

The Hagfors Strategy 2017-2027

*I think that we need
to face the truth,
face the problems and challenges of our municipality,
to objectively identify the negative burdens that we carry
but without rolling around in the dirt*

*then we need to build from scratch,
we need to build together,
because it doesn't matter how much our population grows
if we don't start by changing our very foundation,
increasing our self-esteem*

*because without it our visions have no geographic affiliation,
it is about daring to listen to our own voice
and believing in what we hold closest to our hearts,
we can have a happy and fulfilling life
even if we live in a small town,
it is all about gaining perspective on things,
about our own will to grow as a person,
about talking to others, getting organised,
joining forces, creating networks, supporting ideas
and taking our chances to hit the jackpot
in the game which time and time again offers us all chances to win*

*if you time and time again reel off
comments like
the people at the Municipality they don't have a clue
you are forgetting an important thing,
it is we, all of us, who are the municipality!
civil servants and private individuals, entrepreneurs or unemployed,
young and old, immigrant or native,
we are the municipality,
therefore we all have a responsibility to make an effort for the place where we live
and the tools we have
are our attitudes, our ideas,
our community and our courage to believe that we matter*

*but it is not enough to find comfort in this statement,
find comfort behind well-intended ignorance,
we need to roll up our sleeves, interlace our hearts
and start building a vision together
I want us to join hands and build an
exciting, vibrant municipality
where everyone wants to live and work
and it will require effort
but it will be worth it*

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A common direction for the entire Hagfors Municipality

This is the Hagfors Strategy – a common strategy for all of us who live and work in the municipality. The strategy has been developed by civil servants at Hagfors Municipality, together with people who live and work here. Through a comprehensive dialogue process, we have via citizen dialogues, creative meetings, surveys, interviews and modern communication tools identified where we are at and how we are perceived today, and our goals for the future. The strategy gives us the common vision for the future which has been missing, and formulates and sets the framework for the work which now needs to be done in our municipality. It presents what is required for a long-term and sustainable development, addresses the challenges we are facing and sets the development goals. The strategy includes a vision for the future, a trademark platform and 7 strengths, 5 priority areas and 35 goals.

Everyone has the chance to influence the development of our municipality, and with the Hagfors Strategy we now have a useful tool which sets the common framework required for effective action. In short, the Hagfors Strategy is a plan for how Hagfors should be and be perceived by 2027. By striving towards the common vision, Hagfors Municipality 2027 – attractive, we have a direction in which to aim. Every decision and every investment made and every event held should contribute to achieving the vision.





About the Hagfors Strategy

A number of municipal civil servants have during 2016 been appointed to gather different opinions and turn them into a common direction. The big bulk of the project has been carried out by roughly 800 dedicated participants who have identified the vision, 7 strengths, 5 priority areas and 35 goals of the strategy. The strategy does not include how to reach the goals or achieve the vision; that work begins now and involves all of us who live or work here.

The Hagfors Strategy also includes a trademark platform. It is a tool which will help us all to promote Hagfors Municipality. By communicating our strengths, we can create a more positive image of our municipality, which in turn will also contribute to achieving the vision and the goals.

All development within the municipality will be in line with the Hagfors Strategy. For Hagfors Municipality as an authority, this means that all political decisions should be based on the strategy and that all projects and investments in the municipality should contribute to achieving the strategy and the vision.

We can all contribute to achieving the strategy. For those of you who are entrepreneurs or work for an idea-based organisation this might include making investments relating to a prioritised area, while on a personal level it could be about promoting our strengths to others – being a good ambassador.

The Hagfors Strategy in a wider perspective

The Hagfors Strategy is based on how we view ourselves as a municipality and how we want to develop. At the same time it is important, in a rapid and changeable world, that we have a competitive perspective. The Hagfors Strategy walks hand in hand with regional and international strategies and is based on a long-term and sustainable approach.

The Hagfors and Värmland Strategies

As a part of Värmland, Hagfors Municipality is also included in the Värmland Strategy – a strategy for all of Värmland.

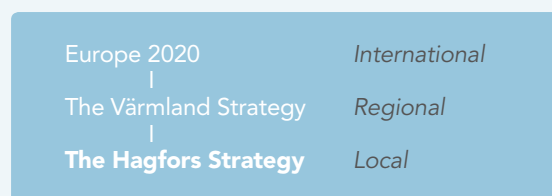
Region Värmland was asked by the Government to coordinate the development of a regional strategy for sustainable development and growth. The Värmland Strategy includes direction and priorities for how Värmland should develop and distinguish itself in order to have a clear and strong position by 2020.

The ambition of the Värmland Strategy is to create the best possible conditions for people to live and work in our county. If we work together towards the same goal, we can create more employment, better schools, better communications and a better quality of life – in short, a better life – which is the vision of Värmland.

It goes without saying that Hagfors Municipality will contribute to achieving these goals. We need to view the role of the Hagfors Strategy as a part of a wider context.

The Värmland Strategy has therefore been an important part of our local work. The Hagfors Strategy has an approach which clearly follows the Värmland Strategy, but with content that reflects our citizens' wishes and our vision for the future. As such, we will strengthen not only our own municipality but also Värmland as a region.

The Värmland Strategy is based on an analysis of competitive factors and regional potential and challenges. It is also based on the EU's development strategy, Europe 2020. In this way, the Hagfors Strategy is a local strategy with a regional and international angle.



The figure describes the role of the Hagfors Strategy

Long-term perspective and sustainability

The Hagfors Strategy is based on an initiative to create a long-term plan for the sustainable development of the municipality, with the aim of making Hagfors Municipality a better place to live and work. In order to create a long-term plan, you need to pay attention to sustainable development. Sustainable development is about being able to satisfy our daily needs without jeopardising future generations' opportunities to satisfy their needs. Put simply, it is about guaranteeing a good life for people, animals and the environment – today and in the future.

The concept is broadly anchored on an international level, mainly represented through the United Nations' 17 Sustainable Development Goals (the 2030 Agenda). The global goals are integrated and balance the three dimensions of sustainable development: economy, society and environment. In Värmland, both the County Administrative Board and Region Värmland have formulated how we as a region should work for sustainable development in the county. The Värmland Strategy presents our joint approach as follows:

- The social dimension is the goal and it is about the need to fight together against discrimination and thus increase social solidarity and everyone's participation in, and influence on, societal development.
- The environmental dimension sets the framework for growth and development and aims to increase public awareness and understanding of how we affect the conditions of the eco systems and, in the long term, how we manage the climate and energy challenge.
- The economic dimension is the means for development. The future competitiveness and capacity of Värmland to face societal challenges will be determined by our potential for renewal and innovation.

In practice, it is thus about an approach which makes us think and act long-term. By applying the principle behind sustainable development, it is possible to make wise decisions which will serve us today and create a better world for future generations at the same time. The Hagfors Strategy reflects these fundamental perspectives and in combination with our vision, Hagfors Municipality 2027 – attractive, and our strengths, we can find the best possible approach in our ambition to become a better municipality.



Starting point – Hagfors Municipality 2016

During the development of the strategy which went on during all of 2016, people were asked to describe how they experience the current situation using words and images. Based on this, they were also asked to categorise what they wish to leave behind, what they want to keep and what they wish to add.

