



# City of Osnabrück

## Strategic Aims

### 2021 - 2030

Strategic Aims and Cross-sectional Aims 2021 - 2030  
Central Areas of Action 2021 - 2025



*„Sustainability occurs when society, politicians and institutions cooperate. It is an ongoing mission to ensure that our city remains liveable for future generation.“*

Wolfgang Griesert  
Lord Mayor of Osnabrück

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Dear citizens,

What do we want to achieve when and how do we know that we are on the right track? Osnabrück City Council has been asking these questions for many years. With the Strategic Aims 2016–2020 we have already created a framework of action, to remodel Osnabrück to be yet more liveable and loveable. We continue this mission by defining Strategic Aims for the observation period 2021–2030.

At the beginning of 2019, the council, politicians but also the community and local institutions were asked to help define the Strategic Aims 2021–2030. There were many lively discussions in the different workshops. As a result, many ideas came together, which contributed to the forming of the Strategic Aims. It became clear that themes such as poverty, climate change, migration – even digitisation – need to be considered globally in order to find a mutual solution. For this reason, we consciously acknowledged the global sustainability

goals, discussed them and eventually integrated them into our local Strategic Aims 2021–2030. These clear aims determine the various tasks as well as the allocation of resources. Regular discussions and quality control regarding the realisation of these goals enables us to continually assess our progress and potential pitfalls in the future. In times of rapidly changing framework fast reactions are required by the council, so it is even more important to have published Strategic Aims to refer to, but also allows for short- and medium-term leeway. Consequently, in 2020 Osnabrück was awarded not only with the title "Lower Saxony Climate Commune" ("Niedersächsische Klimakommune") but also "Germany's most sustainable large city".

This brochure shares how we intend to nurture the beauty and independence of our City of Peace. At this point, I thank you again warmly for your involvement and support, and hope that you will continue to accompany and support us.



Wolfgang Griesert  
Lord Mayor, City of Osnabrück





## Principles and Definitions

What do the terms mean?

### Strategic Aims 2021–2030

*What is our goal? What do we want to achieve by 2030?*

The **Strategic Aims** describe our aspired future and define the meaningful themes for the next 10 years. In this sense they give direction for politics, the council and city life.

### Cross-sectional Aims 2021–2030

*Which fundamental aspects are considered?*

The **Cross-sectional Aims** are overarching and are not directly assigned to specific Strategic Aims. They cut across several aims and organisational units.

### Central Areas of Action 2021–2025

*How do we get there?*

The **Central Areas of Action** are medium-term strategic approaches. They cement the Strategic Aims and describe the path to reaching these aims.

### City of Osnabrück / City

The following summaries use of the term “**City of Osnabrück**” or abbreviation “**City**”, while Osnabrück City Council is used as an umbrella term to refer to the council body and commercial participants.

**Osnabrück / Urban Community “Osnabrück”** refers to the city community; including citizens, businesses, institutions, groups and organisations.



## Background

Improved management through Strategic Aims

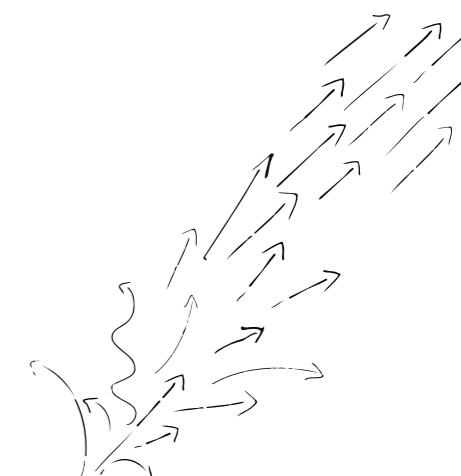
In cities, a variety of demands and wishes come together. These must be met to find answers for the questions of the future.

In order to actively shape the future, there needs to be an orderly alignment of politics, administrative bodies and society. That's why, five years ago, Osnabrück decided upon a stronger strategic alignment. The Strategic Aims provide orientation for the negotiation of Osnabrück City Council. They serve as a map for a target-orientated, coordinated and forward-thinking city development.

For many years, Strategic Aims have predetermined negotiations. They outline the basis for improved management system. The aims are continually developed together with the stakeholders of the city community. During the development, a snapshot of the present is looked at, so that future aims can be calculated.

However, the general conditions and challenges of a city change regularly. Unpredictable developments, such as population increase, new laws, funding programmes and politics make it a necessity to monitor and reflect upon the Strategic Aims at regular intervals. Additionally, to continue to do this for further periods of time. Therefore, in a new process the journey to the Strategic Aims 2021–2030 was continued.

FUTURE





## General Conditions and Challenges

National, European and local developments continuously pose new challenges for cities. Not least, the global sustainability goals make it clear that health, equality and justice, adapting to climate change and of course digitisation will all shape the priorities of years to come.

For many people throughout Germany, living in the city appears to be desirable once again. Particularly small to mid-sized cities with a knowledge and technology orientated profile are benefitting from the trend "return to the city". The general conditions in Osnabrück have changed over the past few years, especially from a demographic and sociocultural point of view:

With a population growth of more than 10,000 people in the period of 2012 to 2019, the challenges have also changed. The reasons for the population growth in Osnabrück are: educational migration of young people, migration from European countries and the immigration of refugees. Immigration to Germany, as well as the increase of birth rates have an effect on the age composition of the population. While the average age in 2013 was 42.7 years, in 2019 it fell slightly to 42.13.

Not just the population composition/breakdown, but also the geographical distribution in the city are challenging for boroughs and accommodation in the face of geographical and social segregation. In principle, segregation does not automatically have negative effects, although if several factors coincide, this can lead to the disadvantage of suburban areas.

In order to promote integration, an unequal distribution of social, ethical or cultural groups in urban areas needs to be avoided.

In addition to this, family budgets can be handled more sensibly as transport costs rise. The fact that this trend is also leaving its mark in Osnabrück is evident from the growing importance of the city as a place to live, study and work.

In the context of young peoples' educational migration, the number of students between 2011 and 2018 increased from approximately 20,000 to more than 18,000, especially in relation to the expansion of the university and colleges. Young people also have other requirements, for example culture, recreation and living. It is also necessary to meet these requirements in order to keep them in Osnabrück for the long-term.

The increasing population and the growing commuters between city and surrounding regions create busy travel routes. This is particularly apparent in the increasing number of registered automobiles. While in 2013 there were 82,550 automobiles registered in the city, this increased in 2018 (31st December) to 89,311. In the wake of the above trend, the numbers of inbound and outbound commuters have also increased. In 2013, 20,541 people commuted from the city to the surrounding area in order to get to their place of work, in 2018 this number was 25,718. The number of inbound commuters has also increased over the same period, albeit to a lesser extent. It rose from 51,713 to 54,699 (2018).

28.183 students were enrolled at Osnabrücks University and Polytechnic University in the winter semester of 19/20



The local transport in the city of Osnabrück is made up of:

- 24% Cyclists
- 62 Electric busses
- 3.136 Car-Sharing-users



In traffic areas it is important to take motorised individual traffic, local public transport as well as the interests of cyclists and pedestrians into account. This poses a challenge to city development, due to the limited traffic areas and routes.

Increasing population and diversity brings further difficulties to the area's housing, economy and environment. The need for new building land for the economy is growing. In recent years, the need for affordable living space became even more important. Inhabitants wish for both green spaces and open spaces in the city. At first glance, these

Green spaces and bodies of water account for 53% of Osnabrück's urban area



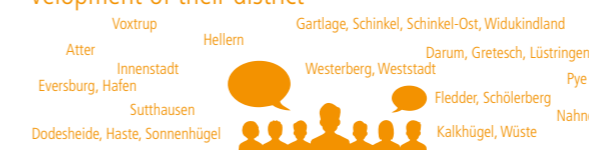
Osnabrück is home to:  
15 Citizens' organisations  
6 Youth- and community centres  
Over 90 non-profit foundations



The city has:  
3 Libraries  
1 Theatre with two stages  
11 Museums



In 14 citizen forums, citizens can get involved in the development of their district



are opposing wishes that can only be realised through coordinated planning and development.

