

# THE FUTURE LIVES IN VANTAA

VANTAA 2026–2029 CITY STRATEGY



Vantaa

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# VANTAA'S FUTURE

## Foreword

Vantaa is a rapidly changing, vibrant, and evolving city at the heart of the metropolitan area. We are the most international city in Finland and the gateway of the whole country to the world. Our residents are younger than the average in Finland, we are a city with a lot of children and young people, and our working-age population will continue to grow in the future, as well.

This city holds the keys to the future.

We are determined to build a better city. With more than 250 000 residents, Vantaa is the fourth largest city in Finland and one of the fastest growing cities in Finland. The diversity of our city is our strength. We are a bilingual city. In total over 120 different native languages are spoken here. Studies have shown that Vantaa residents enjoy their own hometown.

The new city strategy guides us to use Vantaa's advantages for balanced growth, vitality, and wellbeing.

The past few years have not been easy for Vantaa. The operating environment has become more difficult: vitality and construction have diminished, unemployment has increased, and tax revenues have fallen. Furthermore, segregation and the sense of insecurity have increased. These are the things we are aiming to solve with the new strategy.

The economy of Vantaa has suffered from the downturn of the Finnish economy, and in the coming years, the city's economy must be balanced. At the same time, however, we must create new

things, take care of the vitality and services of the growing city. We will go forward while remembering that developing the city requires patience and long-term effort.

We boldly build new ways of working and create new expertise in a changing world. We improve businesses' investment possibilities. We raise the level of education of Vantaa residents. We offer experiences and new kinds of events. We strengthen the awareness of the city, as well as local vitality. We develop the functionality of the city and living in it, so that life in Vantaa would provide everyone with good alternatives.

As far as the changes going on in the world are concerned, we will lead and show the way to Finland as a whole. It is important that Vantaa residents of all ages can feel safe and feel they belong in the city. We can accomplish this when everyone has a place in the Vantaa community, as well as the chance of a meaningful life: work, relationships, hobbies, experiences, and learning.

Vantaa is made together. Residents, personnel, communities, partners, and stakeholders participate in building an inspiring and prosperous Vantaa. This is one of the most important keys to the future. Everybody is needed for successful implementation of the strategy.

The future lives in us!

Pekka Timonen mayor

# VISION

## THE FUTURE LIVES IN VANTAA

In the future, residents, businesses, and ideas will find their homes in Vantaa. New solutions in housing, mobility, sustainable development, learning, and creating vitality have improved people's everyday lives, as well as the look and reputation of the city. Vantaa of the future is a safe, comfortable, and constantly evolving environment to live, study, and work in.

# VALUES

**The city's values are a common understanding of what we regard as important and valuable. They dictate the city's decision-making and the operations of the entire organization.**

**In its operations, Vantaa is committed to equality and non-discrimination, as well as to the UN's Sustainable Development Goals (SDGs). Vantaa is a bilingual, international city.**



**OPENNESS** means that the city's decision-making and our entire operational culture is transparent. We are a forerunner in openness. We listen, face, and share information. We are an international city. We are committed to talking with the surrounding society.



**COURAGE** is the bravery to act as a trendsetter for the future and learn from best practices. We adhere to the culture of testing where we act without prejudice and challenge established procedures. We search for solutions and engage in dialogue with all actors.

**SUSTAINABILITY** means securing the conditions for a good life for the present and future generations. Preparation and decision-making account for ecological, social, financial, and cultural perspectives.



**SENSE OF COMMUNITY** entails participation, creating trust and community spirit, as well as commitment to common goals. Residents, businesses, communities, and employees together form a strong community and are good partners to each other.



# THREE IMPORTANT GOALS

**Vantaa of the good life**  
**Attractive Vantaa**  
**Vantaa of balanced growth**

### Vantaa of the good life

Vantaa is the hometown of the good life for all Vantaa residents

- We give children and the young solid tools for life
- We bolster the sense of community
- We increase the pleasantness of city centers
- We enhance safety
- We recognize the elderly as a resource.

### Attractive Vantaa

Transformational and vibrant Vantaa attracts companies and people

- We attract talent and businesses
- We are recognized as a forerunner in education
- We diversify housing options
- We inspire with novel kinds of experiences

### Vantaa of balanced growth

Vantaa grows in an economically, ecologically, socially, and culturally sustainable way

- We stop regional differentiation
- We ensure integration
- We increase the employment rate and level of education
- We protect and strengthen diverse nature and secure a climate-sustainable future

### THIS IS HOW WE WILL SUCCEED STABLE AND SUSTAINABLE ECONOMY

- We balance the operational economy
- We increase revenues
- We stop indebtedness
- We guide the growth of the city in a controlled manner

Success factors

Personnel

Knowledge base

Networks

THREE IMPORTANT GOALS

# VANTAA OF THE GOOD LIFE

Vantaa is the hometown  
of the good life to all  
Vantaa residents





We give children  
and the young  
solid tools for life



We bolster the sense  
of community



We increase  
the coziness of  
city centers



We enhance  
safety



We recognize the elderly  
as a resource

## VANTAA OF THE GOOD LIFE

We ensure that **children and the young have diverse opportunities** to find their own strengths through guided hobbies, culture, sports, and many other activities. We listen to and hear children and young people especially carefully, so that we can provide them with the kind of place where they want to grow. We systematically assess the impact of our actions and decisions on children and the young.

