



Economic Policy Priorities City of Helsinki 2022–2025

Helsinki

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Economic policy priorities – definitions and objectives

In accordance to the City of Helsinki's City Strategy 2021–2025, the city has updated the economic policy priorities. These priorities describe the goals and activities of the city's economic policy as one entity for the years 2022–2025.

The definition and monitoring of the priorities will ensure the implementation of the city strategy entries. The document 'City of Helsinki Economic Policy Priorities 2022–2025' has been approved by the City Board's Economic Development Sub-committee, which annually monitors the progress of the defined priorities. Based on the understanding accumulated during the strategy period, the city's economic policy will be directed towards a

more effective direction. If necessary, economic policy priorities may be updated during the strategy period by a decision of the Economic Development Sub-committee.

The city strategy outlines Helsinki as a place of growth. The economic policy priorities implement this goal by developing Helsinki as an appealing location for experts and businesses, attracting new people, businesses and investments. The goal of the city strategy is to increase Helsinki's economic activity and diversify its industries and occupations. During the strategy period, Helsinki will develop as a dynamic city where people work, do business and develop new concepts and successfully commercialise

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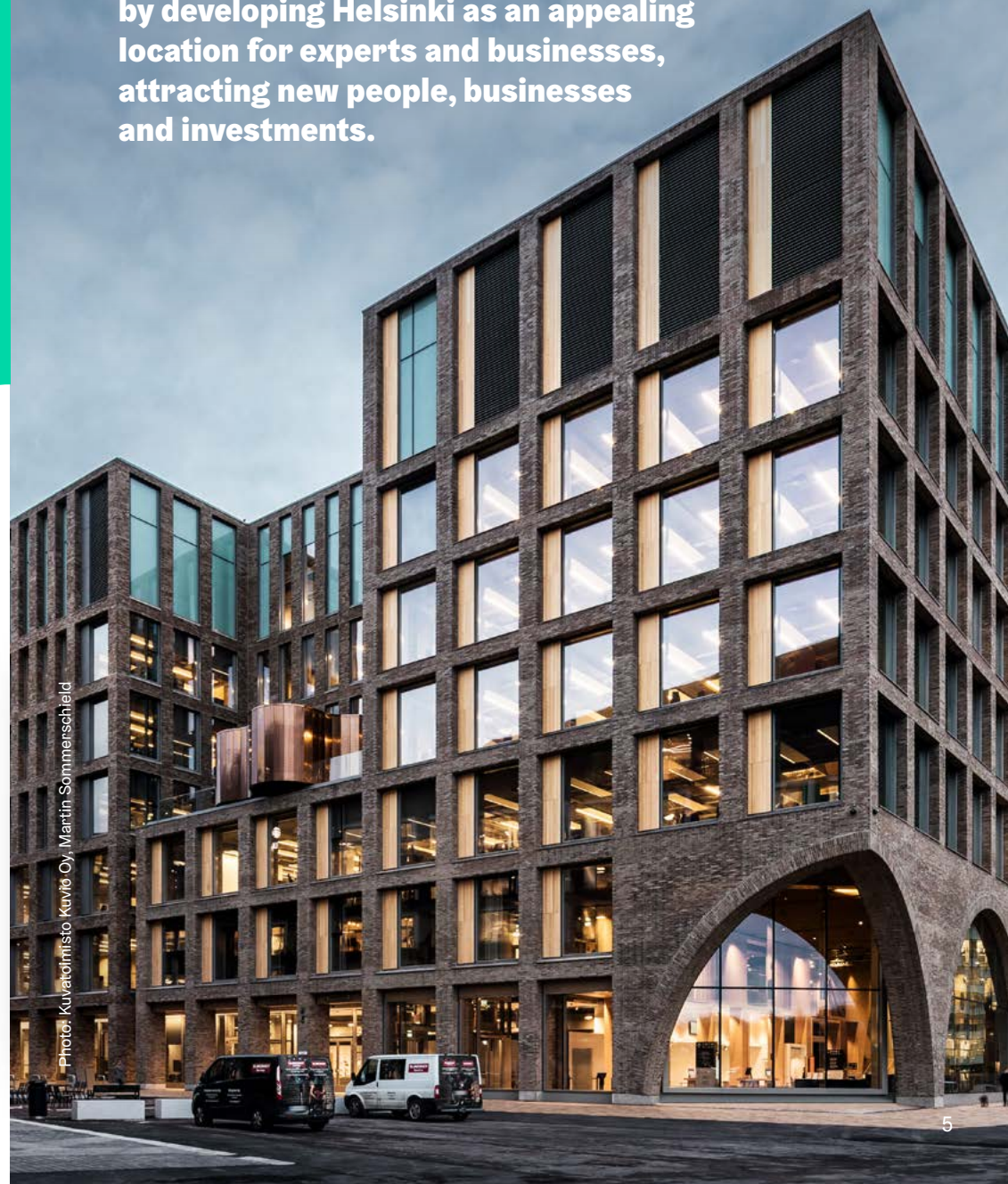


Photo: Kuvatoimisto Kuvio Oy, Martin Sommerschild

them. Successful economic policy will strengthen the city residents' income and the city's economy and ability to provide services that support a healthy living environment and well-being for all city residents.

In the background of specific economic policy objectives, the city forms a more extensive operating environment that improves the competitiveness of companies, enables and accelerates their growth and attracts people to relocate to Helsinki. From the point of view of the success of companies, it is vital that the city is an attractive, high-quality living environment. A pleasant and safe city with good

basic services, arts, culture and leisure services, sufficient housing, office and education provision, smooth transport and functional administration form the basis for the success of companies and their employees. In particular, the city supports the availability of labour to companies by ensuring sufficient housing provision and smooth transport connections.

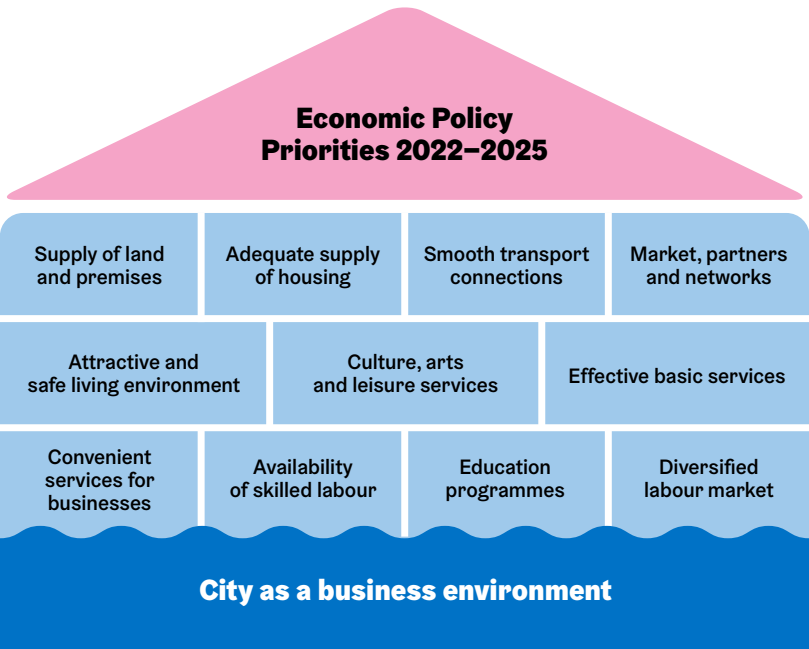
The city's business-friendly and predictable operations support the growth of companies. The City of Helsinki plays a variety of roles in relation to the companies operating in the area. Depending on the matter, the city supports and advises

companies, acts as their partner, acquires services from them or supervises, inspects and sanctions them. In essence, the city can serve as a platform, accelerator or enabler. It is important that the city is customer-oriented, transparent and fair in all operations. Through its own activities, the city also promotes the competitiveness and smooth functioning of the market.

The structure and special characteristics of Helsinki's business sector were considered when defining the economic policy priorities. Helsinki is a highly service-intensive city housing a significant share of Finland's high profitability, competence-intensive service sectors, such as financing and insurance, information and communications and professional, scientific and technical operations. In an increasingly dense urban structure, the importance of these sectors becomes emphasised. Helsinki is an attractive city

for tourism, events and culture. A significant share of the jobs in the Finnish art and culture sector are located in Helsinki. Helsinki and the Metropolitan Area are one of the most innovative regions in Europe, as well as a hub for start-ups and scale-ups. New and globally growing business operations emerge from Helsinki. Helsinki's trump card is a diverse business life, which can be further developed by investing in existing strengths and new openings that enhance the diversity of the local business life even more.

The city's economic policy is structured into seven priority objectives, the first four of which guide the city's long-term economic policy and create the conditions for growth in the city. The remaining three priorities are specific priorities for this strategy period. They are based on current development trends and have gained particular importance in the city strategy.



It is important that the city is customer-oriented, transparent and fair in all operations. Through its own activities, the city also promotes the competitiveness and smooth functioning of the market.