The retail sector faces a radical change. On the one hand, it faces the challenges due to increasing digitisation, specifically online competition. The choice online is wide – the delivery times relatively short and the prices are often cheaper than on the high street, due to greater competition. On the other hand, in crisis situations local need for an accessible high street in the city becomes greater. This division causes great challenges not only for the retail sector and city planning, but from the consumer perspective of residents, too.

Warmer, drier and more extreme: climate change has also gained greater importance. The effects of climate change influence varied areas such as agriculture, water management, industry, space development, infrastructure but also the work market and health services. Ultimately, everyone in Osnabrück directly affected. A change in thinking and new methods is required in order to maintain the quality of life.

In order to oppose these challenges a capable council with financial possibilities is a factor necessary for success. In this respect, in the future it will be necessary to link finances not only to subject-specific requirements, but also to consider the sociodemographic and economic circumstances and developments. Osnabrück will have to consolidate many communes, but do this in the "right" places, to not damage the city's productive capacity.

For these challenges, the Strategic Aims form the basis of an ambitious but achievable vision. The stage finish was defined and operationalised in the Central Areas of Action.

Source: City of Osnabrück, KOSMOS – Kommunales Statistik und Monitoringportal Osnabrück



## Development Process

For many years, the city of Osnabrück has created Strategic Aims, which provide a framework of action to organise Osnabrück in an even more liveable and loveable way. This path must be continued by defining Strategic Aims for the observation period 2021 – 2030. At the beginning of 2019, administration, politicians and the Osnabrück community were asked:

### How do you picture Osnabrück in 2030?

The answers to this were concluded in dialogue during many workshops, which took place with different target groups. The discussions were very enthusiastic and many ideas came together.



Youth Parliament, Photo © KoRIS

The process of updating the Strategic Aims began in January 2019 with the Administration Forum. In this workshop, the heads of Osnabrück City Council administration exchanged ideas with the leaders of the departments as well as the owner-operated companies. Subsequently, the previous Strategic Aims were evaluated. Following this, the focus was on Osnabrück's future. Together, the partners discussed past and future developments and developed ideas for the adaptation of the Strategic Aims.

Building upon this, in mid-February 2019, a future conference took place in which citizens, representatives of local institutions, associations, clubs, the University and the Polytechnic University as well as the rural municipality participated.



Workshop event; Photo © KoRIS

In the Youth Forum at the beginning of March, the focus was on the concerns of the youths who are represented by the Youth Parliament.

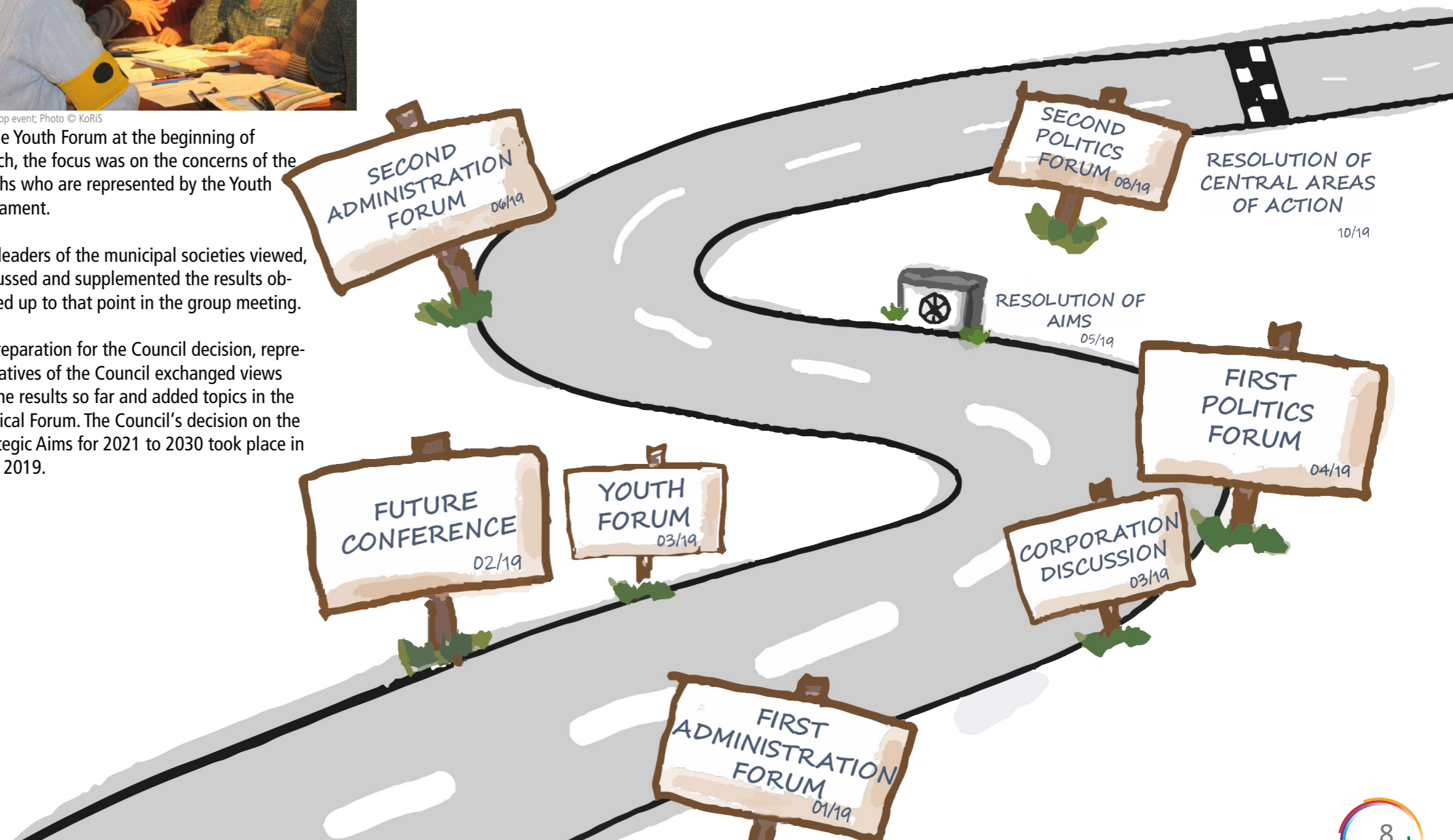
The leaders of the municipal societies viewed, discussed and supplemented the results obtained up to that point in the group meeting.

In preparation for the Council decision, representatives of the Council exchanged views on the results so far and added topics in the Political Forum. The Council's decision on the Strategic Aims for 2021 to 2030 took place in May 2019.

Subsequently, to define the central fields of action for 2021-2025 and to answer the question "How do we implement the Strategic Aims?"

In both the Future Conference and the Youth Forum a clear divide between the levels "Strategic Aims" and "Central Areas of Action" was not feasible so that ideas from these formats could be used when developing the central fields of action and the process could be carried out much more concisely.

After further Administration- and Politics Forum, at the beginning of October the council decided the Central Areas of Action 2021-2025.





## The Osnabrück System of Strategic Management

The Strategic Aims are the basis of a tax estimation of which the aim is to direct the various tasks as well as implementation of resources by bringing together action, measures, resources and staff.

The incorporation of the Strategic Aims and the Global Goals for Sustainable Development (SDGs) are an automatic component of the whole process.

The system of Strategic Taxation is informed by the following components:

The Strategic Aims illustrate the future which is hoped for, define the meaningful themes for the next 10 years and give orientation for politics, administration and city community.

The Central Areas of Action are medium-term strategic approaches, which are necessary in order to achieve the aims. They cement the Strategic Aims and describe the path to reaching these aims.

During the preparation of the budget, an intensive discussion takes place within the framework of the so-called strategic planning on the activities necessary to achieve the objectives. The budget is finalised through product targets. These are formulated by the individual organisational units and make it clear from which strategic and central field of action they were derived. In the municipal budget, human and financial resources are also allocated via products.

In the context of agreeing targets, management personnel and staff annually derive concrete input/contribution from the Strategic Aims and Central Areas of Action. This increases the transparency and identification of each individual on the path to achieving these goals.