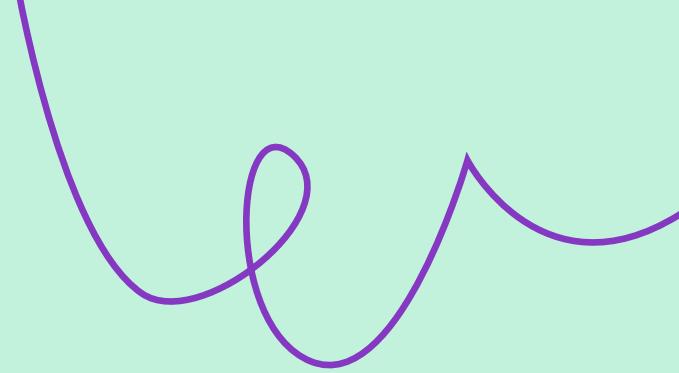
We invest in ensuring that **all of our residents' everyday lives are smooth and active**. We commit the residents to the city with the help of easy-to-access cultural and sports services, as well as through the communities arising from them. We improve the equality, non-discrimination, and accessibility of our activities.

We make our **city centers** clean and active places for enjoyment. We create preconditions for the functioning of the residents' everyday lives, business activities, events, and improve the comfort of station areas, in particular.

We strengthen both **security and the sense of security** by providing shared experiences and meaningful activities to people. We develop the city's overall security thinking and crisis resistance. We take into account that safety is related to both the prevention and management of crisis situations, as well as to everything in everyday life, from the urban environment to transportation and from information systems to personal livelihood. We are building a safe and alert Vantaa together with residents, authorities, and partners. The Vantaa and Kerava wellbeing services county is a key partner to us as regards safety, too.



## VANTAA OF THE GOOD LIFE - objectives and indicators



### Main strategic indicators

Indicator	Baseline	Objective level 2029
The percentage of those rating their quality of life as good (Elämänlaatuindikaattori ("The quality-of-life indicator")**) TerveSuomi	54,8 (Vantaa 2020) 48,1 (Vakehyva 2024)	57 %*
Satisfaction of children and young people with life	83% (4th and 5th grades) 68% (8th and 9th grades) 69% (upper secondary school) 69% (vocational college)	89 % 74 % 75 % 75 %

\* The indicators return to the pre-coronavirus level

\*\*The WHO8-EUROHIS quality-of-life indicator takes into account the respondents' assessments of their quality of life, their satisfaction with their health, their coping with everyday life, themselves, their relationships, the conditions of their residential areas, as well as their experience of having enough energy and money to cope with their lives.



## VANTAA OF THE GOOD LIFE - objectives and indicators

Goal	Indicator	Baseline 2024	Objective level 2029
1. We enhance the sense of community	Belongs to a group or community that is important to them, % of respondents (Osallisuuskysely)	73 %	77 %
2. We improve Vantaa residents' sense of safety	Percentage of those seeing Vantaa as safe Seeing their own neighborhood as safe Seeing their own residential areas as safe Crimes affecting life and health, property crimes and drug-related crimes in relation to the population, (crimes/1 000 residents)	2.76 (Very safe/ safe) 3.86% (Very safe/ safe) 3.38% (Very safe/ safe ) (Turvalisuuuskysely) 93.11 (Statistics Finland)	3,3 4,3 3,9 Below 80
3. All children have a hobby where they can learn and interact together with others	Percentage of 7 - 17-year-olds who engage in a guided hobby or in a hobby together with others (Vantaa of Many Hobbies' survey)	78%	84%
4. We enhance the vitality of city centers	Valtakunnallinen elinvoimalaskenta ("National City Center Vitality Survey") (Elävät kaupunkikeskustat ry) Development of the number of jobs in city centers (k-m <sup>2</sup> ) Renovation of one station area per year in 2027-2029	Total vitality number: 3.895 the number of workplace construction in city centers (k-m <sup>2</sup> ) is not specified. Monitoring will be developed as of the beginning of 2026. Station areas have not been renovated in a goal-oriented manner	The total vitality rate increases as the number of population grows. * The number of workplace construction in city centers will not decrease, i.e., the change in square meters > 0. Myyrmäki and Koivukylä's station areas have been renovated, as has also the station of Kivistö. Renovation plans have been drawn up for all the station areas, and the responsibilities of maintenance have been agreed.
5. We are enhancing Vantaa's pleasantness	Satisfaction with one's own residential area increases in each major district (Asukasbarometri "Resident barometer")	78% (satisfied or fairly satisfied on Vantaa level).	83%**

\* The vitality rate of city centers is calculated by subtracting the empty commercial space from the number of shops and restaurants, and the result is divided by the total population of the city. The number of commercial services and the number of residents do not always increase in the same proportion, which is why the trend in rapidly growing cities may be downward.

