

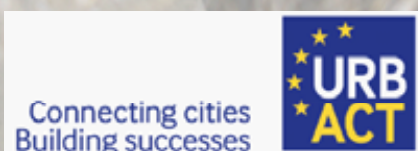
URBACT II Creative Clusters

MARRYING CULTURE AND WELLNESS

Local Action Plan for Jyväskylä



City of Jyväskylä



GREETINGS FROM THE MAYOR

Jyväskylä has acted as a partner city in the URBACT II programme's Creative Clusters project,



the aim of which is to reinforce the position of culture and creative industries as an accelerator of social development. In Jyväskylä the focus has been specifically on new opportunities to be found at the interfaces between culture and wellness. Highlighting perspectives of this kind is welcome – the promotion of well-being and quality of life is a shared concern here in Jyväskylä, the Human Technology City!

Markku Andersson

Mayor, City of Jyväskylä



DEVELOPMENT OF INNOVATION ACTIVITY IS AN OPPORTUNITY FOR JYVÄSKYLÄ

Jyväskylä's goal is to transform itself into the first innovation cluster in the Nordic countries. In Europe significant clusters of this kind number approximately 12, but not one of these is located in the Nordic countries. As numerous examples demonstrate, the absolute size of cities does not always determine success; rather it is a question of how the area's resources can be channelled into creative use.

According to recent organisation and learning research new knowledge and expertise are generated best in organisations that are shaped around concrete doing, a common goal and shared tools. More and more often new innovations come into being in enthusiast and user communities, in which users have the opportunity to test how well new ideas function without the timetable and cost limitations imposed by business. Wikipedia, Linux and Habbo hotel, for instance, started out in this way.

The opportunity for the City of Jyväskylä's enterprise policy lies in seeing and understanding innovation activity as an extensive whole, as activity that is conducted in companies, the research world and in other sectors of society, such as the environmental, wellness and educational branches as well as in associations and other organisations. In the future simple technological innovation will no longer be enough; rather growth will come from the ability, combining different actors and forms of innovation, to generate new services, processes, technological products and forms of organising. In order for that to be possible, even greater cooperation between the above-mentioned parties is required. It is particularly important to create a favourable environment for innovation activity, to bind third sector learning and development activity more and more tightly to innovation processes and model innovative operating methods and markets.

Turning creativity into new ideas and practical business activity is frequently a fraught and laborious task. Ideas by themselves are not sufficient unless they are developed in a systematic and disciplined manner into new products and services. In order to permit business there must also be customers who are prepared to pay for the fruits of this creativity. An enterprise must tie creativity to innovativeness. Without an organised development process creativity remains at the level of tinkering.

During the Creative Clusters project Jyväskylä has begun to organize and conduct development work in a planned manner in order to link culture and creative industries to the wellness branch and in so doing to find keys to improving citizens' quality of life and easing the future economic situation. Jyväskylä's Local Action Plan maps out the steps for future development work in the fields concerned.



Arto Lepistö

Deputy Mayor, City of Jyväskylä



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SUMMARY

Creative Clusters in Low Density Urban Areas is a project of the URBACT II programme funded by the European Union. The project, which is now about to end, started in the autumn of 2008. European partners in the project are INTELI – Intelligence in Innovation, Innovation Centre, Lisbon (Portugal) and the cities of Óbidos (Portugal), Barnsley (Great Britain), Reggio Emilia and Viareggio (Italy), Hódmezővásárhely (Hungary), Mizil (Romania), Enguera (Spain) and Jyväskylä (Finland). The City of Jyväskylä was invited to join the project later than the others, in April 2009.

During the project the city of Jyväskylä learned a great deal from the other partners. Perhaps the most impressive partner of all from Jyväskylä's point of view was Barnsley, which has faced a huge structural change from a mining community to a creative city. Also the city of Óbidos, small though it is, has proved that the results of development work do not depend on the size of the city, but on people's willingness to work together towards a shared goal. Reggio Emilia in Italy also gave Jyväskylä a lot to think about: an impressive system of pre-education at the Loris Malaguzzi Institute, which connects not only kids, their families and their teachers, but also has strong effects on the lively city itself and its economy.

Jyväskylä as a city is a vibrant, youthful and international place located in the centre of Finland, 270 km north of Helsinki. With its 130,000 inhabitants it is the seventh largest city in Finland, and is known for its diverse educational opportunities as well as architectural uniqueness, as there are many buildings in the area designed by the world-famous architect Alvar Aalto. The vision of the city is to build an innovative ecosystem setting people at the core, summed up in the brand "The Human Technology City."

The main aim of the Creative Clusters project is to strengthen the value and importance of the cultural and creative sectors as drivers of economic development. Jyväskylä chose a special theme, Culture and Wellness, based on its strengths and special skills, in order to create stronger cooperation through networking in the creative and well-being sectors. This clustering was intended to create new opportunities for doing business, creating innovative services, taking advantage of the potential of voluntary work and offering new kinds of preventive services for the inhabitants of Jyväskylä.

In Finland everybody is entitled to health care and the municipalities provide services for all age groups, from children's day-care to the treatment and care of the elderly. In Jyväskylä these services are administered by the Centre for Social and Health Services. Their services cover among other things health care as well as pre- and post-natal care, and also dental care covers almost the entire population at the moment. Children and students enjoy school and

college health care with regular annual check-ups. Convenient help is also available for those suffering from different kinds of social and mental problems. Funding of these services is mainly covered by tax incomes and charges (for some special services). Besides social and health services Jyväskylä (like all other cities in Finland as well) offers its children and young people free basic education in art during the primary and secondary school phase.

