



VIENNA 2030

Economy & Innovation

**City of
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Preface


Vienna is an outstanding business location. This is documented not solely by numerous international rankings, but also by hard data: Our economic output per capita holds 18th place among a total of 281 EU regions; our productivity is above average; half of all foreign companies settling in Austria do so in Vienna. One fourth of Austria's total value added is generated in the federal capital.

Over the past few months, our visits to more than one hundred local enterprises left us with the firm conviction that the business location Vienna rests on a strong base: We boast companies of global excellence in their respective fields, from small start-ups to major industrial players. We have highly qualified workers who employ their know-how, creativity and motivation to bring about shared success. And we dispose of a smoothly functioning infrastructure for all Viennese to build on.

Yet the challenges of the future are daunting: Climate change, digitalisation and urbanisation are rapidly impacting our way of living and need responses that must also, and above all, be provided by cities.

It is for this reason that the City of Vienna has launched the Vienna Economic Council to design the new "Strategy VIENNA 2030 – Economy & Innovation" together with the City Government. In order to offer solutions to the big challenges, the strategy proposes six thematic areas in which Vienna is striving to become a world leader. In co-operation with the social partners, we want to take the next steps on the basis of concrete flagship projects.

However, in all these efforts, our focus is on the citizens: They must be involved and be able to have an equal share in prosperity. High quality of life for all is the central core of the Viennese path – a path embarked on precisely one hundred years ago. "VIENNA 2030 – Economy & Innovation" is another step along this path that we will continue to pursue with optimism and determination.


Michael Ludwig
Mayor



Peter Hanke
Executive City Councillor of Finance, Business,
Digital Innovation and International Affairs

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Strategy VIENNA 2030 – Economy & Innovation

Metropolises are the dynamic centres of our era: It is in cities that innovations are born, that new social conventions are negotiated, that change can be experienced at first hand.

With a strong local economy, a lively start-up scene, highly developed public services, outstanding environmental quality, adequate supply with affordable housing as well as a broad range of cultural and leisure facilities, Vienna has succeeded in organising a remarkable and globally respected level of quality of life for its inhabitants.

To be able to safeguard this high quality of life in the future, answers to the big challenges of our time are called for:

- The climate crisis challenges our way of living and doing business. In this context, it is a prime task of cities to contribute to halting climate change (energy and resource efficiency); another key task lies in adapting to climate change – which is already underway – in order to safeguard our quality of life;
- Technological change offers great opportunities but must be actively shaped to preserve high quality of life and good working conditions also in a digital world. It is in cities that new developments are first tried out;
- Urbanisation and migration as well as the related phenomenon of urban growth entail increasing densification and heterogeneous urban societies with significant demands for workplaces and infrastructures. This means more opportunities but also more challenges to resolve;
- The increase in life expectancy as well as demographic change and technological progress necessitate targeted measures that enable everybody to engage with urban life in a self-determined and self-confident manner.

Vienna is facing up to these challenges with great optimism by viewing them as an opportunity for global success through appropriate solutions rooted in co-operation, networking and the striving for excellence.

Focusing on people

In Vienna, the economic and innovative efforts of enterprises, universities, research and administration are firmly focused on people. This is less obvious than it may sound. Vienna aims to be an inclusive and safe city where everybody can participate and share in social life. Progress must be shaped so as to ensure that people can make use of opportunities in a self-determined and self-confident manner, regardless of gender, social and ethnic background, age or sexual

orientation. For this purpose, we must also embark on novel paths of development with creativity and courage, following a clear perspective. Vienna will jointly harness and combine technological, cultural and social innovations to attain this goal.

At the turn of the 20th century, Vienna was the “laboratory of modernism”. In the 21st century, Vienna is to become the hub of “human-centred solutions”. This is to enable the city to concentrate and enhance its already established strong points in the fields of economy, science, culture and administration.

Vienna wants to play a prominent role in the world and to show that it generates solutions of excellence for the benefit of people – always in accordance with its Smart City Wien programme. Key tasks thus lie in defining systematic curricula, promoting innovation, fostering start-ups, attracting talent and enterprises, boosting internationality and developing high-quality workplaces. The world should realise that Vienna offers all the outstanding products and services that contribute fundamentally to quality of life, by analogue as well as by digital means. As one of the biggest metropolises of the European Union, Vienna wants to be a model city regarding quality of life, resource conservation and innovation in Europe. To attain this goal, we will build on existing points of excellence: the strengths of enterprises, research, administration and civil society.

Vienna as a business location – who is included?

The business location Vienna includes its inhabitants, workers, enterprises, researchers, public administration at all levels of government as well as the social partners and civil society. Thus we may rightly say: "We all are Vienna's economy!"

Vienna's economy

As a smart city, Vienna regards the economy as an incubator of value creation in the truest sense – through people and for people. Vienna can only succeed in the competition with other regions if it manages to score due to its local players and the high quality of its products and services. With "VIENNA 2030 – Economy & Innovation", the players active in Vienna have set themselves the collective goal of creating framework conditions that safeguard the city's competitiveness, save resources to protect the climate and at the same time respond to people's needs.

Vienna is committed to an active economic policy that combats the negative effects of economic fluctuations, such as high unemployment rates, and supports and controls economic structural change. In this, Vienna pays special attention to fostering a prospering yet sustainable economy that safeguards the fundamentals for a good life and good working conditions also for future generations. Principally, Vienna's economy does not entail additional environmental impacts but rather benefits from its harmony with social needs and climate friendliness.

A diversified economic structure, well-qualified workforce, strong focus on innovation, social peace as well as the maintenance and further improvement of an efficient infrastructure system create essential preconditions and the ideal matrix for a competitive and resilient metropolis.

Innovation

The present strategy draws on a comprehensive interpretation of what constitutes innovation. Innovation is the necessary precondition and starting point for finding practical answers to today's challenges. "VIENNA 2030 – Economy & Innovation" aims to stimulate and support the creation of innovations on a broad basis and wants to make optimum use of their potential for the economic and social development of Vienna as a business location.

Technological innovations are new products, services or processes whose application by users is well accepted. The benefits of social innovations lie primarily in their relevance for society and do not necessarily stem from their commercial exploitability. System innovations serve first of all to cope with social challenges (e.g. contributions to the energy revolution, new infrastructures). New developments in the fields of art and culture provide important impulses above all for Vienna as a centre of knowledge and innovation.

All players are called upon to be innovators: In the organisational area, this includes enterprises, research facilities, universities, the public sector as well as educational, art and cultural institutions. Where people are concerned, this appeal targets not only researchers and staff members or heads of organisations, but also each individual citizen.

A Viennese specific – public-sector enterprises

In addition to private companies, public-sector enterprises play an important role in shaping Vienna. They include inter alia the companies of Wien Holding (such as Vereinigte Bühnen Wien with its theatres, the Port of Vienna or the Therme Wien spa) and the public utilities group Wiener Stadtwerke with its divisions for energy, mobility as well as funerals and cemeteries. By the same token, the Vienna Hospital Association and the public housing administrator Wiener Wohnen contribute significantly to Vienna as a centre of business and innovation. Vienna is committed to these strong economic players, which provide services of general interest and constitute one of the key reasons why Vienna comes up as the world's most liveable city in many global rankings. Moreover, these enterprises are important drivers of innovation in all areas covered by the Smart City Wien Framework Strategy and provide room for innovation to facilitate real-life test runs.

Smart City Wien objectives as drivers of economy and innovation



“VIENNA 2030 – Economy & Innovation” ties in with the existing strategies and initiatives of the City of Vienna. An overarching role is played by the Smart City Wien Framework Strategy 2019–2050, which represents Vienna’s commitment to high quality of life for all inhabitants, combined with maximum resource conservation stemming from comprehensive social and technological innovation. “VIENNA 2030 – Economy & Innovation” obviously has a particularly strong focus on the objectives of economy and labour as well as science and research, but also maintains close thematic links with practically all other objectives of the Smart City Wien Framework Strategy, in particular mobility and transport, buildings, digitalisation, health and education.