\*\* We return to the pre-coronavirus level, the level of the 2018 Resident barometer

## THREE IMPORTANT GOALS

# ATTRACTIVE VANTAA

Transformational and vibrant Vantaa attracts people and businesses





We attract talent  
and businesses

We are distin-  
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We diversify  
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We inspire  
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of experiences

We ensure that it is increasingly easy for **experts and businesses** to come to Vantaa and grow here. We are in constant contact with businesses and the business sector. We especially focus on businesses that create jobs for Vantaa residents, as well as on businesses that attract experts from even far away and strengthen our position as a workplace area with highly skilled employees. We also take care of services for international experts and their families. We are building Aviapolis into Finland's leading workplace and innovation area.

One of our competitive advantages is our easy-to-access location, which we want to further bolster. We participate in developing regional transportation solutions as a whole. One of our joint goals is that the metropolitan area as a whole can sustainably rely on public transport. Likewise, we improve the conditions for walking and cycling. At the same time, it is important for us that all the modes of transport function side by side.

**We develop education and training to meet the needs of the future.** In particular, we invest in strengthening literacy at all educational levels. Our cooperation with guardians is impressive, and we support learners and families in everyday life. Our early childhood education and care units and educational institutions provide equally good and safe environments for growing and learning throughout the city. We ensure comprehensive and strong basic skills for all our students and, furthermore, also ensure excellent skills for further studies and working life. Individual and flexible possibilities for learning are available at all stages of life

**We offer myriad housing options.** We manage housing production in a balanced manner, so that everybody can find a home in Vantaa to suit all their life situations. We create vibrant and socially sustainable neighborhoods and villages that people want, where they can enjoy themselves and take root in. Urban living is combined with green, cozy housing areas dominated by small houses, as well as valuable local nature. We will build cozy townhouses along the route of Vantaa light rail.

One example of planning new residential areas is the future **Värtehdas area**. The historical milieu of Värtehdas will stand out on the scale of the entire metropolitan area. Recreation areas, transport connections, services, and jobs will be nearby. The area will revitalize the Keravanjoki riverbank and act as part of downtown Tikkurila. Meanwhile, the **new Katrineberg** in Seutula represents a housing area dominated by small houses that also attracts staycation. We are looking for potential for similar new housing areas.

We are building **Vantaa of myriad experiences** into a unique and striking alternative for various events. Vantaa boosts its status as a national and international city of events. We actively search for new events and utilize the networks concerned. We develop new or temporary event spaces, especially for large audiences. With the help of our experiential and event sites, we support the service business that is important for us. Furthermore, we will highlight new, distinctive sites—such as Myyrmäki Urban Culture House and the new Aviation Museum—as main attractions.

## ATTRACTIVE VANTAA

Our strategic project is the light-rail city. Vantaa will become the fourth **light-rail city** in Finland when building Vantaa light rail is completed, which will happen during this strategy period. The areas surrounding the light-rail route in Hakunila, Tikkurila, and Aviapolis will be significant growth trends in the coming decades in terms of jobs, services, and housing. The light rail will increase Vantaa's attractiveness: a high-quality and accessible public transport connection will renew the streetscape and make everyday life smooth. With our diverse housing and service provision, we will attract new residents along the route, in the vicinity of jobs. We will make sure that residents can participate in various ways in the story of the light-rail city throughout the journey.

### Goals

**Vantaa light rail will be completed in 2029, and the light-rail city along it will develop**

### Baseline

Building of the light rail began in 2025.

The 2025 target cost of the light rail's project plan amounts to €750 million, of which Vantaa's share is €541 million.

The new floor square meters planned for the light rail's disposition plan area amount to 77 206 k-m<sup>2</sup>

Monitoring will be developed as of the beginning of 2026.

### Indicators

The target schedule for building the light rail

The target cost of building the light rail

The floor square meters planned for the light rail's disposition plan area (k-m<sup>2</sup>)

Land-use revenues received from the light rail's disposition plan area (sum total of land-sale gains, land-lease revenues, and land-use compensations)

### Objective level

The light rail is ready to operate in 2029.

The target cost of the project plan is undercut.

Total of new floor square meters planned for the light rail's disposition plan area 400 000 k-m<sup>2</sup> (net) during the 2026-2029 strategy period.

Total of land-use revenues €40 million during the 2026-2029 strategy period.

## ATTRACTIVE VANTAA - objectives and indicators

### Strategiset päämittarit

Indicator	Baseline	Objective level 2029
Image of Vantaa, potential residents, and current residents (Vetovoima & pitovoima "Attraction and holding power" research)* *	Potential residents: 3.13 Current residents: 3.41 (2024)	3.43 3.83
The impact of in-migration and out-migration on municipal tax revenues	-2.6 million euros (2023)	>0

\*The value is the average of six attraction claims in relation to the location, services, cost structure, economic vitality, community and environment of the city, which the respondent estimates on a scale of 1 to 5.



