neutrality through sustainable land use planning and sustainable construction 3. With a sustainable urban structure, we support walking, cycling and the use of public transport on everyday trips. 4. We enable a pleasant everyday life with functional and safe urban infrastructure. <ul style="list-style-type: none"> - Securing water supply 	<p>Satisfaction with the placement of apartments, jobs and services. (Municipal services survey)</p> <p>Proportion of complementary construction in the housing production in the urban planning area</p> <p>-Extension of the Hintta water supply plant and purchasing of reserve water</p>
<p>3. We are a city close to nature</p>	<ol style="list-style-type: none"> 1. In land use planning, we take into account the conservation of biodiversity and sufficient green areas. 2. We promote the attractiveness and accessibility of nature, green areas and nature routes. 3. We grow carbon sinks 	<p>- Proportion of the population living close (less than 300 m) to parks or green areas*</p> <p>- Satisfaction to the nature and hiking routes (KAPA survey)</p> <p>-Oulu Sanginjoki river national park</p> <p>-a new plan for the management and use of forests owned by the City of Oulu is drawn up in 2022. The objectives and measures of the Biodiversity Survey (LUMO) are implemented by increasing carbon sinks, preserving carbon stocks and improving the ecological status of water bodies in accordance with the LUMO report.</p> <p>- Expanding the urban structure and introducing new areas in the unbuilt area (hectares)</p>

4. Education builds a sustainable and international Oulu

Education and culture in Oulu are the sum of things learned, lived, loved and experienced.



Strategic objective	Strategic measure for years 2022-2025	Indicators
<p>1. Oulu brings up healthy, caring and active municipal residents together in strong networks of education and competence</p>	<ol style="list-style-type: none"> 1. We offer all children and young people a unified growth and learning path from early childhood education to primary school, secondary education and tertiary education. We provide children and young people with the support they need in a timely manner. 2. We strengthen the sense of domicile and capacities for internationalisation of children and young people 3. Oulu provides a wide range of opportunities for continuous learning. We are a pioneer in learning and education and at the forefront of national development. 4. We strengthen innovative experimentation <ul style="list-style-type: none"> - Oulu is Finland's STEAM capital. - Oulu is Finland's most actively learning circular economy city - Research activities and business cooperation strengthen the effective development of services. 5. As an education provider, we work together systematically and closely with vocational and higher education in the region. 6. We offer the opportunity to engage in ambitious cultural and physical activities during studies. 	<ul style="list-style-type: none"> -Early childhood education for children over 4 years of age is offered to all those who want it. - Each young person gets a place of study in the secondary level through the joint application system after the completion of basic education (yes/no) - The number of secondary-level students under the responsibility for supervision and guidance of their municipality of residence will decrease compared to the previous year. -Technical literacy improves -Numbers of actualised A1 language groups and optional A2, B2, and B3 language teaching groups - opportunities for STEAM learning are offered for all age groups from early childhood education to older people, the number of actors in the STEAM network - the coverage of the LUUPPI and the library routes and their utilisation rate <p>Oulu is an active actor in the network of reading municipalities under the national literacy strategy (yes/no). The measures are described.</p> <p>We build a multiprofessional circular economy learning community (yes/no). The measures are described.</p>

4. Education builds a sustainable and international Oulu

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Strategic objective	Strategic measure for years 2022-2025	Indicators
2. In Oulu, the skilled workforce of the future and the jobs in the region meet	<ol style="list-style-type: none">1. We develop working life skills for children and young people and strengthen their contacts with working life. We support young people in finding their strengths and their own educational and career paths.2. Strengthening entrepreneurship education and developing working life contacts in the education cluster3. The number of places in secondary and tertiary education corresponds to the labour needs of the region4. We offer versatile opportunities for international education	<p>-Number of educational institutions and pupils participating in the skills workshop events</p> <p>- The number of primary applicants to higher education institutions in Oulu will remain the same or increase compared to the previous year.</p>

5. In Oulu, everyone has the possibility to live a safe and healthy life

In 2023, the well-being tasks of the city will change. In Oulu, well-being grows as people and things come together.



Strategic objective	Strategic measure for years 2022-2025	Indicators
<p>1. We enable people to meet and be active in a community and have a safe living environment.</p>	<ol style="list-style-type: none"> 1. We strengthen participation models in Oulu. 2. We support neighbourhood culture and the building of local identity and a sense of community 3. We provide a safe living environment for everyone living in Oulu 	<p>We develop new forms of participation together with municipal residents and try them out in different operating environments (yes/no). The measures are described.</p> <p>-The feeling of loneliness decreases, and the goal is to stop bullying at school</p> <p>- Experience of belonging to a group or community that is important to oneself, the proportion increases</p> <p>Experienced public order and security increases (Municipal services survey)</p>
<p>2. We support the well-being and functional capacity of schoolchildren by developing preventive measures</p>	<ol style="list-style-type: none"> 1. We promote effective measures through community influencing and other multidisciplinary forms of networking (e.g. wellbeing in day care, school and upper secondary school. 2. We promote wellbeing together with various actors. 3. The differences in wellbeing are levelled out through preventive measures and through the development of early support. Low threshold operating models are targeted especially at the wellbeing of the mind and the challenges of life management. 4. We develop knowledge management in wellbeing 	<p>The Community impact model has been introduced in all areas of Oulu (yes/no). The measures are described.</p> <p>-In life cycle monitoring, the relative share of remedial services compared to supportive and preventive services will not increase compared to the previous year.</p> <p>- The proportion of those who rate their health status as good increases</p> <p>- The proportion of those who rate their mental health as good increases</p> <p>The city works to promote the health and wellbeing of its residents (the TEA meter)</p>