The Central Fields of Action and the consecutive product targets should not be interpreted as rigid

plans or a programme. Instead, it is important to regularly assess:

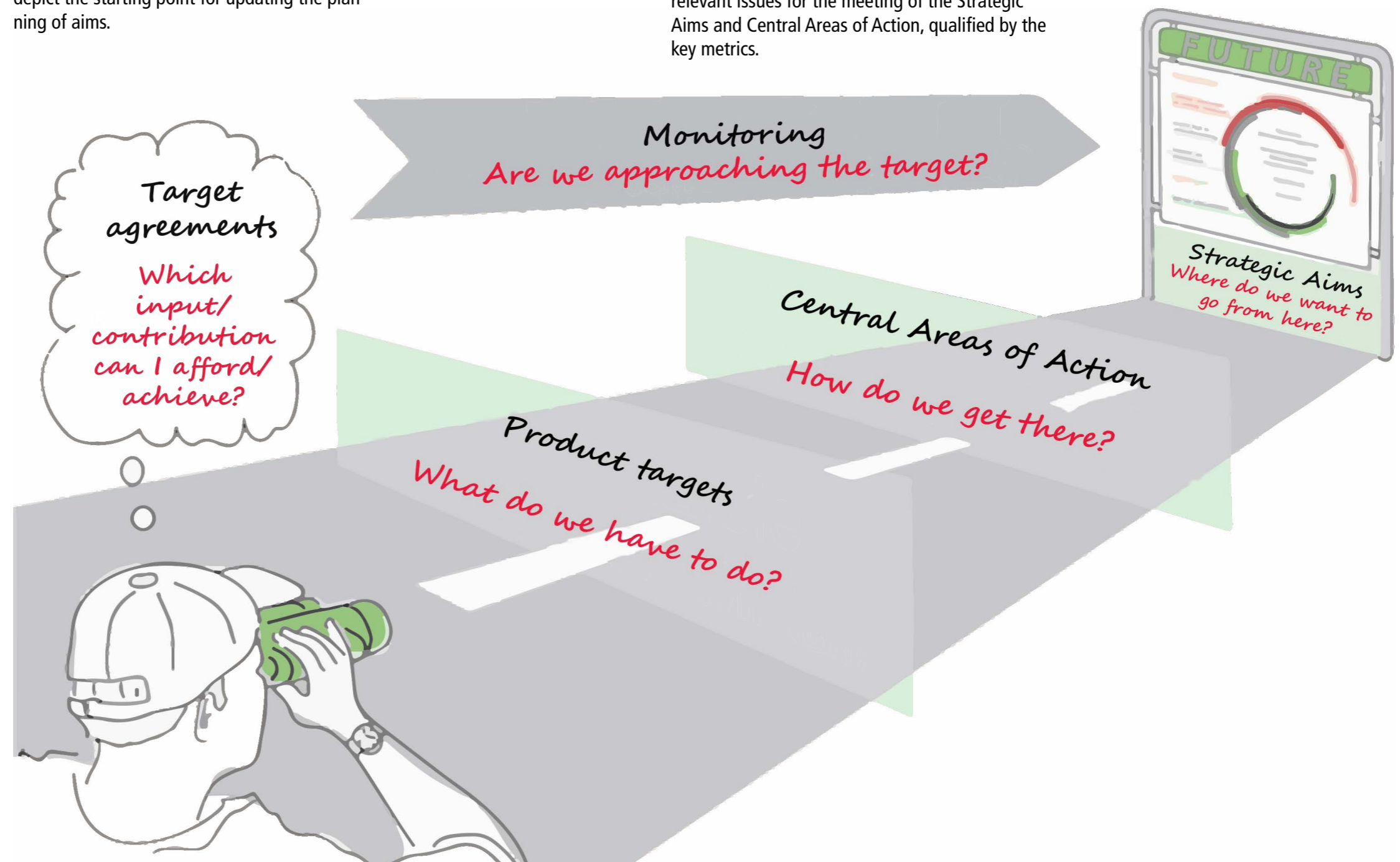
- *Has the correct leverage been identified in order to achieve the aims?*
- *Are the correct paths being followed?*
- *Does this route really lead to the aim or is redirection necessary?*

Here, numbers and indicators are useful to use as a method of quality control in order to regularly quantify and analyse. This way, they provide an overview of the state of target attainment and depict the starting point for updating the planning of aims.

At each target level key metrics are calculated in order to measure progress towards target attainment. From this, the administration receives a controlling and early warning system in order to steer progress, but also enables the measuring of success.

On the monitoring portal KOSMOS (<https://www.osnabrueck.de/kosmos>) Osnabrück City Council publishes a variety of key metrics to clarify development. In addition to this, a yearly Monitoring Report is created that identifies particularly relevant issues for the meeting of the Strategic Aims and Central Areas of Action, qualified by the key metrics.

For an objective judgement, it is imperative not to concentrate on singular issues, but to consider the overall development. In this respect, the key metrics are comparable to the orientation lights on an aeroplane runway. If you concentrate too hard on one of these orientation lights, or uses this light alone to direct you, you will inevitably lose the runway. The right path is only recognisable with the view of all of these orientation lights.





# 17 Global Sustainability Goals - 6 Strategic Aims in Osnabrück

Strategic Aims 2021 – 2030



In September 2015 the member states of the United Nations passed the 2030 Agenda for Sustainable Development. This contains 17 Sustainable Development Goals or SDGs.

The municipalities play a central role in the implementation of the SDGs. None of the 17 goals can be achieved without the support of the local authority. Simultaneously, the municipalities can benefit from the successful implementation of the SDGs.



“Sustainable development” is defined as a comprehensive development in economic, ecological and social progress. The SDGs are supplemented by 169 sub goals and show how until 2030 economic progress will be connected with social equality and simultaneously maintain ecological priorities.

The 2030 Agenda is valid for all states in the world. The German Government has taken the SDGs into account in their national Sustainability Strategy and set out to develop this further.

A sustainable municipality offers a future-proof quality of life, provides for its citizens and enables a harmonious coexistence between young and old, people with and without a migration background and the sexes.

Sustainability thus affects municipalities in a variety of ways and is a cross-cutting issue for all municipal fields of activity.

A proactive City

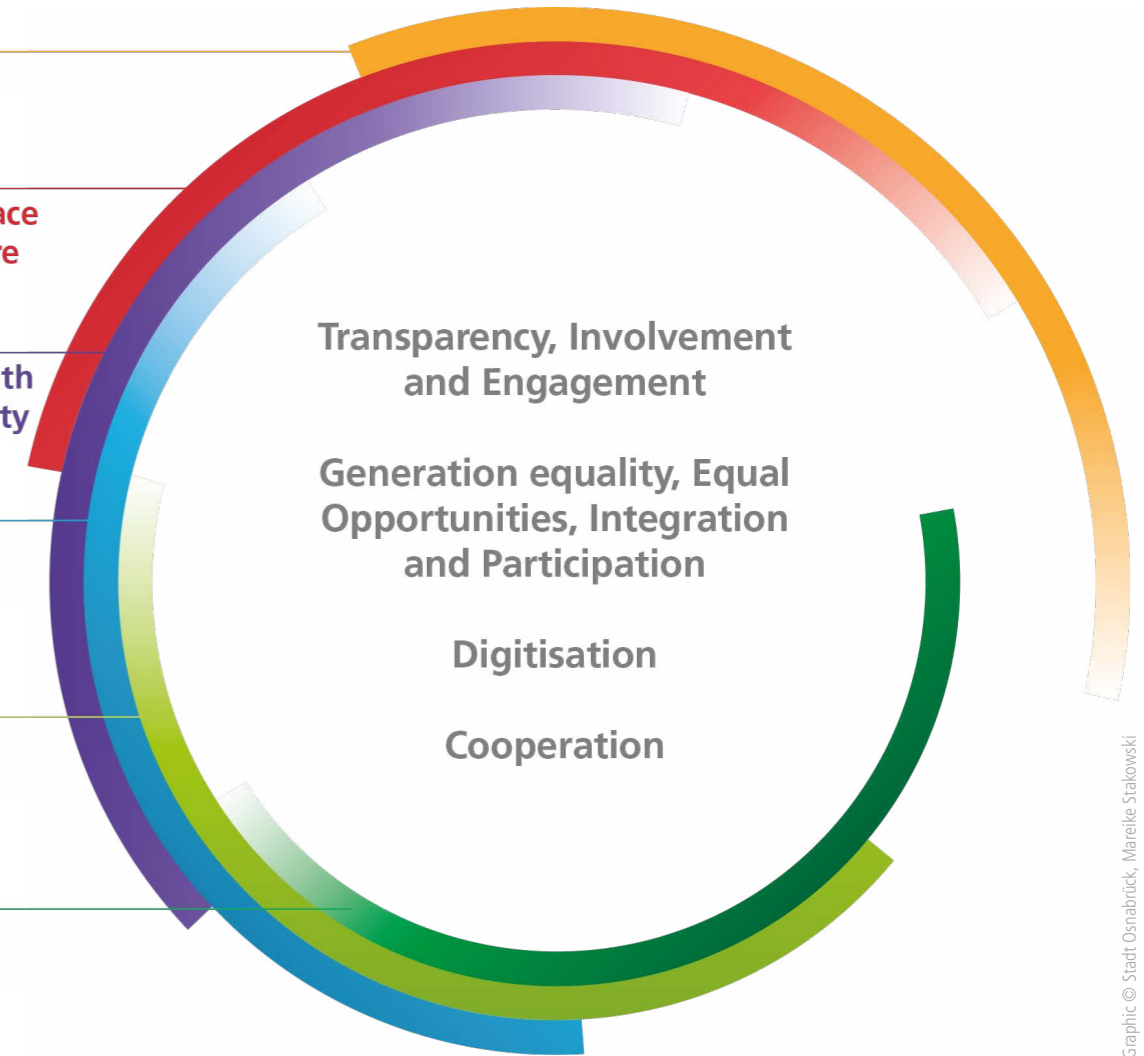
Vibrant City of Peace and Diverse Culture

