

Strong, impressive,  
and enticing

# Rauma's city strategy for 2026–2035

City Council  
27 April 2026, § 31



# Well planned is half done

Rauma's city strategy aims for success

In accordance with our city strategy, Rauma will be a **strong, impressive, and enticing city** in the eyes of Rauma residents and others in 2035.

The strong and impressive city of Rauma will attract new companies and investments as well as new residents and students, both nationally and internationally. The enticing city will provide even more opportunities for leading a meaningful life and will attract tourists and visitors alike.

We will strengthen the operating conditions of Rauma's business community and local education resources, and we will promote the health and wellbeing of Rauma's residents. We will invest in community building, shared experiences and events, and we will foster an inclusive atmosphere. We will support young people's wellbeing and their integration into education and working life.

We will widen our scope and work more effectively by working together with the city's residents, associations, and businesses. We will develop Rauma's reputation nationally and internationally as a unique and inviting city that attracts young people and families with children.

This strategy was developed and will be implemented in collaboration with local residents, the business community, employees, and city councillors.



“ Rauma's city strategy is the city's most important plan. It provides a framework for development, and guides decision-making and service provision.

Our task as the city's decision-makers and employees is to implement this plan together with the people of Rauma.”

Esko Poikela

Vision:

# Strong, impressive, and enticing

**A strong and impressive Rauma** is thriving and vibrant. With our strong economy, we will develop high-quality services and sustainable infrastructure, and enable smooth everyday life. We will be an active and strong influencer in both national and international networks. We will also strengthen our influence as a region.

Rauma will attract a wide range of businesses and offer a welcoming home for both employment and employees. We will be the most business-friendly city in Finland in our size group, offering smooth and efficient services

– Rauma exceeds expectations!

We will provide high-quality early childhood education and care plus schooling for children. Rauma will also offer smooth everyday life, and diverse opportunities for housing, employment, and sports and recreation.

**An enticing Rauma** will offer a great experience for visitors. The city centre will provide a functional and vibrant meeting place for people of all ages, with the maritime atmosphere playing a key role. Rauma will be known for its fascinating World Heritage sites, experiential events, beautiful surroundings, and bold cultural scene. The city's appeal will be increased by renewing its range of events and by introducing new, family-friendly attractions in the city centre that will attract visitors from all over the world.

A strong sense of community and pride in the city will form the foundation of the Rauma spirit. At its best, the Rauma spirit will be about genuine encounters between people, caring for others, tolerance, and bold action.

Rauma brings together traditions, Old Rauma, and the strengths of modern industry into a success story told in Finland and around the world!