## ATTRACTIVE VANTAA - objectives and indicators

Goal	Indicator	Baseline 2024	Objective level 2029
6. We strengthen Vantaa's attractiveness as an experiential destination	The percentage of the total population that considers Vantaa as an attractive tourist destination	8 %	15%
7. The number of hiring businesses increases	Total number of jobs enabled by land transfers and expansion of projects The number of new workplace floor square meters in approved plans (net m <sup>2</sup> )	New jobs 250. A total of workplace floor square meters planned in 2024 213 766 k-m <sup>2</sup> (gross). New workplace floor square meters planned in 2024 - 95 105	400 new jobs per year during the 2026-2029 strategy period. Total of new workplace floor square meters 200 000 k-m <sup>2</sup> during the 2026-2029 strategy period.
8. We diversify our housing provision and forms of ownership	Percentage of owner-occupied and part-ownership dwelling of housing production (%) Number of one-family houses (start-ups) Percentage of state-subsidized rented accommodation of housing production (%) (number of start-ups) Percentage of new floor square meters located in the sustainable growth zone (%)	Percentage of owner-occupied accommodation of housing production 41.2% No part-ownership dwelling was completed. Number of one-family houses 136 * Percentage of state-subsidized rented accommodation of housing production start-ups 53% and 215 houses. * Seventy-nine % of new floor square meters were located in the local master plan's sustainable growth zone.	Percentage of owner-occupied accommodation of housing production: 50%. New models for the construction of part-ownership dwellings have been piloted in Vantaa. The total number of one-family houses (start-ups) was 2 000 during the 2026-2029 strategy period. Percentage of state-subsidized rented accommodation of housing production start-ups in 2026-2029: 20%. Eighty % of new floor square meters are located in the local master plan's sustainable growth zone.

\* In 2024, the share of one-family houses and subsidized housing in total housing production will be exceptionally high due to the downturn in the construction sector.

## ATTRACTIVE VANTAA - objectives and indicators

Goal	Indicator	Baseline 2024	Objective level 2029
9. We will increase urban greenness and the accessibility of local nature	Realization of plot-specific green-efficiency targets in local master plans and construction permits (%) Results of dimensioning and accessibility assessments (SAAVU) of green area	Baseline levels in definition	Plot-specific green-efficiency targets in local master plans are fully realized (100%), and they are realized 90% in building permits, since individual justified deviations are possible. All apartments have easy access to local nature. The minimum values for the dimensioning and accessibility assessments (SAAVU) of green areas are met in those disposition plans and local detailed plans that significantly change the green-area network.
10. Basic skills will strengthen, and learning outcomes will improve in early childhood education, basic education, and upper secondary education.	Assessment of learning in grades 3, 6, and 9 The average of basic education certificate (all subjects) The average of passes of matriculation examination tests The average of the grades of vocational qualification modules Percentage of qualified teachers in early childhood education Participation percentage of foreign-language children	Baseline measurement in spring 7.98 (spring 2024) 4.10 (spring 2025) 3.9 (2024). Percentage of qualified teachers in early childhood education 57.4% Participation percentage of foreign-language children aged 2-4 80%	Results will improve in the strategy period 8.0 4.5 4.2 65% Participation percentage of foreign-language children aged 2-4 85%

## THREE IMPORTANT GOALS

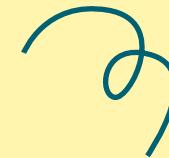
# VANTAA OF BALANCED GROWTH

Vantaa grows ecologically, socially, culturally, and economically sustainably





We will  
stop regional  
differentiation



We will ensure  
integration



We will increase  
employment and  
the educational  
level



We will protect and  
strengthen diverse  
nature and ensure  
a climate-resilient  
future

We will ensure sufficient services throughout Vantaa. In steering growth and investments, we will examine each major region – Myyrmäki, Kivistö, Aviapolis, Tikkurila, Korsø, Koivukylä and Hakunila – as their own whole. Our aim is for the regions' attractiveness to grow and **regional differentiation to stop**. We will especially strengthen positive development in areas with a lot of social unease. We will combat regional inequality in cooperation with the Vantaa and Kerava wellbeing services county and other authorities and organizations. We will ensure that the city's growth also leaves room for the renewal of old areas.

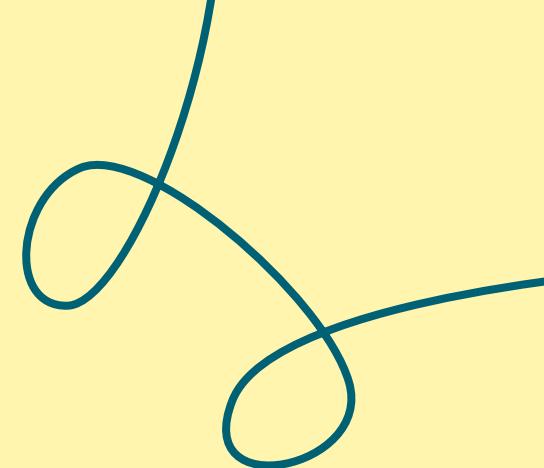


We are committed to taking care of nature and doing more good than harm to nature. We will protect local forests and other important natural sites. We will take an ambitious approach to preserving biodiversity and ensure our **ecological sustainability** through actions that support the climate, circular economy and environmentally friendly everyday life. We will prepare for the impacts of climate change.

The **integration of residents** is a critical factor in all services. We will offer integration services as a single entity, accessibly and at the right time. We will ensure Finnish or Swedish language proficiency for people of all backgrounds so that they can access education and work and become part of the Vantaa community.

