



# *Skellefteå 2030*

*The development strategy for Skellefteå*

*[www.skelleftea2030.se](http://www.skelleftea2030.se)*

**SKELLEFTEÅ**

## *Our vision.*

*Skellefteå – a forward-looking, appealing and expanding municipality, which offers equal opportunities for those who live and work here, and aims to have 80,000 inhabitants in 2030.*



**SKELLEFTEÅ**

## **VISION**

This our vision, and this is where we're heading.

On 31 December, 2014, Skellefteå had a population of 72,024. Our objective is to increase this figure by 8,000 people in the next 15 years.

(The development strategy will also help to strengthen the ideals on which the vision is based, resulting in a Skellefteå that is:

**Forward-looking** – We develop and safeguard knowledge and ideas at the forefront, and are well prepared for the opportunities and challenges of the future.

**Expanding** – We transform ideas and experiences into socially, ecologically and economically sustainable development.

**Equal opportunities** – Everyone in Skellefteå, regardless of gender, has the same power to shape our society and their own lives.

**Appealing** – Our environment is safe and appealing to inhabitants, visitors and businesses.)



# *The process*

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## **THE JOURNEY**

The aim is to carry out the important work with Skellefteå 2030 in an interesting and inspiring way, where openness and dialogue permeates the process. Therefore, we have met, and will meet, today's and tomorrow's inhabitants via many different forums to release the ideas and decisiveness that we all carry around with us. Over 1,000 people (from industry, organisations, the public, authorities and universities) have been involved in, and contributed to, this development. We are extremely grateful for the dedication during the journey that has taken us to where we are today.

# *The development strategy*

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## **THE DEVELOPMENT STRATEGY**

The development strategy was agreed at a council meeting on 16 June 2015.

As many as 84 % of the opinions, thoughts and ideas that came up in conversations and dialogues are included in the strategy – 64 % relate directly, and 20 % relate in essence.

The development strategy for Skellefteå:

... is shared by the whole municipality of Skellefteå. "The people of Skellefteå" is everyone who lives and works in the municipality. "Skellefteå as a place" is everything we find within the municipality borders.

... clarifies how to reach the objectives

... sees us cooperate across borders and allows us to mobilise our already strong local resources

... encourages talks about the different roles in the development of a place

- 1. A sustainable and diverse environment*
- 2. Knowledge and unique competence*
- 3. Globally competitive economy*
- 4. Overcoming distance*



# *1. A sustainable and diverse environment*

**SKELLEFTEÅ**

## **STRATEGY AREA 1 – A sustainable and diverse environment**

### **Vision**

A safe and attractive living environment is essential to our wellbeing. People will live and develop in scenic and sustainable environments, with the possibility of combining an active city life with closeness to nature and a wide range of services. Bridges are built between people from all corners of the world through accessible meeting places that lessen distances and create a sense of community. All stages of life are brought together, and children have what they require for a safe and stimulating childhood. Both inhabitants and visitors are given access to an inspiring and diverse range of culture, entertainment and recreational activities.

### **Objective: More people should feel at home in Skellefteå**

#### **Targeted areas:**

- Overall planning for increased quality of life
- To develop activities and experiences
- More meeting places

### **Objective: Designed for the next generation**

#### **Targeted areas:**

- To develop our community with the future in mind
- Inviting and safe physical environments

### **Objective: Easy for everyone to establish themselves here**

**Targeted areas:**

- An increased amount of varied types of housing
- Easier for immigrants to settle here

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**STRATEGY AREA 1 – A sustainable and diverse environment**

Read the strategy ([www.Skellefteå2030.se](http://www.Skellefteå2030.se)) for more information on the objectives and how these are to be measured.

**The objectives in essence:**

**OBJECTIVE: MORE PEOPLE SHOULD FEEL AT HOME IN SKELLEFTEÅ**

Both inhabitants and visitors will find it easy to discover, and be part of, the versatility that's on offer in Skellefteå, from rural areas to the expanding city centre. This requires, among other things, new activities and experiences that may emerge as a result of the growing tourism industry.

**OBJECTIVE: DESIGNED FOR THE NEXT GENERATION**

In Skellefteå, we will develop sustainable living environments that improve with every generation. To be as climate friendly as possible covers many areas, not least reduced emissions and renewable materials. We all have opportunities here. In Skellefteå, we produce more renewable energy than we use, and our community planning is energy efficient and independent of fossil fuels. Purchases of goods and services are already carried out with a high degree of environmental adaptability.