The Smart City Wien Framework Strategy is also Vienna’s sustainability strategy. Thus a strategy for economy and innovation that reflects the objectives of sustainability will by necessity also pursue the Sustainable Development Goals (SDGs) of the UN Agenda 2030.



Objectives of the Smart City Wien Framework Strategy with regard to economy and labour

- The productivity of Vienna’s urban economy as the basis of prosperity, resource efficiency and competitiveness is growing continuously.
- The income and work satisfaction of the Viennese are increasing continuously, while social inequality is decreasing.
- The level of material efficiency of Vienna’s economy rises by 30 percent until 2030.
- The products manufactured in Vienna are durable and recyclable; they are produced largely without generating waste or releasing pollutants.
- In 2030, Vienna enjoys a global reputation as the hub of a closed-loop, resource-efficient economy and attracts investments and talent in this field.

Objectives of the Smart City Wien Framework Strategy with regard to science and research

- In 2030, Vienna is one of the five leading European metropolises of research and innovation.
- Vienna is a magnet for top international researchers and research units of international corporations.
- Vienna launches large-scale mission-oriented research and innovation projects as a contribution to the socio-ecological transformation.
- Concrete challenges of Smart City Wien are identified and resolved in Vienna through the collaboration of municipal administration, universities and research institutions, enterprises and users.

Vienna as the centre of an economic and innovation region

Vienna stands for knowledge-intensive, export-oriented economic performance and high-quality workplaces with a strong focus on people. However, the economic region of which Vienna is part does not end at the administrative borders of the city. Every day, hundreds of thousands of persons commute to their jobs in Vienna, as do Viennese residents who work in the environs. Vienna's enterprises provide solutions for outside companies – and in their turn purchase goods and services from the surrounding region.

The structural diversity of this region creates an economic and innovation environment that makes many things possible. To attract companies and develop smart-city solutions, Vienna and the surrounding region must be viewed as one. For this reason, Vienna fosters intensive co-operation with the Federal Provinces of Lower Austria and Burgenland within one "smart region".

In Austria, matters relating to education, scientific research and the labour market are a federal competence. The City of Vienna is committed to a co-ordinated and joint approach in these areas together with the Federal Republic, the other federal provinces of Austria and the municipalities. The objectives of the RTI Strategy of the Federal Republic are taken account of in the efforts undertaken by the City of Vienna, since the existing potentials can only be fully tapped through co-operation and mutual dialogue.

Vienna in Europe

The challenges of the 21st century call for a global perspective and a global approach. Due to its location, Vienna acts as a mediator for economic and social relations between Western and Eastern Europe. We will confidently continue to play this role in the future by raising important economic and innovation policy issues within the European Union in order to shape progress together with other cities. In this, our focus on the Sustainable Development Goals of the United Nations as well as current and future priorities set by the European Union, such as those of the research framework programme Horizon Europe, are cornerstones for the further evolution of Vienna as a hub of research, but also for the development of concrete solutions for the future of our city.



Vienna's areas of leadership

With the present strategy, Vienna focuses on fields in which the city enjoys a strong position already today and which will provide answers to the big challenges of coming years. These thematic areas will be developed into internationally competitive and highly visible areas of leadership. They are characterised by the following qualities:

- They offer potential for the international positioning of Vienna.
- They build on specific strengths of Vienna and network these into novel, innovative approaches that can be styled "Viennese solutions".
- They contribute to solutions to urban challenges of the next decade.

Vienna's areas of leadership include:

- Smart solutions for life in the 21st-century city
- Vienna as a metropolis of health
- Digitalisation, Vienna-style
- Smart production in the big city
- A place of international encounter
- Vienna – a metropolis of culture and creativity

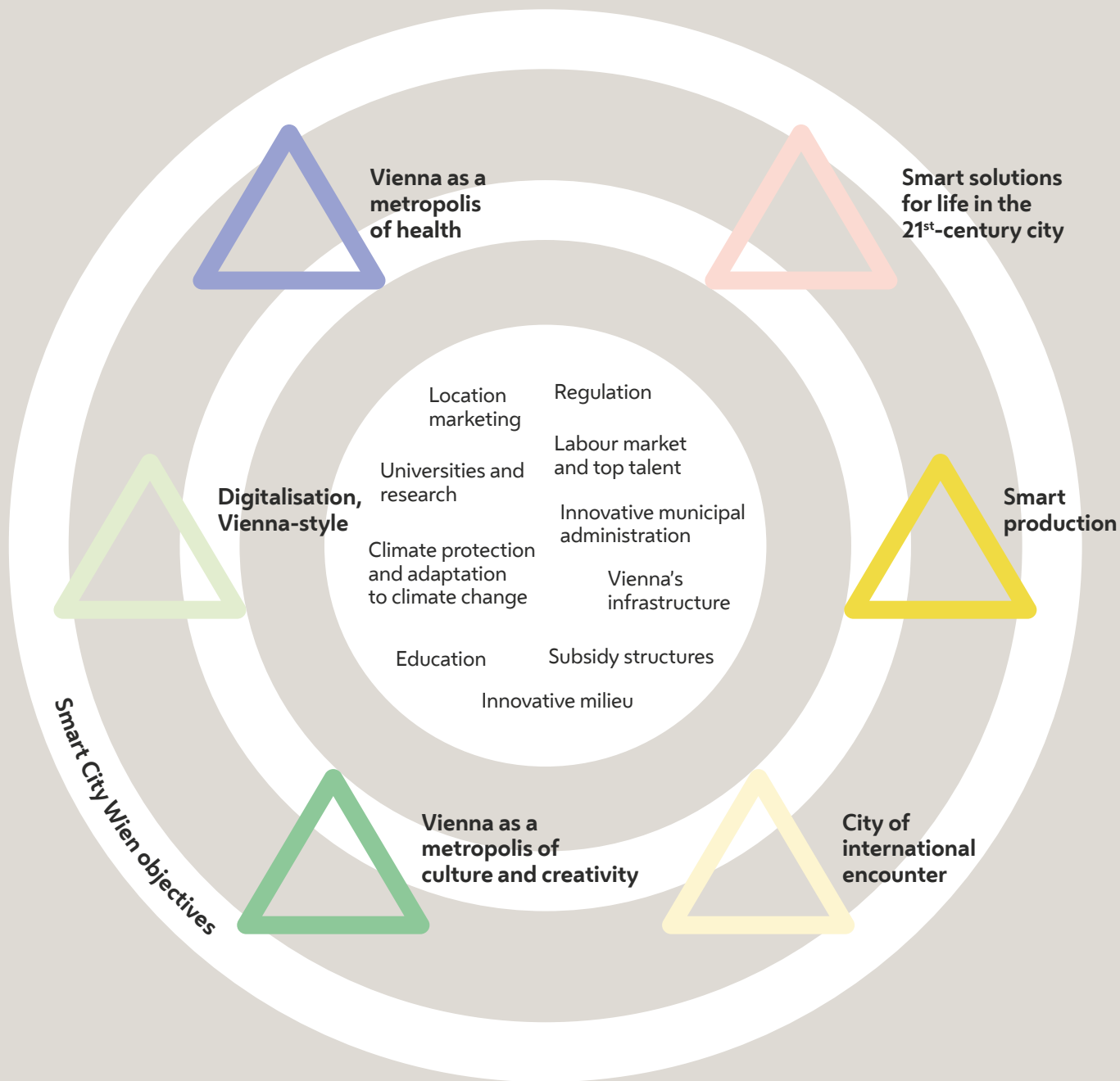
Areas of strategic action

Areas of strategic action are qualities of a business location that on the one hand constitute the basic structure of all economic and innovation activities and on the other hand contribute to the further development of areas of leadership and overall location quality. The activities relating to these areas of strategic action are often closely interlinked and support each other.