Long-term priority objectives that create conditions for growth:

1. Strengthening business and innovation environments that support companies' competitiveness
2. Growing, renewing and diversifying entrepreneurship and business operations in Helsinki
3. Improving the likelihood of Helsinki residents finding employment and ensuring sufficient skilled labour for companies
4. Increasing the attraction of Helsinki as a city of sustainable tourism, culture and events

Current priority objectives that are specific to the strategy period:

5. Developing Helsinki into an increasingly attractive city for international talent, companies and investments
6. Businesses that solve globally relevant problems are being developed in Helsinki
7. Increasing the vitality of the city centre

The city promotes the implementation of the economic policy priorities, but the development of the local business life is also influenced by several other factors, such as economic trends and government decisions. Through the decisions it takes, the government has a major impact, for example, on the development of the employment and unemployment situation and smooth

immigration processes. The city's advocacy work and cooperation with other operators in the region are key tools of the economic policy.

The monitoring of the implementation of the economic policy priorities highlights the changes that have taken place in the operating environment (such as key figures related to unemployment, jobs and business operations) as well as the situation of the city's own development measures and services.

A data base and indicators are being prepared for the monitoring of the priorities. They will describe the current status related to the content of the priority objectives and measure their development during the strategy period. The situational picture of the City of Helsinki operating environment (toimintaympäristö.hel.fi) compiled in connection with the preparation of the city strategy was also utilised when forming the economic policy priorities. Based on the monitoring of the priorities, the Economic Development Sub-committee will decide to revise or specify the presented entries. This allows the city to react to any changes in its operating environment during the strategy period.

In accordance with the city strategy, the economic policy priorities are processed from the perspective of the UN Sustainable Development Goals (SDGs). The economic policy priorities particularly contribute to

SDG 8 (Decent work and economic growth) as well as SDGs 4 (Quality education), 5 (Gender equality), 9 (Industry, innovation and infrastructure) and 10 (Reduced inequalities). Furthermore, economic policy guidelines have indirect effects on a

number of other objectives. The priorities promote sustainable development by maintaining employment and vitality, supporting start-up and innovation activities that develop sustainable solutions, as well as sustainable tourism and events.



City of Helsinki Economic Policy Priorities 2022–2025

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Photo: Marek Sabogal

2.1. Strengthening business and innovation environments that support companies' competitiveness

Strategic framework

The city contributes to the competitiveness of companies by promoting an operating environment where companies can conduct their business and make decisions related to their future. The competitiveness of companies is affected by, among other things, the size of the market, competition, availability and cost of skilled labour and business premises, as well as transport and logistics solutions.

A competitive city has diverse business activities, which create varying requirements for land use, business premises and transport. Diverse business activities create a wide range of services for both city residents and other companies and provide employment and business opportunities for a variety of professionals.

In accordance with the city strategy, Helsinki will ensure that the city offers market-driven demand and location opportunities for various kinds of business operations, including the creative and productive

sectors. The attractiveness of job clusters will be further developed through zoning and traffic planning. Helsinki will improve cooperation between the city and the local business community and strengthen the dialogue between the two particularly when decisions are being prepared.

The competitiveness of companies is influenced by education policy and also the innovation system formed by universities, research institutes, companies and other operators. From the perspective of the city's competitiveness, it must be ensured that the education and innovation system produces competence and new potential companies. Successful and innovative companies strengthen productivity performance.

The city strategy aims to strengthen and develop Helsinki's status as a top start-up hub, innovative environment and hotbed of business opportunity in Europe. The city strengthens its cooperation with higher education institutions and supports the development of

university campuses as significant innovation and expertise centres. Helsinki has to be an excellent city for studying and an effective place of learning that invests in the prerequisites for making science. The city contributes to the innovation system by actively working as a partner of universities, research institutes and companies in their research, development and innovation (RDI) activities. In accordance with the city strategy, Helsinki is an attractive environment for testing new solutions in the urban environment.

Guidelines steering city activities

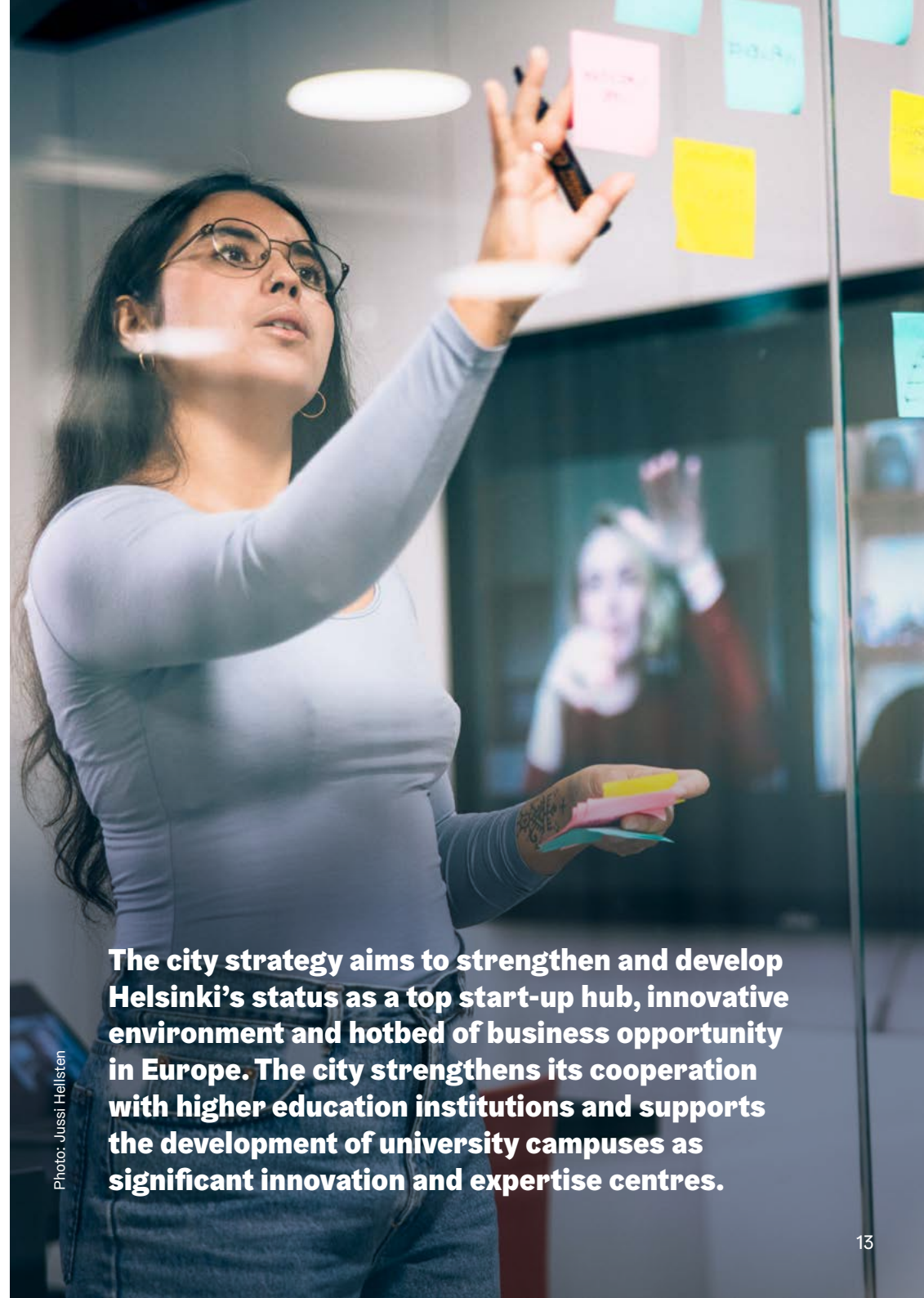
The city supports the competitiveness of companies by ensuring that Helsinki offers good location conditions for various kinds of business operations, including sufficient plot and business premise offering, smooth transport connections and skilled labour. The document 'Economic policy goals for land use' presents, among other things, guidelines for the development of premise and plot offering, office and service clusters, business areas and diverse commercial services. In land use planning, the city takes into account the economic policy guidelines and promotes through solutions the location and success of diverse business operations in Helsinki. During the strategy period, the city will revise the general land lease policy for business plots in order to facilitate the transfer of business plots.

The city considers the operating conditions of productional activities in the city. The city attracts RDI companies to locate in Helsinki and cooperates with the other municipalities in the Metropolitan Area to ensure that large-scale production companies are able to locate in the region.

In accordance with the economic policy goals of land use, projects supporting the innovation system in the region will be developed. Among other things, the city invests in the development of university campuses (Viikki, Kumpula, Myllypuro, Meilahti, city centre campus) and business campuses (e.g. the former Maria hospital area). The city also prepares for diverse and innovative circular economy activities in its area and promotes the location of data centres in Helsinki.

The City of Helsinki cooperates with universities and universities of applied sciences in the region with the aim of developing their campuses into innovation clusters that will generate new growth-oriented businesses and attract investments. Together with universities, the city creates and implements plans for the development of campuses.

Several external transformative powers influence the development of transport and logistics, the most significant being digitalisation and the need to reduce emissions. The city has an active role as an enabler



The city strategy aims to strengthen and develop Helsinki's status as a top start-up hub, innovative environment and hotbed of business opportunity in Europe. The city strengthens its cooperation with higher education institutions and supports the development of university campuses as significant innovation and expertise centres.