A key to success is to, early on, be able to predict how climate change will affect Skellefteå, and adapt our society to that. Another is people's increasing awareness of how their lifestyle affects the environment, and how the environment affects their health.

OBJECTIVE: EASY FOR EVERYONE TO ESTABLISH THEMSELVES HERE

It will become easier to settle in Skellefteå, not least for young adults and people who have recently arrived from other countries.



# *From words to action*

SKELLEFTEÅ

## **STRATEGY AREA 1 – A sustainable and diverse environment**

Projects within this area that are about to start, or have already started:

**Chose projects depending on target group. Some examples:**

- Cultural centre: Skellefteå needs more meeting places and the council has therefore decided to build a centre for culture, events, conferences and congresses. An architectural competition will run from November to February.
- Housing: Within a three-year period, another 640 homes will have been built. This includes: 120 single-family homes (another 203 being planned), 160 available-to-buy flats (another 186 being planned) and 360 rental flats.
- Smaller projects that are the result of the 2030 Future workshops held in the spring of 2014 include:
  - Improved recreational facilities and a hill for sledding at Sidtjärn in Boliden
  - New lighting and earthworks on Vitberget.



## *2. Knowledge and unique competence*

**SKILL  
E-TEA**

### **STRATEGY AREA 2 – Knowledge and unique competence**

#### **Vision**

Knowledge and competence form the basis of development. They bring out a child's creativity, curiosity and technical skills at an early age in a school that prepares each pupil for a changing future. Regardless of gender, age and origin, people are given what is required to achieve their full potential throughout life. Sought-after competence exists and is developed, creating what is needed for a competitive industry and a strong society.

#### **Objective: Competence for continued development**

##### **Targeted areas:**

- Competence to develop the labour market
- Creativity and entrepreneurial learning
- Promote interest in technology, science and healthcare

#### **Objective: Education that furthers each student's development**

##### **Targeted areas:**

- Education for a secure future for each student
- An equal opportunity perspective in every decision

#### **Objective: Top class results**

##### **Targeted areas:**

- Guaranteed access to qualified teachers

- Professional pedagogical diversity
- Study environments to meet each student's needs

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**STRATEGY AREA 2 – Knowledge and unique competence**

Read the strategy ([www.Skellefteå2030.se](http://www.Skellefteå2030.se)) for more information on the objectives and how these are to be measured.

**The objectives in essence:**

**OBJECTIVE: COMPETENCE FOR CONTINUED DEVELOPMENT**

In Skellefteå, the level of available competence will be so high that the labour market constantly evolves. To achieve this, those seeking education need to be familiar with our employers' future needs. The education providers have to offer what is in demand, and employers have to be both norm-breaking and pioneering.

New generations and an increasingly globalised world of languages and cultures will be managed by strengthening regional competence through increased migration and commuting.

Constant development is also supported by further expertise within creativity, entrepreneurship, technology, science and healthcare. Activities that promote knowledge and innovation, and that maintain competence, will be essential for future competitiveness.

Also contributing to a strengthened democracy is to involve the younger generation. Young people need to be given opportunities to develop their skills, participate in society and have an influence over what is happening.

**OBJECTIVE: EDUCATION THAT FURTHERS EACH STUDENT'S DEVELOPMENT**

In Skellefteå, education from pre-school to college will offer people the opportunity to

grow through knowledge and competence, at every stage of life. The transitions between various types of education will have the individual's needs in focus. Inclusion, equality and diversity are key words and part of a preventive psychosocial support. Every effort will be made to strengthen students' well-being.

#### OBJECTIVE: TOP CLASS RESULTS

Skellefteå's primary and secondary schools will achieve results that belong in Sweden's top ten percent bracket. Students will be given the opportunity to qualify for, and complete, the study programme of their choice. This will reduce alienation and unemployment, while at the same time let more people into higher education. If training facilities have the right resources to meet every individual's needs, and distribute these based on the different levels of knowledge, we are rewarded with students who feel safe and secure, and who achieve great results.