The image of Hagfors

Reviewing the types of images that people have of Hagfors is interesting from both a strategic and a trademark perspective. Images may reflect reality but they can also be inaccurate. The figure below shows what is already functioning well and what a desired shift would look like. These images have been the basis for our strengths and our vision and trademark promise.

Through the Hagfors Strategy we have chosen, just like the Värmland Strategy, to emphasise the following:

Images we want to leave behind = bad
 Images we wish to keep = good
 Images we want to add = images we do not have but which exist and/or have potential/should be added

Our vision, Hagfors Municipality 2027 – attractive, is our wbeacon and will direct us in the transition from the image of today to the image of the future. Through the transition, we can strengthen the image of ourselves and ultimately strengthen the image outwards as well.

Current situation analysis

Prior to the start of the strategy, civil servants in the municipality made an analysis of the current situation, mainly based on what is being measured in the current situation analysis of the Värmland Strategy. Below you will find a few examples from our current situation analysis. These examples are now part of our 5 priority areas as well as our goals for 2027. When we do follow-ups on the strategy in the years to come, we will track the progress of the strategy goals.

Examples from the statistics



596 people moved here, 615 moved away, Hagfors Municipality had a net migration of -19 people 2015 (SCB 2015)



Entrepreneurial ranking, 276 out of 290 (Confederation of Swedish Enterprise 2016)



The number of young people who graduated from compulsory school and qualified for vocational and theoretical upper secondary programmes is above the county average in Värmland (the Swedish National Agency for Education 2015)



4,700 passengers flew between Hagfors and Stockholm during 2015 (Hagfors Airport 2015)



Hagfors Municipality ranked 159 out of 290 municipalities on Aktuell hållbarhetsranking (Current sustainability ranking) 2016

Hagfors Municipality 2027 – attractive

today

Images we want to leave behind

- Backward** (city vs. countryside)
- Forgotten culture and traditions**
- Small town mentality** (the Law of Jante, narrow-mindedness, gossip)
- Lack of commitment** (not enough places to meet)
- Worn-down**
- Weak labour market** (poor matching)
- Weak support from main figures in the society** (slow, hard to get funding)
- Deserted** (drop in population, remote, high average age)

today

Images we want to keep

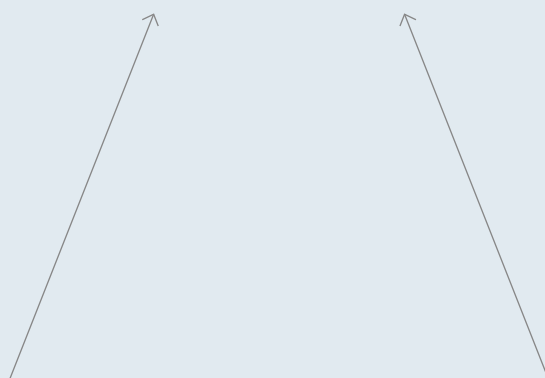
- The people** (the associations, the sense of humour, the dialect, story-telling, hospitality)
- Entrepreneurial spirit** (stubbornness)
- Nice (gött)** (quiet, safe, beautiful, simple)
- International business sector** (expertise)
- Nature** (the forests, lakes, River Klarälven)
- Potential**
- Strong traditions** (culture, industrial history, music, handicrafts, sports, creativity)

tomorrow

Images we want to add

- Attractive living environment** (outdoor environment, sustainable energy, cultural activities, attractive housing)
- Tourism and events** (adventure, knowledge, history)
- Good schools** (competence, sports programmes, life-long learning)
- Small town spirit** (belief in the future, hope, iron will)
- Integration** (diversity and higher skill level)
- Vibrant countryside** (protecting the local, locally produced)
- Collaboration** (communication, dialogue, supportive authorities, ambassadors, service)
- Social development** (innovation, growth, communications)

Hagfors Municipality 2027 – attractive



5 Priority areas



A good quality of life for everyone



A stronger business sector



Enhanced skills on all levels



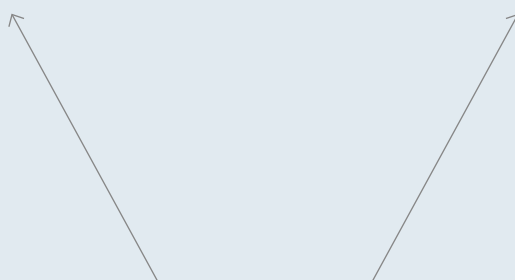
Better communications



A greener municipality

Hagfors' 7 strengths

The power of nature
Courageous people
The airport strengthens Hagfors
The cultural legacy
International business sector
River Klarälven – the life source
High-quality local produce



Everyone who lives or works in Hagfors Municipality

An overview of the main areas of the Hagfors Strategy and who will implement it. If everyone in the municipality works with our strengths and priority areas, we will together achieve the goals and reach the vision.



Our vision is: Hagfors Municipality 2027 – attractive

The vision, Hagfors Municipality 2027 – attractive, describes a desired future situation. The idea is that it will unite everyone who lives and works in the municipality, and guide us in creating a good life, enterprising spirit and drive. The vision is the ultimate aim for the municipality as a whole and the ideal situation for which we long. It is an image which unites us, makes us proud residents and enables us to face the future together with courage and positive attitudes. The aim is for it to be an inspiration in our daily lives, our free time and working life. To grow we need to become more attractive and to become more attractive we need to do better.

Explaining the vision

Regardless of where you are in life, Hagfors Municipality should have something to offer. This would not only mean that people want to stay, but also that more people will keep a connection to Hagfors, even if they move away. What makes a place appealing differs for different people, but we base our strength on:

Our ancestors' traditions and cultural legacy, in terms of the positive small town spirit, give our inhabitants – natives as well as those who have moved here – resilience, willpower, courage, entrepreneurship and innovations.

We have courageous people who also enrich our municipality with their charming dialect, strong dedication and sense of humour. Courageous people who start businesses, dare to invest, get involved and collaborate.

Nature gives us energy, River Klarälven is our life source and together with our high-quality produce this contributes to a unique quality of life for everyone.

Our airport lifts and strengthens our municipality in many respects and provides us with competitive communications compared to many other municipalities in Värmland.

We are a green municipality with a sustainable approach to all aspects: social, economic and environmental.

We have an international business sector which strengthens our municipality and puts us on the map. In addition to strengthening our business sector, we are making efforts to enhance skills on all levels, making us competitive both regionally and nationally.

Here you will find a good life, drive and a go-ahead spirit which create an attractive municipality which people want to stay in, return to, explore and move to. There are many assets in Hagfors which make up our strengths. Together, they can provide Hagfors with a competitive edge in relation to other municipalities.

When we utilise our strengths and join forces around them, both in our development and marketing, we can strengthen our position.

Our strengths

The Hagfors Strategy includes 7 strengths. Seen separately, they are not unique. But together they become powerful and make up the distinctive character of Hagfors. Some of them are already closely associated with the municipality. Others are not as well-known in or outside of the municipality, but they have great importance to the development of Hagfors.

Over time, we will advance our positions and become more competitive by building on our already known strengths. At the same time, we will increase awareness about the strengths which are less known.

The strengths are our common platform for our communication and marketing. It is something to which everyone can contribute. By becoming good ambassadors for our municipality and speaking positively about our strengths, we can boost both our self-esteem and our pride as well as strengthening the image which others have of us, and thus make Hagfors more attractive.