Photo: Jussi Heljsten

of new solutions and business innovations and as a promoter of the operating conditions of businesses, including accessibility. The flows of international trade and passengers travelling through the ports of Helsinki as well as the accessibility of the city centre and the operating conditions of logistics must be taken into account in the city's solutions. The city also promotes Helsinki's position as a hub for two major European transport corridors through its continuous traffic advocacy.

The city promotes the development of a competitive and business-friendly operating environment for companies in many ways, such as by continuing and enforcing the implementation of business impact assessments that support own decision-making. The evaluations examine in advance the possible impacts of decisions prepared by the city on individual companies as well as on the operating conditions of companies more extensively. Assessing business impacts helps the city consider business perspective at an early stage of preparation.

The city acts as an active partner for companies and universities in projects that strengthen and reform the innovation system in the region. New openings made during the strategy period must be based on the clear role of the city and the growth potential of the

theme to be developed. Helsinki is actively seeking opportunities for international cooperation to strengthen the innovation system in the region. The city is developing the former Maria hospital area into the largest innovation, start-up and scale-up campus in Northern Europe. The city coordinates and creates conditions for networks that promote the RDI activities of companies, such as Health Capital Helsinki and the European Digital Innovation Hub (EDIH) that focuses on artificial intelligence.

The city provides companies of all sizes with unique resources for RDI processes, such as the opportunity to develop, test and pilot products in authentic environments, services and together with end users. Innovation and test platform activities are carried out in all of the city divisions, for example, in relation to health, well-being, education, transport, built environment and various clean and smart urban solutions. Alongside the experiences and references that develop companies' business operations, the city is given the opportunity to adopt solutions that improve the quality of life of its residents. The expertise and networks of the city's innovation company Forum Virium Helsinki is utilised in the activities.

The City of Helsinki's procurement strategy 2020 states that the city will make cost-effective procurements in a manner that

promotes the vitality of the market and creates innovation friendliness. Helsinki has a significant role in the market, and through its demand and operations, the city has the power to create new markets and new kinds of business operations.

The city promotes the competitiveness of companies and its own strategic goals by strengthening the opportunities of companies of various sizes to participate in the city's procurements and by carrying out innovative procurements. Innovative procurements help create markets for new solutions and give companies the opportunity to gain their first market references. Cities across the world are faced with similar issues and challenges, so solutions developed and tested in Helsinki can potentially find extensive markets.

Strengthening the regional innovation ecosystem is one of the city's priorities for supervising its interests. Together with RDI operators and the business sector, the city will ensure that the needs of Helsinki and the Helsinki Metropolitan Area are considered in national decision-making and financing related to education and research. In accordance with the city strategy, Helsinki effectively utilises both the development funding it manages itself and external development funding with the goal of enforcing the regional innovation system and business growth.

Issues to be monitored in the priority objective

The priority objective will monitor both the city operations and the development of the operating environment, for example, in the following ways:

- Development of the premises market
- Ranking of the Helsinki-Uusimaa region in the EU Regional Innovation Scoreboard
- Benefits experienced by companies participating in development and test platforms

The monitoring highlights examples of development that has occurred in the region's innovation system and, where possible, developments in the region's RDI funding. The monitoring will examine examples of projects and procurements that have contributed to major innovative solutions. The monitoring will pay attention to the implementation of business impact assessments.



The City of Helsinki can accelerate the creation of new companies, the growth of existing companies and the attachment of companies to Helsinki by providing entrepreneurs, companies and people planning to establish a company with targeted advisory and development services, events and training.

Photo: Marek Sabogal

Growing, renewing and diversifying entrepreneurship and business operations in Helsinki

2.2.

Strategic framework

According to the city strategy, Helsinki will be developed as a top start-up hub, innovative environment and hotbed of business opportunity in Europe. The objective set out in the strategy to increase Helsinki's economic activity and diversify its industries and occupations requires new and renewing business operations.

The City of Helsinki can accelerate the creation of new companies, the growth of existing companies and the attachment of companies to Helsinki by providing entrepreneurs, companies and people planning to establish a company with targeted advisory and development services, events and training. The aim of the activity is to support new and renewing entrepreneurship in Helsinki, which will increase the demand for labour and well-being. Companies create diverse services in the city that add to the city's comfort and appeal.

On the other hand, the city regulates and controls business opera-

tions through a variety of services and processes. The city must fulfil the obligations imposed on it, but can develop its own practices to be as business-friendly as possible by striving for predictability, transparency and smoothness in all operations. In accordance with the city strategy, Helsinki is a business-friendly city where the service spirit materialises in all divisions and is communicated to all operators in a uniform manner. The cooperation and dialogue between the city and the business sector is growing. Helsinki is an enabler that strengthens its business-friendly testing culture and emphasises a solution-focused approach. According to the strategy, the goal is to ensure that the city's services are easily available regardless of time or place.

A service need that appears to the company as one entity can actually concern several parties within the city, which slows down the decision-making process and can make it intermittent, requiring the company to deal with several different persons. Handling the matter may

not come across to the company as a clear service path, and some of the required steps may only appear as the process moves along. Services that are perceived as unclear and time-consuming are detrimental to Helsinki's reputation as a business-friendly city and reduce Helsinki's competitive edge as a favourable business environment for companies.

Smooth services make it easier for companies to operate in Helsinki and can encourage companies to develop their business and create new kinds of services in the city. Successful business operations increase the number of jobs and corporate tax revenue in the city.

Guidelines steering city activities

During the strategy period, the city is purposefully developing the service processes of its business customers – including digital services. The services are translated into transparent service paths and their implementation is guided through clear service promises and service advice. The city identifies service situations that are perceived as difficult and unclear and develops communication related to such services. The multiple channels of services and the goal of creating a solution-oriented city are taken into consideration when operations are developed. The city utilises the experiences of the temporary use of urban spaces gained during the coronavirus pandemic. The

city develops a feedback system describing the service experience and prioritises in the development work of the processes producing the most customer benefits.

The coordination of business services at city-level will be developed during the strategy period. The aim is to create a better overall picture of the services directed to companies, based on which smoother services can be planned. Closer cooperation and a more open operating culture within the city are key aspects of developing a business-friendly service culture. At the same time, synergies between different services that bring benefits to companies can be identified. The city will increase proactive communication with companies in different situations with the aim of better understanding and predicting the needs of companies. Furthermore, the city must be prepared to develop its own role as a service provider to companies as part of the process aimed at reforming the state's employment services in 2024.

During the strategy period, the city will invest in the services provided to start-ups to people planning to start a company and early-stage entrepreneurs. The services consist, among other things, of professional advice, trainings, events, sector-specific information sessions and the processing of start-up grant applications. The services will

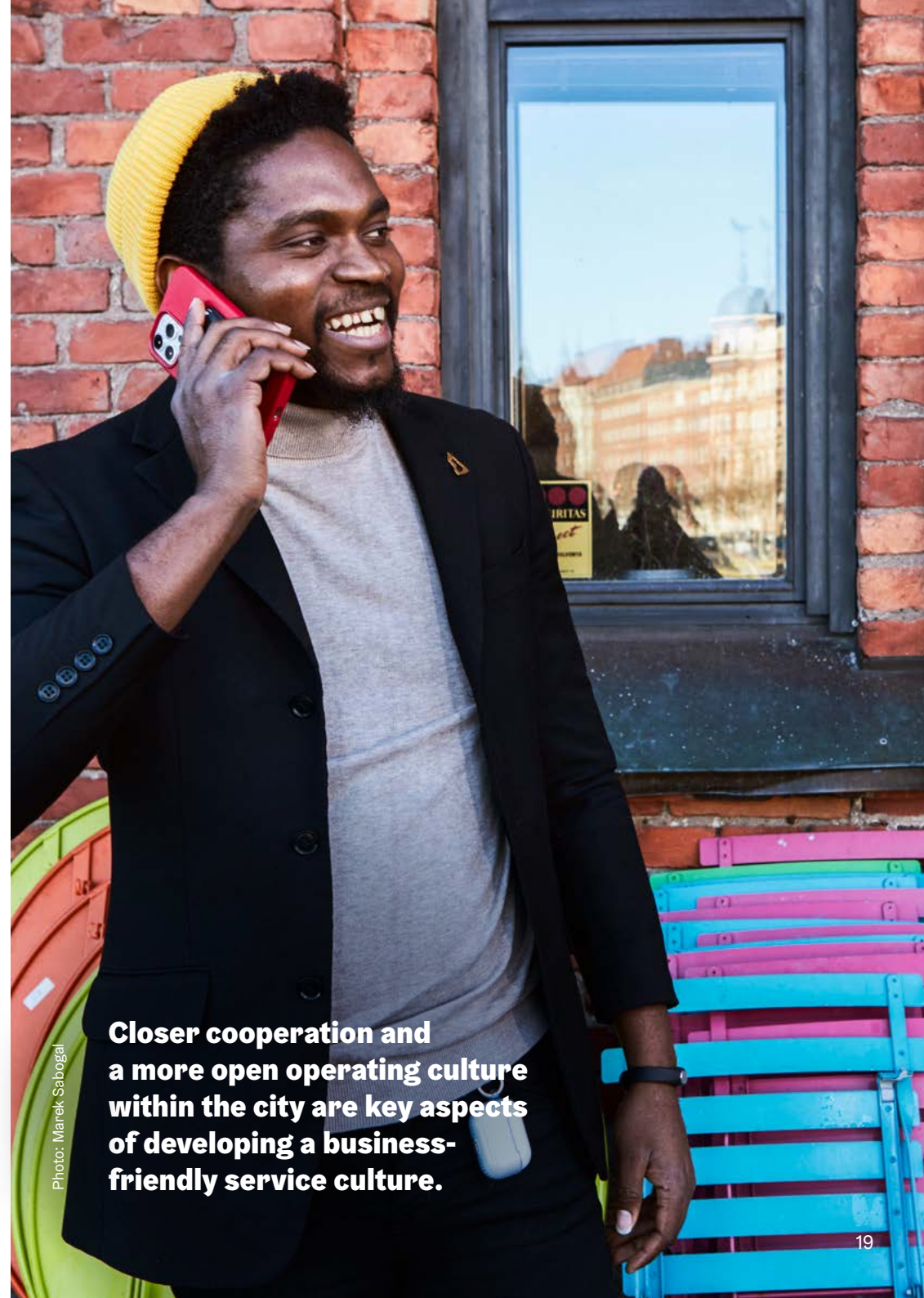


Photo: Marek Sabogal

Closer cooperation and a more open operating culture within the city are key aspects of developing a business-friendly service culture.

