

HUMAN TECHNOLOGY CITY

CITY OF JYVÄSKYLÄ – PHASES OF DEVELOPMENT

Jyväskylä city strategy

City Board 8.3.2010

City Council 22.3.2010

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1. Basis of strategy

– municipal merger agreement 18.2.2008

Vision :

***Jyväskylä – a competitive city,
which offers incentive opportunities for living,
studying and doing business.***

In order to realize this vision the city's aim is to:

- promote citizens' well-being in different stages of life
- safeguard basic services for citizens
- improve the city's national and international competitiveness
- boost the positive trend in jobs

1. Basis of strategy

– fundamental elements of a balanced city strategy

Performance <ul style="list-style-type: none">- Effectiveness- Economy- Efficiency	Innovativeness <ul style="list-style-type: none">- Ability to predict and adapt- Trailblazing- Creativity
Operational dependability <ul style="list-style-type: none">- Reliability- Equality- Fairness	Flexibility <ul style="list-style-type: none">- Ability to react- Ability to respond to changes in the operating environment

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Strategic theme groups

- Ensuring the prerequisites for the City of Jyväskylä's development:
 - Competitiveness, city and enterprise policy, urban structure and environment (themes 1-3)
- Caring for citizens' participation and well-being
 - Services, cultural offering and welfare policy (themes 4-6)
- Functionality of the city organisation
 - Control of finances and operations as well as organisational culture and structure (themes 7-8)

2. Strategic themes of city development (1-3)

Ensuring the prerequisites for the City of Jyväskylä's development: competitiveness, city and enterprise policy, urban structure and environment

1. Lively business sphere as well as growth in population and jobs
2. Pioneer in reshaping municipal structures, cooperation between municipalities and city policy
3. Sound and appealing community structure as well as responsiveness to climate and environmental changes

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2. Strategic themes of city development (4-6)

Caring for citizens' participation and welfare: services, cultural offering and welfare policy

4. Active city of education and culture with an atmosphere that is youthful and multicultural
5. Welfare policy that targets social justice, as well an efficient service network that caters to local conditions and needs
6. Improvement of citizens' opportunities to participate and influence decision-making as well as diverse cooperation with civic organisations

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2. Strategic themes of city development (7-8)

Functionality of the city organisation: control of finances and operations as well as organisational culture and structure

7. Healthy municipal finances as well as adaptation of services and investments to financial resources

8. New-generation organisation supporting democracy and efficiency

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1. Lively business sphere as well as growth in population and jobs

Strategic lines of operation and goals

- 1.1. Annual increase in jobs of 1-2 % and population growth of 1-1.5 %
- 1.2. Creation of a good enterprise environment and reinforcement of the city's reputation as a city of entrepreneurs
- 1.3. Investment in growth and SME entrepreneurship
- 1.4. Strengthening the development and operating environment of creative industries
- 1.5. Strengthening Jyväskylä's logistic position by contributing to the proper functioning of transport links
- 1.6. Investment in top-flight expertise and internationalization
- 1.7. Promotion of university alliance cooperation and strengthening the position of JAMK University of Applied Sciences

Actions and development projects

- 1.a. Reinforcing the principles of business activity which is self-renewing, customer-oriented and ecologically sustainable
- 1.b. Development corridor (Jämsä-Jyväskylä-Äänekoski) to function as a growth medium for innovations
- 1.c. Clarification of Jyväskylä Regional Development Company Jykes Ltd's activities and specification of focus areas
- 1.d. Reorganisation of the activities of business services as well as of intermediary and development organisations
- 1.e. Promotion of the prerequisites for business activity in the city organisation via a positive attitude to business and urban planning
- 1.f. Introduction of a system to assess the impacts of decisions on the business sphere.

2. Pioneer in reshaping municipal structures, cooperation between municipalities and city policy

Strategic lines of operation and goals

- 2.1. Strengthening the development and competitiveness of the Central Finland region
- 2.2. Strengthening the Jämsä – Jyväskylä – Äänekoski development corridor
- 2.3. Introduction of new models for regional development as well as regional and municipal cooperation
- 2.4. Achievement of a municipal structure which accords with the go-to-work area
- 2.5. Reinforcement of partnership with the the state and major cities

Actions and development projects

- 2.a. Local implementation of the national regional development programme (cohesion and competitiveness programme)
- 2.b. Implementation of the structural model for land use supporting development of the urban region (20X0) and the transport network
- 2.c. Building a network of major cities (Idea Finland)

3. Sound and appealing community structure as well as responsiveness to climate and environmental changes

Strategic lines of operation and goals

- 3.1. Safeguarding a compact community structure which is balanced at the district level
- 3.2. Ensuring operations are ecological and in line with sustainable development
- 3.3. Improvement of landscaping and public outdoor facilities as well as the addition of signature buildings
- 3.4. Development of district centres and encouragement of country-style living in the villages
- 3.5. Promotion of independence from motor vehicles
- 3.6. Energy saving as well as promotion of low-emission and domestic energy production

Actions and development projects

- 3.a. Redrafting of the master plan and encouragement of infill building
- 3.b. Promotion of controlled growth by means of the implementation programme for land use (KymppiR) and active purchasing of land
- 3.c. Improvement of public transport opportunities and bringing new city plan areas within the scope of public transport
- 3.d. Development of villages' land use and strengthening of village centres through planning and planning need solutions
- 3.e. Revision of the architectural policy programme
- 3.f. Drafting and implementation of a green policy programme