The power of nature

The nature, the landscape and the cultural environment are important to the identity and appeal of Hagfors and they are in many ways a source of energy for people: the energy we receive from the biofuel which heats our houses, from the water power which produces the electricity we need, or the mental recharge that we receive when we spend time in the outdoors.

Hagfors has an incredible capital through its natural resources and a unique beauty which we need to look after and utilise. Nature can above all be an appealing factor for people to visit, move to, or set up a business in our municipality. Hagfors Municipality offers good access to parks, green areas and nature. These are all important and have a big impact on people's well-being and quality of life.

The forest and our lakes and streams have created job opportunities for a long time, and still do. Forest owners and companies within the hospitality and tourism industry are two examples of stakeholders who depend on the power of nature to survive and keep developing in our municipality.

Knowledge about the complexity of the natural cycles and how we depend on these have contributed to an awareness that natural diversity is a prerequisite for prosperity and development, globally and locally. The woodland contributes to the growth of the municipality through wood production, bio-fuel and natural attractions. This gives our municipality great potential to contribute to the development of what is referred to as the bio-economy – an area where Värmland is world-leading. There is, however, big challenge in trying to find forestry methods which do not threaten biological diversity and other values.

Hagfors Municipality has a surplus of electricity produced from water power, which is an important contribution to sustainable development and means that our lakes and streams provide energy and a good quality of life outside of the municipality as well.



Courageous people

The biggest and most important asset of Hagfors is the people. We are all ambassadors for the place where we live and work. Together, we contribute to what Hagfors is and what it will be. The charming dialect and genuine humour make us a down to earth community which is full of life. Together, we create a vibrant countryside and form the foundation for strong, fruitful and active collaboration between businesses, associations and the municipal council. We have a lot of people with true enthusiasm, and in a time when people are leaving the countryside we need to show our courage and passion.

Once upon a time, it took a lot of guts to found a large company in the middle of nowhere, or for someone like Lovisa Sofia Tranea at Uddeholms AB to become one of the first female executives in Sweden in 1750. Today, businesses are not only making investments to make money, it is also about wanting to contribute to the local community and making a difference.

It simply takes courage to swim against the stream, and we have a lot of courageous people. For several years now, Hagfors Municipality has been handing out the scholarship Framtidsarvet to local people, companies or associations. All of these courageous people who are role models, who work unselfishly and who have good ideas and visions for the future, provide viability and development for everyone in the municipality. Without these courageous people, our municipality would not be as vibrant as it is today.

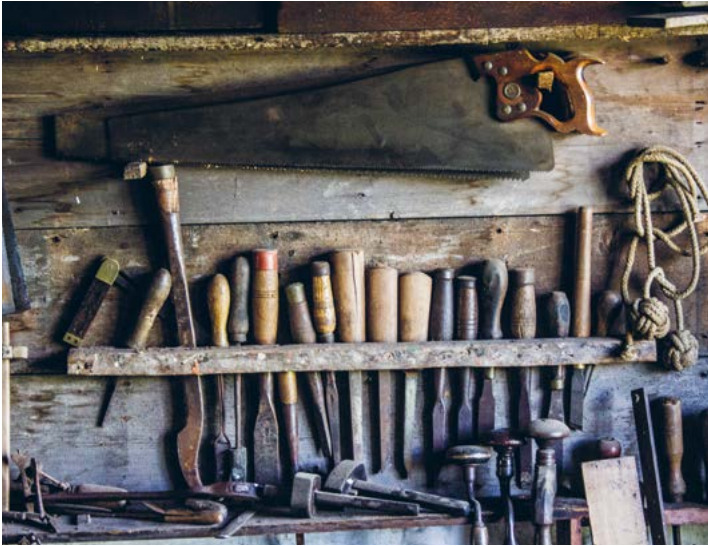
The airport strengthens Hagfors

With access to Hagfors Airport in Råda, the world is never far away. The airport offers two daily flight connections to Arlanda in Stockholm, with a travelling time of roughly 50 minutes.

The airport is important to our local businesses as it allows for both day trips to Stockholm as well as facilitating travel for business associates travelling to Hagfors.

The airport also enables a life in the countryside and a career elsewhere in the country or the world. In Hagfors, you can live a good life close to nature at the same time as you can travel to your workplace or client meeting in Stockholm in less than an hour. Travelling via Hagfors Airport to the rest of the country or out into the world is something which more people should take advantage of, not just the business sector. Good and easy communications are an important part of people's life and job opportunities.

Just as it takes locals roughly 50 minutes to travel to Arlanda, it takes guests and visitors from Stockholm 50 minutes to arrive in our beautiful municipality. It offers great potential for the hospitality and tourism industry, to mention one example, to attract visitors and participants to various events, activities, competitions but also to unique sights which cannot be found anywhere else but in Hagfors.



The cultural legacy

Hagfors Municipality is characterised by strong traditions and a cultural legacy which has been passed down from generation to generation. Handicrafts, steel production, music, local heritage centres and associations are a few examples of the legacy which has laid the strong foundation on which our municipality rests today.

Understanding our history is a way to create an understanding of our identity. By knowing where we come from, and the traditions and cultural values which have built our society, we can better understand who we are and where we are going. By taking in our common history, it will make it easier to understand the age in which we live and we can use it as a reference point for the future.

Our population has connections to the paper and pulp industry, smelting-works, ironworks, farming and forestry. Previous generations laid the foundations of the Swedish Welfare State and the characteristic social environment of small industrial towns which to a great extent still exists today. This is where the popular movements have their roots, a legacy which can be found in our strong association movement. Cooperatives, community centres, people's parks, cinemas, a vibrant music culture, sports and car and motor enthusiasts are also associated with small town culture and our history. Times change and the connection, the common thread between the challenges of today and our legacy, can be difficult to see through a nostalgic haze. Kinships are lost, traditional skills and handicrafts are replaced by modern technology, key historical events are forgotten or lose their place in a wider context.

But in a time of growing urbanisation, it is becoming more and more important to preserve our small town community. The industrial culture and community and our old traditions include so much more than what we associate them with today – shut-downs, unemployment, low level of education, emigration and negative attitudes. The new community spirit which we want to keep is about the exact opposite – resilience, willpower, courage, entrepreneurship and innovation – all of which are the foundation of a vibrant municipality. We want to reach this again, as a next-generation small town.

International business sector

Hagfors Municipality has the privilege of housing several world-leading companies, among which Uddeholms AB is at the forefront. Parts of the local business sector operate in a global market with connections all over the world and our export trade is high above the national average.

Hagfors is also an attractive place for the establishment of foreign-owned companies and the number of employees in foreign companies is higher than the national average. There are examples of companies which have started abroad, but where the management has relocated to Hagfors and operates remotely. Usually they are service-based and business-consultancy companies with a focus on process rather than product. This is a growing sector in our municipality, which is important in order to diversify local business.

The hospitality industry in the municipality mostly base their business on international tourists and therefore direct their marketing abroad. These companies are often run by people from other countries who have chosen to move to and establish their business in Hagfors Municipality.

Our international businesses also attract a lot of visitors. With the right approach and stronger appeal, we can attract more people to stay here. Through the business sector we can attract more competence and new inhabitants, which is important for the future of the municipality in terms of both diversity and growth. New people and skills can also in the long term lead to the development of new companies and services. The international business sector is also an advantage to our citizens, who will get the chance to live here and have an international career, have a bigger cultural exchange and better understanding for global development.