The areas of strategic action are:

- Education
- Labour market and top talent
- Universities and research
- Climate protection and adaptation to climate change
- Vienna's infrastructure
- Innovative municipal administration
- Innovative milieu
- Regulatory framework
- Subsidy structures
- Location marketing

Vienna's areas of leadership and areas of strategic action



Strategy implementation through flagship projects

Over the next ten years, it is planned to launch annual strategy implementation processes for the sustainable development of Vienna as a hub of economy and innovation. Through these processes, it will be possible to address requirements of the day by means of concrete flagship projects and, if necessary, to adapt the strategic objectives to new challenges.

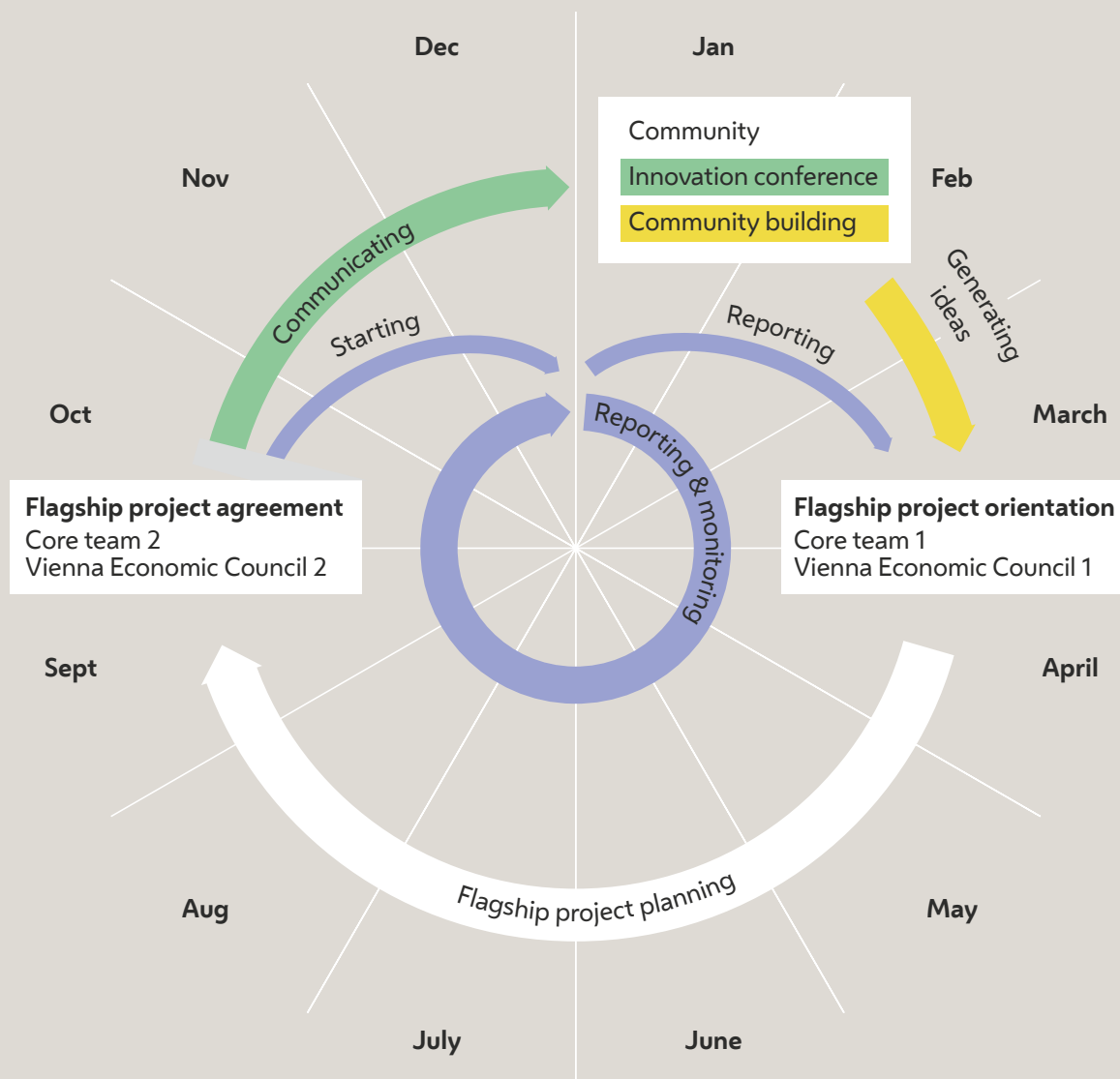
The strategy will be implemented as follows:

- Systematic implementation of flagship projects that reflect the areas of leadership and strategic action and are jointly initiated and developed on-site by local players
- Annual report on flagship projects and their implementation status
- Annual thematic co-ordination and re-orientation by the Vienna Economic Council (prepared by the core team) in collaboration with local players of specific relevance for economy and innovation
- Orientation of existing budgets to reflect the areas of leadership of the strategy and earmarking of additional funds for the implementation of flagship projects
- Co-ordination of implementation processes, monitoring and regular evaluation rounds by the City of Vienna's Municipal Department for Economic Affairs, Labour and Statistics on the basis of the flagship projects; the Municipal Department for Economic Affairs, Labour and Statistics also handles office work for the Vienna Economic Council
- Building and/or fostering of expert communities for the respective areas by the core team; systematic evaluation of the flagship projects for their potential to eliminate structural discrimination based on gender, social and ethnic background, age or sexual orientation



Governance across the year

Integration of planning, implementation and monitoring



Vienna's areas of leadership



Smart solutions for life in the 21st-century city

Together with the City of Vienna, Viennese enterprises and universities develop technological and social solutions for high urban quality of life that is both climate-friendly and affordable.

The climate crisis and urbanisation pose major challenges for modern urban life. For this reason, Vienna will make use not only of technological possibilities, but also of organisational and cultural innovations to explore fresh approaches to housing, energy and mobility: The task lies in transforming a city evolved through the 19th and 20th centuries into the 21st century and to make climate protection in the historic city a reality.

In the past, Vienna has already proved its mettle in devising urban solutions – water supply, flood protection or publicly financed housing come to mind by way of example. This expertise in finding solutions must be further evolved to master modern-day challenges with the help of researchers, enterprises, citizens and the municipal administration. Only those Viennese solutions which combine high urban quality of life with low resource consumption will be able to set global standards.

Resource sharing, novel construction materials and technologies, a city of short distances as well as the re-organisation of goods, energy and mobility supply are items on this agenda. Appropriate technological solutions and business models for the economically viable use of smart solutions must be systematically developed and implemented.

OBJECTIVE 1.1: Products and services for climate change adaptation to improve the urban quality of life all over the world are developed and implemented in, as well as exported from, Vienna.

OBJECTIVE 1.2: Vienna faces up to the challenges of climate change: Already existing neighbourhoods are systematically upgraded to cope with climate change, while newly emerging quarters of Vienna become internationally recognised best practices of climate-friendly urban development. The citizens are intensively involved in this process.

OBJECTIVE 1.3: Technological and social solutions for the CO₂-neutral urban and regional transport of passengers and goods are developed and implemented in, as well as exported from, Vienna.

OBJECTIVE 1.4: Vienna sets regulatory and quality standards for life-cycle and closed-loop planning and construction to boost resource conservation.

OBJECTIVE 1.5: Smart urban solutions in Vienna comprise technological, organisational and social innovations; they are developed in an integral and interdisciplinary manner across different sectors and industries and always involve the population.