be implemented through multiple channels and a significant part of the operations will be implemented in cooperation with the city's partners. Activities will emphasise and monitor the viability of companies with the aim of achieving significantly better results than the national survival percentage of newly established companies. A significant part of the services for new companies will be produced in languages other than Finnish or Swedish.

The city strengthens the expertise and services of vocational education and other education providers and operators in supporting and promoting entrepreneurship, thus also creating new kinds of partnerships. The city particularly supports entrepreneurship communities of women, young people, students and immigrants.

Alongside new companies, the city invests in supporting the growth and globalisation of companies in the early stages of growth. The city is an active operator in its network of partners and utilises it in selected entrepreneurial ecosystems, which can be expected to generate new growth and diversity to the local business life in Helsinki. These focus areas include learning solutions, health and well-being, augmented reality, artificial intelligence (AI) and clean and smart urban solutions. The city also invests in the creative industries and in the

development of business skills in the creative industries.

The city serves companies in the early stage of growth by being active in sector-specific local, national and international networks. The city supports the launch and operation of business clusters, incubators, accelerators and other services that support the growth of companies operating in the selected focus areas, in case there is a clear demand for them. In certain cases, if a market demand is identified for a service and the private sector is not in a position to produce the service, the city may establish and operate support services, such as business incubators, for companies in their early stage of growth.

In addition, the City of Helsinki supports the positively developed start-up and scale-up ecosystem in Helsinki by supporting events in the sector and increasing and sharing information about the local start-up ecosystem.

Issues to be monitored in the priority objective

Both the city's operations and the development of the business life in Helsinki are to be monitored. Development taking place in the priority objectives can be described, for example, in the following ways:

- Development of the sum of wages and salaries in various sectors in Helsinki

- Statistics on starting and closing of business operations
Development of the number of jobs in the sector
- Development of community tax revenues
- Number of scale-up companies in Helsinki and the development of capital investments collected by scale-ups
- Companies' willingness to recommend Helsinki as a location (NPS) and their experiences of city services (separately implemented company surveys and customer satisfaction surveys)
- Key figures of the city's own services that promote business operations and customer satisfaction

Steps taken to improve the services for corporate customers and progress on the city-level coordination of services aimed at companies are highlighted in the monitoring.

Helsinki's employment services are lead with strong knowledge and the city's understanding of the effectiveness of employment management services in Helsinki is increasing year by year.

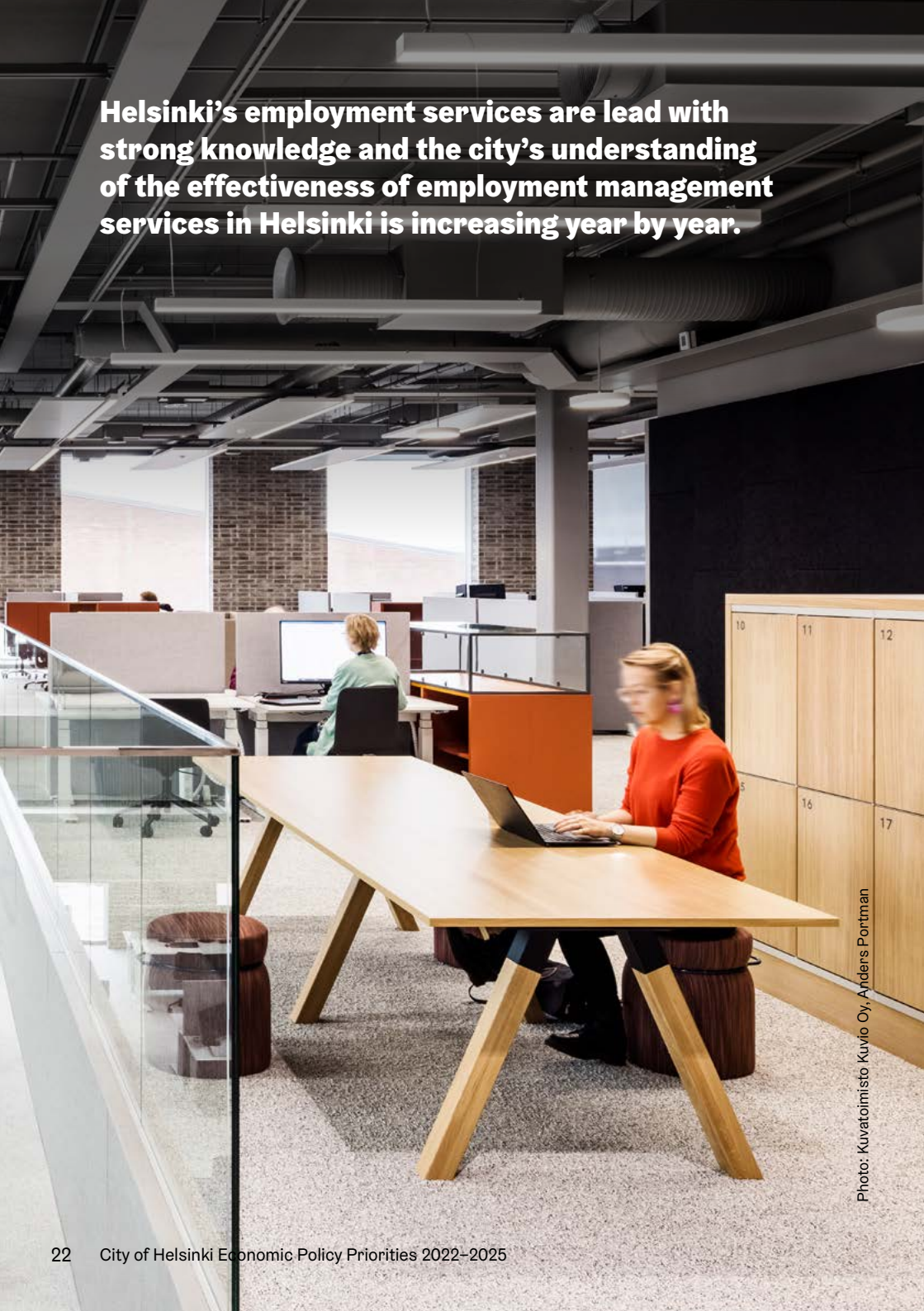


Photo: Kuvatoimisto Kuvio Oy, Anders Portman

Improving the likelihood of Helsinki residents finding employment and ensuring sufficient skilled labour for companies

2.3.

Strategic framework

In accordance with the city strategy, Helsinki aims to increase the likelihood of residents finding employment in the city.

The coronavirus pandemic and the resulting restrictions deteriorated the employment situation in Helsinki more than it did in the rest of Finland, and at the beginning of 2022, the unemployment rate in Helsinki is yet to return to the level it was before the crisis. Long-term unemployment, in particular, has increased during the pandemic. At the same time, in January 2022, the number of vacancies reported to the TE Office in Helsinki exceeded the level before the pandemic. This mismatch issue in the labour market is a major obstacle of growth in many sectors and the city must play its part in supporting the matching of jobseekers and employers.

Since the local government pilot on employment was launched in 2021, some employment services have

already been transferred to be provided by the municipalities and once the TE2024 reform is carried out, the city will be responsible for organising the rest of the employment services from 2024 onwards.

A separate employment target will be set for Helsinki and all Helsinki resources will be utilised in the organisation of employment services to raise the employment rate. The city will create an active labour market policy package, including, for example, the utilisation of integration services and vocational education as well as the employment of partially disabled people. This development will also contribute to the success of the local business life, as skilled labour will be increasingly available to meet the demand of the business community.

Guidelines steering city activities

As a result of the local government pilot on employment launched in 2021, unemployed Helsinki residents who are not entitled to earnings-related daily allowance, are under the

age of 30, foreign-language speakers or immigrants were transferred under the city's employment services. At the beginning of the strategy period, the provision of employment services has gained momentum, and during this period, the resources of the entire city will be utilised to create better conditions for Helsinki-based jobseekers to find employment in the open labour market or become self-employed.