# Changes in the operating environment



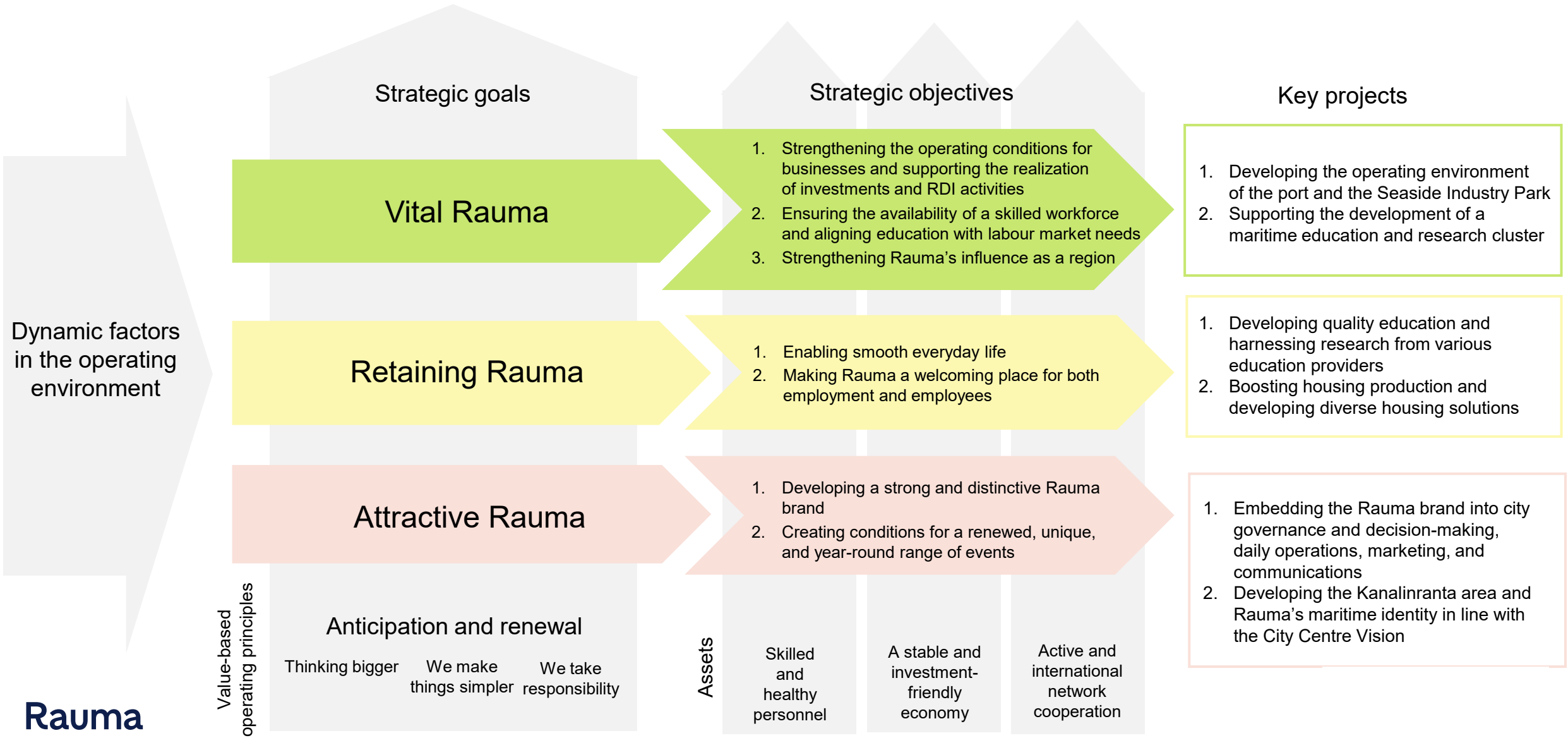
## Dynamic factors 2025–2040

- Climate change
- Working-life transformation
- Security environment
- Technological development (AI and cybersecurity)
- Changing values and lifestyles
- Demographic shifts and regional disparities
- Transformation of the welfare state structure
- Strained public finances
- Increasing importance of communication
- Resilience and preparedness

<p><b>Strained public finances</b></p> <ul style="list-style-type: none"> <li>• Changes in state subsidies and tax revenue</li> <li>• Reduced investment capacity</li> <li>• Rapid legislative changes</li> </ul>	<p><b>Increasing importance of communication</b></p> <ul style="list-style-type: none"> <li>• Disinformation</li> <li>• Crisis communication</li> <li>• Inclusive and transparent decision making</li> </ul>	<p><b>Climate change</b></p> <ul style="list-style-type: none"> <li>• Emission reduction targets and energy transition</li> <li>• Extreme weather events and adaptation needs</li> <li>• Sustainable community structure</li> </ul>	
<p><b>Resilience and preparedness</b></p> <ul style="list-style-type: none"> <li>• Energy security</li> <li>• Supply chain disruption</li> <li>• Pandemics</li> </ul>	<p><b>Transformation of the welfare state structure</b></p> <ul style="list-style-type: none"> <li>• Cooperation with wellbeing services counties</li> <li>• The importance of preventive services</li> </ul>	<p><b>Technological development</b></p> <ul style="list-style-type: none"> <li>• Accelerating digitalisation</li> <li>• The rise of artificial intelligence</li> <li>• Cybersecurity and responsible data use</li> </ul>	
<p><b>Changing values and lifestyles</b></p> <ul style="list-style-type: none"> <li>• Sustainable consumption</li> <li>• Individualism vs. communality</li> <li>• Young people's expectations of urban environments</li> </ul>	<p><b>Working-life transformation</b></p> <ul style="list-style-type: none"> <li>• Hybrid work and multi-locality</li> <li>• Talent shortage and lifelong learning</li> <li>• Platform economy and work fragmentation</li> </ul>	<p><b>Demographic shifts and regional disparities</b></p> <ul style="list-style-type: none"> <li>• Regional disparities</li> <li>• Ageing population and a weakening dependency ratio</li> <li>• International migration</li> <li>• Risk of social exclusion among young people</li> <li>• Declining fertility rates</li> </ul>	<p><b>Security environment</b></p> <ul style="list-style-type: none"> <li>• Geopolitical uncertainty</li> <li>• Security of supply and energy self-sufficiency</li> <li>• Cyber and hybrid threats</li> <li>• Wide-ranging influence</li> <li>• Societal resilience</li> </ul>