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4. Active city of education and culture with an atmosphere that is youthful and multicultural

Strategic lines of operation and goals	Actions and development projects
<p>4.1. Jyväskylä is a city of education, culture and physical recreation that is highly regarded nationally and internationally</p> <p>4.2. Jyväskylä is a creative, youthful and multicultural city</p> <p>4.3. Strengthening Jyväskylä's position as a multifaceted centre of education and teaching as well as a desirable city of higher education</p> <p>4.4. Strengthening the growth foundation and basic education into further studies and lifelong learning</p> <p>4.5. Strengthening regional growth through appealing secondary education</p> <p>4.6. Promotion of the strengths and reputation of a city of fairs, congresses, conferences and events</p>	<p>4.a. Formulation and implementation of a multicultural education programme</p> <p>4.b. Drafting of a development plan for international education in cooperation with the business sphere</p> <p>4.c. Promoting learning and increasing students' opportunities to choose by merging forms of secondary education</p> <p>4.d. Production of a development plan for cultural and physical recreation activities, events and facilities</p> <p>4.e. Revision of the immigrant integration programme</p>

5. Welfare policy that targets social justice, as well an efficient service network that caters to local conditions and needs

Strategic lines of operation and goals

- 5.1. The city keeps responsibility for organising basic health care and social services
- 5.2. The city acts in cooperation with municipalities in the go-to-work area in developing social and health care services in accordance with the aims of the municipal and service structure reform
- 5.3. Encouraging citizens to take the initiative, adopt a healthy lifestyle and maintain their ability to function
- 5.4. Organising services to correspond with needs and serve citizens in an equal manner
- 5.5. Improving the status of those in a socially weaker position
- 5.6. Promoting well-being by supporting the concept of community and through cooperation with organisations and enterprises
- 5.7. Developing service networks to correspond to changes in the area structure
- 5.8. Acknowledging our responsibility in national immigration and refugee policy

Actions and development projects

- 5.a. Developing preventive services and ways of acting
- 5.b. Boosting the efficiency of service production via new ways of operating and technological improvements
- 5.c. Making the purchasing of services more efficient and increasing the number of partnership agreements with organisations
- 5.d. Producing services for other municipalities on the cost recovery principle
- 5.e. Approval and implementation of the development plan for joint service points
- 5.f. Revision of the operating model for social services and health care as well as strengthening and safeguarding specialised health care services
- 5.g. Production of a wellness report describing the state of well-being of Jyväskylä citizens which also guides operations

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6. Improvement of citizens' opportunities to participate and influence decision-making as well as cooperation with civic organisations

Strategic lines of operation and goals	Actions and development projects
<p>6.1. Strengthening direct democracy and forms of citizens' participation</p> <p>6.2. Boosting cooperation with residential areas and residents</p> <p>6.3. Increasing interaction employing electronic channels</p> <p>6.4. Improving cooperation with NGOs</p>	<p>6.a. Boosting the participation of children and young people (for instance, developing the ways in which the children's parliament and youth council operates)</p> <p>6.b. Increasing the number of ways in which citizens can exert a direct influence (including civic forums and service branch-specific forums, residential area meetings and village gatherings)</p> <p>6.c. Cementing principles of cooperation between the city and the third sector and drafting an organisation strategy</p> <p>6.d. Launching an e-transactions and feedback system development project</p>

7. Healthy municipal finances as well as adaptation of services and investments to financial resources

Strategic lines of operation and goals	Actions and development projects
<p>7.1. The city implements measures aimed at improving efficiency</p> <p>7.2. Halt to the increase in borrowing</p> <p>7.3. Raising the ability to react to the level demanded by changes in municipal finances</p> <p>7.4. Tax percentages, fees and charges to be maintained at a level that is competitive in comparison to major cities</p> <p>7.5. Relative growth in operational economy expenditure is smaller than in major cities on average</p> <p>7.6. The city's finances are in balance (the annual margin covers depreciation and there is no increase in borrowing)</p>	<p>7.a. Raising the annual margin to the level of depreciation during the council term</p> <p>7.b. Limiting growth in expenditure and improving efficiency in accordance with an efficiency and stabilization programme</p> <p>7.c. Raising the level of depreciation to the level demanded by investments</p> <p>7.d. Improvement in human resource planning as well as control of personnel numbers and costs</p> <p>7.e. Better financial planning as well as improvement in financial and HR reporting</p> <p>7.f. Revision of purchasing principles</p>

8. New generation organisation supporting democracy and efficiency

Strategic lines of operation and goals

- 8.1. Organisational reform leads to an increase in customer-orientedness and efficiency and strengthens the ability to respond to changes in the operating environment
- 8.2. Strengthening of preconditions for representative activity involving those in positions of trust
- 8.3. Creation of an open and interactive organisational culture
- 8.4. Achievement of expert work communities that function healthily
- 8.5. Implementation of the operating principles of good government in decision-making, management and administration
- 8.6. Improvement in owner-political control and group guidance

Actions and development projects

- 8.a. Confirmation of the principles and programme of organisational reform in 2010 and implementation of the reform during the council term
- 8.b. Compilation of a new HR policy agreement and vocational well-being development programme in cooperation with staff organisations
- 8.c. Development of a joint agreement procedure for political groups
- 8.d. Keeping the principles of group guidance up to date and monitoring that they are followed
- 8.e. Confirmation of the principles of good government and help to ensure they are followed via coaching
- 8.f. Assessment and monitoring of how well democracy is functioning (e.g. democracy balance sheet)

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