Helsinki's employment services are led with strong knowledge and the city's understanding of the effectiveness of employment management services in Helsinki is increasing year by year. One of the measures Helsinki is using to provide better employment services is related to considering the individual needs of every jobseeker. In order to target the services more successfully, technology is being developed to help to find the best possible service combination for a particular job seeker. This way, jobseekers will receive services that improve their skills and readiness to enter the labour market or find their way to the open labour market directly faster than they currently do.

Successful employment management requires the support of a strong service ecosystem. The transfer of employment services to the city gives jobseekers and corporate customers access to the entire city service palette. However, it is also important that the city co-

operates more closely with Helsinki-based employers, companies and organisations. The city also utilises services provided by third parties in accordance with the customers' needs and aims to develop them together with the service providers. Shared employment management solutions are also sought across municipal boundaries, as Helsinki is the core of its commuting area.

Alongside successful employment management, the city invests in measures to prevent youth unemployment at an early stage. Measures that develop young people's working life and entrepreneurial skills help prevent the risk of them falling into unemployment and requiring more intensive services.

Some companies struggle to find workforce that suits their needs, although at the same time there is unemployment in the city. Work-related immigration and domestic migration will solve a part of the labour shortage, but the key to solving the mismatch issue is to develop the skills of the workforce to better suit the needs of employers. Helsinki is a major provider of vocational education, and in the coming strategic period, the resources of vocational education will be better harnessed to solve the labour shortage issue. It is important that the city cooperates closely with other education providers as well, also in relation to education that does not lead to a degree.

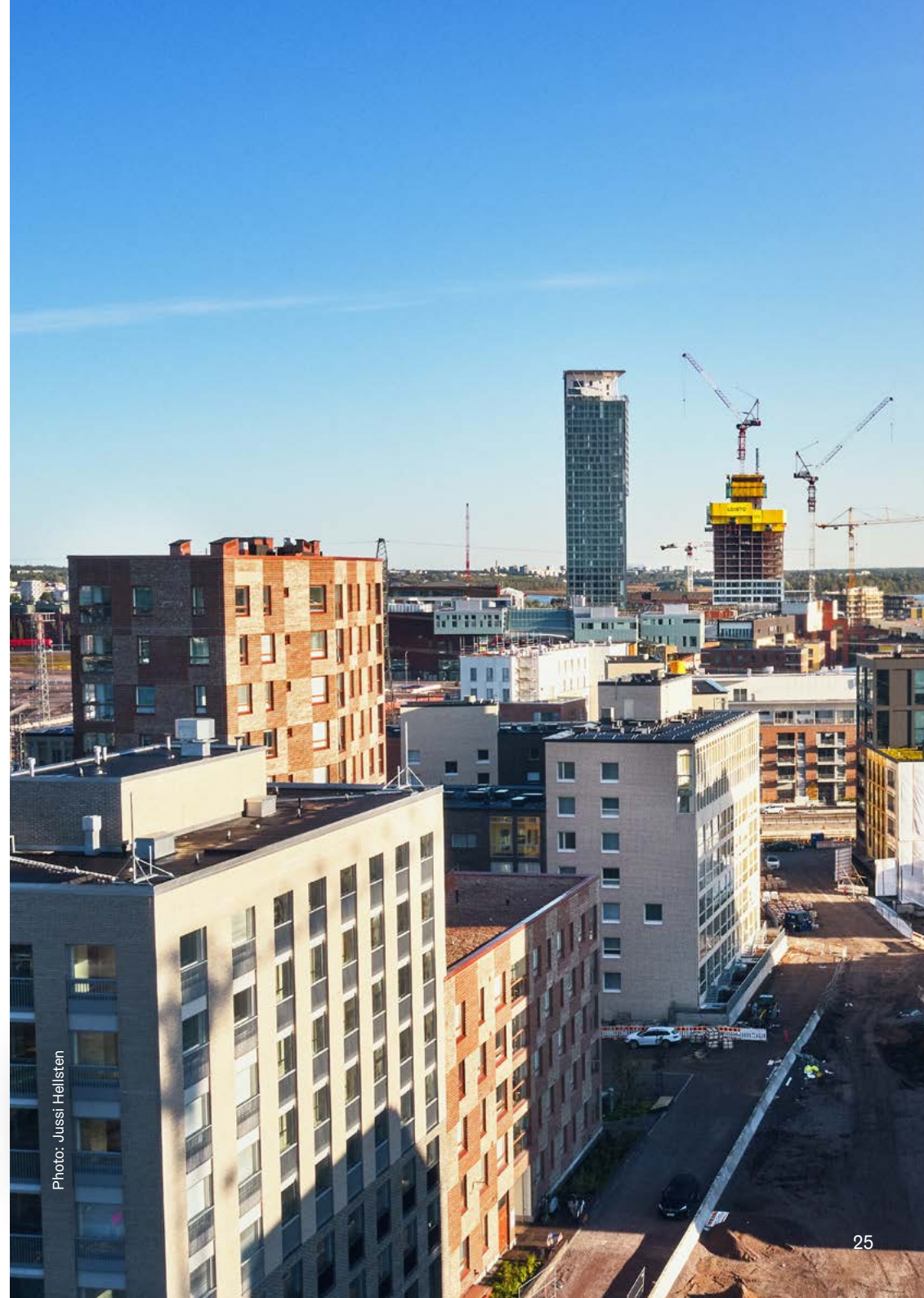


Photo: Jussi Helsten

The City of Helsinki, education providers, business community and other operators in the region cooperate in advance in order to strengthen the correspondence between education and the needs of the working life. As part of Helsinki's employment services, services aimed at employers that support their opportunities of recruiting more unemployed Helsinki residents are being developed.

The city is investing in improving the situation of the long-term unemployed through a personal service, which is guaranteed by appointing a personal employment expert for every jobseeker. Helsinki employment services are seeking partnerships and bringing together private and public services in order to better support the employment of those who have been absent from the labour market for a long time. The city aims to prevent long-term unemployment by tackling it at an

early stage. The key issue here is to utilise research data to identify the risk factors for long-term unemployment already at the beginning of the job search process.

During this strategy period, Helsinki-based integrators will receive the language training they need and other services that will develop their skills and working life abilities to an extent that will accelerate their access to the intermediate labour market or directly to the open labour market. This will also improve the availability of labour in the region.

As part of the promotion of employment and the monitoring of its development, the fact that the reasons for being excluded from the labour market are strongly gender-based will be considered. The employment rate of women with immigrant background is particularly low, despite of their relatively high level of education.

As part of employment management, attention will also be paid to prejudices that may make it difficult for people belonging to various minorities to find employment.

The responsibility for organising employment services is planned to be fully transferred from the state to the municipalities during 2024. This change is highly significant for the City of Helsinki in terms of the city's service provision, personnel and finances. The number of personnel working in vitality tasks will increase significantly, and employment and economic services will account for a considerably larger share of the city's operating costs. The city will succeed in taking on this new role if the impact assessments and anticipation related to the change are carried out in a thorough and timely manner. The advocacy work related to the transfer of the organisation responsibility

in cooperation with the rest of the Helsinki Metropolitan Area and other major cities will ensure that the outcome of the reform is purposeful for the vitality of Helsinki and the entire region.

Issues to be monitored in the priority objective

The priority objective monitors the development of employment and the labour market in Helsinki as well as the efficiency of services provided.

- Employment rate (in total, among under 30-year-olds and immigrants)
- Development of long-term unemployment (volume and flow into unemployment lasting 3 months/6 months/12 months)
- Customer service satisfaction
- Local government's share of labour market subsidy
- Activation rate (all/long-term unemployed/foreign nationals)

Tourism increases the service offering in Helsinki, supports international transport connections and improves the city's international appeal also from the point of view of investments and skilled labour.



Increasing the attraction of Helsinki as a city of sustainable tourism, culture and events

2.4.

Strategic framework

According to the city strategy, events, culture, memorable meeting places and unique urban culture play a significant role in making Helsinki a comfortable, dynamic and attractive city. According to the strategy, Helsinki will be developed into the most sustainable and intelligent tourist destination in the world. The goal is to develop an attractive city where residents, visitors and tourists feel equally comfortable. An attractive city extensively supports the success of companies operating in various sectors.

The global crisis caused by the coronavirus pandemic had a strong impact on tourism, cultural activities and events in Helsinki. For example, in 2021, hotel occupancy rate was less than half compared to in 2019 and companies suffered massive income losses.

Tourism has been a rapidly growing industry. It generates signifi-

cant cash flows and tax revenues for the city. It also employs large numbers of young people and immigrants. Tourism increases the service offering in Helsinki, supports international transport connections and improves the city's international appeal also from the point of view of investments and skilled labour. Alongside many positive aspects, when developing tourism, it is also important to consider how to minimise its potentially negative impacts. When developing tourism, it is important to weigh its advantages and disadvantages, consider the needs of local businesses and residents, protect nature and cultural environments and balance supply and demand.

Events play an important role in building the vitality of Helsinki. Events both create new kinds of urban experiences and are a major industry, which can be further enforced by developing a dynamic ecosystem of events. Helsinki already has a well-established reputation as a functional congress and

event city, but maintaining this image requires constant efforts. Helsinki, together with its extensive cultural offering, is also the flagship of Finnish culture. For example, the museums, concert halls, cultural centres, clubs and theatres in Helsinki form a permanent attraction factor for the city.