# Strong, impressive, and enticing

A particular focus on children, young people, and families with children



# Strategic goals for success

## Vitality



We will support the activities of businesses, residents, and communities to drive employment, investment, and sustainable growth in Rauma.

We will develop Rauma into a home port for green industrial growth, improve the conditions for business activity, and develop an attractive city centre.

We will make effective use of economic policy and networks, ensure the availability and retention of a skilled workforce, and provide smooth and efficient services.

We will embrace new opportunities and actively engage in national and international networks.

## Retention



Rauma provides an environment where people want to live and choose to stay. We will provide safe and diverse housing solutions and smooth everyday life, complemented by a wide range of leisure opportunities, culture, events, and nature experiences.

We will make use of Rauma's maritime resources and develop the city centre as a vibrant meeting place for everyday life and celebrations.

We will promote community spirit, the "Rauma spirit", and an inclusive culture. The proactive promotion of wellbeing is at the core of the city strategy.

We will welcome new residents and support smooth living, leisure, and integration.

## Attraction



Rauma is a beautiful and unique city whose appeal is built on vibrant events, culture, and a high-quality living environment.

We will develop the city as an attractive place to work, study, and enjoy a good life, while strengthening the role of year-round events, our maritime environment, and our distinctive assets.

We will invest in the comfort and attractiveness of the city centre and highlight the city's strengths and long history.

Together with the entire community in Rauma, we will strengthen the city's reputation and competitiveness through meaningful brand development.

# Vital Rauma

## 1. We will strengthen the operating conditions for businesses and support the realisation of investments and RDI activities

- By developing Rauma into a home port for green industry growth and new investments.
- By supporting the establishment of jobs and businesses through effective zoning, pricing, resources, and relocation services.
- By actively marketing investment and business opportunities and collaborating with international business networks.