Vienna as a metropolis of health

State-of-the-art medicine and affordable access to high-quality care and health services combined with excellent research and innovative enterprises make Vienna a global leader in healthcare.

All over Europe, the healthcare system is faced with the challenge of demographic change and the related necessity of safeguarding public care and health services. At the same time, new technological applications in the healthcare sector heighten global competition, while the development of research-intensive therapies generates funding pressure.

The outstanding reputation of the Vienna Medical School is continued in our time in both academe and economy; Vienna's healthcare sector is crucial for the region. The city boasts an excellent mix of high-quality hospitals, dynamic start-ups, established enterprises and top-flight healthcare research and training facilities.

Life sciences and medical services as well as basic research and state-of-the-art medicine constitute an evident area of strength of Vienna's economy and research. The framework conditions for the development of digital solutions for precision medicine, nursing (active and assisted living) and healthcare (digital health) are optimal in Vienna.

Health services are tailored to an ever greater degree in order to meet the needs of people through co-ordination between research and application in preventive as well as in curative and palliative medicine. Here, new paths – which may e.g. be reflected in urban design or aspects of nutrition – must be found above all in preventive medicine. Vienna positions itself as an excellent location for the development of high-quality products and services with suitable business models for this segment.

OBJECTIVE 2.1: Vienna is a leading worldwide hub of research as well as for enterprises that translate innovations in the fields of biotechnology, medical technology, digital health and health preservation into practical applications.

OBJECTIVE 2.2: Vienna positions itself in the global competition for health and care innovations. These innovations are developed and implemented by involving the population. The potentials of modern medicine are made use of for this purpose; their widespread implementation is promoted.

OBJECTIVE 2.3: Vienna enjoys worldwide renown as a centre of high-quality, easy-access care and health services – from prevention to curative and palliative medicine – as well as for the high quality of its professional healthcare curricula.

OBJECTIVE 2.4: Vienna further improves self-determination, high quality, good working conditions and affordability of health and care services through its top-end social infrastructure, training and innovative use of new technologies.

OBJECTIVE 2.5: Vienna promotes the development of, and compliance with, high standards of security and data protection and, on this basis, the integration and data exchange between healthcare providers, which are thus enabled to develop innovative services and business models.



Digitalisation, Vienna-style

All over the world, high-quality digital solutions from Vienna stand for fairness, transparency, security and self-determination. Vienna's quality of life is safeguarded also from the digital angle and evolved into a business location brand.

The digitalisation of both everyday life and the economy creates an enormous challenge for cities: establishing a new equilibrium between the progress of civilisation and that of technology. The task lies in weighing different interests to strike a balance between transparency, self-determination, the protection of privacy and digital business models. A typical example of this conflict is e.g. the gap between those who only consume digital content and those able to deal with these technologies creatively and productively; another example concerns the influence of digital technologies on democratic processes.

New technologies harbour great opportunities, such as new business models and optimised processes, new career options or the social participation of marginalised groups. In making smart use of these possibilities, however, the objective must not be to copy Silicon Valley. Rather, its specific areas of strength enable Vienna to go for the development and implementation of digital solutions that work with people in a sustainable and inclusive manner, thereby reflecting a new, digital humanism.

Already today, Vienna enjoys an excellent worldwide reputation in the field of digital civil rights, data privacy and data security as well as in the humanities, social sciences and cultural studies. Moreover, Vienna is a place where fundamental work that advances key technologies, e.g. artificial intelligence, visual computing and quantum technologies, is done to worldwide acclaim for the benefit of information processing and communication systems of the future. On the basis of top-class infrastructures and through the co-operation of experts working in these fields, local IT companies can succeed in tandem with Vienna-based research institutions in developing an internationally significant profile of a new, high-quality "digitalisation, Vienna-style". With its Digital Agenda, Vienna is at the forefront of solving concrete problems fairly, transparently and securely.

OBJECTIVE 3.1: Vienna leads an authoritative worldwide discourse on ethical standards, on their widespread dissemination and integration in digital applications as well as on issues of resource consumption as a consequence of digitalisation. Interdisciplinary and transdisciplinary research on digital humanism forms the basis for numerous data-related solutions.

OBJECTIVE 3.2: Vienna promotes digital self-determination, security and fairness by setting new benchmarks for open data, standards and technologies and for their translation into business models. Excellent research and institutions for standardisation and certification to ensure transparency, security and data privacy enable enterprises to develop networked and widely applicable solutions.

OBJECTIVE 3.3: In Vienna, researchers and enterprises find optimum preconditions for the rapid translation of new digital business models of "Viennese quality" into marketable products and services.

OBJECTIVE 3.4: Together with the economy, the educational sector and research, Vienna develops framework conditions that ensure the availability of highly qualified workers for the digital industry.



Smart production in the big city

Vienna is an international top location for the production of high-quality, recyclable goods and business-related services.

Due to urban densification, production sites in cities require greater sensitivity in dealing with noise, air pollution, traffic and the resident population. In densely built-up areas, land costs are obviously also much higher, which puts additional pressure on production sites. Moreover, there is the competition from the Far East, which no longer involves the low-wage sector only. This might result in the de-industrialisation of cities, which also poses a risk for the employment situation.

Manufacturing industries are increasingly networked and today extend from artisan production far into all service sectors. This diversity of production approaches combined with outstanding research and development has proved its resilience, most recently during the financial crisis. Modern production plants must no longer be part of the climate problem, but part of its solution.

Vienna is and will remain a goods-producing metropolis. The production sector will continue to hold an important position in the entire value creation chain of the Vienna region, as it definitely acts as a magnet for new and innovative companies.

The future of industry lies in recycling-oriented, high-technology and bespoke product and process solutions with minimised delivery distances. Innovations in production must be close to high-quality services and excellent research and development facilities. Due to a comprehensive, highly qualified workforce and outstanding local infrastructure, the production sector finds good conditions in the economic and innovation region in and around Vienna. Moreover, Vienna also offers ideal preconditions for the interplay of enterprises with research institutions and the municipal administration. With the thematic concept "Productive City", Vienna deliberately earmarks land for manufacturing industries and also improves the quality of these plots.

OBJECTIVE 4.1: Due to the integration of digital systems and the application of state-of-the-art manufacturing technologies, Vienna's production facilities are considered worldwide pioneers in their use of modern production technologies.

OBJECTIVE 4.2: The systematic ecologisation of production processes and products from Vienna sets global standards and in this way becomes an exportable location asset.

OBJECTIVE 4.3: The City of Vienna continues to earmark and reserve plots for production facilities across the municipal territory and constantly improves the quality of these plots. Moreover, Vienna fosters innovative models of combining production plants with other forms of space use.

OBJECTIVE 4.4: Vienna uses the creative potential of its crafts sector for the development of specifically Viennese solutions.



A place of international encounter

Vienna continues to evolve its qualities as a meeting point of international diplomacy, seat of international organisations, modern convention location and company headquarters further into the future.

As a location of science and company headquarters, seat of international organisations and tourist destination, Vienna has always been a centre of diplomacy, conventions and business events. These assets reaffirm its self-definition as a venue of international dialogue and encounter between cultures and talents.

Its outstanding quality of life, high density of international top talent, affordable prices and stable legal situation make Vienna a first-rate location for branch offices of international corporations. Enterprises from the East establish contacts with Western markets in Vienna, while companies from the West connect with countries from Central and Southeastern Europe.

Vienna is further stepping up its role as a globally respected host city of international discourse and exchange in the fields of e.g. politics, business, research or civil society. On the world map of talent and international organisations, Vienna will continue to hold its unique position and make targeted use of its existing top qualities. Vienna's attractiveness as the seat of international organisations, enterprises and universities is maintained and further enhanced. With its Visitor Economy Strategy, Vienna generates general, comprehensive impulses for sustainable international location development.