River Klarälven – the life source

Hagfors Municipality has a lot of lakes and streams and one of them flows straight through our municipality – River Klarälven. It is the longest river in Sweden, the heart of Värmland and the backbone of Hagfors, and unites our municipality and connects us with other communities. It is a unique river with its impressive meandering all along Klarälvdalen.

For generations, the river has been a life source and it still is. River Klarälven has been an important factor in the development of the local business sector. From the late 17th century, boats would leave for Karlstad with iron from the local ironworks, which later became Uddeholmsbolaget. The company also used the river to remove the hammer forges in the northern part of Klarälvdalen. In the 19th century, the forest industry also developed and used the river as a mode of transport. Until 1991, there was also extensive log driving.

During the 20th century, Uddeholmsbolaget built a number of hydroelectric power stations to provide the industry and community with energy. They are still in use today, providing us with renewable energy without carbon emissions. The power stations produce more electricity than we need, which means that we can offer it to more people, in other municipalities as well.

Even to this day, we benefit from River Klarälven in different ways and for us locals it is also a place for recreation. We can swim, go for boat rides and do other activities that are both fun and contribute to our well-being. For many people, the river is still a source of income and it is a great asset to, for example, the tourism industry. Many companies offer activities along, on and in the river which give the visitors unique and fun experiences, adventure and a stillness that they won't find anywhere else. Today, we are also seeing more events connected to the river, such as swimming and kayaking as well as cycling, running and roller skiing on the cycle path Klarälvbanan, the old railway which runs along the river from Uddeholm to Karlstad.



High-quality local produce

With food producers dating back to the late 19th century and younger companies delivering products all over Sweden, we can now put Hagfors on the map when it comes to high-quality food. Having access to good local produce contributes to a better quality of life and is an important factor in becoming a greener municipality.

Many generations before us have made use of our natural resources and paved the way for us to utilise our rich soil, forests and lakes in the best possible way. By combining the methods of our ancestors with new modern innovations we have become better at cultivating, producing and preparing high-quality food. We also have great potential to become even better. The areas around the Sunnemo-Råda Valley, Lake Lakene, the Västänberg District and Klarälvdalen have great capacity to contribute to more locally produced food. The change which is taking place with more ecologically sustainable farming is very promising. Torfolk Gård, local producer of organic jam, juice, marmalade and vegetables, was part of the founding of KRAV – the key certification body of organic food in Sweden.

Good food is also about utilising our natural resources in a responsible way. Our high-quality produce makes it easier to make good and conscious decisions and also contributes to more sustainable farming. Producing food with care for people and the environment is important in more ways than one. Not only does local farming maintain our open landscape, it can also provide great insight into how food is produced, the way natural cycles work and why it is important to think of food from an environmental and sustainability perspective.

Buying locally also benefits our municipality and our businesses, which creates more job opportunities. The food we produce tastes nice and fills our bellies at the same time as we leave green footprints. It is a luxury to have close access to fresh local produce, something which not everyone is privileged to have.

Priority areas

We have identified 5 priority areas, each with a set of measures and 35 quantifiable goals in total. This is the result of the material which has been gathered through dialogues and meetings with citizens, the current situation analysis conducted at the start of the year, based on the Värmland Strategy, and the fundamental perspectives of sustainable development: social, economic and environmental. The priority areas also consider how we are affected by the world around us.

We are all responsible for the work relating to these areas. If we can work together, we can move in a positive direction. If we reach our goals, we can also achieve our vision of becoming a more attractive municipality.

Below you will see the priority areas of the Hagfors Strategy.



A good quality of life for everyone



A stronger business sector



Enhanced skills on all levels



Better communications



A greener municipality



A good quality of life for everyone

A good quality of life for everyone means that our citizens should feel happy, at home and that our municipality is a good place to live and work. It could be anything from health aspects to having meaningful spare time with a wide choice of activities. Community, identity, employment, personal development, belongingness, inclusion and opportunities to influence the social development are also important factors for a good quality of life. We need to protect, develop and promote our strengths – they are our backbone and our history, and give us the common image we need to become proud citizens. Our strengths are the foundation for a good quality of life, which in turn will lead to a positive population growth.

Happy citizens will also mean that we have a progressive municipality with better public services, more diverse associations and a richer cultural life. All of this will contribute to sustainable development, improving our quality of life in the long term.

To provide a good life for everyone we will always focus on our children and young people, make efforts to improve public health, strengthen civil society by investing in our associations, develop our public services and work with diversity and integration. We will also work with creating attractive housing, improving the living environment and our cultural life, as well as boosting employment growth.





Actions to create a good quality of life for everyone

A better place to live

is about making sure that Hagfors Municipality offers an attractive living environment. We need to look after, preserve, improve, promote and provide access to the residential areas, cultural landscapes, outdoor experiences, sights and events that we have to offer. We need to pay attention to the world around us and to the wishes and interests of our citizens. It is also important that we maintain and improve people's sense of safety. We need to create attractive housing for people of all ages and needs, with, for example, more senior housing and sustainable housing close to the municipal centres. By promoting vacant facilities and plots of land as well as the plan for rural development close to the shoreline (LIS), we can emphasise and create interest around the attractive residential areas in Hagfors. The municipal council also needs to develop a new general plan and zoning plans to create opportunities for stakeholders to build and develop the local residential environment.

Strengthening civil society

is about developing and making the most of civil society – in other words, the part of society where people help each other without governmental involvement. By doing so, we can strengthen our non-profit associations and the idea-based sector. These are areas that should be maintained and encouraged and therefore we need to work with modernisation and digitalisation as well as creating attractive places for people to meet. We need to become better at promoting the strong sense of commitment that already exists, but also at capturing and encouraging a new level of commitment where more people are driven by ideas. The people, we who live in Hagfors Municipality, are also one of the strengths presented in the strategy.

Improving the safety and development of our children

is about creating the best possible place to grow up for every child in Hagfors Municipality. We will make use of the advantages of being a small municipality to create a sense of safety

and belongingness. The younger generation are our future and we will make sure that they have a good start in life.

Strengthening diversity and integration

is about ensuring that everyone who lives in the municipality feels included in our community and has the right to their own identity and equal conditions for personal development, regardless of background. Therefore we will focus more on integrating newly arrived people and promoting diversity in our municipality. We will work with integration using a broad approach and make efforts to prevent any form of discrimination based on sex, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age. We need to focus more on projects to promote diversity and integration. Projects like "Mångfald och integrationsinitiativet" (a initiative for diversity and integration) need to continue as well as progress. Other examples could also be to work more actively with gender equality in line with "Ett jämställt Värmland" (a regional strategy to promote gender equality).

A richer cultural life

is important in order for our municipality to be an attractive place for people to live. Culture is a very broad concept and could, in short, be said to incorporate all human activity. According to the 2016 citizen survey, the citizens in Hagfors Municipality seem to be relatively satisfied with the choice of activities (where culture is included) but would like to have access to more cultural events. Together, we need to work with a wider selection, primarily focusing on new arrivals, young people and visitors. Through our culture we have access to our history, our traditions and thereby our interesting stories. There is potential in promoting and developing cultural activities in relation to our strengths which connect to our rich music, sports, art, handicrafts and industrial traditions. The municipal council needs to support the cultural and creative sectors, but in turn they also need to support each

other and collaborate across the borders in order to survive and prosper.