**We will raise the education level** so that all Vantaa residents have at least an upper secondary education and sufficient competence for further education or working life. We will increase the proportion of residents who have a higher education degree

**We will improve employment** by understanding the area's labor market and supporting the needs of job seekers and employers. Our aim is to strengthen competence and facilitate access to work for all Vantaa residents. We will invest in continuous learning, training and retraining in cooperation with educational institutions, companies and employment services. We will cooperate closely with the wellbeing services county in order to comprehensively support employment and take into account health, functional capacity and social support needs. We will promote entrepreneurship and offer support for starting a business. We will support young people's opportunities for education, apprenticeship and employment paths as well as entrepreneurship individually. We will pay particular attention to young people who are not in work, education or training.



### Strategic indicators

Indicator	Baseline	Objective level 2029
Tax revenues/resident	€2,434/resident	€2,628/resident
Ecological state of the natural and built environment as nature value hectares	An indicator based on nature value hectares that describes the state of nature is being developed in cooperation between the 10 largest Finnish cities. The baseline is not yet known.	The ecological state of the natural and built environment will improve from the baseline so that the change to the state of nature as a whole is net positive.



## VANTAA OF BALANCED GROWTH - objectives and indicators

Goal	Indicator	Baseline 2024	Objective level 2029
11. We will raise the employment rate	Employment rate Youth unemployment Long-term unemployment	72.8 % (2023, Statistics Finland) 3,822 7,732	Above C6 cities' average* 3,500 7,490 *includes amendment to Social Assistance Act.
12. We will raise the educational level	Proportion of the population with a higher education degree Those who have completed at least an upper secondary education degree	36 % (2024, Statistics Finland) 73%	40 % 80 %
13. We will succeed in integration	Employment rate of foreign-language speakers Educational level	Employment rate 59.5 % (2023) Basic education or unknown 54% (2024, Statistics Finland)	Above C6 cities' average Below C6 cities' average
14. Upper secondary students get into further education or working life	Vocational qualification completed and employed Upper secondary education completed, continued to further education	67% employed a year after completing qualification (2023) 1.9% continued to further education a year after completing a vocational qualification (2023) 46.7% continued to further education a year after completing the matriculation examination (2023)	70% employed a year after completing qualification 15% continued to further education a year after completing a vocational qualification 50% continued to further education a year after completing the matriculation examination
15. We will stop regional segregation development	Socioeconomic sum**	52	2025 value

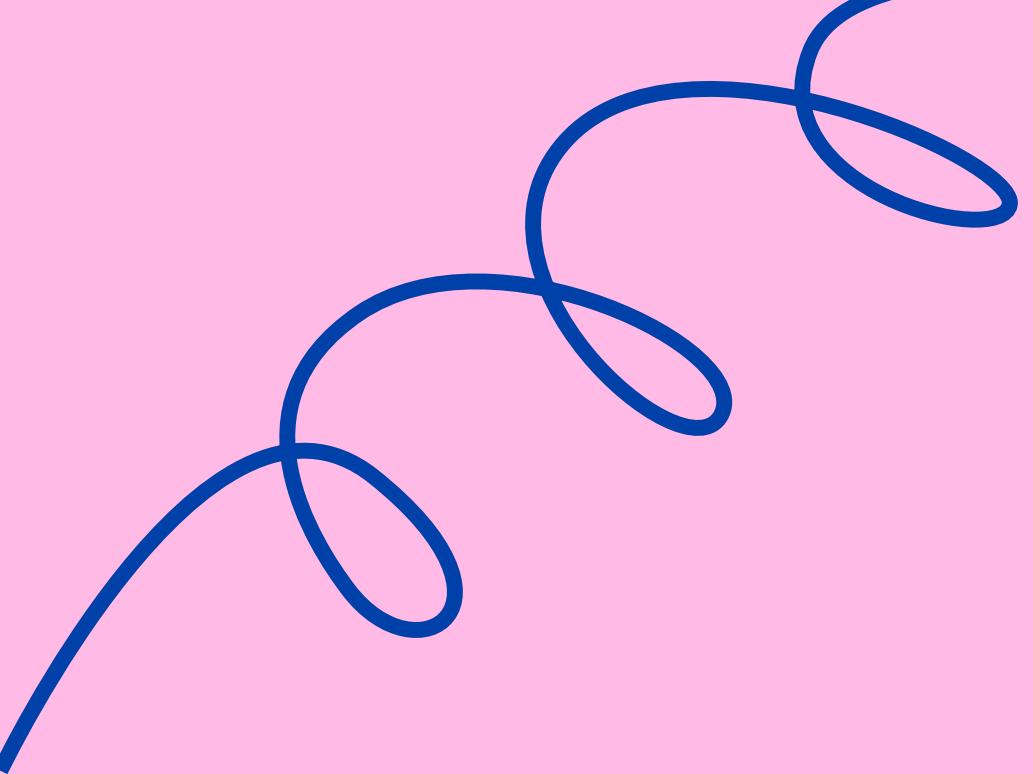
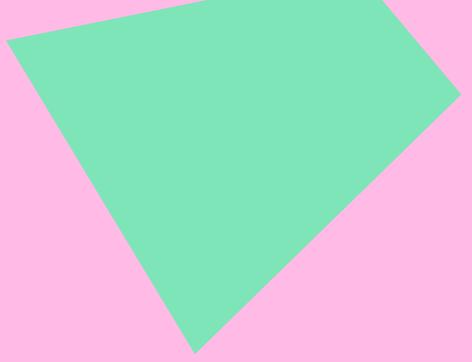
\* The C6 cities are the 6 largest cities, Vantaa, Helsinki, Espoo, Tampere, Turku and Oulu. Employment as an indicator is sensitive to economic fluctuations. As such, the goal should be set relative to a reference group.