A Learning City with Social Responsibility

Collegiate and Economic City

A City with a Future

A City to Live and Experience



While writing the Strategic Aims 2021–2030 the City of Osnabrück was invited to take part in the project “Global Sustainability City in Lower Saxony”. This enabled discussion of the Strategic Aims and Sustainability Goals with politicians, councilors and citizens, amongst them the Local Agenda 21, so that a link between the Global Goals and Strategic Aims could be established.

As a result, six Strategic Aims and four cross-sectional aims for 2021–2030 were defined and an answer was found for every global sustainability goal at a local level.

In the following depiction of the individual Strategic Aims and cross-sectional aims it is clear which Strategic Aims are connected to the Global Sustainability Goals.





# Strategic Aims 2021–2030

- Transparency, Involvement and Engagement
- Generation equality, Equal Opportunities, Integration and Participation
- Digitisation
- Cooperation
- A City to Live and Experience
- A City with a Future
- Collegiate and Economic City
- A Learning City with Social Responsibility
- Vibrant City of Peace and Diverse Culture
- A Proactive City





Photo © Heiko Pohlmann, Hasepost.de



# Transparency, Involvement and Engagement

2030...

... Osnabrück Citizens and guests are well informed about the offers, tasks and successes of the council business. Political decisions are clear and comprehensible for citizens.

... citizens from all walks of life will be involved in the development of Osnabrück City Council, in order to best suit the interests and concerns of a wide target group.

... citizens' voluntary and social engagement as well as a deep identification with Osnabrück are important foundations of a vibrant city community.





Photo © Angela von Brill



# Digitisation

2030...

... on basis of its digital agenda, Osnabrück City Council has developed new solutions for users of council services and is constantly optimising its process of increasing efficiency.

... Osnabrück City Council creates the necessary infrastructure to enable a "smart" city.





Photo © Hermann Penttermann

# Cooperation

2030...

...Osnabrück uses opportunities to communicate with regional partners in all areas of trade, in order to promote the region with its diverse connections, to accelerate the region optimally both economically and socially and to increase trans-regional awareness.

... Community cooperation is geographically suited to the various tasks and, depending on the occasion and goal, actively involves participants.





Photo © Stadt Osnabrück, Janin Arntzen



# Generation Equality, Equal Opportunities, Integration/ Participation

2030...

...Osnabrück is a city for all generations that actively uses and embraces the challenges and opportunities of an aging and increasingly diverse society.

...Osnabrück embraces the diversity of its citizens, regardless of their origin, gender, sexual identity, religion or ideology, disability or age as a basis for an innovative, open and creative society.

...Equal opportunities, integration and participation ensured for all people.





Photo © Stadt Osnabrück, Anna-Lydia Meiners



# A City to Live and Experience

balanced – environmentally sustainable – high quality



2030...

...Osnabrück has a strong centre, which is shaped by the high quality of life it provides all citizens and the varied retail industry. The city centre distinguishes itself as a hub for all citizens and guests through its buzzing atmosphere and urban flair, which is also enhanced by the art in public spaces.

... the Osnabrück districts are formed through an active neighbourhood community and balanced social structures. The relationship between availability and need in regard to housing, maintenance and social infrastructure are approached in a balanced way. People have access to affordable living spaces regardless of their age or living conditions through the help of a successfully conscientious council housing company. When building new constructions and renovating, environmental and climate friendly methods of building are a natural choice.

... the urban areas, green and open spaces as well as stretches of water hold ecological importance and increase the quality of life. Connected open spaces structure the city and provide a relaxed, good and healthy city climate. Green paths join the districts together. People feel safe in Osnabrück.

...the development of estates and free spaces is implicit and decided by the region.



## Central Areas of Action

2021 - 2025

1. Based on an urban planning master plan in order to keep the city centre lively, Osnabrück City Council will...
  - improve the atmosphere and increase the accessibility and the quality of public and open spaces,
  - ensure a high quality of urban planning,
  - develop new open spaces, to improve the city environment,
  - pay close attention to cleanliness in open spaces and parks,
  - ensure limitless accessibility and orientation in the city centre in addition to
  - promote harmonious and cooperative living, trading, gastronomy, art and culture.
2. In order develop sustainability, Osnabrück City Council will...
  - create and implement an integrated city development program.

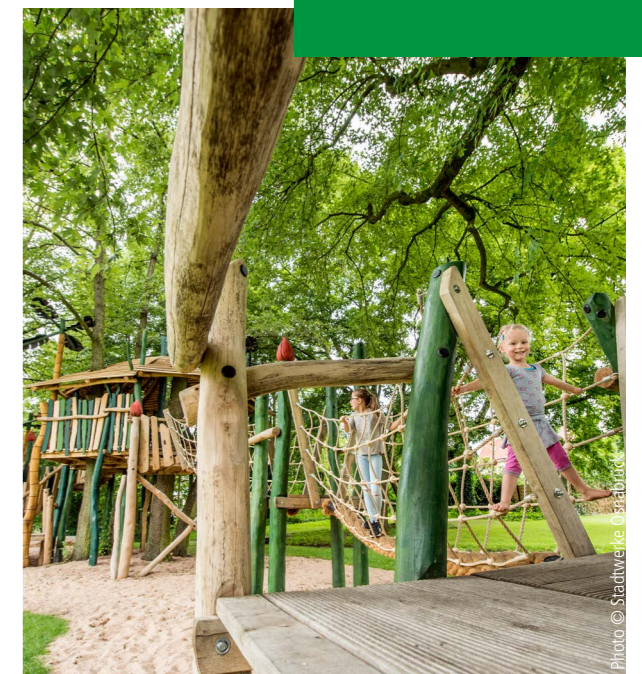
3. To improve the city districts and their accommodation, Osnabrück City Council will...
  - create good and equal general frameworks for local amenities, education, childminding, leisure, social meetings, community, care and safety,
  - continue to progress with the urban and energy-saving measures in the districts,
  - offer people support designing their living environment,
  - where needed establish district management, as well as
  - encouraging connections within and between districts.
4. In order to develop more living spaces and create balanced social structures, Osnabrück City Council will...
  - facilitate new housing development,
  - aspire to a social and environmentally sustainable consolidation of Osnabrück City Council neighbourhoods,
  - use the potential of inner development,
  - pay attention to a balanced social mixing of neighbourhoods,
  - repurpose old military bases,
  - take a vote with regional neighbours, as well as,
  - connect newly created districts with their surroundings.