## *From words to action*

SKELLEFTEÅ

### **STRATEGY AREA 2 – Knowledge and unique competence**

Projects within this area that are about to start, or have already started:

**Chose projects depending on target group. Some examples:**

- School investments: Skellefteå municipality has decided to, in the next few years, invest around a billion SEK in pre-schools, primary schools and secondary schools.
- Science Center: In 2016, Skellefteå will have a science centre at Nordanå. The vision is to create Sweden's leading educational centre, where experiences and interactivity will inspire a new generation of technicians and engineers.
- Skeriefonden: Supports research and development that benefits industry and is linked to higher education at Campus Skellefteå. The foundation annually distributes approximately 200 000 SEK among various activities.



## *3. Globally competitive economy*

**SKELLEFTEÅ**

### **STRATEGY AREA 3 – Globally competitive economy**

#### **Vision**

A competitive and international industry will create an attractive and growing labour market. Entrepreneurs and businesspeople will be able to realise their ideas and dreams. Our cutting-edge expertise will flourish through research and development, a close regional and national cooperation, as well as through strong international relationships. Great conditions for innovation are created through new approaches and value-adding partnerships between industry, academia, authorities and non-profit organisations. We have a diverse industry with competitive companies that offer varied and challenging job opportunities for Skellefteå's inhabitants and new arrivals.

#### **Objective: A wide range of industry and employment opportunities**

##### **Targeted areas:**

- A more attractive business climate
- More start-ups and investments, and increased export
- Developed support systems for businesses

#### **Objective: Cutting-edge expertise for global competitiveness**

##### **Targeted areas:**

- Active industry development and clever specialisation
- Cutting-edge digitisation and technology development
- Innovation systems that promote change
- Increased competitiveness through research and development

- Increased knowledge through more meetings

**Objective: Growth engine in northern Sweden**

**Targeted areas:**

- Increased collaboration in the surrounding region
- Increased national and international strength

**Objectives: A wide range of industry and employment opportunities**

**Targeted areas**

- A more attractive business climate
- More start-ups and investments, and increased export
- Developed support systems for businesses

**Objectives: Cutting-edge expertise for global competitiveness**

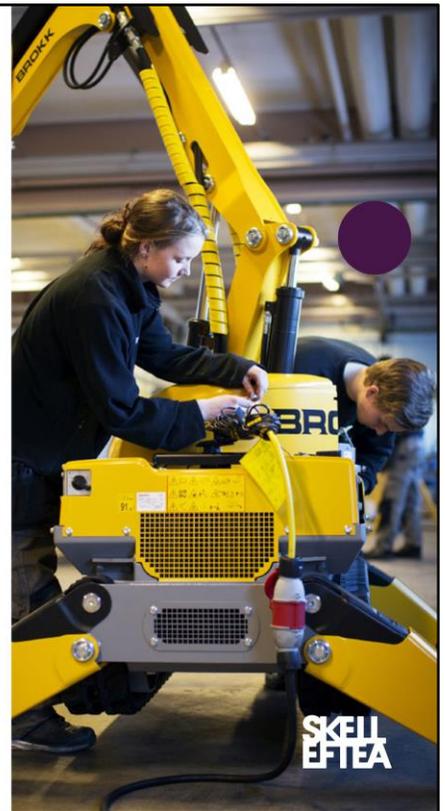
**Targeted areas**

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- Cutting-edge digitisation and technology development
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- Increased competitiveness through research and development
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**Objectives: Growth engine in northern Sweden**

**Targeted areas**

- Increased collaboration in the surrounding region
- Increased national and international strength



**STRATEGY AREA 3 – Globally competitive economy**

Read the strategy ([www.Skellefteå2030.se](http://www.Skellefteå2030.se)) for more information on the objectives and how these are to be measured.

**The objectives in essence:**

**OBJECTIVE: A WIDE RANGE OF INDUSTRY AND EMPLOYMENT OPPORTUNITIES**

Skellefteå will be characterised by an expansive, creative and field leading industry as well as a wide and growing labour market, where new companies and businesses establish themselves, and where existing ones grow. The development work will promote businesses, stimulating both cutting-edge and breadth, in order to develop and renew our industry. This is applicable generally but also within specific areas, in order to have the opportunity to become more globally competitive. This will also make Skellefteå more robust when it comes to facing the constantly changing outside world. Employment opportunities will increase, even for those who are far from working today. This requires an overall view, where we understand that the chances of a company finding the right competence is often closely linked to the selection of available jobs within entirely different sectors, and in other parts of the municipality. A wider labour market provides opportunities to attract even more people to join their family members who move here, and thus increase our combined competence.