\*\*The socioeconomic sum is the sum of three factors: 1) 25–64-year-olds who have only completed basic education as a proportion of the total population of the same age, 2) the unemployment rate, that is, proportion of the total labor force that has registered as unemployed and 3) the at-risk-of-poverty rate, that is, proportion of households belonging to the lowest income quintile

## VANTAA OF BALANCED GROWTH - objectives and indicators

Goal	Indicator	Baseline 2024	Objective level 2029
16. We will reduce greenhouse gas emissions	CO2 emissions: resident-specific CO2 emissions embedded consumption-based emissions	Total regional emissions (HSY's calculation): 790 kt CO2-eq (-27% (1990–2024)) 3.1 t CO2-eq/resident Consumption (KULMA calculation): 8.34 t CO2-eq/resident	Total emissions 524 kt CO2-eq* 1.9 t CO2-eq/resident Embedded consumption-based emissions 7.07 t CO2-eq/resident
17. We will be nature-positive by 2030	Increasing nature reserves (number) Extent of the damage to nature and offset nature values will be measured for each local detailed plan: Realization of the non-deterioration of nature measured in nature value hectares.	Nature reserves: 54 (SYKE's data) Nature value hectares have not been previously calculated.	Five (5) nature reserve proposals to the ELY Center per year during the 2026–2029 strategy period. The nature reserve network has been supported through other areas that support biodiversity (OECM areas). Damages caused to natural biotopes have been fully offset and the non-deterioration of nature has been achieved for all approved local detailed plans.

\*80% emission reduction compared to 1990 would be achieved by 2030 at the latest, excluding district heating emissions. After emissions, the remaining share will be sequestered in carbon sinks or external emission reduction units will possibly be used. With regard to district heating emissions, the aim is carbon neutrality by 2035. The goal includes the reduction and capture of emissions.



**THIS IS  
HOW WE WILL  
SUCCEED**



THIS IS HOW WE WILL SUCCEED

# STABLE AND SUSTAINABLE ECONOMY

We will balance our economy and invest in the future



# THIS IS HOW WE WILL SUCCEED

## STABLE AND SUSTAINABLE ECONOMY



We will balance  
the operational  
economy

We will increase  
revenues

We will guide  
the growth of the city  
in a controlled manner

We will stop  
indebtedness

## THIS IS HOW WE WILL SUCCEED

### STABLE AND SUSTAINABLE ECONOMY

Only through a strong economy can we achieve our important goals, that is, continuing to ensure the wellbeing of the residents, the attractiveness of the city and balanced and controlled growth.

In the financing of services, we will take into account the growth of the population and costs. We will especially invest in education and learning, which will also build the foundation for our future. At the same time, however, we will **balance our operational economy** during the strategy period. We will keep the growth of expenses moderate, review the structure of revenues and expenses, and carry out productivity measures. We will utilize digitalization, automation and artificial intelligence. We will seek savings in procurements and the use of facilities.

We will focus on increasing Vantaa's vitality and revenue base. We will also actively seek and utilize outside financing. We will ensure that the group companies strengthen the economy for their part. With the new strategy, we aim to achieve long-term and stronger growth in the city's tax revenues.

We will carry out the construction of the largest investment in the history of Vantaa, the Vantaa light rail, during this strategy period. The light rail is an investment in the future, and its benefits will be emphasized in the coming decades. Our investments will be guided based on growth prospects. We will carry out the necessary investments in new construction and repairs as well as public assets.

We will create and establish an investment model with which **we will proactively steer the city's growth, planning, and new construction**. This will be done on the basis of regions' different needs and in such a way that we ensure sufficient services throughout Vantaa. Investments in premises will be carried out by the city, group companies and external investors alike. We will actively try out new ways to carry out investments during the strategy period.

The weak economic situation and Vantaa light rail investment will increase the amount of the city's loans during the strategy period. **We will stop the development of indebtedness** at the end of the strategy period with the balancing of the operational economy and the completion of the light rail investment.



# THIS IS HOW WE WILL SUCCEED

## STABLE AND SUSTAINABLE ECONOMY

Goals	Baseline	Indicators	Objective level
<b>18. The operational economy will be balanced during the strategy period</b>	Budget 2025 €70.1 million	Annual margin goal will increase in the city's budget	Budget 2029 at least €140 million
<b>19. Investments in premises will be prioritized</b>	€375 million in 2021–2024	The city's own investments in premises and lease projects in total	At most €760 million in 2026–2029
<b>20. The city's indebtedness will be stopped at the end of the strategy period</b>	€3,428/resident (FS 2024)	City's loan amount/resident	Less than €7,500/resident in 2029
	€8,253/resident (FS 2024)	Group loan amount and lease liabilities/resident, excluding Vantaa Energy Ltd's share	Less than €13,700/resident in 2029

THIS IS HOW WE WILL SUCCEED

# PERSONNEL AND SUCCESS FACTORS

Together we will succeed:  
Our personnel and other success  
factors will help us achieve our goals



## THIS IS HOW WE WILL SUCCEED

### PERSONNEL AND SUCCESS FACTORS



We make  
an impact  
humanely in  
our work



We strengthen  
our ability to renew  
and solve



We dare  
to stand out



We operate  
systematically

## THIS IS HOW WE WILL SUCCEED

### PERSONNEL AND SUCCESS FACTORS

Succeeding in our strategy requires that we build our city together for people and companies. We have identified four success factors that will help us achieve our strategic goals. To strengthen these factors, we will develop the competence of our personnel, well-being at work, leadership and operating culture together. As a guideline for this, we will create shared principles for personnel.