The city is a sporting paradise for all interested in physical well-being: a great number of disciplines are on hand for inhabitants to choose from, whether they are interested in serious competition or just gentle exercise. In addition to the numerous sports facilities, Jyväskylä is widely known for its rich variety of culture - museums, art exhibitions, concerts, events and theatre. Jyväskylä's strengths as a creative city lie in its colourful culture and open atmosphere, which encourages citizens to participate and enjoy life. As an example, Jyväskylä Arts Festival offers week-long festivities every summer with internationally well-known artists and events. The basis for the cross-cultural and culturally active climate is undoubtedly the diverse range of educational opportunities. In addition of course there are lakes and forests within walking distance that allow people to enjoy the great outdoors of Central Finland. Jyväskylä as a municipality sees well-being as a result of well-functioning and diverse services, high quality education, new technology and entrepreneurship. The "Athens of Finland" wants to see this well-being combining all sectors of society, and this has led to a continuous increase in significant cooperation, collaboration and clustering. A lot of cross-sectional work has been done as the public, private and third sectors have collaborated to provide better services. Citizens, too, have their responsibilities. Jyväskylä does its best to encourage everyone from babies to the elderly to adopt an active lifestyle.

However, not everything is as perfect as one might imagine: there are still many challenges in improving the previously mentioned actions, practices and cooperation. Firstly, weaknesses in networking and communication between the culture and well-being sectors are probably the most serious problems Jyväskylä faces. That blocks or at least slows down many potential cooperation opportunities. Secondly, the insufficient number of cultural venues and creative places makes natural cooperation and cross-pollination between creative people difficult and does not encourage them enough to participate and create new "innovations" which might probably lead to a new kind of entrepreneurship. Thirdly, although Jyväskylä is well known as an educational city, the practical use of research results and other data is poor. A lot could be done to improve this issue as well.

All these matters, both strengths and weaknesses of Jyväskylä, play important roles when putting a Local Action Plan together. During the two-year period of contemplation in Jyväskylä the main themes aroused have been condensed into these local development needs, which form the basis of the upcoming strategies and working lines.

The Local Action Plan, the major result of this programme, presents the main working lines in Jyväskylä in accordance with everything learned during two years of participation in the URBACT II programme, and also in relation to the key themes. The Local Action Plan has been drawn up under the supervision of the Local Support Group, which involves eleven local professionals from the creative and educational sectors as well as municipal and regional administrators. The Local Support Group was constituted from the most important stakeholders considering Jyväskylä's chosen approach, culture and wellness.

Although enthusiastic, the members of the Local Support Group did not work very closely together and made no contribution to the Local Action Plan in terms of writing the actual document. However, the members of the Local Support Group pooled ideas and valuable knowledge from their own field of expertise, offered guidance, corrected mistakes and misunderstandings, and commented on the various drafts. The contribution of these professionals was significant: in addition to their professional opinions and initiatives, the members played an important role when implementing the key pilot projects started during the URBACT II programme.

The City of Jyväskylä concentrated on three main subthemes during the project. The first and perhaps the most important of these was to network with people working in the above-mentioned sectors such as artists, entrepreneurs, researchers and municipal administrators. The idea of this networking was to give people opportunities to meet each other freely, to learn to know each other's tasks and, as a result of that cross-pollination, to generate innovations.

The second subtheme was to put into practice a small number of pilot groups in order to test certain new and promising service concepts. One excellent example is the Wellness Clinic concept, which uses knowledge obtained from music therapy for preventive, as opposed to corrective, purposes.

The third but by no means the least important subtheme was to build in the course of the Creative Clusters project a useful platform or research plan for more effective evaluation of the well-being effects of culture and the arts. This kind of research would undoubtedly play an important role when trying to justify why financial support for such services on the borderline of culture and health should be maintained or increased.

The Local Action Plan for Jyväskylä is naturally strongly based on these three subthemes, but it also tries to tie together many other issues, projects and partners operating with similar kinds of interests. A strong belief in the value of cooperating, networking and clustering is a key element in Jyväskylä's Local Action Plan.

The strategy contained in Jyväskylä's Local Action Plan is divided into three parts: (I) From

pilots to established practice, (II) Establishing networks and supporting artists and creative entrepreneurs and (III) Well-being through culture in different phases of life. The first part of the strategy tries to make sure that the many interesting and valuable pilot projects could be transformed into established practice. The second part of the strategy is probably the most important of all: establishing networks and supporting artists as well as creative entrepreneurs to start working in a more cooperative and innovative way, creating new services for the city's inhabitants and new entrepreneurship in the area. The third part of the strategy underlines the importance and value of culture and the arts as components of well-being.

The strategy links well with the five key themes which guide the actions of all the partners in the Creative Cluster project. From each of them the City of Jyväskylä has at least one, if not more practical examples (working lines) introduced later (see Fig.1).

Implementation of the strategy is intended to happen through six practical examples, called working lines. When introducing these working lines, it is also possible to show links to the five key themes of the project. The first of these working lines is a plan to create a new, modern, close-to-nature suburban area called Kangas on site of a disused paper mill situated in a beautiful natural milieu on the banks of the Tourujoki river. The Kangas concept also includes a plan to make use of the oldest part of the factory for cultural and creative activities. This huge plan links with at least three key themes: *fostering new emergent productive realities, re-thinking mature industries through creative drivers, and attracting talent, supporting creative entrepreneurship.*

The second working line is to encourage citizens to participate by continuing to arrange Ällykkämylly (Brainwave Mill), which is a new future planning and brainstorming forum gathering inhabitants together to voice even the most bizarre of ideas. Ällykkämylly will continue to be a cooperative effort involving several organizations with funding contributed by each. This working line links with the key theme *events and cultural agendas as catalysts.*

The third working line is to continue planning the Centre for Cultural Wellness, a plan which tries to solve the problem of a missing concert hall as well as the need for good facilities for new creative well-being services. The concert hall will likely be built in the Lutakko area, which is a modern suburban area near the city centre. It is also the location of Jyväskylä's congress centre and various educational organizations. The challenge of this plan is how to create in such a location a concept in which creative well-being services for the future could also naturally find a home. The assumption is that funding for this project will come from different sources: from the city, the state, big companies etc. The plan is closely linked with the key themes *fostering new emergent productive realities in Jyväskylä, attracting and retaining talent, support tools specifically adapted to creative entrepreneurs, branding the creative*

place, space for the creative class: new urban facilities and hotspots for creative entrepreneurs and events and cultural agendas as catalysts.