OBJECTIVE 5.1: Vienna's attractiveness as a location of company headquarters, start-ups, research and development as well as its appeal for international institutions are known at a worldwide scale and systematically promoted. In this spirit, Vienna also continues to step up its role as a hub between East and West.

OBJECTIVE 5.2: Vienna employs professional methods to attract enterprises and organisations wishing to settle in the Austrian capital and enables them to handle all related procedures and permits with maximum efficiency.

OBJECTIVE 5.3: Vienna strengthens the visibility of its location assets by specifically targeting conventions and business events. For this purpose, it lends systematic support to the development of its conference, event and convention infrastructure.



Vienna – a metropolis of culture and creativity

The culture industry and the creative sector join forces to showcase Vienna's traditions and innovative top achievements in the decades to come.

The transformation from industrial society to service and knowledge society goes hand in hand with the increasing importance of knowledge, culture and creativity. The urban environment especially must play a crucial role in the (re)discovery of artistic and economic creativity.

Creativity is a prerequisite for resolving any challenge in all sectors of the economy, not merely in the field of culture. In this, Vienna may rely on its reputation as a cultural metropolis of worldwide standing as well as on its excellent universities and outstanding creative minds acting in a highly diversified, innovative environment.

Vienna's repertoire is broad and ranges from its imperial legacy, classical music and the performing arts to contemporary design and modern music combined with cutting-edge technologies. Through innovative impulses and services, the creative professions – from design or advertising to music and the film industry – invigorate the location overall. As a world-class cultural metropolis, Vienna attracts universal attention and in this way spotlights its comprehensive qualities as a business and innovation hub.

OBJECTIVE 6.1: Creativity is specifically employed as a key driver of innovation and engine of Vienna's innovation scene for co-creation processes in tandem with other business and innovation sectors.

OBJECTIVE 6.2: The competitiveness and framework conditions of Vienna's creative industries are strengthened.

OBJECTIVE 6.3: Vienna's excellent reputation as a cultural metropolis is used specifically to attract start-ups, small and medium-sized companies as well as talent from all over the world, thereby encouraging these players to jointly develop innovative solutions for cultural institutions in the Austrian capital.

Areas of strategic action

OBJECTIVE A.1: Vienna's educational system is able to impart strong basic skills as the foundation for teaching work-relevant capabilities at all qualification levels to benefit Vienna's areas of economic leadership. Creative elements in particular need to be intensified.

OBJECTIVE A.2: Vienna supports the gender-sensitive, early fostering of children's and young people's interest in economy, technology or natural sciences by means of cutting-edge equipment and teaching methods as well as through co-operation projects between schools and enterprises.

Education

Good schools and high-quality professional training enable the Viennese to enjoy excellent individual quality of life, self-determination, participation and employment. A highly skilled workforce is a prime fundamental quality of Vienna as a location of business and innovation.

Early education, starting in the kindergarten, helps to avoid learning deficits and lays the foundation for the broadest possible qualification basis of Vienna's inhabitants. Equal opportunities, social learning, awareness of the necessity of resource conservation, knowledge of one's own strengths and a sense of self-worth are comprehensively fostered in all educational institutions. In this way, Vienna promotes an inclusive society and solidarity in human interactions.

For Vienna's areas of leadership in business and innovation, the educational system serves to impart strong basic skills and work-relevant capabilities at all qualification levels.

Labour market institutions, worker representation bodies and enterprises engage in dialogue and jointly employ networked measures to make sure that educational institutions will teach skills that are needed in the future. A culture of innovation, creativity, entrepreneurial behaviour and socio-economic skills are all part of learning at Vienna's schools and systematically embedded in the curricula.



Labour market and top talent

Work is a central element of life and the basis of every successful business location. The work environment is in constant flux – above all as a result of technological transformation and economic change, new work realities are emerging.

Vienna's top-quality production and service sector and respected research and development activities build on a highly skilled workforce. Optimum basic and advanced training possibilities and high employment quality are thus prerequisites for maintaining the attractiveness of the location. This high employment quality comprises inter alia productive participation, good working conditions with fair pay, opportunities for advancement and fair working hours.

As a leading hub of business and innovation, Vienna anticipates and shapes these developments and is thus well prepared for new occupations and training requirements. Moreover, Vienna is specifically investing in the qualification of its workforce to prevent skills shortages and welcomes talent to foster its further development.

Universities and research

Vienna's multifaceted academic landscape makes an important contribution to the progressive development of the city in general and of Vienna as a location of business and innovation in particular.

On the one hand, these institutions train future top experts and specialists; on the other hand, the products and services of Vienna as a hub of business and innovation build on findings of universities and non-university research institutions. The body of knowledge derived from basic and, in due course, also from applied research as well as its translation into practice constitutes an essential factor of innovation for Vienna's enterprises. However, Vienna's research base increasingly proposes solutions to social challenges as well, which often translate into research activities directly related to Vienna.

In May 2019, the City of Vienna signed a co-operation agreement with 23 institutions of higher learning to emphasise and promote the relevance of universities and institutions of higher learning for Vienna as a business and innovation hub. In this document, the City of Vienna commits itself to long-term support to universities and to the task of jointly advancing the city's standing as a university and research location. Vienna takes comprehensive measures to strengthen its climate resilience, e.g. by avoiding heat islands and efficiently containing heavy rainfalls to avoid street flooding.

OBJECTIVE B.1: An adequate range of training options and apprenticeships for skilled workers is provided, its quality assured on an ongoing basis and adapted to changes in work environments and occupational fields in accordance with Vienna's areas of leadership.

OBJECTIVE B.2: Workers are supported in changes between jobs and further training activities that enhance their career opportunities in Vienna's areas of leadership. Framework conditions enabling persons to reconcile work and family are further improved.

OBJECTIVE B.3: Skilled workers and top experts that cannot be recruited from the region are enticed with attractive conditions to come to and remain in Vienna.

OBJECTIVE B.4: International experts and scientists enjoy excellent support and assistance in Vienna; all required official procedures are handled with the utmost service orientation. A central department deals with the specific needs of expats.

OBJECTIVE C.1: Smart solutions to urban problems are developed and tested in co-operation with Vienna's universities and research institutions.

OBJECTIVE C.2: Spin-offs of Vienna's institutions of higher learning can rely on excellent conditions for deploying economically oriented activities.

OBJECTIVE C.3: The City of Vienna supports universities as far as possible in administrative and urban planning processes.

OBJECTIVE C.4: In selected areas, the City of Vienna promotes top-level research activities of Viennese universities and research facilities.

OBJECTIVE D.1: Vienna creates framework conditions that engender resource-saving and climate-friendly innovations and thus contribute to climate protection.

OBJECTIVE D.2: Vienna offers excellent framework conditions to develop, test and market solutions for climate change adaptation.

OBJECTIVE D.3: Vienna specifically supports the innovation of production processes as well as all innovations regarding goods and services that entail a relevant reduction of greenhouse gas emissions or foster practices for climate change adaptation.

OBJECTIVE D.4: The Vienna City Administration develops a climate budget that comprises a system of parameters and indicators for the rapid and concise efficacy assessment of climate-related measures.

OBJECTIVE D.5: All citizens of Vienna are to participate in the steps taken in order to cope with the climate crisis and adapt to climate change; climate-related measures must include all strata of the population.