**OBJECTIVE: GROWTH ENGINE IN NORTHERN SWEDEN**

If the regions of Norrbotten and Västerbotten grow and develop, Skellefteå will see the positive effects. We will therefore seize opportunities to take action on national and

international levels, by ourselves and with others, to contribute the northern region growing as a whole. Skellefteå will be an engine that creates opportunities for growth by contributing to a strengthening of the region's global qualities and attractiveness. Increased exchanges with regions in our immediate surroundings will also boost the area.

#### OBJECTIVE: CUTTING-EDGE EXPERTISE FOR GLOBAL COMPETITIVENESS

Skellefteå will be characterised by knowledge, innovative thinking, research and constant renewal. We therefore need to facilitate and strengthen collaborations that encourage innovation, development and commercialisation of products and services. An important part of this is being able to offer suitable environments, where there is plenty of room for creative and spontaneous meetings. These will be characterised by closeness and proximity to culture, education, service and entertainment. All to encourage innovative partnerships between different sectors, industries and other parties.

The result promotes development of creativity, innovation and entrepreneurship, which leads to an increased ability for us to manage mega trends like digitisation, globalisation, urbanisation and sustainability.



# *From words to action*

SKELLEFTEÅ

## **STRATEGY AREA 3 – Globally competitive economy**

Projects within this area that are about to start, or have already started:

**Chose projects depending on target group. Some examples:**

- **Science City:** During the autumn of 2015, Science City will open in Skellefteå. An environment where industry, research and the public sector will work together to boost innovation. The aim is to encourage the start-up of new companies and attract expertise and capital to the region.
- **Röda tråden (the red thread):** A project that is intended to improve and simplify the route from student to business owner. One part of this is to convert the E4 building into a centre for business ideas, a creative meeting place and a hub for IT-based services.
- **Business council:** In the autumn of 2015, Skellefteå municipality decided to set up a business council with representatives from industry and the municipality. The aim is to create a platform for continuous dialogue.
- **Krenova:** Projects aimed at supporting entrepreneurs in the creative industries, owned by the region of Västerbotten. A business incubator was set up in Skellefteå in 2015.



## STRATEGY AREA 4 – Overcoming distance

### Vision

Efficient and sustainable communication possibilities bridge local and global distances. We offer the opportunity to work locally and act globally, using modern, reliable technology. This simplifies life through innovative service solutions that utilise the opportunities and potential of digitisation. Children and adults can quickly and easily travel between home, school and work. We have a functioning and sustainable infrastructure that connects the region with the rest of the world.

### Objective: Easy and convenient travel

#### Targeted areas:

- A steady increase in walking and cycling
- Eco-friendly and accessible bus services
- Simple and safe car travel

### Objective: Efficient travel and freight transport

#### Targeted areas:

- Intensified efforts for the *Norrbotniabanan* railway line
- Offensive hub for air traffic
- Efficient and environmentally friendly sea transport

### Objective: An accessible community where everyone can take part

#### Targeted areas:

- New and developed service solutions
- Connected residents and businesses

**Objectives: Easy and convenient travel**

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**Objectives: An accessible community where everyone can take part**

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- New and developed service solutions
- Connected residents and businesses



**STRATEGY AREA 4 – Overcoming distance**

Read the strategy ([www.Skellefteå2030.se](http://www.Skellefteå2030.se)) for more information on the objectives and how these are to be measured.

**The objectives in essence:**

**OBJECTIVE: EASY TRAVEL ON HUMAN CONDITIONS**

It will be easy to travel in Skellefteå, both between populated areas and within the city. With well-developed solutions for public transport as well as for walking and cycling, it becomes easier for everyone to take responsibility for climate, environment and health. Traffic systems must evolve to meet women's and men's different travel patterns and needs. They must see to the entire trip from beginning to end, and in collaboration with other means of transport. This will make Skellefteå even more accessible and attractive.

**OBJECTIVE: EFFICIENT TRAVEL AND FREIGHT TRANSPORT**

It will be easy to travel to and from Skellefteå, as well as from outside the municipality. Whether for freight or passengers, transport will be to its purpose, efficient and sustainable. We see the whole journey – it has to be simple to change between modes of transport, and to find information about these.

**OBJECTIVE: AN ACCESSIBLE COMMUNITY WHERE EVERYONE CAN TAKE PART**

The opportunity to take part in what goes on in the community will not be more than a thought away. By taking advantage of new technological breakthroughs, an inclusive approach and new innovations, meeting places can become available to even more

people. At the same time, the services offered in the municipality will develop and become more accessible.