The fourth working line concentrates on creating a New Organizational Model for the city of Jyväskylä. This project is a huge structural change in the governance of the city and it aims to put clients/users/citizens/people at the core when creating service processes. This massive task has demanded many working hours from all the municipal workers and has already cost a sizeable sum. This working line links with the key theme *re-thinking mature strategies through creative-based drivers*.

The fifth working line aims to create a research platform to augment knowledge, collecting both qualitative and quantitative data on the well-being effects of culture and the arts. This is mainly a task for Jyväskylä's two universities - to be conducted with the universities' own resources or with project funding – but in cooperation with the city. This kind of data is of the utmost value when dealing with applications for financial support and proving also to politicians that it would be worth committing more resources now to preventive work thus creating savings in the long term. The key theme linked with this working line is *creative education environments at the local level*.

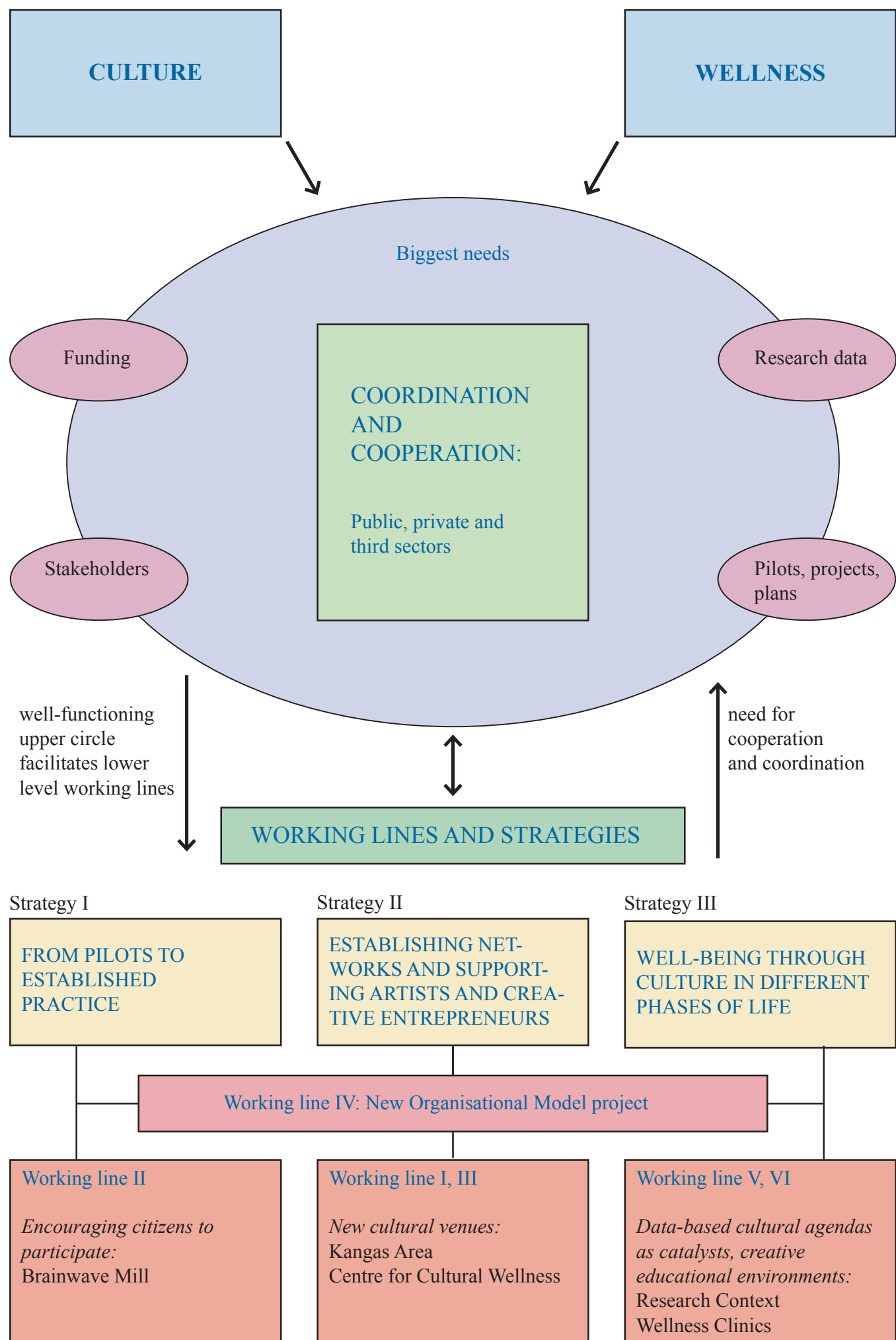
The sixth and last working line concentrates on enabling Wellness Clinics to start working independently on an entrepreneurial basis under the flag of the Eino Roiha Foundation, which as a foundation gives support to the applied use of music and other forms of culture. All the main educational organizations as well as the city itself are owners of this foundation. The concept of the Wellness Clinic is quite easy to productize and sell on. After receiving some kick-start money – perhaps from all the owners - it should at least support itself if not produce a profit. This working line links with the key themes *cultural agendas as catalysts (for well-being)* and *creative education environments at the local level*.