**Humaneness** is reflected in our work through customer-oriented service, smooth digital solutions and leadership. We will develop the city while putting the perspectives of residents and other customers first. We will strengthen our personnel's well-being at work and occupational safety in various situations. Everyone will have the opportunity to participate and influence the development of their work and work community. Trust and openness will be reflected in leadership and the way in which we treat each other. This will increase our attractiveness as a city and as an employer.

As a city, we are **constantly renewing and successfully finding solutions** to the

challenges and opportunities of the operating environment. We will set the direction and lead by example. We will accelerate renewal and learning in our work. We will set ambitious goals and achieve results. We will make sure that we have the right skills at the right time.

**We stand out through our uniqueness** and build on our strengths. The diversity of our city is our strength. We will increase the competence of our personnel and develop our operating methods and work communities in a diverse manner. We will strengthen the inclusion of different groups and create language and culture-aware opportunities for participation.

**We operate systemically.** We will solve challenges together across departments and renew our management system to support this. We are able to utilize various local, national and international networks in our operations. We will lean on our strategic

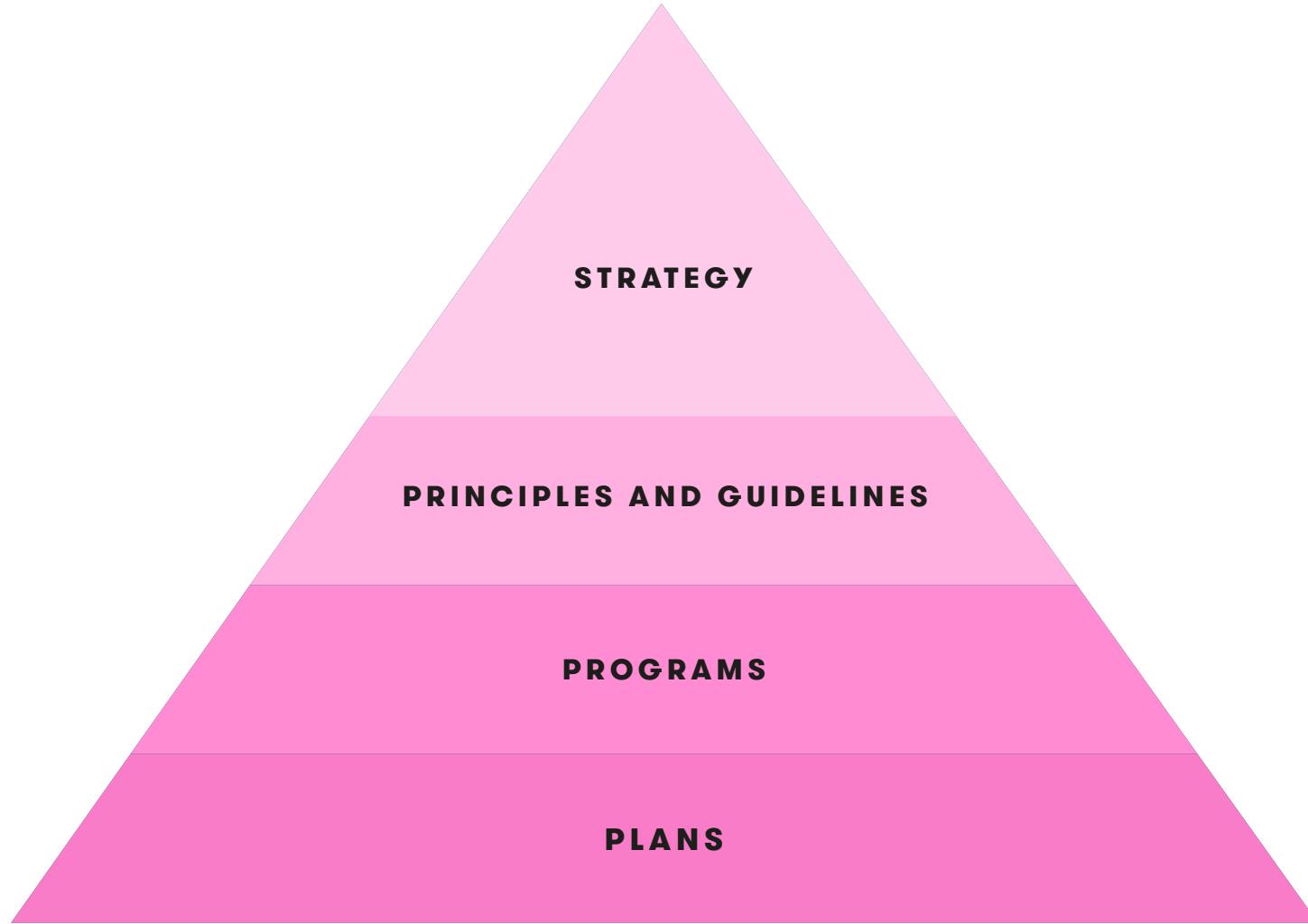
partners, who supplement our service offering. We understand the big picture behind our work. We will gather and combine information and make our decisions based on data and research. We will anticipate the future so that we can change our operations in a timely manner if necessary. Our comprehensive way of operating will help us see how the strategy's three important goals all influence each other – and can only be achieved together. We will operate as one city, one Vantaa.