## A City to Live and Experience

balanced – environmentally sustainable – high quality

5. In order to create affordable housing, Osnabrück City Council will...
  - realise and further develop the action plan "Affordable Living", as well as
  - establish community housing within the housing market and cooperate with stakeholders in the housing market.
6. In order to establish an environmentally and climate friendly built environment, Osnabrück City Council will...
  - continue to systematically follow and implement the ecological standards of urban land-use planning,
  - support energy-related redevelopment of existing buildings through creating a general framework and incentives,
  - become a role model for the energy-related redevelopment of municipal buildings, as well as
  - test out exemplary solutions.
7. In order to preserve and enhance open spaces, Osnabrück City Council will...
  - secure and link large connected open spaces and habitats
  - preserve space for agriculture, forestry and horticulture
  - reduce the built environment to the necessary extent and – where possible – develop new open spaces,
  - regularly cooperate with regional neighbours,
  - reinforce and promote the many functions of the municipal and private green spaces: leisure, sport, local recreation in addition to Osnabrück City Council climate and biodiversity, as well as
  - support community gardens, urban gardening or other similar activities.
8. In order to reinforce the sense of security in public spaces, Osnabrück City Council will...
  - find solutions through dialogue,
  - optimise streetlights and visibility,
  - deploy community regulatory officers (Ordnungsaußendienst) in areas where it is deemed necessary.







## A City with a Future

intelligently mobile – sustainable – responsible

### 2030...

... the city and surrounding region are connected via high-performance, attractive and sustainable local transport, both on the street and rail. Individual access within the region and further is based on a performance-quality infrastructure.

... Osnabrück City Council has created offers for infrastructure, so that the people of Osnabrück can complete almost all journeys in an environmentally friendly manner. Here the bike plays an important role beyond the borders of Osnabrück City Council.

... Mobility in Osnabrück is intelligently organised in order to improve accessibility, the flow of traffic, to increase the quality of life and safety as well as the reduction of emissions, air pollutants and noise.

... Osnabrück residents have improved their awareness of sustainability, use natural resources responsibly and biological diversity is maintained. Here, Osnabrück City Council becomes a role model and creates the necessary general conditions.

... the use of energy and greenhouse gases has notably sunk. The stage goals of the master plan 100% Climate Protection are achieved by working together in the region.

... Osnabrück City Council has efficiently advanced adaptations to the effects of climate change and is working towards improving the city's climate.



## Central Areas of Action

2021 - 2025

1. In order to accelerate the local public transport, Osnabrück City Council will...
  - assign more bus lanes and low-emission streets
  - implement traffic-light priority for busses (where possible) city wide.
2. In order to improve the appearance of the local public transport Osnabrück City Council will...
  - bring new mobility stations into use, especially in conjunction with electric metro bus lines,
  - increase the quality of offers and services,
  - increase the connections to the surrounding areas of Osnabrück as well as
  - increase the accessibility of local public transport.
3. In order to improve the rail offers, Osnabrück City Council will...
  - support reactivation and new operations of railway stops within the OS-Rail-Concept (OS-Bahn-Konzept),
  - continue to further the rail network connections between Osnabrück City Council and surrounding areas as well as,
  - maintain and optimise Osnabrück as a railway hub for long-distance route connections.

A key component in increasing the attractiveness and sustainability of public transport services in Osnabrück is the system changeover from diesel to electric buses. By the end of 2021, Stadtwerke Osnabrück will operate the new MetroBus route network electrically with 62 articulated electric buses on five MetroBus routes.



Photo © Stadtwerke Osnabrück

4. In order to increase the use of environmentally friendly public transport, Osnabrück City Council will...
  - further connect the use of transport such as busses, trains and bikes with each other
  - plan and build cycle superhighways
  - implement green primary routes for local recreation
  - create high-quality inner-city cycle pathway connections
  - offer secure bicycle parking
  - develop and improve attractive and safe footpaths as well as
  - optimise the distribution of the traffic in favour of the environmental network.
5. In order to ensure a high-performance transport infrastructure, Osnabrück City Council will...
  - continually maintain the high standard of transport routes.
6. To increase accessibility and traffic flow, and to improve the quality of residences, Osnabrück City Council will...
  - support or cooperating sharing systems such as park and ride,
  - create incentives to switch to sustainable forms of transport,
  - test and promote innovative forms of mobility,
  - introduce digital solutions such as information and control systems,
  - improve the coordination of construction sites as well as
  - develop and implement concepts and offers for city logistics.

As part of the joint project „Mobile Future,“ the city and Stadtwerke Osnabrück have been implementing sustainable, inner-city mobility concepts since 2016. Numerous projects, such as an e-load bike rental system, have already been successfully implemented on the path to long-term mobility change.



Photo © Stadtwerke Osnabrück

7. To reduce air pollutants, Osnabrück City Council will...
  - improve the general conditions for use of alternative power
  - continue to support urban mobility management and private-sector mobility management
  - expand the building of charging infrastructure for electro mobility, as well as
  - switch local public transport and the municipal carpool to emission-free or low emission operations.
8. In order to continue to strengthen sustainable trade amongst residents, Osnabrück City Council will...
  - support the communication between stakeholders in the area of education for sustainable development, transform action measures, as well as
  - strengthen the publicity work for climate-, species- and nature protection, especially in schools.
9. To maintain biodiversity Osnabrück City Council will...
  - continue to create incentives for citizens and companies to promote biological diversity, as well as
  - identify targets and measures in order to integrate them into environmental politics and the environmental program.



## A City with a Future

intelligently mobile – sustainable – responsible

10. In order to further accelerate the development of renewable energies, Osnabrück City Council will...
  - explore all potential of solar energy,
  - push forward the use of geothermal energy,
  - promote substitute fuels produced in the urban area and recycle them regionally, as well as
  - promote a climate-friendly energy supply in new development areas.
11. To reduce energy usage, Osnabrück City Council will...
  - as a forerunner of energy saving, continue to negotiate in an energy efficient manner,
  - continue to provide incentives and information for citizens to save energy and increase energy efficiency.
12. To adjust to the consequences of climate change, Osnabrück City Council will...
  - adapt measures from the climate adjustment strategy to deal with heavy rain, drought, heat and the emergence of cold air,
  - continue funding programs for the expansion of facade and planting vegetation on roofs and carry out DIY vegetation planting measures on public buildings,
  - make the urban disaster control plan visible and make those involved recognizable as well as
  - enable citizens to act correctly in the event of a disaster.



Osnabrück's strategical, impact-orientated and inclusive bid for greater sustainability in all areas of life was honoured with the award "Germany's Most Sustainable Large City 2020".