### Key project

Developing the operating environment of the port and the Seaside Industry Park

## 2. We will ensure the availability of a skilled workforce and align education with labour market needs

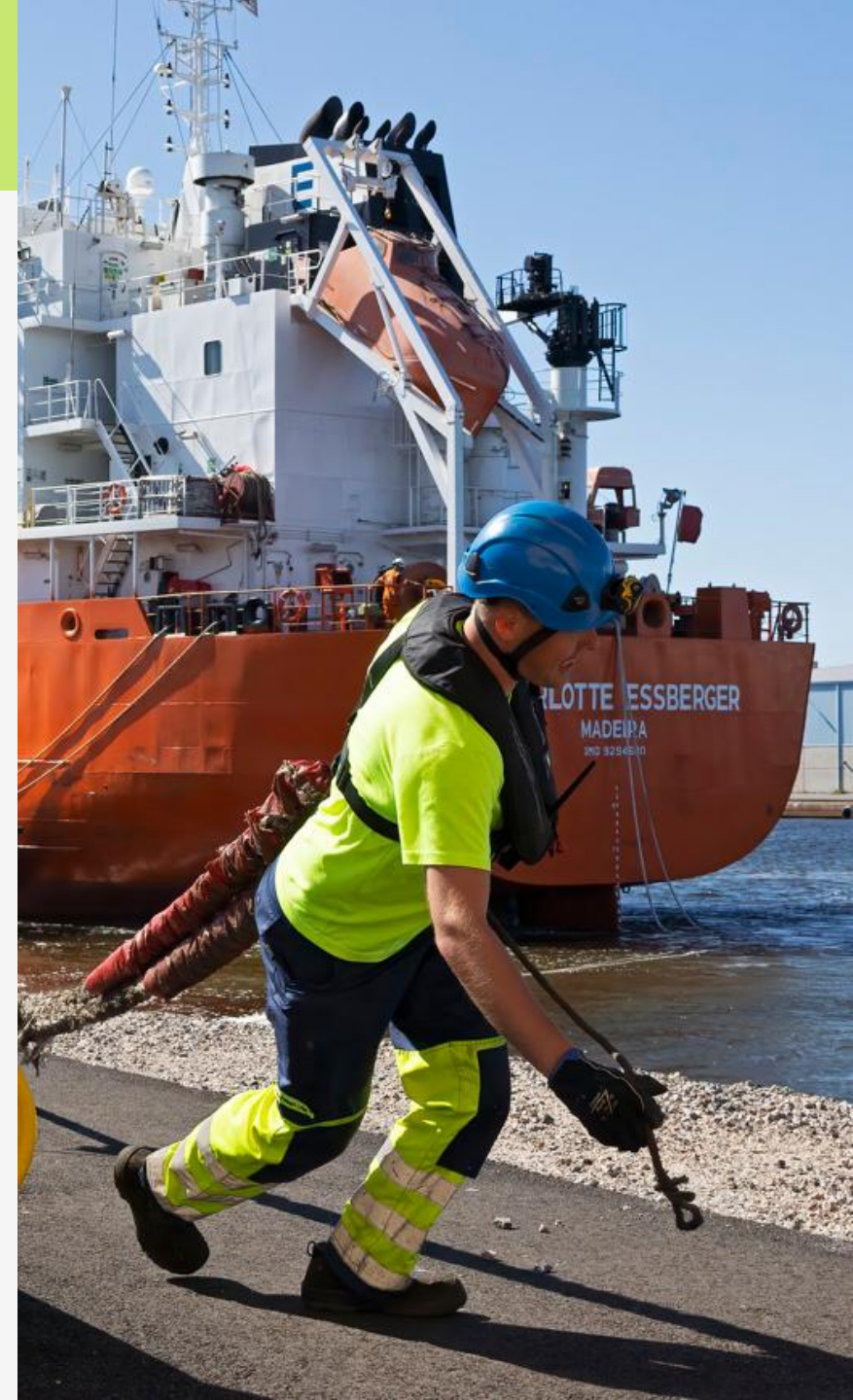
- By aligning education and training opportunities with the needs of industry and Rauma's internationalisation.
- By ensuring sustainable conditions for the development of teacher training and higher education.
- By supporting the retention and integration of skilled professionals.

### Key project

Supporting the development of a maritime education and research cluster

## 3. We will strengthen Rauma's influence as a region

- By enhancing collaboration between municipalities across the region to strengthen the area's influence both regionally and nationally.
- By enhancing the region's appeal to attract working-age residents.
- By promoting the area's potential through regional advocacy efforts.



# Retaining Rauma

## 1. Enabling smooth everyday life

- By highlighting Rauma's strengths as a place for easy everyday living, where services, work, leisure activities, and nature are easily accessible.
- By developing effective and data-driven services that enhance everyday life and support businesses, employment, and entrepreneurship.
- By working closely with education providers and third-sector organisations to deliver services that support everyday wellbeing and strengthen wellbeing and community spirit.
- By maintaining close dialogue with the wellbeing services county to ensure the successful implementation of services and related investments.