Due to the uniqueness of a Local Action Plan based more on cooperation than on a certain project, the funding scheme for Jyväskylä's Local Action Plan is not easy to compile. All the individual projects mentioned above have their own funding budgets as well as their own strategies. The Local Action Plan ties these projects together, empowers and gives support to all of them, but does not affect the budgets as such. The only extra cost needed in implementing the Local Action Plan is funding for a coordinator. Coordination work is here the key and this work could be included in the job description of the city's new cultural director, which means that no real need exists for new funding to be found. Jyväskylä's cultural director could be responsible for this coordination work – a task which is far from easy to handle - but the task is also in the interests of the city, because it attempts to find new innovative models for cooperating more closely with the private and third sectors in the future.

As described and explained above, well-functioning cooperation and coordination are key factors in successful implementation of the strategy. In spite of several excellent innovative entrepreneurial trials, the field of culture and wellness as a whole is rather opaque and fragmented. Marrying culture and wellness requires a great deal of fundamental support. On the basis of the experiences gained during the Creative Clusters project, one highly important need is to create properly functioning coordination between different stakeholders (public, private and third sectors), research conducted at universities, funding options, and various projects. Good coordination makes cooperation easier; it also facilitates, supports and boosts operational actions (Figure 1). For this reason Jyväskylä's Local Action Plan seeks to underline the importance of an immediate start concentrating on strengthening coordination.

The next step is to give powerful support to networking within the region as well as to its creative entrepreneurs. Simultaneously it is vital to give all possible support to the practical plans and measures proposed. The more we do together, the stronger we will become. Through marrying culture and wellness we are strengthening, if not giving birth to our own local creative ecosystem.

Figure 1



1 SHARED LEARNING ITINERARY IN PROMOTING THE LOCAL CREATIVE ECOSYSTEM

Creative Clusters is a project under the URBACT II programme administered by the European Commission. It has brought together ten low-density urban cities around Europe to develop models and ideas for transferring the “creative city model” to these smaller areas in contrast to big or middle-sized metropolises. This will happen by bringing urban attributes such as global networking, competitive clusters, accessibility, technological facilities and cultural life to low-density urban areas.

The main idea of this programme is to demonstrate that creativity can also act as a driving force for economic development and growth in smaller cities, especially in low density urban areas. The capacity for creativity is a relevant, topical issue at European Union level; this project will canvas the experiences of the cities involved in terms of social, economic and also cultural development. Exchanging these experiences, best practices, action plans and policy recommendations will occur through the URBACT network. This will not only benefit all the participants, but also reject the urban/rural and remoteness/proximity dualities. The partners’ assistance to policymakers and managers of Operational Programmes is also important in order to find the right initiatives to be selected for Structural Funds programmes.

The five themes guiding actions in partner cities:

1. Creative clusters: diversifying the local economic base and opportunities for young people

The partners will face not only the impulse of new emergent clusters in creative industries but also use creative issues to re-think some mature local industries in order to foster them with a new growth potential. In addition, the challenge of job creation and employment opportunities especially for young local people will be an important issue to deal with.

2. Events and cultural agendas as catalysts

Culture and creative people are key elements when addressing the creative city. A common



assumption within the whole Creative Clusters project is to blur the limits between cultural and economic policies on the urban scale.

3. Promoting the creative city: a new range of facilities and infrastructures

This will be the more physical dimension of the partner cities' work. Different scales will be considered: from adapting public spaces and city centres to creative activities (where the mixing of land-uses is crucial as opposed to past zoning schemes), always placing people at the core, to a new generation of facilities for creative business and entrepreneurs.

4. Setting the basis: creative education environments at local level

It must be underlined that many of the cities approaching the creative paradigm seriously are displaying innovative and creative local education systems at primary and secondary levels. In this field Reggio Emilia is a benchmark at world level, but also Óbidos and Barnsley are working actively, introducing advanced methods in public education. It is important that these practices become diffused.

5. Creative entrepreneurs and talented people: attraction and retention

Packaging financial and advisory support measures which are necessary and suitable for creative entrepreneurs and businesses. Branding the creative place will be considered here as a framework for smart and focused diffusion of these support tools.

This programme is intended to nourish development work at municipal level. The guidelines have gone through these five URBACT key themes. From chapter five it is possible to perceive how well these key themes have been transformed into new municipal working lines. Adapting them to Jyväskylä has not been easy, but some results can be seen. Especially the themes of cultural entrepreneurship and new urban facilities have become established parts of practice.

The Local Action Plan, the major result of this project, presents the main working lines in Jyväskylä, in accordance with everything learned during two years of participation in the



URBACT II programme, and also in relation to the key themes. The Local Action Plan has been drawn up under the supervision of the Local Support Group, which involves eleven local professionals from the creative and educational sectors as well as municipal and regional administrators. The contribution of these professionals has been significant: in addition to their professional opinions and initiatives, the members played an important role when implementing the key pilot projects started during the URBACT II programme. This Local Support Group was constituted from the most important stakeholders considering Jyväskylä's chosen approach, culture and wellness. This vision will be presented in the next chapter.

The five key themes have also been the main subjects of the Creative Clusters workshops and study visits. This international action has given Jyväskylä and its URBACT II Programme Local Support Group many things to think about. The workshop held in Barnsley was particularly valuable; here we see a town similar to Jyväskylä in size that has developed from a mining town into an unprejudiced, courageous city forging ahead by means of the creative economy. Also the workshop in Reggio Emilia highlighted laudable commitment to the improvement of infant education and communal action. In other workshops not everything was applicable to the Jyväskylä Region, but Jyväskylä itself made quite a contribution to the partnership and can so be seen as a forerunner in this project. Jyväskylä has succeeded in this context at the national level as well: the pilot model created by the Finnish Minister of Economic Affairs and his working group considering responses to structural changes in Jyväskylä has become a nationally recognized operational model. All these issues have had an influence on the background while drafting this Local Action Plan, and the formation of the strategies and working lines in chapters four and five.