Employment growth

is about creating long-term and gainful employment for as many as possible in our municipality. It is also about adapting to new types of employment and actively encouraging new types of jobs. We will work for everyone's right to employment through skills matching and more work placement opportunities.

Improving public health

is about good health for everyone in Hagfors Municipality. Statistics from the current situation analysis which was conducted in 2016 show that we have high incidence of sick leave and poor health. Employers, and above all Hagfors Municipality, as the largest local employer, have a responsibility to address these issues. There is a wish to see a better gender and age balance in existing workplaces. Employers should invest more in physical activities or information to raise awareness regarding public health and statistics relating to poor health in the municipality. Our sports associations could be a useful partner to discuss health issues in the workplace.

Developing public services

means that the municipal council should offer good public services and create a relationship with our citizens and employees, as well as other partners, based on security, trust and confidence. The vision for the municipal organisation is to create trust through openness and responsibility. In order for our citizens to have confidence in the public services we have a number of things to improve. We need better routines for citizen dialogues, more communication efforts and greater transparency, and the work with the municipal trademark needs to begin. Employees at Hagfors Municipality should uphold the image of the municipality as a whole but also of the municipality as an authority which is responsible for providing its citizens with good public service.



Goals

1. We should have a positive population growth.
2. The citizens' rating of Hagfors Municipality as a place to live should improve and move closer to the national average.
3. The opportunities for leisure time activities should increase to a level equivalent to the national average.
4. The citizens' sense of safety in Hagfors Municipality should be above the national average.
5. Inequalities based on sex or ethnic background within the labour market and the educational system should be reduced.
6. The access to cultural activities should move closer to the national average.
7. The employment rate should remain above the national average.
8. The incidence of poor health and sick leave should be reduced and reach the county average in Värmland.
9. Municipal services (the index for citizen influence and the operations of the municipal council) should move closer to the national average.



A stronger business sector

A stronger business sector means that local companies should keep their competitive position, have the chance to develop and receive the best possible prerequisites for growth. The business sector creates conditions for positive economic development in the municipality, which enables investments in terms of both education and infrastructure. The business sector creates jobs, which is incredibly important and contributes to a stronger and more attractive society. The business sector also has great potential to run the transition to a more resource-efficient society as well as bringing new modern and green technology to the municipality.

Our international business sector and high-quality produce are two of our strengths where we have specifically pointed to first-class manufacturing industry, steel production, hospitality and food production as the most important sectors to invest in and promote.

We will work for more cooperation within the business sector but also with the public sector and civil society. We need to work actively for a diverse and equal working life, and focus on our young people through an inspirational environment for education, entrepreneurship and innovation. We need to strengthen the connection between industry and education in order to ensure professional growth. We also need to intensify our efforts in the transition to a more resource-efficient society where we manage our resources to increase efficiency and thus benefit from the transition.



Actions to strengthen the business sector

Stronger entrepreneurship and business development

is about creating channels for, as well as supporting and encouraging, enterprising individuals and groups. It is also important to support start-ups and nurture an entrepreneurial spirit among our young people through education and places for creative interaction. This also involves local companies. Through more collaborations, work placement opportunities, skills development, communication and new innovations they can facilitate continued competitiveness for existing companies and fertile ground for new companies. There also has to be a greater focus on a more equal and diverse business sector. Women are underrepresented among business owners. It takes courage and a change in attitude to increase our sense of pride over what we have and to talk about ourselves and our strengths in a positive way.

Company service out of the ordinary

is about strong support from the municipal council to local businesses. It is not only about business development services; the municipal council can also provide information, offer industrial land, or look at possible funding options, to mention a few examples. This is in order to attract more companies to the municipality. The municipal office for business and enterprise should strengthen and support business associations and the local business culture by creating places to meet where people can exchange experiences and creative ideas. Training, information about available funding, business advice for new companies and a wider focus on all types of companies – small or large – are a few examples of what we need to improve. Important prerequisites for this are communication, openness, transparency and taking responsibility.

Good professional growth

is about a better match between supply and demand in the business sector. This requires that companies are more involved in the schools and their strategic development – both in terms of younger pupils and adult students. It is also important that there are opportunities for companies to train or further educate their staff to raise the skills level. To improve our professional growth, we also need to work with the trademark of the municipality as a whole. In order to attract skilled labour we need to have a positive image of ourselves and a will to live and work here.

Efforts within the identified sectors

are about focusing on the industries where we have our expertise today and investing more in them through, for example, marketing, information and collaboration. High-class manufacturing industry, steel production, hospitality and farming industry have been pointed out as our strongest sectors today. If we invest in them and develop our already identified strengths we can, over time, advance our positions and further strengthen our competitiveness – regionally, nationally and internationally. Hagfors Airport is an under-utilised resource which could enable this. It is also important to be aware of and keep an eye on the local sectors which are not as strong. By identifying our strong and weak sectors we can also see how they can collaborate and assist each other to create more and stronger companies.

Developing collaborations

is about local companies working together to strengthen each other by interacting and daring to grow together. This could, for example, include a strong and organised business association and

more and better places to meet or spaces for creative meetings and innovative solutions. The business sector also needs to interact with another strong sector – the idea-based sector, the associations. Companies and associations have a lot to gain by working together across the borders. Strengthening the business sector in Hagfors Municipality is not only about supporting the traditional primary industry as it stands today; it is about creating conditions to contemplate what the future of the business sector should look like. In our municipality we have close access to most things, but there are few places and opportunities for people to meet and collaborate. Everyone has a responsibility to create these spaces and opportunities. One example is Hagforsyrån, the town fair organised by associations, companies and private individuals, coordinated by Hagfors Municipality.

A resource-efficient business sector

is about managing our resources to increase efficiency. One of the big challenges today is rising commodity and energy prices, which means that there are good reasons to support a green structural change within the business sector, where resource-efficiency walks hand in hand with business advantages. Through innovative business models and new technology, the business sector in Hagfors can keep up with the times and move from a traditional linear economy to a circular economy. Everyone can contribute by, for example, sharing knowledge, facilities, personnel and other resources and reducing our energy consumption. This way we can become more resource-efficient and simultaneously cut costs and reduce our climate and environmental impact, which is a prerequisite to maintain our competitiveness.



Goals

10. More start-ups in line with the county average in Värmland.
11. The average rating of the public's/civil servants'/politicians'/ schools' attitudes towards entrepreneurship should reach 3.5 on a scale from 1 to 6.
12. The number of women entrepreneurs should remain above the county average and move closer to the national average.
13. The business climate should improve and reach at least the same rating as the national average.
14. Access to labour with relevant skills for the business sector should increase and reach the county average.
15. The companies in Hagfors Municipality should have among the highest growth rates in the county.



Enhanced skills on all levels

Enhanced skills on all levels is about raising the general level of knowledge in our society. Based on our strengths, we will create opportunities for both education and skills development. Having an understanding of how we are affected by the world around us also means that we will be better equipped to face future challenges. The importance of thinking and planning ahead and moving with the times is a prerequisite for the municipality to develop with a sound economy and good living conditions, both socially and environmentally.

We will encourage lifelong learning. Everyone should be offered quality education based on their own abilities. Our aim is to offer the best education in Värmland. We will work with attitudes towards education to maintain the relatively high number of students with qualifications and willingness to move on to higher education. We also need to strengthen the school trademark and promote the things we do well. A competitive school is important to both keep and attract new inhabitants.