### Key project

Developing quality education and harnessing research from various education providers

## 2. We will make Rauma a welcoming place for both employment and employees

- By offering diverse and attractive housing solutions for different life situations.
- By developing a pleasant, safe, and accessible living environment.
- By helping people settle in and promoting integration, equality, and inclusion.
- By supporting young people's wellbeing and their integration into education and working life.

### Key project

Boosting housing production and developing diverse housing solutions



Strategic objectives and key projects

# Attractive Rauma

## 1. We will develop a strong and distinctive Rauma brand

- By building Rauma's reputation as a dynamic, youthful, and thriving city in cooperation with the entire community in Rauma.
- By fostering pride in our city and actively sharing our successes in accordance with our reputation priorities.
- By combining traditions, Old Rauma, and the strengths of modern industry into a shared success story.

### Key project

Embedding the Rauma brand into city governance and decision-making, daily operations, marketing, and communications

## 2. We will create conditions for a renewed, unique, and year-round range of events

- By simplifying and streamlining event organisation in Rauma.
- By implementing the City Centre Vision, with the aim of creating an attractive and inviting urban environment in Rauma.
- By developing cultural events and national and regional youth sports events as important contributors to the city's appeal.

### Key project

Developing the Kanalinranta area and Rauma's maritime identity in line with the City Centre Vision



# Resources for success

## Skilled and healthy personnel

Our employees are key to the city's success. By supporting employee wellbeing and skills development, we will enhance operational performance, improve residents' service experience, and strengthen our employer brand. Our goal is to ensure that our employees succeed in their work.

High-quality and equitable leadership boosts our work communities' ability to renew themselves. By ensuring opportunities for employee participation and influence, we will renew our practices in an open-minded and forward-looking way.

## A stable and investment-friendly economy

Rauma has a strong local economy, a moderate amount of loans, and buffer funds on the balance sheet. This creates a solid foundation for future service investments and managing the maintenance backlog.

By ensuring financial stability and flexibility, we are paving the way for growth and infrastructure investments that enhance the city's vitality.

We ensure long-term, responsible financial planning that considers demographic changes and the effects of economic cycles on tax revenues. Maintaining a stable economy requires active efforts to foster vitality.

## Active and global network partnerships

We recognise the power of cooperation in service production and everyday operations. We will identify strategically significant local, national, and international networks, and participate actively and purposefully in them.

We will also involve our partners more extensively in planning and development. Together with Rauma's active residents, cultural actors, communities, and businesses, we will foster wellbeing, innovation, and a positive image of the city.

## Anticipation and renewal, particularly in response to the challenges of demographic change

We will adapt and strengthen our resilience to a changing operating environment. We will proactively renew our service models to meet the challenges posed by changing demographics, financial realities, and new service demands. We will harness technology, digitalisation, new operating models, and partnerships to ensure high-quality and accessible services in the future.

We will be open to new ideas, partnerships, and operating models. We will explore them boldly across administrative and other boundaries. We will listen out for weak signals and act proactively.

# Programmes concretising the strategy

The implementation of the city strategy is supported by strategic programmes that turn strategic goals into concrete actions. The programmes define annually updated objectives and measures that guide sector-specific activities.

The strategic programmes are prepared and implemented through cross-sectoral collaboration, and they include indicators to track progress toward the set objectives. The programmes are updated as needed, taking into account changes in the operating environment and key dynamic factors, to ensure they continuously support the implementation of the strategy.

## Vitality Programme

The Vitality Programme brings together the objectives, measures, and indicators that support the implementation of the city strategy and strengthen the city's vitality, business environment, employment, and attractiveness. It steers the city's development with a particular focus on fostering a business-friendly environment, efficient operations, access to a skilled workforce, and increased investment. Additionally, it sets the strategic guidelines for developing the city centre and strengthening internationalisation. The implementation of the programme is monitored as part of the city's annual operational and financial planning process.