After all, probably the best achievement in the Creative Clusters project and this Local Action Plan is the widespread and constantly growing interest in connecting culture, the arts and well-being. The idea that the overall well-being of individuals and societies is based on both physical and mental health as well as on happiness is increasing rapidly. An understanding that this well-being could also be a driver of creativity, innovations and economic growth in the future is spreading. In other words, cultural and creative industries constitute not only a tool for making people happier, but are a new challenge for western society to find ways to achieve more sustainable growth. The City of Jyväskylä seems to be on the right path.

2 VISION

Within this Local Action Plan Jyväskylä's key themes are to find and develop innovative services in the field of culture, creativity and wellness by supporting networking, by fostering a new kind of entrepreneurship and cooperation between different sectors, such as culture and technology, and by using special knowledge, research and human technology existing in the region. Within the URBACT framework Jyväskylä will appear as a benchmark in innovative learning systems, new cluster readings for urban economies and innovative facilities and venues for creative industries and activities. Simultaneously Jyväskylä is the lead partner in the INTERREG IVC project CLIQ, (www.cliqproject.eu) which is focused on exchanging experiences and good practice on how local authorities in medium sized towns can facilitate better collaboration, sustainable links and knowledge transfer between innovation centres, science and technology institutions, universities, entrepreneurs and so on - in short, the project is working on how to integrate open innovation and urban policies. These two projects support each other well.

The relationship between culture and well-being has been a hot topic in Finland for some years now. As evidence one could mention, for example, the Ministry of Education and Culture's publication "Connections between culture and well-being" (www.minedu.fi/export/sites/default/OPM/Julkaisut/2010/liitteet/OKM9.pdf?lang=fi) published in 2008. This publication is one of the inspirers of Jyväskylä's theme of culture and wellness. As it states, from the standpoint of individuals, cultural consumption and cultural pursuits in which people are involved as an audience have a positive effect on health. Art hobbies create a sense of community and networks, which support people in life management. This report focuses on art-based projects, which find expression in social contexts, creating new encounters at the interface of different sectors. Art, the applied use of art, research methods in art as well as research through the medium of art offer innovative factors for change that are consistent with sustainable development and extend to economic activity, regional and local development, social and health services, other social services and workplace practices.



Jyväskylä has conformed to this theme in its approach, culture and wellness. This theme wishes to empower, give support to, and spur on the people connected with culture and creative industries to start working on the areas of well-being. The main aim of this activity is to increase entrepreneurial and voluntary cooperation between the municipal fields of culture and health, which may also have vitalizing effects on the economic development of the city.

The vision of Culture and Wellness is

- firstly to increase the wellness of people living in the area
- secondly to increase interaction between people
- thirdly to empower the people working in the creative cluster to try to find new ways of conducting cooperation with the social and wellness sector (naturally with the understanding and help of the administrative personnel)

It aims at the following objectives:

- to implement several concrete pilot projects in the culture and wellness sector
- through these pilots the intention is to conduct certain evaluations, as well as to gather facts and material for further development and research
 - ▶ to reinforce the idea that the main philosophy and practical realization behind both of these activities are similar, and to boost this attitude at all levels

These themes have been refined to form the principal outlines of this plan. Hence, the Jyväskylä Local Action Plan will contain three thematic parts involving the themes of networking, piloting and developing. These three will lead to the working lines presented later.

I Creating and animating a network of people working in the cultural, creative and/or wellness sectors

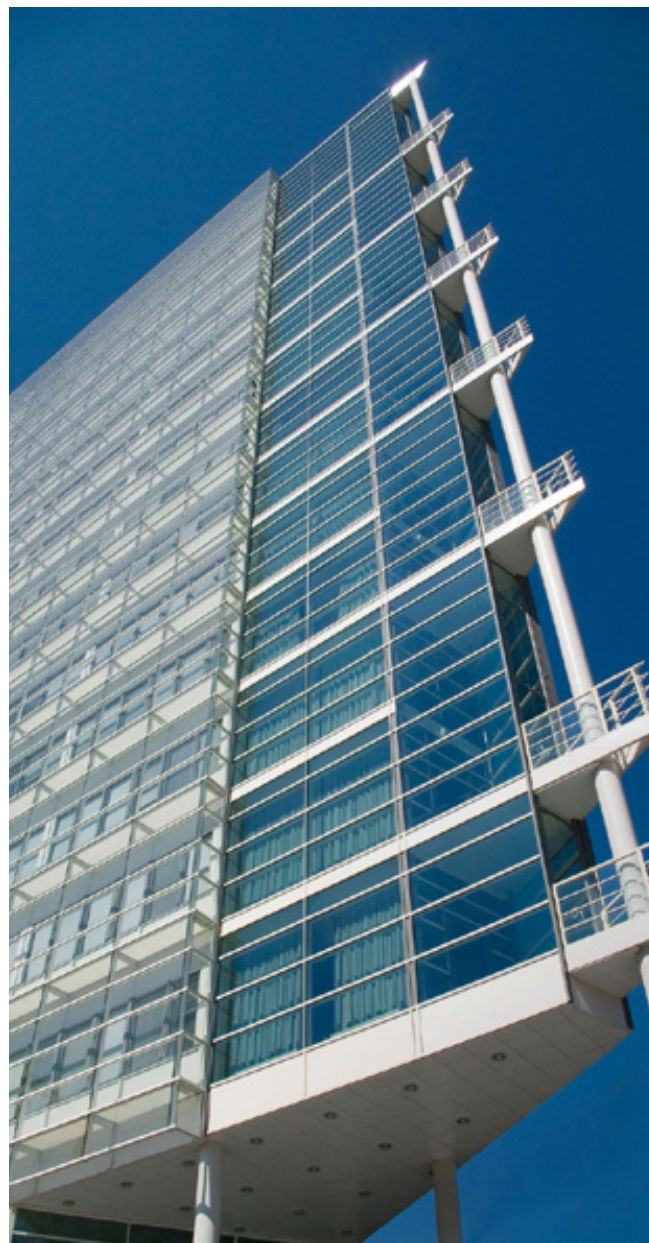
This will happen by contacting these people and arranging a number of annual opportunities for them to meet each other. The main idea of creating a horizontal network between people working in the creative and wellness professions is to help them share their experiences, but also to strengthen more open and easier vertical actions between administrative personnel and grass-roots actors. In order to do this properly the best way to act is to work cooperatively

with the network of administrative personnel in this sector, as well as with other regional networks and projects. This network has been shaped into a concept called Creative Wellnet, which includes networking via different sorts of events (e.g. Creative Wellnet Pub and Creative Wellnet Cruise). We will learn more about the Creative Wellnet in the fourth chapter.