Educational coordinators and employers need to collaborate to meet the needs of the labour market. For the individual, it is important to have a wider choice and better chances to find employment. For employers it is about becoming more competitive. We also need to work with inequalities based on sex, age and background – within both the educational system and the labour market. The educational system also plays an incredibly important role in teaching young people as well as adults about values like everyone's equal worth and the importance and advantages of diversity.

Actions to enhance skills on all levels

Offering the best educational opportunities in Värmland

is about ensuring that our children and young people have the best pre-requisites and opportunities to study and to graduate from compulsory and upper secondary school. Everyone who studies in our municipality should be offered quality education throughout their school years. The higher the level of education among the people in our municipality, the more competitive we will be in the long run. We will make efforts to reach above the national average in terms of pupils who are qualified for upper secondary and higher education, and aim to become one of the municipalities with the best schools in the country. Everyone should have the same opportunities to find their place in school, society and working life regardless of sex, age and background. We will also ensure that we conduct the right education with the resources we have. Hagfors Municipality are responsible for making careful decisions regarding all local schools and educational opportunities as well as enabling a wide choice, good learning environments and quality education. We need to invest more in, for example, tech college, health and social care college and sports programmes, and we need more arenas where people can exchange knowledge and experiences. We ought to look into the possibility of creating a local campus in Hagfors together with Karlstad University with focus on, for example, advanced manufacturing. A local campus could also be a way to encourage more people to study remotely, which would also mean that they could stay in the municipality and contribute to our professional growth.

Working with attitudes towards education

is about creating a school environment where young people feel included and get a positive attitude towards education – from compulsory school to higher education. Knowledge

about the educational system and higher education is needed from an early age. This requires that school personnel and parents, as well as the rest of society, work together. Possibilities to create a mentor system for personal development should be looked into and the attitude towards, and in, school needs to become more positive. We need to look at what we do well and promote it. Society, parents and students all have a shared responsibility in this. Better attitudes towards, for example, higher education will lead to more people entering upper secondary school. Better attitudes towards the municipality as a place to live will also mean that people want to return after graduation. A change in attitude is necessary in many respects, and it requires long-term efforts. It takes a change in attitude to encourage more people to move further up the educational chain and for them to choose to stay in the municipality.

Improving skills matching

is about matching labour with the labour market, matching the right people with each other and making efforts to change inhibiting attitudes such as narrow-mindedness and hostility towards diversity. It is also important to move with the times and create opportunities which allow both the private and the public sector, as well as civil society, to be at the forefront. We need to make efforts to increase knowledge, self-confidence and self-esteem in relation to education at all levels, above all through exchanging experiences and information. The question of better skills matching and enhanced skills level also includes local employers encouraging and supporting employees who wish to develop their skills. It could involve anything from in-house training or opportunities to study remotely alongside of work, to taking leave of absence to study. Improved skills matching would, for example, require a mapping of skills among people

who have recently moved here. We also need to aim for a better balance between genders, age and background in the workplace, but also connect people who can benefit from working together. This way, we can make efforts to cut unemployment as well as increasing equality.

Following young people's skills development

is about accommodating their interests and talents in order to guide them and provide support in their further studies and careers. It could be anything from helping them with work placements, to financial support for projects within Ung Företagsamhet (Junior Achievement Sweden) or scholarships for further studies. Encouraging entrepreneurship in school will lead to entrepreneurial employees in the future. This also includes paying attention to and supporting those who struggle with their studies, who have some form of disability, are tired of school or have ended up outside of the school system for one reason or another. EU projects like Värmlands unga and Värmlands framtid, which focus on young people, are important to work with in the long term as well. The municipal council could also turn specifically to upper secondary students who are moving elsewhere for further studies, and make efforts to interest them in moving back after graduation. Early information about the labour market of the future is also important in order to match people's skills and contribute to lower unemployment among young people. There needs to be a connecting strand running throughout the school years about entrepreneurship and our local companies. Young people need to be aware of the local educational and career opportunities from an early age, with the hope of creating future interest in higher education but also to give them an up-to-date and accurate idea of the opportunities available in our municipality.



Goals

16. The number of young people who graduated from compulsory school and are qualified for vocational and theoretical studies at upper secondary level should remain above the county average in Värmland.
17. The number of 20-year-olds who have graduated from upper secondary school should increase and be above the county average in Värmland.
18. The number of people with qualifications from higher education should increase and move closer to the county average in Värmland.
19. Better attitudes towards education according to results from INCITO surveys (surveys for students, teachers and parents).
20. Increased matching in the labour market to reduce the number of job vacancies and unemployment.
21. Better ranking in the list of municipalities with the best schools in the country, compiled by the two teachers' unions.
22. The unemployment rate among young people should be below the county average in Värmland.



Better communications

Better communications is about having good physical and digital means of communication to, from and within our municipality. Mobility and communication within the municipality and across the municipal borders are becoming more and more important as socially important functions are often more efficient and concentrated around the municipal centres. Healthcare services and jobs are nowadays to a great extent localised close to bigger cities, which can be seen as a result of the strong urbanisation trend in Sweden today. Digitalisation is, however, creating opportunities to reduce the need for mobility and the place where we live is becoming less significant. It is important that the travel, transport and infrastructure of the future are in line with goals of sustainable development.

We will make efforts to develop public transport so that more people are able and willing to use it. We also need to improve and maintain the road network in the municipality, for vehicles as well as pedestrians and bicyclists.

We will work to ensure that Hagfors Airport will remain and grow. The airport and the opportunities it offers is one of our strengths; we need to protect it. There is potential to expand with international traffic and the whole area around the airport is an expansive industrial area with growth potential. We need to utilise the possibilities of digitalisation, such as an expanded fibre network to manage our societal challenges and move with the times. In order to become as efficient as possible, we need to prioritise collaborations across different sectors. We all have a responsibility to reduce the effect of our transports on the environment and the climate, for example by travelling less and using digital meetings, and more efficient and improved modes of transport.



Actions to create better communications

Hagfors Airport

is about maintaining and developing our strength in a positive direction. Hagfors Airport has a public service obligation and receives operational support from the Swedish Transport Administration. To be entitled to the support requires a sufficient number of passengers, whereupon efforts to increase/maintain the number of passengers and the quality of the service will be prioritised. This requires more marketing locally, regionally and nationally, focusing on Stockholm. Hagfors Airport also has great potential to grow. Possibilities to expand and get security clearance ought to be looked into in order to manage international traffic and larger aircraft. There is a lot of industrial land surrounding Hagfors Airport which is not being utilised fully, and there is great potential to expand or collaborate with the local business sector to make better use of the land and facilities. The proximity to Stockholm and the rest of the world is also an asset to the international business sector in the municipality.

Improved broadband accessibility and new electronic solutions

are about keeping up with the times and making sure that everyone who lives and works in Hagfors Municipality has broadband access. We will expand the fibre network and offer support and advice to both private individuals and companies. We will coordinate national, regional and local stakeholders and find different financial solutions for the expansion of the fibre network. We will also make use of new electronic solutions and take advantage of the technology which exists to facilitate

our everyday life, so that we keep up with the new digitalised world. It could be anything from 3D printers to modern technology for digital meetings.