# *From words to action*

SKELLEFTEÅ

## **STRATEGY AREA 4 – Overcoming distance**

Projects within this area that are about to start, or have already started:

**Chose projects depending on target group. Some examples:**

- The airport: To be able to travel to and from Skellefteå is a prerequisite for the municipality to be accessible. Building a strong airport is an ongoing project, and Skellefteå Airport is currently being expanded to accommodate larger aircraft and more passengers.
- *Norrbotniabanan*: With funds from the EU, the Swedish Transport Administration resumes its plans for this railway line. Skellefteå is deeply involved in the work, in order to provide access a bigger labour market as well as two universities within commuting distance.
- Broadband: We are already one of the leading municipalities in Sweden in terms of access to digital infrastructure. The objective is to develop this service to everyone, and to be responsive to the developments that are taking place in the area. At least 90 % of inhabitants in Skellefteå municipality should have 100 Mbit/s in 2020.

**With which actions, large or small, can a group to which you belong contribute?**



# *How?*

SKILL  
EFTEA

## HOW?

We need to remind ourselves that this strategy won't do the work for us – we **all** have to chip in. We can do this by initiating and implementing both small and big ideas. It is only then that we can make a difference and achieve our vision – a municipality that looks ahead and offers equal opportunities. A municipality that is appealing to live and work in, with the aim to have 80,000 inhabitants in 2030.

To get the best leverage and maximum effect, we worked with you to come up with the following outlook: (next slide).

## *Our outlook.*

*Collaborations and exchanges enrich us.*

*We create a clearer picture of Skellefteå.*

*Our community is developed through co-creating.*



**SKELLEFTEÅ**

### **HOW DO WE ACHIEVE THE BEST EFFECT?**

The strategy highlights three approaches.

#### **COLLABORATIONS AND EXCHANGES ENRICH US**

Thanks to an increasing movement across borders and next to limitless communication opportunities, the distance to other parts of the world is shrinking. To gather new knowledge, place Skellefteå in a larger context and develop the region, it is essential to have more exchanges and collaborations – regionally, nationally and internationally. This will develop the people who live here, our industry and other businesses.

#### **WE CREATE A CLEARER PICTURE OF SKELLEFTEÅ**

Skellefteå as a place and brand is the image we want to communicate. An increased knowledge of Skellefteå's services and opportunities targeted to students, new arrivals, investors and visitors is high priority. Positive images of Skellefteå for visitors, businesses and inhabitants, both existing and potential, will be long-term and consistent.

#### **OUR COMMUNITY IS DEVELOPED THROUGH CO-CREATING**

An important part of the implementation of Skellefteå 2030 is that inhabitants, associations and companies are actively able to help strengthen the local community, creating democratic processes and innovation. This includes facilitating creativity with a special focus on young people's influence over everyday life and future issues. Everyone will be given the opportunity and time to participate in the development of our community, regardless of gender, gender identity or expression, ethnicity, religion or other belief, functional ability, sexual orientation, age or socio-economic background.



# *Responsibility*

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## **WORKING TOGETHER**

One essential part of the work is that *development is brought forward through consensus and cooperation*. This applies both internally within the municipality, and externally. Skellefteå municipality wants to be clear about our responsibilities and roles (see below).

**We would also like you to think about your responsibilities. When we all get involved in developing projects and connecting them to the vision – that’s when we demonstrate decisiveness and create confidence in the future.**

**We can all be ambassadors.**

Skellefteå municipality is responsible for:

- *The Municipal Executive Board*: Updating the strategy, if necessary, at least every term
- *Chief Administrative Officer, managing directors and executive team*: Promoting involvement and coordination; developing collaborations and encouraging dialogue with inhabitants
- *Municipal management offices*: Communicating the development work and the strategy; following up the municipality's implementation; following up the social development (indicators); developing implementation
- *Committees and boards*: Representing the development work and facilitating the implementation, both internally and externally (locally, regionally and nationally); planning and executing Skellefteå municipality's actions to implement the strategy (within budget); following up of regular control and budget processes



## THE VISION

Skellefteå – a municipality that looks ahead and offers equal opportunities. A municipality that is appealing to live and work in, with the aim to have 80,000 inhabitants in 2030.