II Pilot projects

Various pilot projects were organized in Jyväskylä during the URBACT implementation phase. Probably the most important project is the concept of Wellness Clinics, which has been developed with the thought of using therapy-related knowledge together with culture and creativeness in preventive work as a means to decrease the need for actual therapy in the future. Two practical pilots have been conducted using handicraft and music as tools to increase wellness and to give support to the members of the target group. Let us look at an example of the music clinic: In practice these participants first

had a lesson in music to increase their knowledge, then they had the chance to listen to some music and also play music themselves, and afterwards they were allowed to discuss and share their experiences. One group was meant for municipal workers who are constantly working under a high level of stress, the two others were for seniors, but the model is adaptable to other customer groups as well (teenagers, unemployed etc.). A more precise description of the clinics will be presented later. This project and the group evaluation related to it have been using the knowledge, experience and cooperation of the University of Jyväskylä's Department of Music. This leads to the third part:



III Development of a larger-scale research project in culture and well-being

Creating a substantial research plan during the URBACT Creative Clusters project was in the interests of both the City of Jyväskylä and the University of Jyväskylä, but has not yet materialized. The aim has been to establish and stabilize the network of these two and also certain other potential interest groups. The three Wellness Clinic pilot groups and quantitative evaluation of the same were a kick start to this plan: the research made use of the newest locally-available wellness technology (Firstbeat Technologies, www.firstbeat.fi) together with qualitative evaluation, and was also monumental evidence of the cooperation between the city and the university.

During the two-year period of contemplation in Jyväskylä, the main themes aroused have been condensed into the following local development needs, which form the basis of the upcoming strategies and working lines:

1. Networking and coordinating, bringing together the public, private and third sectors in order to foster the bond between culture and wellness
2. Boosting research work, creating data and putting it into practise
3. Encouraging citizens to participate and have an influence
4. Succeeding with the New Organizational Model project to be able to face these challenges

► **Finding new operational models for the future**



3 CITY BACKGROUND

Jyväskylä as a city is a lively, youthful and international place located in the centre of Finland, 270 km north of Helsinki. With its 130,000 inhabitants it is the seventh largest city in Finland, and is known for its diverse educational opportunities as well as architectural uniqueness, as there are many buildings in the area designed by the world-famous architect Alvar Aalto. The city is actively re-shaping mature industries and promoting new productive realities, and embracing clusters such as Forest Industry Future, Bio-energy, Nanotechnology, Ubiquitous computing, New generation machines and equipment, EduCluster, and the so-called wellness sector involving technologies associated with sports and health sciences, and tourism and experience management. The vision of the city is to build an innovative ecosystem setting people at the core, summed up in the brand “The Human Technology City.”



In Finland everybody is entitled to health care, and municipalities provide services for all age groups, from children’s day-care to the treatment and care of the elderly. In Jyväskylä these services are administered by the Centre for Social and Health Services. Their services cover among other things health care as well as pre- and post-natal care, and also dental care covers almost the entire population at the moment. Children and students enjoy school and college health care with regular annual check-ups. Convenient help is also available for those suffering from different kinds of social and mental problems. Financing of these services is mainly covered by tax incomes and charges (for some special services). Besides social and health services Jyväskylä (in the same way as other cities in Finland) offers its children and young people free basic education in art during the primary and secondary school phase.



Jyväskylä as a municipality sees well-being as a result of well-functioning and diverse services, high quality education, new technology and entrepreneurship. The “Athens of Finland” wants to see this well-being combining all sectors of society, and this has led to a continuous increase in significant cooperation, collaboration and clustering. A lot of cross-sectional work has been done as the public, private and third sector have collaborated to provide better services. Citizens, too, have their responsibilities. Jyväskylä does its best to encourage everyone from babies to the elderly to adopt an active lifestyle. The city is a sporting paradise for all interested in physical well-being: a great number of disciplines are on hand for inhabitants to choose from, whether they are interested in serious competition or just gentle exercise. In addition to the numerous sports facilities, Jyväskylä is especially known for its rich variety of culture; museums, art exhibitions, concerts, events and theatre. In addition of course there are lakes and forests within walking distance that allow people to enjoy the great outdoors of Central Finland.

Jyväskylä’s strengths as a creative city lie in its colourful culture and open atmosphere, which encourages citizens to participate and enjoy life. As an example, Jyväskylä Festival offers week-long festivities every summer with internationally well-known artists and events. The basis of a cross-cultural and culturally active climate is probably the diverse range of educational opportunities. These play an important role when trying to reinforce the main themes presented in the previous chapter. Naturally the development of a larger research context will be the most essential educational contribution to Jyväskylä’s working lines.