Capitalising on the growth that is to be expected in the tourism, event and cultural sectors after the pandemic requires concrete action. By investing in positive development trends and responding quickly to identified challenges, Helsinki has the opportunity to gain a major competitive edge over its competitors.

Guidelines steering city activities

Developing the city's attractiveness, operating conditions for tourism and eventness requires strategic leadership. The city can strengthen the operating conditions for tourism and event industries by investing in the networked management of eco-systems.

Tourism, events, art and culture affect almost all of the city divisions and departments, as well as many City Group operators. The goal is to systematically promote an attractive city of experiences through broad-based and practical cooperation. This requires

the development of cooperation structures within the city and also closer cooperation with operators in the industry.

The operating conditions for the tourism and event industries are being managed and developed based on knowledge more strongly than before. The goal is to identify and define the framework and indicators for operations and to collect fact-based information to support decision-making. Among other things, knowledge-based management of operations allows seeking innovative solutions for improving the operating environment, customer experience and accessibility as well as for identifying bottlenecks. As a result of the efforts, operators can be supported in developing their business to meet future needs more successfully.

Helsinki is committed to sustainable development in all its activities, and this is developed from an ecological, socio-cultural and economic perspective. Helsinki is being developed into the most sustainable tourist destination in the world: the goal is to rank on top of the Global Destination Sustainability index in 2026. Sustainability is also at the heart of developing eventness. The steps to be taken support the City of Helsinki's sustainable development goals, such as being carbon neutral by 2030. Developing a



Photo: Camilla Bloom



Helsinki will continue the sustainable develop of its eventness, be a more reliable and inspiring partner and an increasingly functional platform for events.

Photo: Julia Kivela

sustainable destination and activities requires systematic planning, measuring, monitoring, communication and support for companies and other operators on the path towards certification and continuous development of operations.

Partnerships between the city and sectors that develop the city's attractiveness will be strengthened, especially through the Helsingin tekijät network, Helsinki Tourism Advisory Group, eventness, and art and culture ecosystems. Regional, national and international cooperation will be implemented systematically with selected partners.

Developing the city's attractiveness together with its residents promotes awareness of the benefits and effects of developing tourism, eventness and cultural activities, and includes city residents in planning and decision-making processes.

The growth in the tourism industry takes place by investing particularly in international target groups, and emphasising Helsinki's value base, strengths and sustainability. Meeting and congress tourism is a cornerstone of tourism in Helsinki. Opportunities for combining business and leisure tourism will also be promoted. In order to strengthen Helsinki's international appeal, the city's brand will be built and awareness will be increased through comprehensive marketing

and sales, as well as active PR and media work.

The development of maritime Helsinki will be continued ambitiously by improving maritime connections, seaside trails, piers and bases. Maritime entrepreneurship will also be promoted.

Helsinki has a number of innovative restaurants, market halls and other food culture operators and culinary experience providers. Events can also be important attraction factors in food culture. By developing the eventness of the restaurant industry and utilising internationally renowned brands such as Michelin stars, Helsinki's appeal as a culinary travel destination can be promoted. In accordance with its strategy being prepared in 2022, Helsinki City Premises Ltd develops interesting and memorable places.

Helsinki will continue the sustainable develop of its eventness, be a more reliable and inspiring partner and an increasingly functional platform for events. Together with other operators in the field, Helsinki develops and promotes the competitive position of cultural and sporting events as well as other major events that support the Helsinki brand and the city's strengths. Helsinki Biennial is a good example of such an event.

Opportunities in the cultural and event industry will be supported

by strengthening structures in cooperation with operators in the field. This will lend them better and more sustainable chances to succeed. Event areas will be developed as functional entities as part of the economic policy planning of land use. Helsinki can continue to act as an attractive and reliable host city for major events if it is able to demonstrate suitable production and logistical conditions for them. The cultural and event industries are characteristically temporary. The city promotes the use of indoor and outdoor premises that are currently being underused as well as smoother licensing and reporting practices to support eventness. Event areas and locations are being developed increasingly actively to ensure that events are organised in a diverse manner in different parts of city throughout the year.

Helsinki's appeal from the perspective of city residents, visitors and tourists will be developed also by tending to the prerequisites of year-round and permanent eventness and cultural activities. Such activities include museums, concert halls, cultural centres, clubs, theatres and various subcultures. The uniqueness of Helsinki's cultural and natural environments is also considered as part of the city's development and the operating environment of companies. The goal is to develop

a city that has an expanding cultural life that is becoming increasingly interesting, diverse and distinctive, and holds its cultural environments in high regard. Design is an internationally significant distinguishing factor for Helsinki and a key tool in developing the city. Helsinki's profile as a design city will be strengthened. This effort will be supported by promoting, among other things, the new architecture and design museum project.

The city pays attention to the availability of skilled labour in the service sector after the coronavirus pandemic. The city promotes the development and piloting of new solutions and products in the tourism, event and cultural sectors as well as the creative sectors in general to develop their competitiveness. The city supports the networking and creative cooperation of companies operating in different sectors. The city invests particularly in strengthening the business skills and digital capabilities of small companies.

The city takes into consideration that many creative sectors have a major effect on the development of the city's attractiveness. For example, the city has a clear role in promoting the audio-visual industries, such as attracting and supporting television and film productions. Television and film

productions have significant employment effects and can be used to develop the city's international brand and visibility.

Issues to be monitored in the priority objective

The development of priority objectives can be monitored, for example, in the following ways:

- Development of registered overnight stays
- Tourist dwell time
- Rank in the Global Destination Sustainability index
- Development in the numbers of participants in international professional events

Furthermore, the monitoring will take into account studies and comparisons on the city's brand and reputation, and pay particular attention on the development of creative industry companies and the number of jobs in Helsinki.



Photo: Jussi Heljsten

Developing Helsinki into an increasingly attractive city for international talent, companies and investments

2.5.

Strategic framework

According to the city strategy, Helsinki aims to be an appealing and attractive city for international experts and their families as well as for people relocating from other parts of Finland. In addition to employees, the city strategy emphasises the importance of attracting foreign students, entrepreneurs, companies and investments to Helsinki. This responds to the goal of increasing economic activity and diversification of industrial activities in the region. Helsinki's growth and well-being is supported by systematic development work to attract investments and talent as well as to develop the city's international reputation and brand.

The availability of skilled labour is an increasingly significant challenge for Helsinki-based companies operating in various sectors. The need to promote work-based immigration concerns a variety of skills and companies – there is demand for both employees and technology and business professionals in scale-up companies.

The city takes an active role in attracting foreign companies, entrepreneurs and employees and supporting them in settling into Helsinki. The city supports the employment of foreign employees' spouses and the attachment of international students into the local business life.

In order to strengthen the city's general attraction and hold, it is important to construct comfortable living environments and develop daily services in a customer-oriented manner. Developing the city's appeal supports the city's growth by attracting employees and entrepreneurs from other parts of Finland and abroad. From the point of view of attracting talent, the city will play an increasingly active role in coordinating cooperation between various operators in the region and strengthening the international image of the city.

Guidelines steering city activities

In 2022, Helsinki's brand and marketing strategy guidelines will be updated and Helsinki's roadmap for work, study and entrepreneurship-based immigration 2021–2025

The availability of skilled labour is an increasingly significant challenge for Helsinki-based companies operating in various sectors. The need to promote work-based immigration concerns a variety of skills and companies – there is demand for both employees and technology and business professionals in scale-up companies.



Photo: N2Albiino



Photo: Mäija Astikainen

has been prepared. The priority objective will be implemented along these guidelines.

The operations of Helsinki Marketing and Helsinki Business Hub have merged into a new city marketing and investment company Helsinki Partners. Helsinki Partners plans and implements measures related to attracting international companies, investments and talent, as well as building the city's international reputation and the Helsinki brand.

Helsinki's appeal as an attractive target area for employees and companies will be further developed by strengthening the city's international brand and reputation efforts. Helsinki acts a partner for companies and employers, and attracts international workers to the region, especially in sectors suffering from labour shortage. Attraction work are carried out, for example, by organising tailor-made attraction and visitor campaigns as well as international recruitment pilots together with companies in the region. Attraction work is based on understanding the factors that influence the choices of work-based immigrants and entrepreneurs.

The goal of work, study and entrepreneurship-based immigration is considered as a special priority in the city's international operations. For example, international advocacy work and supervision of interests, cooperation with international

partners and international projects are aimed at supporting the goals of work, study and entrepreneurship-based immigration.

The integration of work-based immigrants, entrepreneurs and their family members is supported by special services. Start-up entrepreneurs and teams receive support for settling in Helsinki (so-called soft landing service). The target groups of special attraction campaigns are organised pre-entry services that facilitate their establishment in Helsinki. During the strategy period, the development of International House Helsinki's (IHH) services, offering early-stage advisory and authority services, will be continued. In addition, services supporting the comfort and employment of international experts' spouses will be further developed, as well as services supporting the settling and integration of international students and researchers.

The city will develop its own basic services to better meet the needs of new customer groups. The quality and quantity of English and other language communication aimed at international experts and their families will be improved. The city invests in the development of English and other language services, recreational activities, and consultation. Establishing English as the city's third language would support the establishment of international experts in Helsinki.