Developing public transport

is about bringing the centres of the municipality closer to the rest of Värmland by maintaining a high frequency of bus services and shorter travelling times to and from Karlstad and other important junction points. Evening and weekend traffic also needs to expand in order to make better use of Karlstad as a place for work and pleasure. We also need to look at how the local public transport can be improved. There are a number of activities which have the potential to boost the use of public transport. We need to apply a holistic approach to people's travels which includes different modes of transport and good information and payment systems. There is also room for development in the school bus system, where services could also be offered to parents and upper secondary students. It is important that the municipal council has a close dialogue with Värmlandstrafik, where the needs of our citizens can be heard.

Sustainable transport

is about creating the best conditions possible for goods and passenger transports to, from and within Hagfors. It is important that we have a regional perspective in our physical planning and an overall view between transport planning and community planning. We all need to contribute in the transition to a non-fossil traffic and transport system, and support the business sector and collaborate

with other municipalities for a coordinated goods distribution. The development of railway connections should also be looked into as it would offer a way to get heavy traffic off the roads.

Better roads in the municipality

is about making the right priorities and increasing the investment rate from, for example, the Swedish Transport Administration etc. Highway 62 is an important road section for Hagfors Municipality. The municipal council will step up in terms of maintenance, development and information about roads as well as walkways and bicycle paths. There is a lot of traffic in certain areas, especially in the centre, and therefore we need to prioritise more parking and new walkways and bicycle paths. There is a need for a more long-term plan for maintenance, repairs and investments in the road network within the whole municipality. Klarälvbanan, which leads on to Sverigeleden (the Swedish Route) and runs through the entire municipality, needs to receive more attention and maintenance. It is one of our local attractions and one of many ways by which to pass through or visit our municipality. We want to make sure that our visitors feel welcome and want to stay for a while. In order to offer good and accessible communications and transports within and from/to the municipality, it is important that the sum of the total infrastructure investments remain stable. The municipal council can and should apply annually for investment funds from the county transport plan with up to 50% co-financing.



Goals

23. Hagfors Airport should have more passengers per flight and the number of flights should remain the same.
24. Every household and company should have access to broadband with at least 100 Mbit/s.
25. More people should use walkways, bicycle paths and public transport.
26. The travelling times with train and bus to Oslo, Stockholm and Gothenburg (morning and afternoon traffic) should be reduced through shorter travelling times to Karlstad.
27. There should be closer cooperation between goods and commodity transports in Hagfors Municipality.
28. The sum of infrastructure investments in Hagfors should remain stable or increase.



A greener municipality

A greener municipality means that Hagfors Municipality will be an attractive, nice, safe and non-toxic place to live. By developing, utilising and protecting our natural resources, high-quality produce and cultural legacy, we will have access to things which others might have to pay a lot of money for. By collectively focusing on the environment, climate and green sectors we will get the competitive edge required when we cannot compete with the wide choice available in the big cities.

An eco-friendly approach will contribute to a positive living environment in many respects. In Hagfors Municipality you should always have close access to the outdoors, with nature reserves close to the populated areas. We should have an attractive outdoor environment where people feel safe.

Through collaboration between the municipal council, local businesses and civil society we will create conditions to be one step ahead. We should be at the forefront and need an innovative approach to stimulate sustainable development with focus on the environment. We will use the 16 environmental quality objectives set by the Swedish Environmental Protection Agency as a compass and invest more in conservation. We also need to work together with other municipalities and share skills and other resources for effective actions.

We promote a non-toxic society, with focus on our children and young people, primarily through efforts in the school environment where environmental issues could also become a more integrated part of the education. Through smart physical planning and long-term strategic decisions we can reduce our ecological footprint and effect on the climate and develop our recycling approach and become more resource-efficient. Our local food producers set a good example through their long and widespread tradition of organic food production. We need to support them to continue producing high-quality local produce, and initiatives like "Locally Loyal" and other campaigns are important.



Actions to become a greener municipality

Managing our natural resources

is about utilising them with great care, both as raw material and for recreational purposes. The forests, the lakes and River Klarälven are amazing resources available to us and we have a unique proximity and opportunity to utilise them in various ways. We need to be careful with the balance between preserving and exploiting, as both generate value to the municipality but in different ways. We need to become better at promoting the opportunities to visit and spend time in the outdoors, both to the people who live here but also to visitors and tourists. We all need to become better ambassadors, and organising things along the lines of “be a tourist in your own hometown” could get more people to experience and take pride in our beautiful surroundings.

If we are going to enjoy our natural surroundings, and encourage our visitors and tourists to do the same, we also need to be aware of the traces we might leave behind. We also need to increase both our own and our visitor’s understanding of conservation and emphasise that the right to roam is freedom with responsibility. The Municipality needs to work actively with conservation and be clear in the consequence analysis when it comes to environmental management. The municipal conservation plan needs to be updated and be presented as a tool in future investments in order to safeguard the appeal and accessibility of our natural surroundings in the long term.

We also need to get better at refining our natural resources into capital, where one of the main aims should be to contribute to the growth of the regional bio-economy in Värmland.

A better outdoor environment

is about creating attractive and safe environments in the municipality. The outdoor environment is important to the image of the municipality since

it is usually our first impression of a place. We need to work with smart lighting in parks, clean up old demolition sites and create new green areas. It is important to create an outdoor environment with focus on equality and ensuring that it is accessible to everyone. The outdoor environment is also important to people’s sense of safety. Using a lighting strategy, we will get a smart approach to lighting in public places and create an outdoor environment with focus on safety and aesthetics. It is not only the municipal organisation that is responsible for the outdoor environment; citizens will and should participate through citizen dialogues when it comes to big-scale renovations and investments in the outdoor environment. The Municipality also needs to design a new general plan and new zoning plans which correlate more with today’s society. This is in order to create opportunities for other local stakeholders to, for example, develop their residential areas or other types of activities.

Reducing our impact on the climate and the environment

is about reducing our climate impact per capita and limiting our negative impact on the eco systems. We need to work with smart transports, energy efficiency, sustainable consumption and better resource efficiency. This will benefit us in the long run, and by collaborating and exchanging experiences, the municipal council, the business sector and civil society can go a long way and become resource-efficient together. The municipal council needs to create even better conditions for citizens and companies to contribute to the recycling society, but it also needs to set standards. We will become better at promoting what we do well and look at what can be improved. We will contribute to the 16 national environmental quality objectives and make them our compass in the environmental work. Education and advice regarding energy efficiency and reduced climate impact will continue,

and support from the Government is a welcomed contribution to enable this. Companies should recognise that, in order to stay competitive, eco-friendly measures are crucial – for example, reduced need for resources means better protection from rising commodity and energy prices.

More locally produced food

is about developing and increasing sales of local produce. The high-quality food by our local producers is one of our strengths. We need to support them in their efforts to produce ecologically sustainable, non-toxic and locally produced food. The public sector needs to aim for more locally produced food in both schools and nursing homes by developing their procurement method. In terms of companies, they need to collaborate, partly to enable bigger business deals, but also to get more exposure in the local market. The “Locally Loyal” initiative is one example of how you can work to support local businesses, which is a prerequisite for us to continue having a good quality of life in the countryside.

A non-toxic Hagfors

is about taking responsibility. We will participate in achieving the goal of a non-toxic environment and ensuring that our children and future generations are not exposed to pollutants and chemicals in the public environment. Through active participation in networks, training and smart procurement we can reduce and, in the long term, eliminate toxins within and outside of the municipal organisation.