# **PROGRAMS AND COMMITMENTS IMPLEMENTING THE STRATEGY**

**We will implement the strategy through interdepartmental strategic programs, department-specific implementation plans, annual goals drawn up in connection with the budget and the departments' balanced scorecards.**



## IMPLEMENTATION AND MONITORING OF THE STRATEGY

### Strategic programs

We will implement the strategy through six change programs. We will succeed in the strategy when we achieve goal-oriented change in these program areas, which have been chosen based on information.

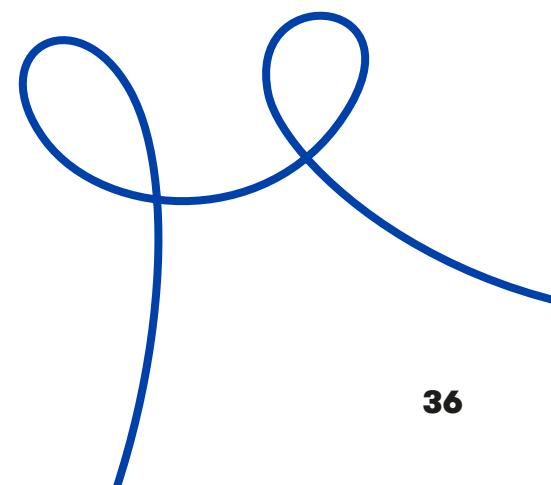
The strategic programs are city-level and are managed across departments. We will develop the city's management system and capabilities to support the success of the programs. The strategic programs are:

<b>VITALITY AND EMPLOYMENT PROGRAM</b>	<b>INTEGRATION PROGRAM</b>	<b>POSITIVE REGIONAL DEVELOPMENT PROGRAM</b>
<b>SECURITY PROGRAM</b>	<b>ECONOMIC PROGRAM</b>	<b>ENVIRONMENTAL PROGRAM</b>

### Assessing the strategy

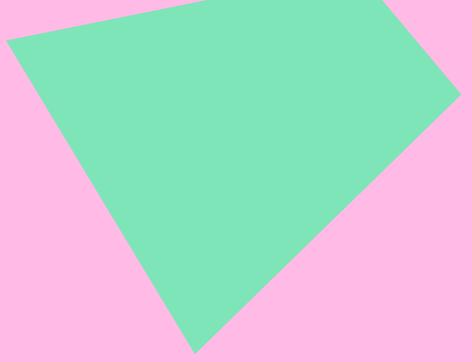
The change programs cover the strategy period.  
We will set binding goals annually.

We will carry out an interim assessment of the strategy halfway through the strategy period in 2027 and a final assessment in 2029.  
We will utilize the assessments in the preparations for the next strategy period.



# STRATEGY DOCUMENTS





# **BACKGROUND MATERIAL OF THE STRATEGY**



## Preparation of the 2026–2029 strategy

- Operating environment analysis and scenarios 2024
- City Council's economic and strategy seminars Aug. 22, 2024, and March 20–21, 2025
- Management group handling, departments' workshops and preparation
- Staff online brainstorming 2025
- City Council's economic and strategy seminar Aug. 28–29, 2025
- Economy and strategy committee set by the City Executive Board Aug. 18, Sept. 9, Sept. 25, Oct. 22 and Nov. 10, 2025
- City Executive Board Nov. 17, Dec. 1, 2025, and Dec. 15, 2025
- City Council decision on the strategy Jan. 26, 2026
- Strategy effective from Feb. 1, 2026

Residents, influencing bodies and organizations involved in the preparation

- Participation of residents, incl. Vantaa 50th anniversary dialogs
- Advisory Committee for Multicultural Issues
- Youth council
- Svenska kommittén
- Council of the Disabled
- Movers & Shakers Day
- Council of the Elderly
- Joint workshop for influencing bodies
- Strategy evening for organizations

## Background material of the city strategy

- Operating environment analysis and scenarios 2024
- City Council's economic and strategy seminars' materials Aug. 22, 2024, March 20–21, 2025 and Aug. 28–29, 2025
- Staff online brainstorming 2025
- Participation of residents, incl. Vantaa 50th anniversary dialogs and Movers & Shakers Day for children and the young 2024–2025
- Influencing bodies (Advisory Committee for Multicultural Issues, Svenska kommittén, Council of the Disabled and Council of the Elderly), Youth Council and strategy evening for organizations, presentation of the strategy and referral discussion, spring 2025
- Joint workshop for influencing bodies June 12, 2025



**[vantaa.fi/strategia](http://vantaa.fi/strategia)**