Photo © Joachim Röhler



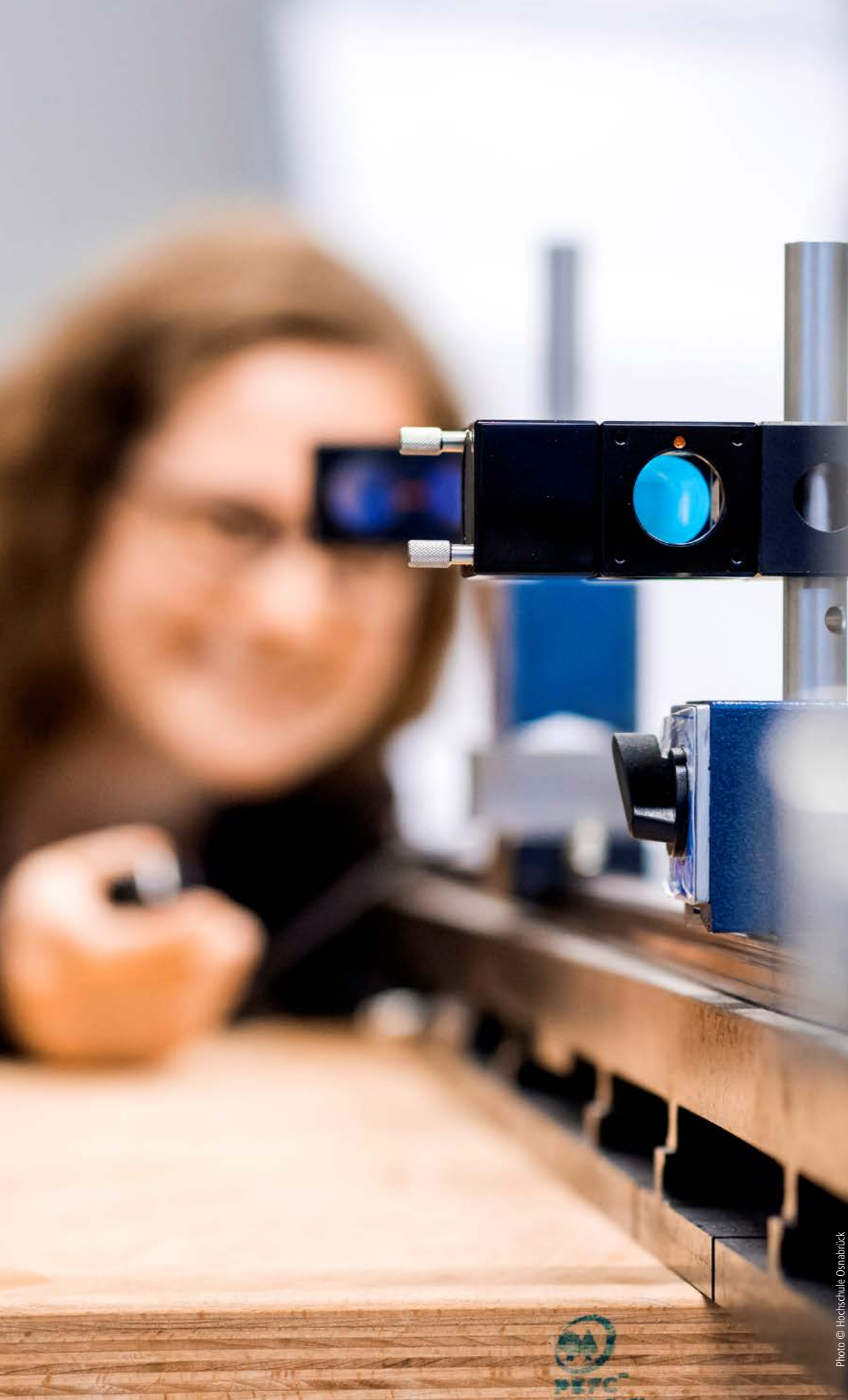


Photo © Hochschule Osnabrück



# Collegiate and Economic City

strong – social – innovative



## 2030...

... the Osnabrück region, with its strong small and medium-sized businesses and their promising companies in the industrial, craft, trade and service sectors will be known nationwide for being a powerful, dynamic and sustainable business location. Osnabrück is aware of and prioritises the transition/structural change into a knowledge-based society.

... with its balanced economic structure, good business climate and economy friendly surroundings, Osnabrück offers varied opportunities for companies to develop, and, with this, offer safe and well-paid jobs and apprenticeship places. Long-term unemployment is reduced by (financial) support from the federal and state government. Osnabrück City Council has created economic opportunities for all people, where necessary through funding.

... culture, education, science and research are innovative drivers for Osnabrück as a business and knowledge hub. Through close cooperation between Osnabrück City Council and the surrounding area with business and science, they bind/connect skilled professionals and university students to the region.

... Osnabrück has made the most of the chances and challenges of digitisation for the workplace and working environment as well as businesses and employees. Furthermore, Osnabrück has mastered these chances and challenges, for example through actively expanding broadband.

... Osnabrück offers attractive open spaces and interior spaces for different target groups in business and sciences.



## Central Areas of Action

2021 - 2025

1. To support business enterprise, Osnabrück City Council will...

- expand business services,
- support branch initiatives and company networks,
- increase national marketing, in order to strengthen the perception of Osnabrück as a collegiate and business location,
- work towards an intense transfer of knowledge, as well as
- recognise and promote future technologies.

3. To ensure the innovation power of culture, education and science for the future, Osnabrück City Council will...

- increase the network of stakeholders and intensify the cooperation between city, culture, economy, job market stakeholders and universities,
- support universities in their development through creating favourable general conditions, as well as
- promote the transfer of knowledge through intensifying cooperation between urban society, business and universities.



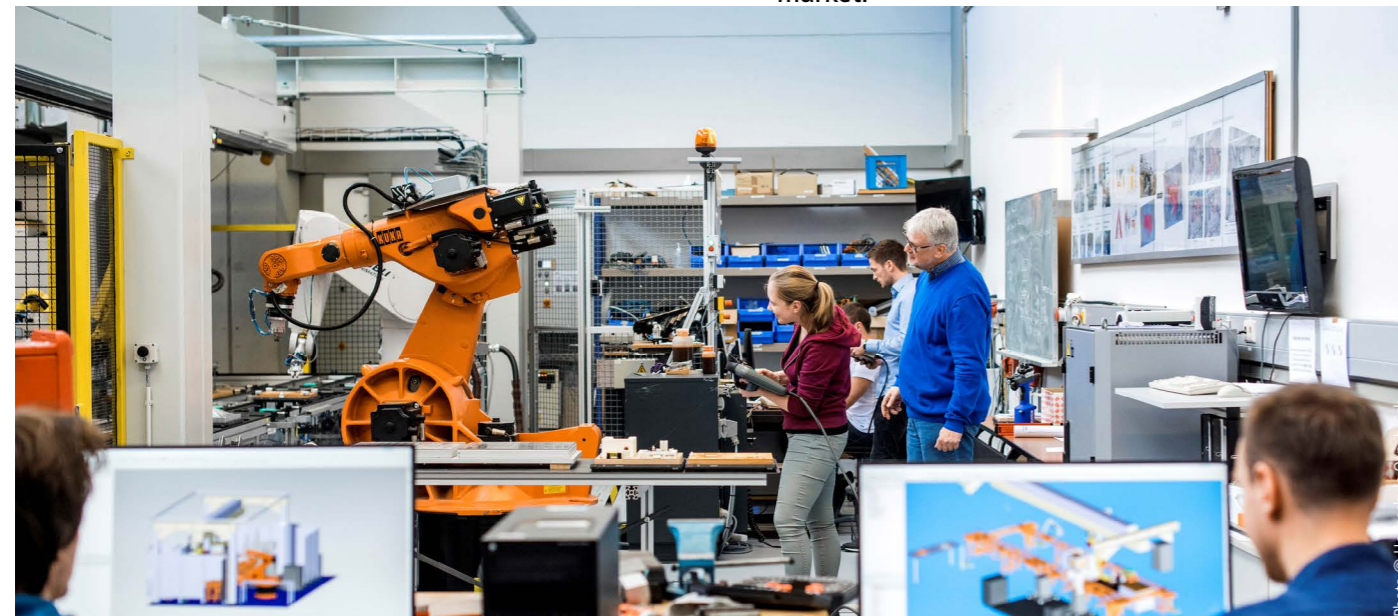
2. In order to secure a business-friendly environment as well as to get groups furthest from the labor market into employment, Osnabrück City Council will ...

- promote start-ups and founders through offering advice and workspace
- make available offers of consultation and promotion, especially the reduction of precarious employment
- set up favourable conditions,
- work together with polytechnic universities and industry to find solutions to combat the lack of skilled workers,
- ensure smooth transitions for different target groups managing the school-to-work transition, the youth workshop and other services,
- secure vocational schools and the further education establishments, as well as
- establish meaningful employment opportunities for the long-term unemployed who are distanced from the labour market and for participation in the labour market.

5. In order to give space for the economic activities, Osnabrück City Council will...

- activate potential existing spaces in line with the demands,
- examine the planned security of new areas,
- make innovative space offers available, as well as
- strengthen intercommunal cooperation in order to create target-group specific areas and spaces.

Since 2016, the InnovationsCentrum Osnabrück (ICO), in cooperation with the Wirtschaftsförderung Osnabrück (WFO) and the Wirtschaftsförderungsgesellschaft Osnabrücker Land (WIGOS), has offered innovation consulting for small and medium-sized enterprises from the city and district.



## Collegiate and Economic City

strong – social – innovative

4. In order to positively shape digitisation, Osnabrück City Council will...

- create the necessary infrastructure (broadband and LoWaRan),
- create the concept of responsible handling of public data for an open, varied and sustainable as well as an intelligent city,
- make municipal offers and services available digitally,
- initiate and accompany the engagement with the challenges, chances, risks and potentials of digitisation.







Photo © Stadt Osnabrück



## A learning City with Social Responsibility

high class – inclusive – just

2030...