The city is particularly investing in the supply of English-language early childhood education and school places to suit the demand, which will support successful international recruitment. During the strategy period, activities can be developed, for example, by investing in the availability of school places in the middle of the school year, supporting bilingual education, exploring the possibilities of educational export, and paying attention to the adequacy of qualified staff.

Together with its network of partners, the city is taking steps to ensure that immigrants, regardless of the reason for their immigration, are more likely to be employed in positions that match their skills. Helsinki has a major role in Finland as a destination for work and

study-based immigration, but a large part of the measures that support international recruitment are dependent on the state. The city is particularly interested in facilitating entry processes and developing financing solutions for state support measures.

Issues to be monitored in the priority objective

The monitoring of the priority objective is based on examining the objectives, measures and indicators defined in the Helsinki roadmap for work, study and entrepreneurship-based immigration and on the monitoring of the indicators defined in the Helsinki Partners' strategy. Particular attention will be paid to the development of the total volume of work and entrepreneurship-based immigration.

The city will develop its own basic services to better meet the needs of new customer groups. The quality and quantity of English and other language communication aimed at international experts and their families will be improved.



Photo: N2Albiino



Photo: SEK

In accordance with its urban strategy, Helsinki wants to be a city that has an active role in solving significant and wicked global challenges. In the future, Helsinki will be the most attractive city for people and companies who work for the best interests of the entire world.

Businesses that solve globally relevant problems are being developed in Helsinki

2.6.

Strategic framework

In accordance with its urban strategy, Helsinki wants to be a city that has an active role in solving significant and wicked global challenges. In the future, Helsinki will be the most attractive city for people and companies who work for the best interests of the entire world. At the same time, the city aims is to make life smoother, and more comfortable and pleasant for its residents. Helsinki is a city where good things happen.

The strategy entries on bringing forward the city's carbon neutrality goal, taking the climate perspective into account in all decision-making, and implementing an ambitious roadmap for circular economy pay particular attention on seeking solutions to environmental challenges.

Developing solutions related to climate change and ecological, social and economic sustainability is essential. In the future, a growing share of new business and investments will be directed towards the

development of such solutions. The high competence base of the population in the Helsinki region and the strong innovation system are capable of producing positive global impacts and, at the same time, generating new business operations in Helsinki.

The city can contribute to this goal by acting as a partner for the research, innovation and development operations of companies and universities in particular, and by promoting the development of new solutions through procurement. In accordance with the city strategy, Helsinki must be an attractive location for testing new solutions in the urban environment. The city makes effective use of innovation competitions, financing opportunities, and other such tools.

Guidelines steering city activities

The city aims to support and accelerate the creation and development of business aimed at solving problems that are considered to be of global importance. From the point of view of guiding the city's economic policy, such relevant and wicked problems are mainly understood to be issues that affect the environment and people's daily lives and well-being that are somehow linked to the city's activities and to the solution of which the city can add value through its own active efforts. On the other hand, companies, universities and research institutions operating in the Helsinki Metropolitan Area are developing solutions to a much more extensive set of challenges. The city influences these by supporting the development of the local innovation system and the operating conditions of companies.

Wicked and significant problems linked to city activities often relate to the promotion of the sustainability transition; for example, the achievement of the city's carbon neutrality target, transport, energy efficiency, smart urban solutions, skills development, education technology and the promotion of health and well-being. In addition, solutions promoting circular economy are considered.

The city acts as an innovation partner for companies and universities, especially in themes related to solving wicked and significant problems.

The city's innovation and development platform activities contribute to the goal. In accordance with the city strategy, the aim of the activities is to utilise the generated solutions in the city operations to make the lives of city residents smoother and more comfortable and pleasant.

Solving wicked and significant problems will be considered in the targeting of city's innovative and responsible procurement. The City of Helsinki procurement strategy 2020 emphasises that procurement will play a major role in how the city will achieve its goal of creating an economically, environmentally and socially sustainable city. According to the strategy, Helsinki is leading the way in the promotion of sustainability goals and the introduction of environmentally friendly solutions. As Finland's largest public procurer, Helsinki has the opportunity to support the development of industries and markets towards a more sustainable direction.

The city supports the business development of companies working on wicked and significant problems by organising, among other things, incubator activities together with its partners. Currently, many of the incubators supported by the city focus on themes that are linked to significant and wicked problems. The Urban Tech Helsinki incubator serves companies developing smart city solutions, Health Incubator Helsinki supports companies operating

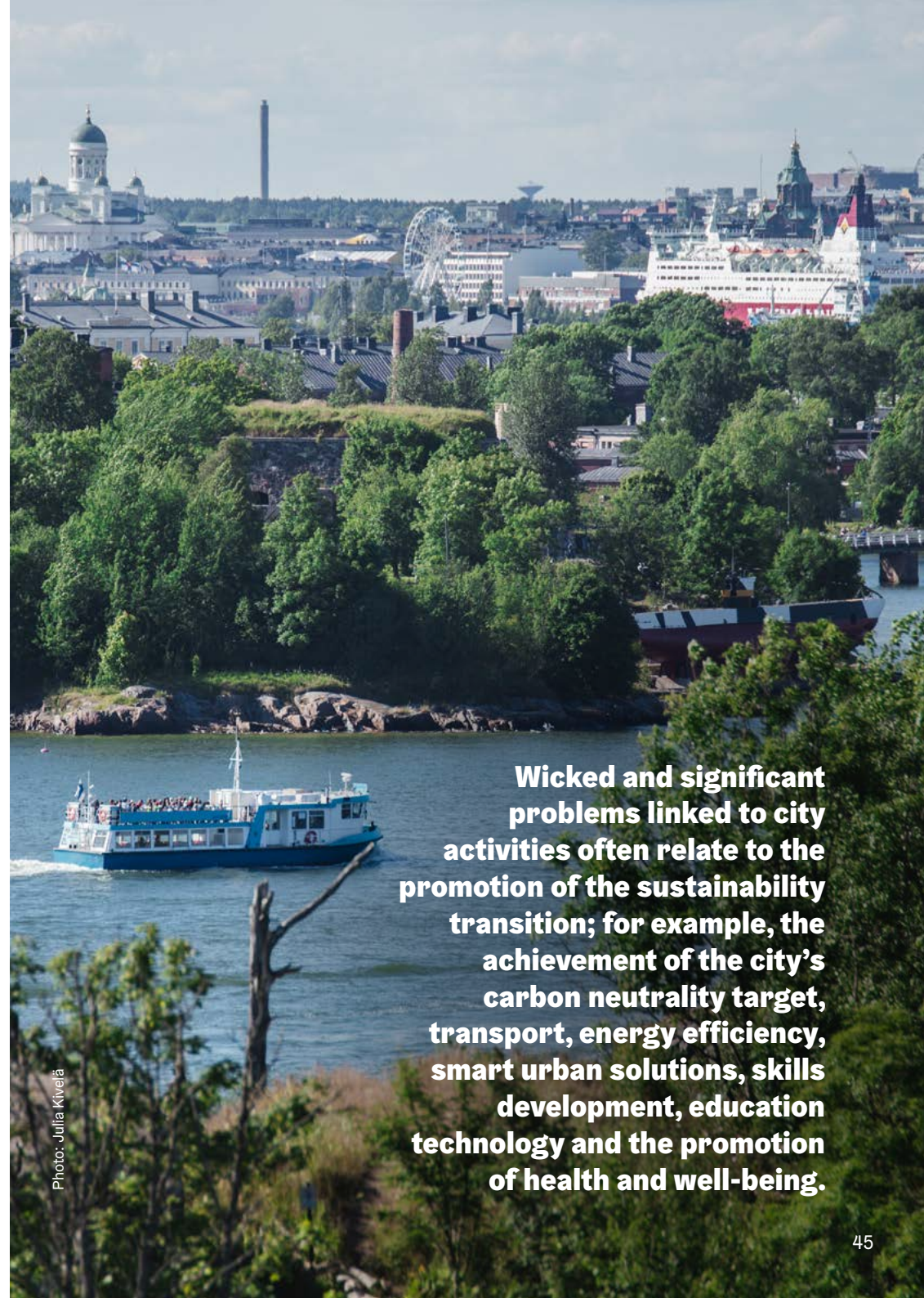


Photo: Julia Kivela

Wicked and significant problems linked to city activities often relate to the promotion of the sustainability transition; for example, the achievement of the city's carbon neutrality target, transport, energy efficiency, smart urban solutions, skills development, education technology and the promotion of health and well-being.

in the health sector and Helsinki Education Hub helps companies develop educational solutions.

The priority objective directs funding for the city development operations. This objective is considered in the operations of the City of Helsinki Innovation Fund and in the implementation of the joint ecosystem agreement between the cities of Helsinki, Espoo and Vantaa. The main themes supported by the ecosystem agreement are smart and sustainable urban solutions, well-being and health technologies as well as new learning environments and digital solutions for competence. The city's innovation company Forum Virium Helsinki

considers the priority objective in the direction of its operations.

In its communications, advocacy work and international operations, the city considers the solution of significant and wicked problems to be one of its strategic priorities. The city highlights the solutions developed and implemented in Helsinki. Market references and highlighting solutions support the business of the companies that developed them. In accordance with the city strategy, Helsinki bears its global responsibility by sharing its own best practices and lessons learnt with other cities. At the same time, the city has the opportunity to promote the business of Finnish companies.