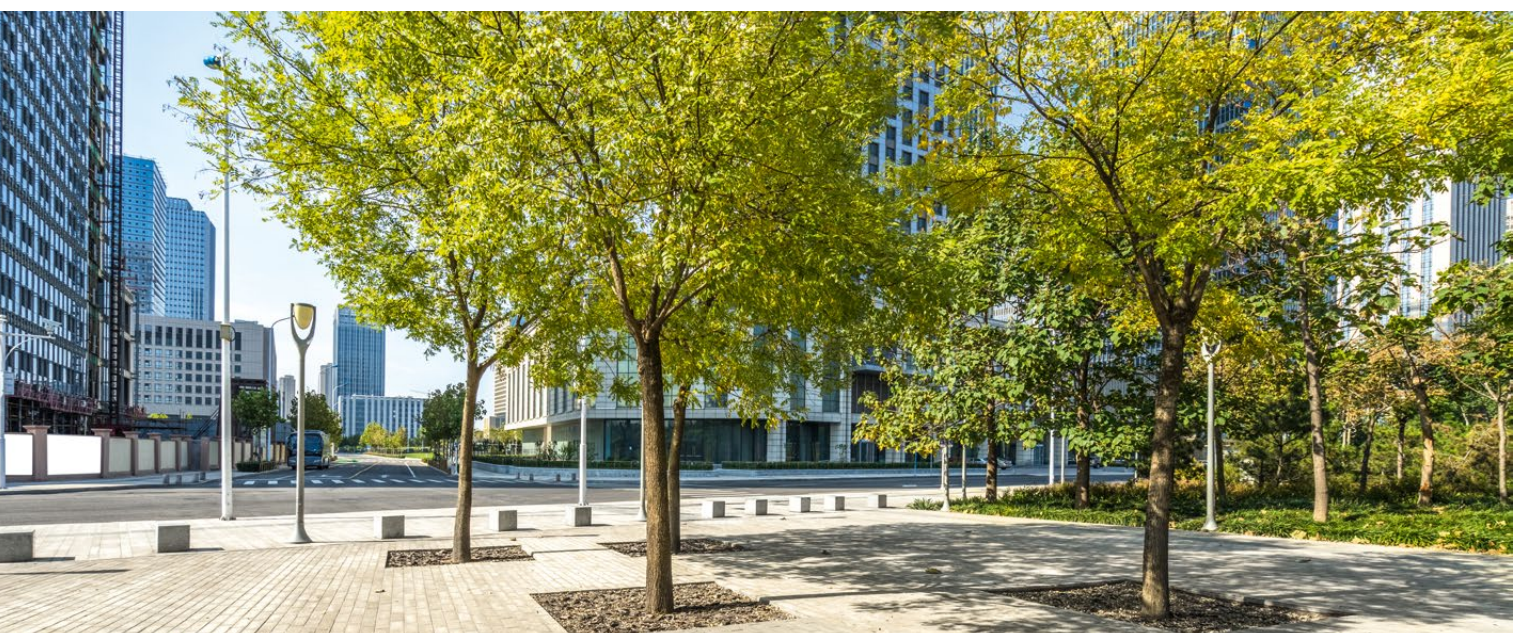
Climate protection and adaptation to climate change

Climate protection and the effective containment of global warming call for a paradigm shift in all areas of human life. Two aspects are particularly important in this context: On the one hand, climate change must be checked by significantly reducing greenhouse gas emissions. Vienna needs to continue working towards this goal; however, the crucial element lies in making sure that a contribution is made by each single citizen. On the other hand, adaptations to climate change are essential to maintain Vienna's high quality of life despite rising temperatures and extreme weather events. These solutions can be felt and experienced directly by all.

To manage the adaptation to climate change and safeguard high quality of life for all strata of society, both technical and organisational solutions are called for. This task requires a basic framework including innovation-promoting competition laws and climate-mitigating infrastructures. Vienna creates incentives in order to generate rapid and marketable solutions that are environmentally friendly and respect diverse social needs.

An important portion of urban greenhouse gas emissions is directly related to economic processes. This e.g. concerns energy supply, goods and passenger mobility or the use and disposal of construction and production materials. The consumption and disposal of consumer goods likewise entail emissions. In order to attain the climate targets and thus check global warming, it is imperative to design production processes, value creation chains and products that are sustainable and resource-saving.

Vienna wants to occupy an international top position in the development of solutions for urban climate change adaptation or climate-sensitive processes and products, which will be much in worldwide demand in coming years. At the same time, healthy and comfortable climatic conditions across the entire urban environment contribute vitally to the high quality of life and work of Vienna.

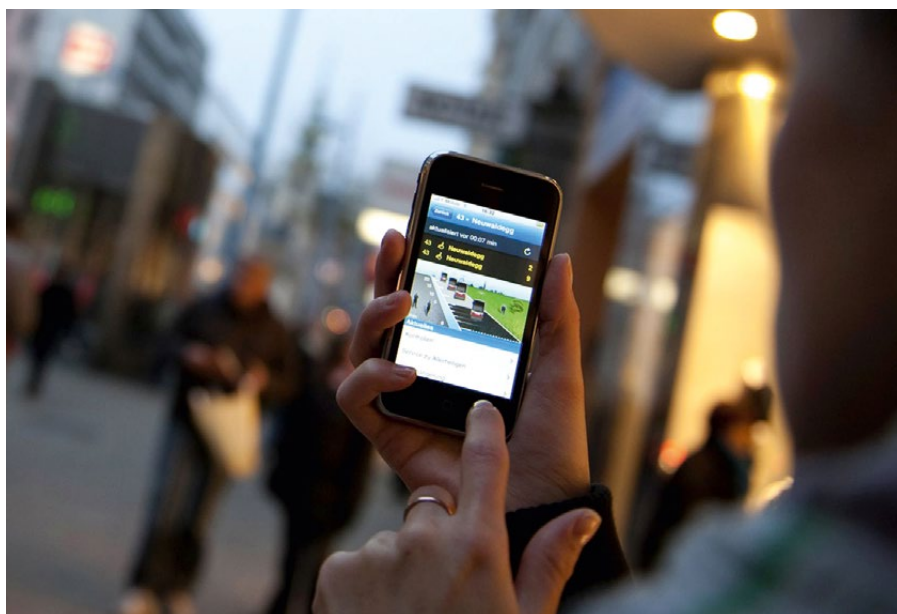


Vienna's infrastructures

Vienna's efficient infrastructures – be it public transport, energy and water supply, waste and wastewater disposal, streets and public facilities – provide the foundation for a successful and responsible economy. This is a strong point of Vienna as a business hub already today and will acquire even greater importance in the future.

Tomorrow as today, both the Viennese population and local enterprises may rely on the outstanding and climate-friendly infrastructures of their city.

Contrary to many other European cities, Vienna will continue to responsibly safeguard its top-class infrastructures. This obviously also includes an efficient digital infrastructure.



Innovative municipal administration

Economic innovation and productivity need excellent urban infrastructures and a high capacity for innovation on the part of municipal administrations. To provide these qualities, municipal administrations must constantly work to improve and further evolve their services on behalf of the individual target groups.

For this reason, the City of Vienna promotes dedicated and innovative projects to identify urban problems and develop solutions together with citizens, enterprises and universities. In this way, Vienna's municipal administration is building an open environment of urban innovation that leaves ample room for courage and an innovation-oriented, positive error culture.

OBJECTIVE E.1: Vienna's infrastructure services will be further evolved on an ongoing basis. In the future as in the past, Vienna will provide extremely reliable infrastructures and contribute to finding answers to the challenges of our time by ensuring smart services of general interest.

OBJECTIVE E.2: Vienna offers high-quality open and public digital infrastructures and platforms for enterprises and citizens, in this way ensuring services of general interest that meet 21st-century requirements.

OBJECTIVE E.3: Vienna provides broadband and mobile data networks that are able to keep up with the constantly rising demands of this business and innovation region.

OBJECTIVE E.4: Vienna safeguards top-class goods and passenger transport services that are climate-friendly and offer tight links with the surrounding region.

OBJECTIVE E.5: Vienna makes targeted investments in its research infrastructure system to facilitate cutting-edge research work.