## Wellbeing Programme

The Wellbeing Programme guides the city's wellbeing initiatives and their strategic management. It provides an up-to-date overview of the wellbeing of residents by population group and the factors contributing to it. The programme sets out key indicators, objectives, and measures, as well as statutory monitoring, assessment, and reporting processes.

## Personnel Programme

In line with the city strategy, the Personnel Programme outlines the personnel policy measures aimed at achieving the objectives of the programme period. The goal is to promote employee wellbeing and coping at work, strengthen skills and continuous professional development, and ensure equal treatment. Every employee has the right to a safe and healthy working environment, as well as the responsibility to help build an appreciative and respectful workplace culture.

## Land Policy Programme

The Land Policy Programme defines the starting points of Rauma's land policy, the set objectives, the means to be used, and the guidelines for using these means.

## Sustainable Development Programme

The Sustainable Development Programme brings together the themes of sustainable development and ensures that future requirements are taken into consideration. It defines the goals and measures for the sustainable development of local industries, as well as indicators from three perspectives: environmental sustainability, economic sustainability, and social and cultural sustainability.

## Housing Programme

The Housing Programme defines the housing needs of residents and migrants, and seeks ways to diversify the housing stock and meet demand in cooperation with companies.

# Monitoring the implementation of the strategy

## Strategy monitoring, evaluation, and measurement

The implementation of the strategy is systematically monitored and evaluated.

Overall progress is assessed using 14 indicators based on MDI's municipal scorecard, which provides a comprehensive overview of strategy implementation and the city's development. The indicators provide reliable and continuously updated data, long time series, and enable comparisons with other municipalities.

The implementation of the strategy-supporting programmes is monitored within the city's management system using the objectives and indicators defined in the programmes. This allows for more precise and targeted evaluation.

The implementation of the strategy is closely linked to annual financial planning. As part of the budgeting process, the city's service sectors define measures to advance the strategy objectives and programmes. Progress on these measures is monitored as part of daily operations and reported semiannually in connection with financial reporting.

The objective of the monitoring process is to ensure effective strategy delivery, continuous development, and the ability to respond to changes in the operating environment.

## Annually reported indicators

### Population development and migration

#### 1. Population (preliminary data)

Indicates Rauma's population size and population growth, including:

- Workforce availability
- The city's long-term vitality

#### 2. Total net migration

This indicator measures population change in Rauma resulting from migration. It is calculated based on net intermunicipal migration and net migration.

The indicator provides information about:

- The city's attraction and retention power
- Direction of migration
- Development of labour and student migration

### Employment and the labour market

#### 3. Employment rate (people aged 20–64)

Indicates the share of employed residents aged 20–64 in Rauma relative to the total population aged 20–64 living in the area.

It provides information about:

- Labour market performance
- Job availability in relation to the population
- Regional economic activity

#### 4. Unemployment rate

Indicates the share of unemployed persons in the labour force as a percentage, i.e., the number of unemployed jobseekers relative to the size of the labour force. It provides information about:

- Labour market situation
- Job availability
- Matching between labour demand and supply

# Monitoring the implementation of the strategy

## Business activity

### 5. New businesses

A key indicator of business dynamics, measuring the 12-month average number of new businesses per 1,000 residents. It indicates:

- Entrepreneurial activity
- Emergence of new businesses
- Business sector renewal

### 6. Business turnover (EUR million)

This indicator measures the total value of sales (excluding VAT) for companies based in Rauma, and also serves as an indicator of economic conditions. It indicates:

- The level of business activity and growth
- Changes in market demand and the economic cycle
- Development trends in key sectors (e.g., industry and services)

## Education and wellbeing

### 7. Tertiary-educated population

A competence indicator measuring the share of tertiary-educated individuals among the population aged 15 and over.