The largest of the educational institutions locally is the **University of Jy-**



The city is full of creative street events during the Jyväskylä Festival.

väskylä, (www.jyu.fi/en) which is the main partner in creating a foundation for extensive research applied to practice. The University of Jyväskylä comprises the faculties of Social Sciences, Education, Humanities, Information Technology, Mathematics and Science, and Business and Economics – in fact, all the main academic subjects in Finland, excluding law and medicine, are available in Jyväskylä. On the Finnish scale the University of Jyväskylä is unique in many ways, since it features the Finnish Centre of Excellence in Interdisciplinary Music Research Music Research (www.jyu.fi/hum/laitokset/musiikki/en/index_html/research/coe), which has research interests involving the brain, emotions, and movement. On the other hand, the Faculty of Sport and Health Sciences is the only academic institution in Finland educating experts in the field of sport and well-being. In addition, the Research Institute for Olympic Sports is located in Jyväskylä. What is more, the university has a number of multidisciplinary clusters, e.g. Human Technology; Children, young people and their growth environments; and Ageing and well-being. The last mentioned is attached to GeroCenter (www.gerocenter.fi/index_e.html), a research and development foundation. This foundation aims to advance the life, health and well-being of the elderly, and works in cooperation with Agora Center. In the light of the above it is evident that the starting point for an extensive research project is exceptionally good.



The main building of the Jyväskylä University was designed by Alvar Aalto.

Certain larger-scale research projects are already in progress. Within the university, **Agora Center**, (www.jyu.fi/erillis/agoracenter/en) a networked research centre for interdisciplinary, innovative research on human technology and the knowledge society, consists of a cluster of projects operating in a wide field. At Agora Center one the most important project clusters is called the *Innovaatiokeskittymää tukevat keihäänkärkihankkeet [Spearhead projects supporting the innovation cluster]* (www.ks-x.fi/summary-in-english), which is focusing on three main themes: bringing society and the university closer together, developing service design, and constructing creative working environments. As an example one could mention the Innovative Ecosystem research project led by Professor Antti Hautamäki. This project seeks to find ways to adapt eco-system-thinking and dynamics into the world of corporations and collaboration. This project is doing its part in working for closer interaction between science and society.

Another important concept involving both research and practice is the **Finnish Music Campus**. This is a plan for a significant musical education cluster, which would be comprised of the University of Jyväskylä's Department of Music, JAMK University of Applied Sciences' Music Department and Jyväskylä Educational Consortium's Department of Music. All are situated very close to each other, and some services and lectures are already being shared. The musical theme continues in the form of the **Eino Roiha Foundation**, which is administered by the University of Jyväskylä, JAMK University of Applied Sciences and the City of Jyväskylä. This culture-focused foundation has acted as a partner in the Wellness Clinics introduced later in this plan. The idea of the Eino Roiha Foundation is to support and encourage cultural research and piloting activity, especially in the field of music, music therapy and music education. The foundation will most likely act in cooperation with the city in the future as well.

JAMK University of Applied Sciences (www.jamk.fi) is another of the educational giants in Jyväskylä. It offers education in myriad fields, varying from culture and welfare to logistics and science. It participates in the creation and implementation of regional development strategies and also promotes the innovation and development of competence in the regional labour force. JAMK collaborates with partners and experts in different fields through research, produces new products and service concepts for the region and makes an active contribution to the social and cul-

tural development of Central Finland.

One of its specialties is **Team Academy Finland**, (www.tiimiakatemia.fi/en) an academy which combines the worlds of education and business. Students establish their own cooperative businesses, for which coaching and learning processes are provided. In this way JAMK works well in the educational and entrepreneurial sectors alike to foster the fields of culture and well-being.

JAMK University of Applied Sciences coordinates numerous projects, but within the themes of culture and wellness the most important of these

are the LYSTI and Pro Food Culture projects. **LYSTI** brings art into the daily life of hospitals and homes for the elderly by providing carers with training and consultation, giving them tools to use art and culture as part of their basic treatment and therapy work. So far LYSTI



The main campus of JAMK University of Applied Sciences.

has been very successful. LYSTI will continue also after the URBACT II phase, and hopefully this kind of action will be possible in the city working lines in the future. JAMK's other project, **Pro Food Culture**, is a plan focusing on nutrition and its branding, by presenting food as a part of well-being, aesthetics and regional branding. Pro Food Culture has taken over some of the responsibilities originally associated with the **National Centre for Food Culture**, which was intended to be one of the most important city branding tools in the creative industry at both national and international levels. In the end the city removed it from its concrete working lines for funding reasons.

In addition to the University of Jyväskylä and JAMK, Jyväskylä also has a vocational education organisation of its own called **Jyväskylä Educational Consortium** (www.jao.fi/?Deptid=16410). It is one of the largest institutions of vocational education in Finland, consisting of the following units: Jyväskylä Institution of Adult Education, Jyväskylä College, Jämsä College, Jyväskylä Apprenticeship Training Centre and Restaurant Priimus. The Unit of Welfare and Culture is playing an important role within the theme of culture and wellness. At the moment it is piloting a new model on the Finnish scale, which is based on the British *Sing for Your Life concept*. The idea is to improve the life quality of the elderly by means of regular singing groups. This project, too, will continue after the close of the URBACT II programme, though it will end in 2012. The theme will live on in the city working lines focusing on well-being at work. This is planned to be executed as a choir made up of city employees, and will be mentioned in the next chapter as well.



4 STRATEGY

From the perspective of the city the most important added value when drafting this Local Action Plan has been the change in attitudes and the rise of the cultural and creative sectors as parts of well-being. Little by little people are abandoning the idea that well-being can only be achieved through technology, physical exercise and health care. Culture and creativity are ascending, and even affecting the local economy. Culture can clearly work as a booster for the economy, and this is beginning to show. However certain concrete initiatives must be taken.

I From pilots to established practice

Jyväskylä must continue to work hard in the sectors of culture and well-being. This will happen by continuing the most important and effective programmes and projects with municipal funding and open cooperation. The city is set to continue working on the following:

Taideapteekki (*Art Pharmacy*) is a municipal system for delivering cultural events and activities for the social and health sector. Each municipal day centre has a certain annual number of “pills”, which operate as currency for different sorts of culture services (e.g. a concert, a sing-along event, a portable exhibition etc.), which can be ordered from the municipal Art Pharmacy menu. The city must guarantee that this system will receive funding and support in the future as well – so far it has functioned well (both the programme and its funding). Art Pharmacy is also an example of municipal cooperation with local art entrepreneurs, who



Art Pharmacy arranges opportunities for seniors unable to attend cultural events.

are the main content providers for this work. Hence, this project also improves networking and supporting creative entrepreneurship.