OBJECTIVE E.6: The dynamic availability of infrastructure-related information for local players is systematically improved.

OBJECTIVE F.1: Municipal administrative processes of relevance for innovations and Vienna's economy are organised as efficiently and cost-effectively as possible.

OBJECTIVE F.2: In the development and further evolution of its service range, Vienna's City Administration makes a point of integrating users, citizens and entrepreneurs.

OBJECTIVE F.3: The City of Vienna responds proactively to challenges and trends and creates spaces of innovation for the development of novel solutions and ideas.

OBJECTIVE F.4: Innovation-promoting public procurement helps to further develop municipal services while encouraging enterprises to look for innovative solutions.

OBJECTIVE G.1: Vienna offers an innovative milieu that is characterised by a spirit of collaboration, the willingness and ability to exchange know-how, openness towards unconventional co-operation models as well as the courage to take risks.

OBJECTIVE G.2: Vienna views itself as a start-up hub that banks on co-creation models that involve research institutions, enterprises and start-ups on the one hand and the municipal administration on the other hand. Local community building also means reaching out to civil society and citizens as well as offering space for experimentation.

OBJECTIVE G.3: Wherever possible, municipal infrastructures are systematically provided as living labs for innovation (e.g. public space, traffic areas, networks and data).

OBJECTIVE H.1: Vienna specifically promotes the standardisation of data, processes and products that contribute to the development and safeguarding of high-quality, widely applicable and exportable products and services.

OBJECTIVE H.2: The City of Vienna fosters and supports innovation by means of simple, clearcut and courageous rules and regulations.

OBJECTIVE H.3: In Vienna, municipal procurement is used in a targeted manner as a driver of innovation to enhance resource protection and quality of life according to the principles of the Smart City Wien initiative.

OBJECTIVE H.4: The City of Vienna optimises its procedures continuously and in this way reduces bureaucratic costs.

Innovative milieu

The innovative milieu – the creative fabric composed of many different players – that characterises Vienna as a business location contributes much to its economic dynamism. Established companies strive for innovation, as do many young start-ups and social entrepreneurs. The breaking-up of routine modes of thinking and the combination of different disciplines help to find novel, viable solutions to the challenges of our time.

Due to its diversity and certainly also because of its role as a city of international encounter, Vienna provides ample room for a strong innovative and creative milieu.

Therefore the City of Vienna specifically promotes spaces and organisational prerequisites for an innovative milieu and also draws on Vienna's creative and culture industries for this purpose.

Regulatory framework

The purpose of regulatory frameworks lies in safeguarding the high quality of a location and of its tangible and intangible infrastructures. They contribute significantly to dynamic economic development by demanding high quality standards, which in its turn advances innovation. Economic competition needs clarity, continuity and predictability of regulatory framework conditions. An important role in this context is assigned to social justice, consumer and worker protection, environmental and climate protection, equal treatment of the disadvantaged as well as safety and security.

However, regulatory frameworks are no end in themselves – they are scrutinised and adapted to new conditions and challenges on an ongoing basis. To test novel technological and social solutions, relevant players are involved in the creation of spaces for experimentation (sandboxes), which permits the appropriate ex-post adjustment of regulations.

Subsidy structures

The subsidies disbursed in Vienna increase regional value creation and competition overall. They secure and create jobs, trigger further investments and help to network numerous drivers of business and innovation. Funds allocated to promote the economy and innovation provide targeted support for universities, enterprises and start-ups and help to launch co-operative innovation projects.

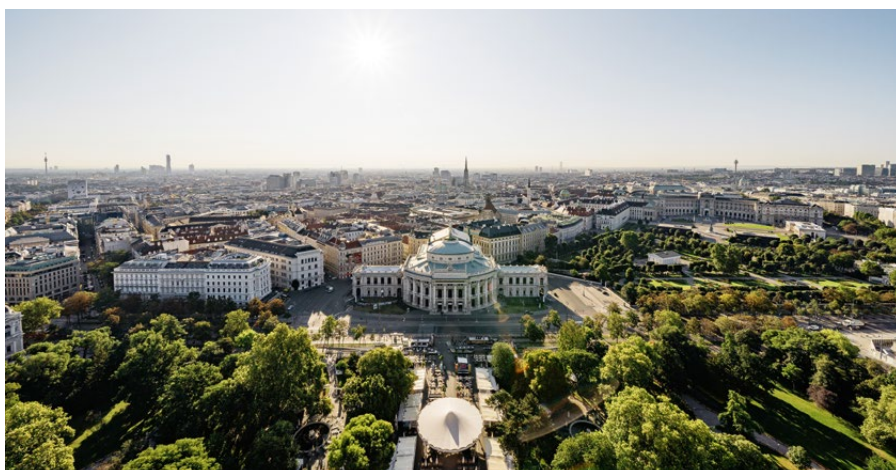
Yet Vienna's subsidy structures aim not only at generating immediate effects for individual recipients; rather, they also pursue clearcut socio-political objectives. These include urban planning aspects – such as the revitalisation of neighbourhoods through appropriate infrastructure facilities or the provision of favourable framework conditions for urban production – as well as equality issues or the support of an open and innovation-friendly social climate.

Location marketing

Vienna enjoys a worldwide reputation as a city of culture and music. As a tourist and conference destination, too, Vienna is always among the top venues and in this way contributes significantly to location development and prestige.

Modern city marketing methods moreover position Vienna as a place of business, technology and innovation and in this way identify international competitive advantages.

Several institutions in Vienna successfully engage in joint location marketing to reach their international target groups. Beyond the well-known strengths and attractions, Vienna's municipal districts boast numerous interesting centres and neighbourhoods with a unique character that could benefit from additional demand and stimulation. Systematic presentation helps to give more global and local prominence to Vienna's manifold qualities as a hub of business, technology and innovation.



OBJECTIVE I.1: Vienna uses a broad-based, low-threshold approach to support enterprises in adapting to technological change.

OBJECTIVE I.2: Vienna provides a suitable range of promotion instruments to further broaden the innovative basis of its urban economy.

OBJECTIVE I.3: Vienna supports research and development along its strategic areas of leadership and the enabling technologies that underlie these areas.

OBJECTIVE I.4: The City of Vienna continuously optimises its funding and promotion schemes and supports all local players in obtaining access to national and European grants and subsidies.

OBJECTIVE J.1: Location marketing focuses on the strengths of Vienna as a centre of business and innovation and communicates these assets to the outside world systematically and in harmony with Vienna's areas of leadership.

OBJECTIVE J.2: This commitment to location marketing is also used to convey Vienna's strengths and activities in harmony with the areas of leadership to a local – i.e. Viennese – public.

OBJECTIVE J.3: Vienna pools the strengths of its current structures that contribute to location marketing.

Context

“VIENNA 2030 – Economy & Innovation” in the context of relevant partner strategies and agreements

In addition to the overarching Smart City Wien Framework Strategy, “VIENNA 2030 – Economy & Innovation” is embedded in a context of numerous partner strategies and agreements:

- Good working conditions, education, qualification and digitalisation for the benefit of people were agreed in the **Alliance for a Growing Vienna** concluded between the City of Vienna, the Vienna Chamber of Labour and the Austrian Trade Union Federation. The crucial importance of the principle of focusing on people as well as the intensive involvement of the social partners in key questions of the labour market, social stability and urban development are guarantors of the standards that make Vienna one of the world’s most liveable cities.
- The digitalisation of all areas of modern life is a challenge that the City of Vienna is facing in accordance with the strategic orientation of the **Digital Agenda Vienna**. This document also describes plans for future services of the City of Vienna to assist its citizens and enterprises through information and communication technologies and with the support of an up-to-date ICT strategy implemented throughout the municipal administration.
- Until 2030, the **Energy Framework Strategy 2030 for Vienna** will adapt the city’s energy policy to current and future challenges and ready it for the future.
- The **Climate Protection Programme of the City of Vienna** formulates numerous measures – structured into several fields of action – to attain Vienna’s climate protection goals.
- Being both a federal province and a city, Vienna is highly interested in co-operating closely with its institutions of higher learning, in particular with regard to urban challenges. For this reason, the **Co-operation Agreement for Vienna as an Academic Base** was concluded and signed by the Mayor of the City of Vienna and top representatives of Vienna’s 23 public and private universities, universities of applied sciences and university colleges of teacher education.
- In the **Qualification Plan VIENNA 2030**, the City of Vienna joined forces with the social partners as well as with players of importance for educational policy and the labour market to further improve the occupational development opportunities of the Viennese through skills upgrading and the broadening of occupational – in particular digital – competences and in this way to provide more highly skilled workers for Vienna’s economy.