Issues to be monitored in the priority objective

The implementation of the priority objective can be monitored, for example, with the help of the following matters:

- Observations related to the city's innovation and development platform activities – information on the thematic targeting of development activities and the benefits experienced by companies
- Number of 'purpose driven' companies in various comparison reports and the amounts of financing raised by similar start-ups and scale-ups

- Reports on net effects of companies
- Descriptions of the activities of incubators actively involved in the theme

In addition, the monitoring will highlight examples of new solutions developed in Helsinki where the city's activities and participation in particular have had added value. If possible, the implementation of innovative and responsible procurement in various themes will also be monitored.



According to the city strategy, the city centre must be developed in close cooperation with the city residents and the business community and companies operating in the city centre area. The specific objective of the strategy period is to strengthen the coordination of projects, decisions and measures related to the vitality of the city centre within the city and to strengthen the connection with the business community.

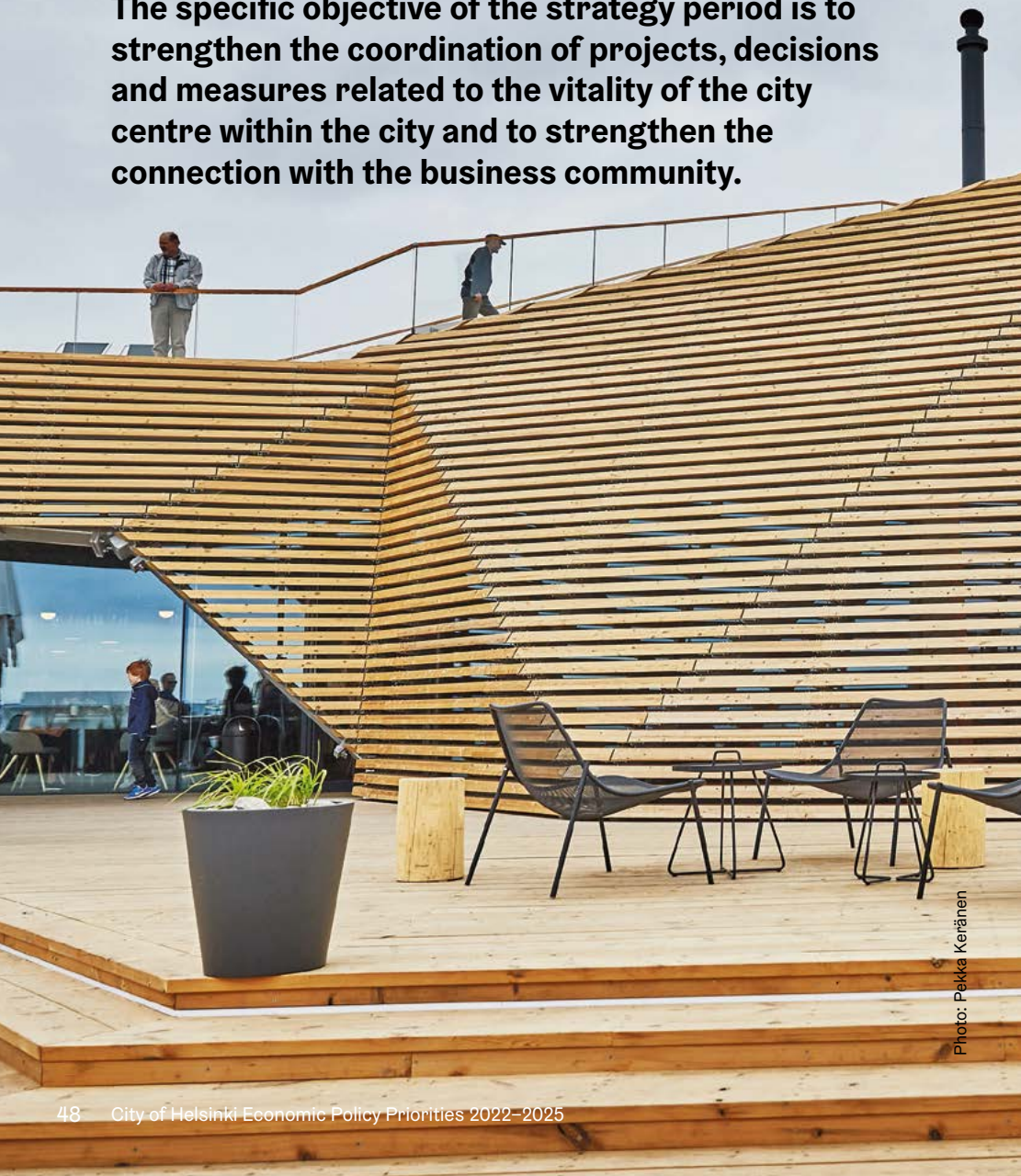


Photo: Pekka Keränen

Increasing the vitality of the city centre

2.7.

Strategic framework

The city centre of Helsinki is a unique area on a Finnish scale. The city strategy states that the Helsinki city centre is Finland's largest hub of jobs, services, entertainment and culture that plays a unique role in the Finnish economy as a whole. The city centre is a resource that must be purposefully invested in. Based on the city strategy, a vitality project will be launched for the city centre that will invest in a pedestrian urban space that is pleasant and comfortable. Issues to be promoted during the strategy period include growing the number and intensity of jobs and services in the city centre, creating conditions for events and the ensuring the visibility and presence of culture and art in the city centre.

The importance of the Helsinki city centre for the vitality of the entire city is emphasised by the fact that the area has more than 100,000 jobs, representing approximately one-third of the total number of jobs in the city. Particularly during the coronavirus pandemic, concerns have emerged about the decline in the vitality of the city centre. Specialised retail typical of city centres

has been in transition for a long time now. The restrictions caused by the coronavirus pandemic have weakened the operating conditions for retail and catering companies in the city centre. Based on the results of the city's annual vitality calculation, the vitality of the city centre has decreased over the past three years. Demand for business premises in the city centre remains strong, and office work will continue to play a significant role in the vitality of the city centre.

According to the city strategy, the vitality of the city centre is supported by developing traffic arrangements. The city assesses the overall effects of transport projects related to the accessibility of the city centre, ensures smooth flow of maintenance and distribution traffic, and aims to minimise the inconvenience caused by street work.

From the point of view of targeting economic policy priorities, the activities focus particularly on the so-called Central Business District (CBD) where the most important areas of offices and specialised trade are located.

According to the city strategy, the city centre must be developed in

close cooperation with the city residents and the business community and companies operating in the city centre area. The specific objective of the strategy period is to strengthen the coordination of projects, decisions and measures related to the vitality of the city centre within the city and to strengthen the connection with the business community.

Guidelines steering city activities

During the strategy period, various city divisions will implement and prepare a large number of small and large projects and decisions affecting the vitality of the city centre. Major entities to be prepared will include, for example, the expansion of the pedestrian city centre, the reorganisation of port operations, and the new architecture and design museum. New attraction factors and a more pleasant environment will add to the vitality of the city centre. However, at the same time, the accessibility of the city centre by all means of transport must be ensured.

From the point of view of economic policy, one of the significant priorities and goals of the strategy period is related to strengthening the coordination between various operators and projects. Alongside long-term measures and investments, the goal is to identify projects with faster effects and smaller reforms.

For the duration of the strategy period, the city has established a new cooperation group between the City

of Helsinki and the business sector to strengthen the vitality of the city centre (HELY working group). The main task of HELY working group is to define a common goal for the development of the city centre for the city and the business sector and to identify the key development needs. Key operators for the vitality of the city centre, such as business organisations operating in the area, property owners, Port of Helsinki and the University of Helsinki, have been invited to participate in the HELY working group as extensively as possible. The city aims for the HELY working group to comprehensively guide the preparation and implementation of measures to strengthen the vitality of the city centre in accordance with the city strategy.

Guidelines on the development of Helsinki city centre are presented in the 'Economic policy goals for land use' document. The guidelines state, among other things, that the city has a flexible approach to the development of the properties in the city centre, especially as regards different purposes for premises, and when necessary, reacts quickly to the changing needs of companies, while also taking into account the special characteristics of the city centre. Furthermore, the guidelines also emphasise the strengthening of job clusters, good accessibility of the city centre by all modes of transport, and enabling development measures for companies and

property owners that will add to the comfort of the city centre.

The city can support the vitality of companies in the city centre by supporting the operating conditions of the event industry and by coordinating year-round events in the city centre. The vitality of the city centre can also be developed by paying attention to the permanent and year-round event activities and experience services provided by culture and art institutions. For example, outdoor cultural activities and extended opening hours can increase the flow of city residents and tourists to Helsinki city centre.

Issues to be monitored in the priority objective

The goal of the HELY working group is to monitor the development of the vitality of the city centre and to provide up-to-date information on projects that develop vitality. Pro-

gress in the priority objective will be monitored through the materials produced by the HELY working group.

Examples of issues to be monitored include:

- Development of the city centre business premise market
- Annual vitality monitoring
- Development in the number of jobs in the city centre

The priority objective will also report on the activities of the HELY working group and monitor the targeting and implementation of the initiatives and projects identified by the working group. When possible, development in the accessibility of the city centre by different modes of transport and the development in the number of visitors to various locations in the city centre will also be taken into account.



Helsinki