It indicates:

- Competence level
- Educational structure
- Ability to meet the skills needs of the labour market

### 8. HYTE coefficient

The coefficient is an indicator included in the state subsidy system that measures how successfully a municipality promotes wellbeing and health. It is used as a basis for state funding and indicates, among other things:

- How systematically the municipality promotes the health and wellbeing health of its residents
- How effectively preventive measures work
- How successfully the municipality performs in health and wellbeing promotion compared to other municipalities

## Regional and municipal economy

### 9. Regional GDP (integer, EUR per capita)

A key indicator of municipal financial sustainability, showing the value of regional GDP in relation to the population. Municipal figures are based on regional data. The indicator provides information about:

- Level of economic activity in the area
- Production volume and added value
- Strength of the economic structure

### 10. The city group's loan portfolio

A key measure of financial stability that indicates:

- The debt level of the city and its group entities
- The funding structure of investments
- The economy's risk-bearing capacity and financial flexibility

# Monitoring the implementation of the strategy

## Emissions indicators

### 11. Total emissions (per capita)

Indicates the emissions generated across the municipality, calculated per resident to enable easier comparison.

It indicates:

- The region's total greenhouse gas emissions
- The climate impact of energy use and transport
- Progress toward the city's climate objectives

### 12. Emissions from road transport

A key measure of the climate impacts of transport that indicates:

- The amount of transport emissions
- The development of mobility patterns and modes of transport
- The impact of sustainable transport solutions

## Tourism

### 13. Tourism revenue

A key indicator of attractiveness and vitality that indicates:

- The economic impact of tourism
- The development of service demand and business activity
- The financial value generated by the city's attractiveness

### 14. Tourist overnight stays

A measure of attractiveness that indicates:

- The municipality's attractiveness as a tourist destination
- The impact of events and peak seasons on visitor numbers
- The development and growth potential of tourism



# Value-based operating principles guide the entire organisation

Our value-based operating principles will be reflected in our everyday operations, services, and development activities. They describe our organisational culture and guide the way sectors, service areas, units, and individual employees operate and act.

## Thinking bigger

We will boldly identify opportunities for growth and success. We will promote an innovative and renewable operating culture and inclusion. We will collaborate across borders and think about our job or industry more broadly. We will look further ahead and be open to new things.

## We will make things simpler

We will operate and serve in the easiest and smoothest way possible, taking the customer's perspective into account. We will improve efficiency by utilising new technologies. We will communicate actively and clearly, and make cooperation easy for the customer.

## We take responsibility

We will take care of our personal wellbeing and the wellbeing of others, local businesses, and the local economy. We will pay particular attention to children and young people. We will care about nature and the environment and develop sustainable and responsible practices. We will promote equality, tolerance, and safety through our operations. We will take responsibility in decision-making, planning, development, and day-to-day services, also at the individual level. We will listen carefully to all feedback.



# Putting words into action

## **Commitment is key in the implementation of the strategy**

The successful implementation of the strategy requires commitment to the goals. Senior officials and supervisors will play a key role in putting the goals into practice.

Management group work and development discussions are key tools in implementing the strategy. Common practices support the concretisation of the strategy.

The strategy will be made known to the entire community in Rauma, including local residents, the business community, third-sector actors, and stakeholders, so that everyone can participate in its implementation.

## **Clear and consistent communication**

The implementation of the strategy will be supported by effective and efficient communication, using both traditional materials and digital channels.

The objectives of the strategy will be incorporated into leadership, operational planning, financial management, and daily activities. The strategic goals will be reflected in the budgeting process, sector-specific objectives, and development projects. Supervisors, together with employees, will be responsible for putting the strategy into practice.

Both personnel and elected officials will be encouraged to take part in implementing the strategy.



# Rauma's strategy in brief

In turbulent times, we keep going and hold our own.

We are bold, but not arrogant. We are humble, but never make ourselves small.  
We work hard and make sure there are ships at the port, and more coming out of the shipyard.

We help our guests and new residents feel at home and foster a culture where everyone is included and respected.

We keep our surroundings clean and tidy, and our buildings well cared for.  
We support our children's learning and build fields where they can play.

We strive to live in harmony with one another and with everyone around us, even our friendly rivals in Pori.

Panu Helamaa, city resident and staff member