- The urban development plan **STEP 2025** defines the strategic orientation of the socio-spatial urban development of Vienna until 2025 with a particular view to current social challenges. A series of thematic concepts serves to further detail STEP 2025 in several specific areas:
 - Productive city
 - Green and open spaces
 - Mobility
 - Polycentric Vienna
 - High-rises
 - Public space
 - Energy-related spatial planning
- With the **Vienna Digitalisation Covenant**, the social partners decided to transform Vienna jointly into an international “digitalisation hotspot”, with a focus on human well-being, stable and safe workplaces and attractive development possibilities for the economy.
- In the field of healthcare, citizens and patients can draw on new technologies for better and easier access to health and social services. This is ensured by the **Vienna eHealth Strategy**.
- The **Vienna Healthcare Goals 2025** serve to plan and co-ordinate measures that promote the health and related quality of life of Vienna's population in all life phases and living environments.
- The production sector is addressed by the **Vienna Location Agreement 2018** concluded between the Federation of Austrian Industries Vienna and the City of Vienna. This document not only provides for proactive production space management, but also stipulates a close interlinking of economy and ecology as well as innovations in the healthcare sector and in various aspects of mobility in the Vienna region.
- The **Vienna Visitor Economy Strategy 2025** was presented in October 2019. The strategy portrays the great diversity of guests who visit Vienna or even make it, if only temporarily, their new home. Above all, however, the focus is on the city itself with the goal of strengthening and developing Vienna as a metropolis for the benefit of residents and visitors as well as of Vienna's enterprises.
- Digitalisation is also the subject of the **Agreement on the Future of Vienna** concluded in July 2018 between the Vienna Economic Chamber and the City of Vienna. This document embodies a joint commitment by the parties to ensure that administrative procedures will be handled as simply, rapidly and cost-effectively as possible, that skilled workers and start-ups will receive comprehensive support and that sufficient space will be available for production plants even as the city is growing.

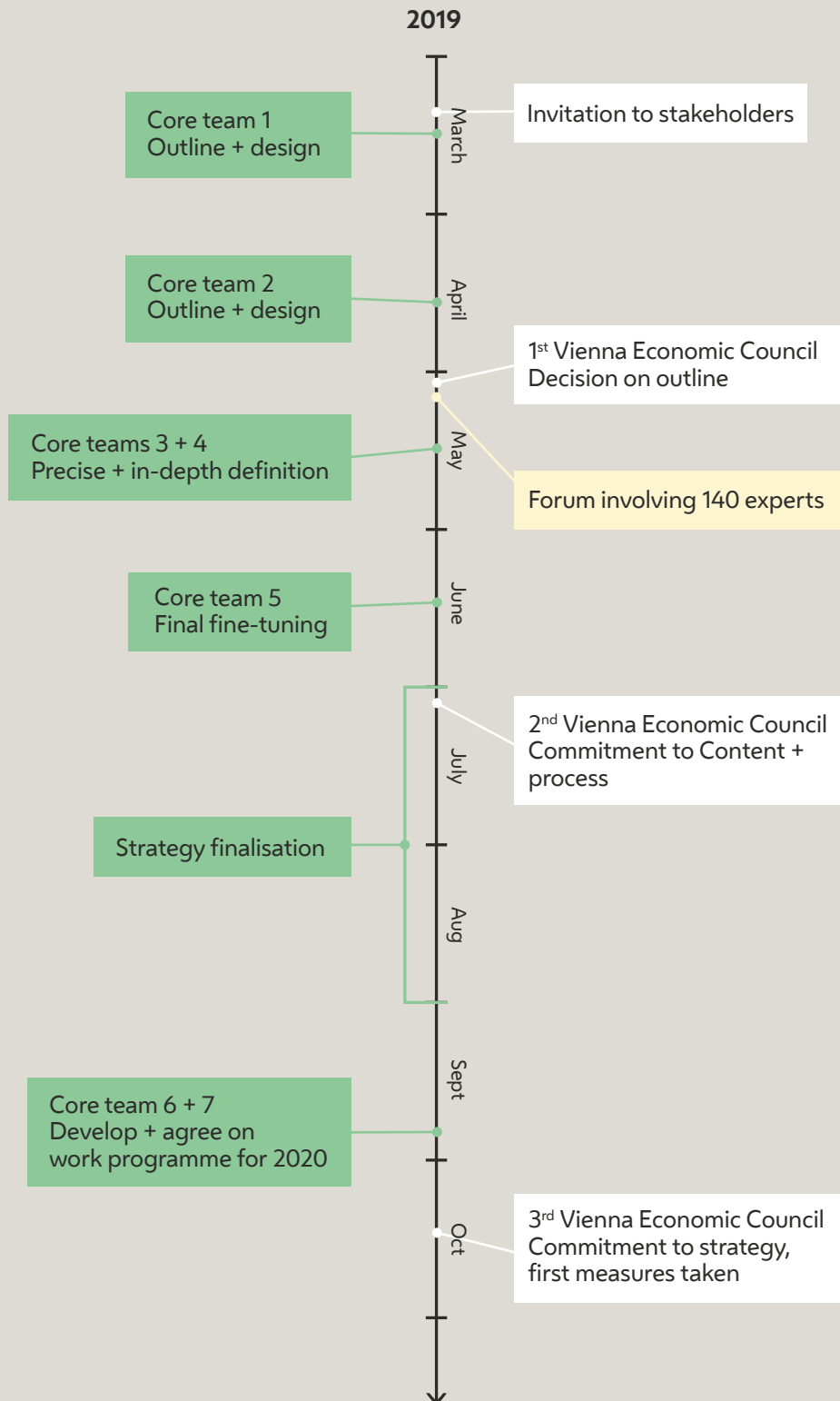


Strategy development

The present strategy was developed from spring to autumn 2019 with organisational and thematic support extended by the City of Vienna, Municipal Department for Economic Affairs, Labour and Statistics, on behalf of Peter Hanke, Executive City Councillor of Finance, Business, Digital Innovation and International Affairs.

- The core statements of the strategy were formulated by a core team composed of representatives of both the social partners in Vienna and of the municipal bodies primarily concerned with economic and innovation issues.
- 50 experts from the fields of science, research, business and administration took part in strategy development in the course of several workshops.
- 140 experts and interested citizens participated in the event “Forum VIENNA 2030 – Economy & Innovation”.
- The company visits of City Councillor Peter Hanke yielded valuable input.
- Numerous talks were conducted with leading executive personnel of Vienna’s universities, research institutions, enterprises and interest groups.
- The strategic orientation of this document is the outcome of deliberations by the Vienna Economic Council, which is headed by the Executive City Councillor of Finance, Business, Digital Innovation and International Affairs and composed of representatives of the social partners, research institutions and the business community as well as of the municipal bodies primarily concerned with economic and innovation issues.

Development process of Strategy VIENNA 2030



Key contributors to strategy development

Commissioned by

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Vienna Economic Council

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