Goals

29. Improving the result of the citizen survey with regard to the outdoor environment in the municipality.
30. In accordance with priority efforts in the Regional Action Programme for the Environment Goals 2016–2020, the municipal council will do its share for a non-toxic environment, fertile farmland, a rich flora and fauna and limited climate impact.
31. In 2027, it should be possible for Hagfors Municipality to be carbon-neutral by 2030.
32. The quality and status of our lakes, streams and groundwater should have improved in line with the directives from the Swedish Agency for Marine and Water Management.
33. The municipality should climb higher in the annual municipal ranking by Aktuell Hållbarhet and be among the top 2 in Värmland.
34. Hagfors should be among the top municipalities in Värmland in terms of the index for best waste management and be above the national average.
35. The share of locally produced and organic food served within the public sector should increase.

The Hagfors trademark

The Hagfors Strategy also includes a trademark platform. The platform is a tool which will help all of us to promote our municipality. By communicating our strengths, we can create a more positive image of our municipality, which will also contribute to achieving the vision and the goals.

The trademark is basically about how we want people to experience and perceive our municipality and how we all play a part in creating that image over time. The ambition with the trademark is to change and enforce the image which we and other target groups have of Hagfors Municipality as a whole as well as the image we are creating by working with our areas, actions and goals. It is a lot about spreading more information about already existing strengths and promoting a stronger sense of pride and self-confidence, but also about counteracting certain negative perceptions.

The trademark platform is based on the 7 strengths which make up the distinctive character of Hagfors Municipality, 3 core values which describe the emotions we want to communicate and 1 trademark promise which sums up what we are promising our target groups. The trademark platform as a whole can be found as a supplement to the strategy.

As a municipality and geographical place we are competing with others, both regionally and nationally, to attract more visitors, inhabitants and businesses. A clearly communicated trademark which is built on a genuine and credible foundation will make us more attractive to visitors, businesses, investors as well as existing and future inhabitants. The more people know about us and the more positive our image is, the more attractive we will be. The more attractive we are, the greater the potential will be for a positive development and growth.

The material for the trademark platform and the Hagfors Strategy has been collected through dialogues, social media, specific events, e-mails, inquiries and podcast discussions. The collected material was then presented and processed in a trademark workshop where representatives from the Hagfors Strategy reference group, politicians, civil servants and the business sector took part.

Our core values

Just like people have a personality, so do places. Just like people, we can also describe a place with qualities

and feelings which give our trademark emotional values to which we can relate. During the process of drawing up the image of Hagfors, three things transpired very clearly. They make up our common core values in the creation of a unified image of our municipality and a common way to approach and promote it.

The three core values are:

A good life

Hagfors has a strong sense of community and a friendly small town spirit. Here you will find living space, safety, diversity and close access to everything you need. Hagfors is a beautiful place and feels like home. A place for a good life.

Go-ahead spirit

Courageous, proud and curious people make up the foundation of an innovative, progressive and committed Hagfors in a state of growth.

Power to act

In Hagfors we have faith in each other and succeed by working together. Stubborn and focused people with an iron will create an enterprising and prosperous Hagfors.

Promise: Hagfors Municipality should be attractive

Our trademark promise is based on our vision and makes up the common thread running through all our communication. It is also the guiding light in our municipal development.

The idea of what is attractive may differ from person to person. Regardless of where you are in life, Hagfors Municipality should have something to offer. This would not only mean that people want to stay, but also that more people want to keep a connection to Hagfors, even if they move away.

Being attractive means having a positive outlook on the future which will inspire and encourage us in our work in the years to come. The promise conveys the attraction and appeal of the municipality, both within and outside of our borders. It should be appealing to live and work here, but also to visit or start a business. We will fulfil the promise together and therefore we have a shared responsibility. We will all – regardless of whether we are politicians, civil servants, company owners, idea-based, private individuals, young or old – work to make our municipality more attractive.



From words to action

The Hagfors Strategy outlines what we need to improve, but it does not point out how we should do it. It is important that we turn our strategy into action if we are to reach our common vision, strengthen the image of ourselves and our place and achieve our goals. Now it is up to all of us to do our share. Everyone has their own abilities, means and ways to contribute. Below we describe a few important points for the implementation of the Hagfors Strategy.

Activity and communication plan

The Hagfors Strategy has five priority areas, each with their own set of actions and goals. An important part of the implementation of the strategy is about improving the goal results and taking action. It will require resources and an innovative approach, whether it is smaller activities or bigger projects. It will also require that we promote the trademark of the municipality as a whole in order for us to strengthen and spread a positive image of our strengths.

For the municipal council, which has a coordinating role in the implementation, the work begins by drawing up an activity plan which points out relevant activities related to strategy documents and how we should communicate our new common strategy. Initially, it will require a big communication effort to show that we have a strategy and to make sure that it is accepted and applied. We need to make great efforts in terms of process management, strategic trademark promotion, communication and marketing. Based on the activity plan, we need to develop a communication plan which outlines how the activities should be promoted, communicated and followed up. Communication is a key in the implementation of the Hagfors Strategy. Even those of you who are not working within the organisation of Hagfors Municipality have a great responsibility here. The more of us who are talking about the strategy, our priority areas and strengths, the more widespread it will be. And the more we will be able to accomplish.

The trademark platform

The trademark platform is a tool for how we all can promote our municipality. It includes our strengths and the areas we wish to develop and promote in

order to strengthen the image of the municipality. It serves as a guide to how we can share what we do well and includes, for example, images and texts which describe our strengths and the vision – the trademark promise we are making.

Current situation analysis

How do we know that we are moving in the right direction? To ensure that the Hagfors Strategy is turned into action, civil servants at Hagfors Municipality will do continuous follow-ups on how the implementation is progressing by using a so-called current situation analysis. Since the goals of the Hagfors Strategy are measurable it will be possible to see how far we have come – both within the municipal organisation and among other stakeholders – and how things have progressed. The follow-ups will also look at and evaluate our actions and how far we have come with the trademark development. By following up on the Hagfors Strategy we will be able to learn as we go and establish positive progress as well as identify the areas where we need to improve.

Revision 2020 and 2024

Hagfors Municipality and the world around us will change between 2017 and 2027 and the circumstances on which we based the strategy will also have changed. It is important that we adapt our strategy in accordance with the current situation and this will require revisions; one in 2020 and one in 2024. The idea is not to make big changes such as exchanging a priority area or the vision, but to evaluate and replace things which are no longer of interest with more important matters.

Everyone can contribute

The Hagfors Strategy belongs to everyone and we should all feel that we can influence the future of our municipality. In addition, we all have different abilities and interests. As a company owner you might be more interested in carrying out projects with the school to improve professional growth in the municipality. As an association or a volunteer for an organisation you might be interested in creating an event which will contribute to more cultural activities or perhaps a project to promote integration and diversity. There are many different ways to make our municipality a better place and we can all make a difference.



“I have a nice life here. I am close to the things that are important to me: nature and people with whom I have something in common. Good food, high-quality produce. There is room for me here.”

“Everyone who lives here harbours an incredible power, if you could shift from a negative to a positive way of thinking. Have a positive outlook on the future and believe that you can make a difference and see a future in Hagfors.”

“I practise what I preach. I point to both strengths and weaknesses. I try to change the things that can be improved. I encourage diversity. We can only create something good if we do it together. Things will be fine if we work together.”

– Quotes from interviews during the development of the Hagfors Strategy.