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Strategic objective	Strategic measure for years 2022-2025	Indicators
<p>3. We make it possible to adopt an active, sporty lifestyle and find meaningful activities</p>	<ol style="list-style-type: none"> 1. We strengthen measures to promote health-enhancing physical, social and cultural activities 2. We support diverse recreational activities in cooperation with different actors 3. In planning and implementing the built environment, we take into account the perspective of promoting well-being and health 4. We encourage a physically active lifestyle, and we are a sport-friendly city 5. We work in close cooperation with various associations in the city. 	<p>The implementation of the Cultural Welfare Plan is monitored annually and reported to the City Executive and the committees essential to the implementation of the strategy.</p> <ul style="list-style-type: none"> -The proportion of children and young people exercising at least one hour a day grows -The proportion of adults getting too little physical activity decreases -Interesting leisure activities for young people are organised in the residential neighbourhoods, the proportion increases
<p>4. Municipal residents will be offered effective services in cooperation with the wellbeing services county as of 2023.</p>	<ol style="list-style-type: none"> 1. Customer-oriented practices and processes are strengthened on the interfaces between the city and the wellbeing services county <ul style="list-style-type: none"> - We expand the community impact approach to the entire North Ostrobothnia wellbeing services county - We provide statutory community pupil and student care in all schools and educational institutions - We strengthen regional action and its effectiveness in the growth and development communities of children and young people 2. We promote the restoration of working capacity and the functional capacity of older people 	<ul style="list-style-type: none"> -The common practices and processes of the city and the wellbeing services county have been prepared and implemented (yes/no) The measures are described. -The objectives of well-being have been prepared together with the wellbeing services county (yes/no). -The proportion of 25-64-year-olds receiving disability pension decreases -The proportion of people 75 or older living at home increases

6. Oulu has effective services, a sustainable economy, and healthy personnel.

Municipal services are human-oriented and organised in an economically, socially and environmentally sustainable way.



Strategic objective	Strategic measures 2022-2025	Indicators
<p>1. We improve the service satisfaction of Oulu residents</p>	<ol style="list-style-type: none"> 1. We develop effective and efficient services and our operations in a knowledge-based human-oriented way. Our service network and electronic services form an integral service package. 2. Together, we improve the service experience and interaction of residents and businesses and strengthen the culture of experimentation. 3. We improve the ability to serve customers multilingually. 4. We operate according to the UNICEF Child Friendly Municipality initiative. 	<ul style="list-style-type: none"> - Municipal satisfaction, general service satisfaction. (Municipal services survey) - The use of the Oulu-Bot expands to 24/7 service in municipal counselling, and the number of customer service events in Oulu-Bot increases. - We extend the participation of residents in the development of services and support them in using the services - Enhanced multilingual service capacity (yes/no) - Oulu is a child-friendly municipality in 2024 and in 2028 according to the criteria of the UNICEF recognition.

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Strategic objective	Strategic measures 2022-2025	Indicators
<p>2. We manage the economy sustainably and we are a responsible actor</p>	<ol style="list-style-type: none"> 1. Our economy is in balance, and in city investments we prioritise building projects that strengthen the tax revenue base. 2. We make use of the opportunities offered by digitalisation to improve efficiency. 3. We enhance the service network 4. We are a skilful purchaser, and we will reform the procurement operating model. 5. We are an active and responsible owner. 6. We promote economic, social and environmental sustainability in our work. 	<p>Net expenditure development %</p> <p>Annual contribution margin / resident Group annual contribution margin / resident Loan amount / resident</p> <p>The number of digital services and processes increases from the previous year (yes/no)</p> <p>Share of the cost of premises of the total costs*</p> <p>New procurement operating model in use Innovation-friendly practices in procurement (in procurement conducted with an electronic system)</p> <p>Separate reporting of ownership policy guidelines</p> <p>City Sustainable Development reporting in use</p>

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Strategic objective	Strategic measures 2022-2025	Indicators
<p>3. We are an attractive urban workplace</p>	<ol style="list-style-type: none"> 1. We make sure that human resources management practices, management approach and political decision-making provide a framework for success, motivation and well-being at work. 2. We are aiming for incentive pay and we provide competitive human resources benefits. 3. We ensure that the necessary skills and competences are developed in order to achieve our strategic objectives. 4. Our wellbeing at work improves and the total costs of disability decrease. 	<ul style="list-style-type: none"> -The results of the Kunta10 summary indicators in the fields of work, work community and management will improve compared to the results of the previous survey (every two years) -Measures put in place, number of development areas -Percentage of staff with at least three days of training (%) -Total disability costs per annual work unit will not increase from the previous year -The percentage of sick leaves at city level does not exceed 4.0%