... Osnabrück is an innovative education location, which offers varied and high-class as well as excellent general framework from early years education to school, extra-curricular, vocational and university education to further education. In order to realise this the job centre, educational establishments and social partners in the region work closely together and are well connected.

... all citizens coexist socially, regardless of their cultural or social background, age, religion, sex, sexual orientation and (dis)abilities. Spaces and offers for meetings support the exchanges in districts.

... Osnabrück has developed successful instruments against poverty and provides offers of consultation, support and help to promote integration and participation. Homelessness has reduced significantly.

... no child in Osnabrück is disadvantaged by poverty in their access to education and ability to participate.

... top-quality and broad medical care as well as innovative care is ensured in the health region. Health-promoting measures contribute to the prevention of medical conditions.



## Central Areas of Action

2021 bis 2025

1. In order to enable life-long education for all ages, Osnabrück City Council will...
  - make available and promote sufficient and varied education offers for different target groups,
  - offer a needs-based and pedagogically sophisticated full day care and infant support,
  - supplement primary schools with full-day care primary schools,
  - provide offers and projects to support children and young people at school,
  - utilize a strategic education and support young people in their preparation for education, training and work,
  - support agents in the educational infrastructure with networking, as well as
  - promoting the cultural education of all ages.
2. In order to secure the sustainability of schools and educational establishments, Osnabrück City Council will...
  - equip schools and educational establishments with the necessary technology, suitable buildings and space,
  - advance the conceptual further development of educational infrastructure,
  - realise the Osnabrück model concept of "new schools", as well as
  - initiate the establishing of an internationalised class in a school.
3. In order to strengthen diverse local cooperation, Osnabrück City Council will...
  - provide sociocultural infrastructure facilities and on a needs-based basis support these through district management activities,
  - actively promote voluntary engagement and participation in the districts, as well as
  - guarantee offers of integration.

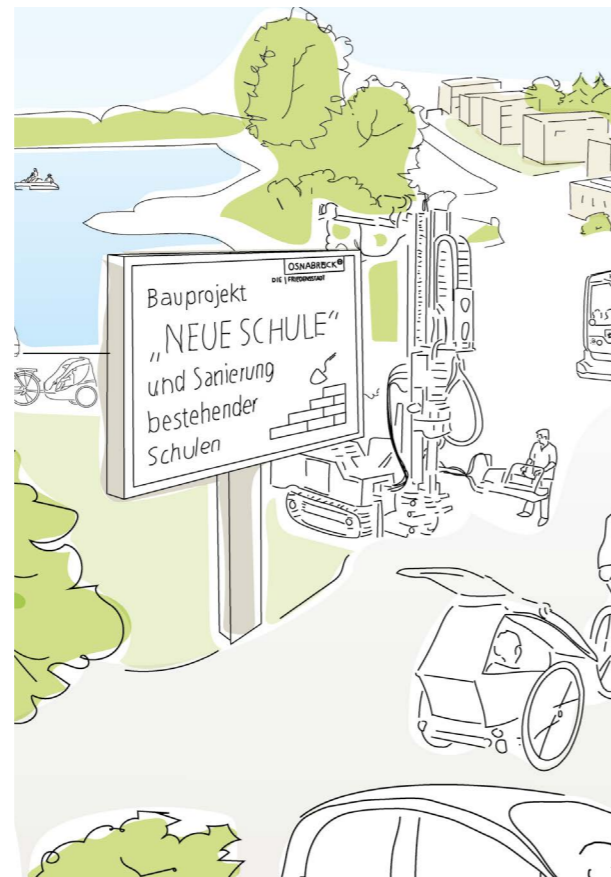


Photo © Stadt Osnabrück, Anna-Lena Meiners

## A Learning City with Social Responsibility

high class – inclusive – just

4. In order to work against poverty and to promote participation and integration, Osnabrück City Council will...
  - develop integrated concepts to fight the causes of poverty and homelessness,
  - provide offers to promote self-help,
  - offer support and consultation for the needs of different target and age groups,
  - have available low-threshold offers for all target groups.
5. In order to enable older people who may also require care to remain in familiar surroundings, Osnabrück City Council will...
  - support residential care and health care,
  - continue with qualitative care reports and expand them to include district-based needs assessments,
  - cultivate new forms of housing,
  - guarantee fast emergency services care,
  - guarantee the long-term security of health services,
  - support activities of the health sector within the context of the health region and vote regionally, as well as
  - inform people of offers and opportunities for support.



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Photo © Friso Gentsch



# Vibrant City of Peace and Diverse Culture

diverse – open – creative



## 2030...

...Osnabrück has secured chances for participation in cultural life, with its varied and well equipped municipal institutions and free cultural facilities, initiatives events and offers. Osnabrück is attractive for its citizens as the cultural centre of the region. Osnabrück uses and promotes the creative potential of the people, through identification and dialogue in the urban community.

... the theme of peace lives on in the city and the community, with its varied historical as well as current facts. This strengthens the awareness of Osnabrück as a European Peace City. The culture of remembrance remains active.

...culture contributes to the development of Osnabrück City Council, Osnabrück City Council itself and location marketing.

...Osnabrück has a local-district and qualitative sport and recreation infrastructure with a versatile offer that is open to all.

...culture, recreation and sport facilities and offers with supra-regional charismatic appeal increases peoples' awareness of Osnabrück.



## Central Areas of Action

2021 - 2025

1. In order to establish the municipal cultural institutions for the future, Osnabrück City Council will...
  - further develop municipal cultural institutions step-by-step in their buildings, technologies and conceptually, as well as
  - support and develop high-quality and forward-looking offers.
2. In order to further develop cultural diversity, Osnabrück City Council will...
  - support independent organisations from the cultural scene to individual artists,
  - enable agents to network with one another,
  - make available decentralised offers in the public sector, such as the youth and community centres, as well as
  - support the needs and demands of different target groups when providing spaces.
3. In order to make the City of Peace come alive, Osnabrück City Council will...
  - offer new building blocks and decentralised offers relevant to the topic of peace and memory culture,
  - use the 375th Peace of Westphalia Anniversary in 2023 as a special opportunity to make peace come alive for people of all ages, races and backgrounds and,
  - keep the idea of peace alive through national and international partnerships.



## Vibrant City of Peace and Diverse Culture

diverse – open – creative

4. To enable low-threshold and decentralised participation, Osnabrück City Council will...
  - operate, maintain or promote sport and recreational infrastructures such as the zoo, sport- and recreational swimming pools, youth and community centres as well as playgrounds, sport facilities and amateur football fields,
  - make sport facilities and public open spaces accessible for all
  - support teams in their development
  - promote sport that is not connected to teams, as well as
  - make information about offers and places readily available.
5. To increase the regional and supra-regional awareness of the city, Osnabrück City Council will...
  - strengthen cultural, tourism and city marketing appropriate for a regional centre,
  - use digital media more consistently to increase impact and reach.

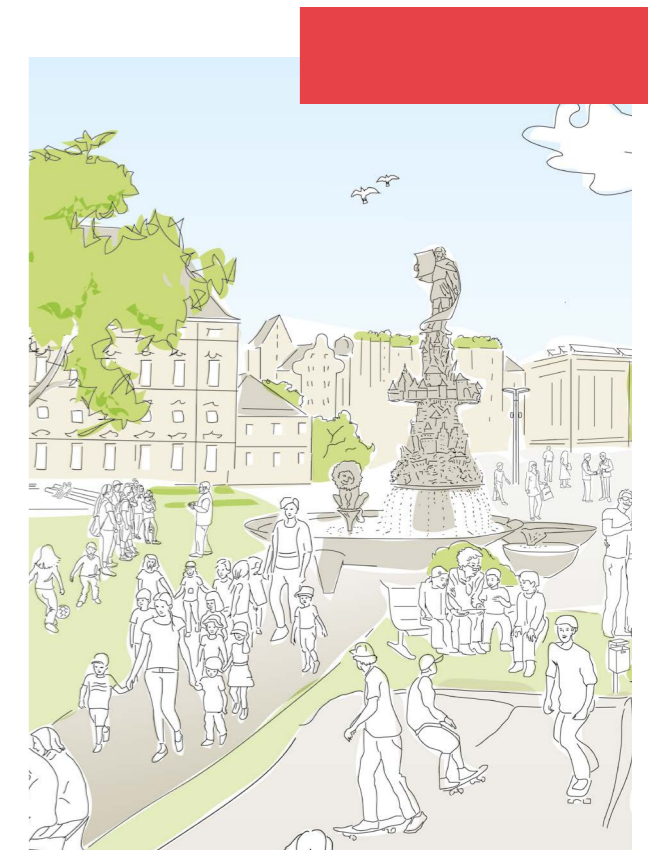






Photo © Angela von Brill



# A Proactive City

resilient – citizen-orientated – efficient



## 2030...

... Osnabrück City Council will live in cooperation as a "municipal family of administration and participations" and use the resulting synergy effects.

... Osnabrück City Council distinguishes itself as citizen-orientated and customer-orientated.

... Osnabrück City Council has secured long-term financial legal capacity to act.

... Osnabrück City Council is an attractive employer that trains and develops skilled workers well and retains employees for the long term.

... the work processes of the City of Osnabrück have been adapted to changing requirements, strengths are refined and efficiency potential and the opportunities of digitisation have been utilised.



## Central Areas of Action

2021 - 2025

1. In order to expand cooperation and synergy, Osnabrück City Council will...
  - further develop instruments and forms of communication for cooperation,
  - strengthen communication on specific topics, as well as
  - advance organisational development by checking procedures.
2. In order to increase the closeness to citizens and customers, Osnabrück City Council will...
  - orientate itself even more to the needs and wishes of citizens and customers when offering services, communication and making information available,
  - simplify services through digitisation and make available additional services regardless of place and opening times,
  - be mindful of barrier-free access to the (digital) offers, as well as
  - ensure citizen participation in city development projects to reinforce a council that is close to its citizens.

3. To secure the financial capacity to act the implementation of measures and activities is assessed in consideration of the following points. Hereby, Osnabrück City Council will...
  - carry out a transparent and comprehensible setting of targets and priorities,
  - reinforce its spending restraints,
  - question the public performance of tasks and point out and bring about alternatives,
  - improve voting and coordination processes
  - consistently recruit EU, federal and state funds as well as funds from trusts and other donors,
  - demand a higher and needs-based financial equalisation from the federal and state governments, and
  - make council activities more transparent and comprehensible for citizens.

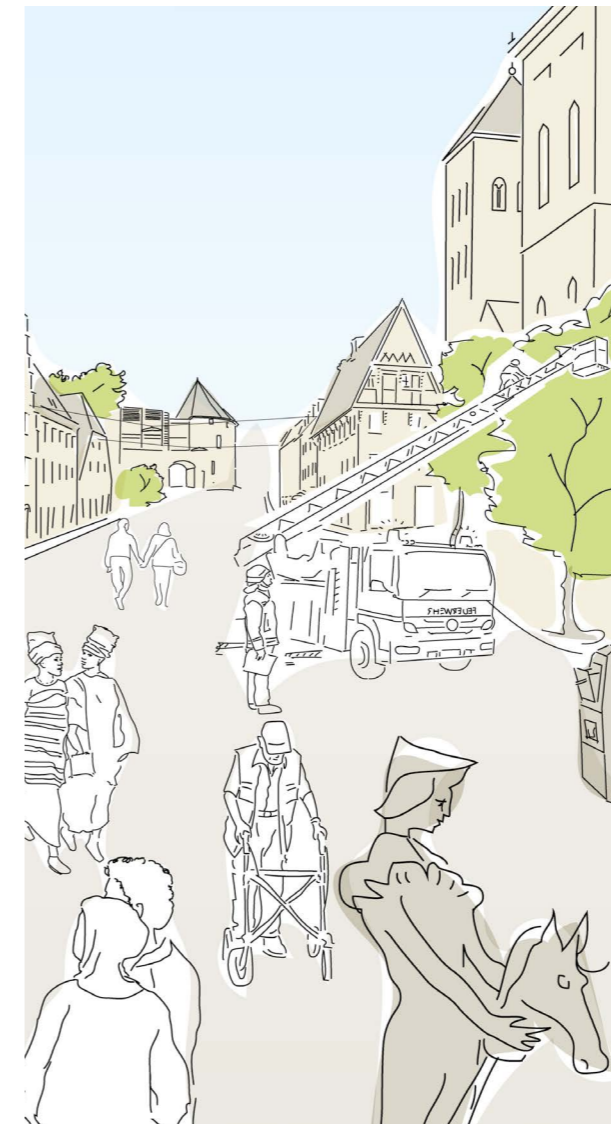


In order to strengthen the employer brand of the city of Osnabrück, the municipality advertises itself under the motto „I am with the city“. „I am with the city“, the municipality promotes itself as a reliable, social and innovative employer and presents opportunities for employees in the administration and in the various municipal companies.

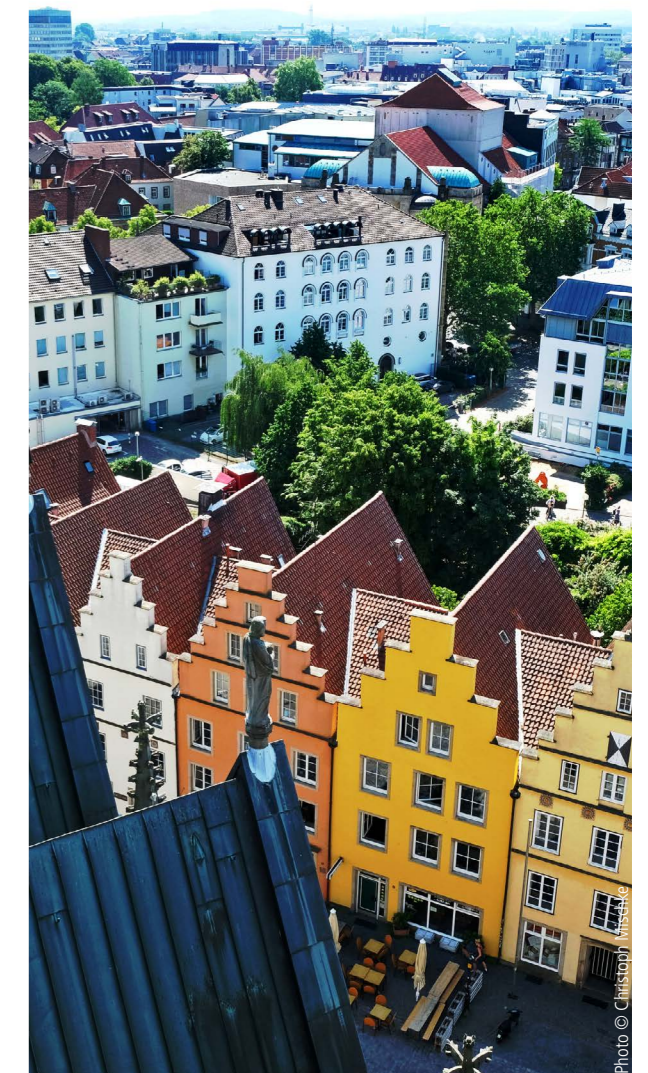
## A City Capable of Acting

resilient – citizen-orientated – efficient

4. To increase Osnabrück City Council's appeal as an employer, the council will focus on...
  - staffing to meet needs,
  - family friendly work models
  - a trustworthy and value-driven management,
  - measures to ensure acquisition of management personnel and skilled workers,
  - strengthening of applications from underrepresented groups,
  - appliances of employee retention,
  - health management, and
  - education, training and further education.



5. To optimise work processes, Osnabrück City Council will...
  - use consistent digital means,
  - build a more structured knowledge management,
  - establish flexible and problem-orientated work methods,
  - develop itself to become a learning organisation, which promotes new and innovative working and learning, as well as interdisciplinary and mobile working, and
  - consider the specific demographic challenges.







Detailed information about the Strategic Aims is available on the Osnabrück City Council homepage:  
<http://www.osnabrueck.de/stadtziele.html>

Information about the key figures is available on Osnabrück City Council homepage:  
<https://www.osnabrueck.de/kosmos.html>

The link between the Strategic Aims and the budget and more detailed information on the budget can be found at:  
<http://www.osnabrueck.de/rat/konzern-stadt/finanzen.html>

Should you have further questions or suggestions regarding Osnabrück City Council of Osnabrück's Strategic Aims, please get in touch with us.

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