Another important project within this strategy is *Kulttuuriluotsi* (Culture Pilot, www.jyvaskyla.fi/taidemuseo/english/art_and_culture_companions), which for its part delivers a new kind of service based on voluntary work. In this way municipal encouragement extends to the third sector, and gives everyone a chance to work and have an influence. The service educates and delivers volunteers who offer to accompany anyone wishing to attend a concert or visit a museum or art exhibition. This is intended to

bring down boundaries especially amongst those who do not have the courage or interest to attend a cultural event alone. A trained Culture Pilot has knowledge and experiences to share with the customer, who may be anyone from a lonely youngster to an elderly person suffering from different conditions.



A Culture Pilot at work.

These two innovative services support Jyväskylä's theme of culture and wellness as they combine culture and individual artists with social work and well-being. The successful effects can be seen especially in the rising demand for special group piloting.

In addition to the elderly, also young people are one target group of municipal activities, and the *Taikalamppu* (Magic Lamp, www.taikalamppu.fi/index.php/inenglish) network is an example of this. It is a professional network funded by the Finnish Ministry of Education and Culture. The aim is to increase well-being among children and young people by producing and delivering high quality art and cultural services and by creating culture in cooperation with these groups. In the future the idea is to make this service accessible nationwide by creating independent Taikalamppu centres throughout the country and rendering youth culture visible in national policy making. The network is up and running, and working efficiently at the local level. One part of this network is the local *Kulttuurialtti* (Culture Granary). This is a project focusing on children and young people under the age of 19. The main idea is to deliver cultural experiences and workshops in places where kids are to be found every day: an artist brings his or her know-how and the enchantment of art into schools and day-care, and into families as well. This will produce more creative and cultural places and call into question the traditional composition of an art event, and at best attract young talents to participate in the culture sector by using cultural events as catalysts in young people's personal

lives. Young people also play the leading role in *Nuorten taidetyöpaja* (*Art Workshop for the Young*), run by municipal employment services, which offers activities, guidance and training jobs for young, unemployed people in the 17-29 age group. These workshops consist of photography, playing music in bands and other communal art forms as well as promotion of a healthy lifestyle and positivity. Workshops also include individual guidance. This concept is one of the most important services for the young in Jyväskylä, and works yet again as a great example of cooperation between the fields of culture and social work, as well as of the new operational models that are so widely yearned for.

II Establishing networks and supporting artists and creative entrepreneurs

Besides maintaining successful models and projects, Jyväskylä must concretize the creative sector network. A lot has been done, and the best way to connect people in the cultural and creative fields has been to simply bring them together in person. This is where Creative Wellnet steps in. Creative Wellnet is one of the concrete results achieved during the URBACT project. It has succeeded in attaining the first of Jyväskylä's goals, since it has created a functioning network connecting people in the creative field.



Kids in creative work

Implementation comprises a programme of five I's

- to *increase* knowledge of best practices
- to *introduce* totally new ways to cooperate through the Wellnet network
- to *invent* new, innovative services that integrate creative, social and healthcare services
- to *involve* professionals in the different sectors
- to *invoke* the significance, the effectiveness and the visibility of the network as a regional organ and as a part of economic development

The aim is to create and develop new innovative services for the future, empower a support network, foster a new kind of entrepreneurship and enrich interaction in Human Technology City Jyväskylä.

The five goals related to Creative Wellnet are:

- To increase knowledge between artists and entrepreneurs
- To find totally new ways to cooperate through this network
- To create new, innovative services which will connect the culture, creative and social and health-related sectors with each other
- To expand the possibilities for different kinds of cooperation between the above-mentioned areas
- To strengthen the significance, effectiveness and visibility of this network as a regional organ and as a part of economic development

Creative Wellnet has gathered an extensive number of local entrepreneurs, administrators and other people interested in cultural affairs for a set of meetings held in seminar rooms or in more innovative places, such as on a lake cruise. The meetings have consisted of lectures and discussions, as well as actions encouraging networking between colleagues and across sector lines. The hopes and needs of participants have been heard: the city is now implementing a

workshop on how to apply for scholarships and public and private funding. This aims to support cultural entrepreneurship and also strengthen the relationship between the public, private and third sectors. At the same time the city has an opportunity to show that culture entrepreneurs are not alone. Inevitably some of the improvements in the work of creative entrepreneurs will later be of benefit to the city itself –



The unique Lutakko venue created an innovative atmosphere for the Creative Wellnet Pub.



if in no other way, then at least in terms of a culturally active atmosphere and enhanced reputation. This funding-based lecture and/or workshop will be arranged in cooperation with the Regional Council and the Arts Council of Central Finland, and with Jyväskylä Regional Development Company Jykes Ltd.

Networking in concrete form will also take place in the future via **ArtHub** (www.arthub.fi/index.php?page=en), a project organised with the Finnish Arts Council. In this project Jyväskylä will take part in a regional culture platform which facilitates cooperation and customer coordination. This will enable effective group posting, networking and acquisition of information. ArtHub signifies a big step for Jyväskylä's cultural life, and hopefully it will gain ground in the future: a network like this is a true jackpot for Jyväskylä, especially when basically everything done within the URBACT plan has highlighted the need for better coordination and networking.

III Well-being through culture in different phases of life

Combining culture and wellness is a rising theme within all age groups, and Jyväskylä must do its best to answer the needs of each one of these. Culture Pilot and Art Pharmacy, presented earlier, focus on the elderly. One concrete output of URBACT programme funding has been to activate also children in the upper level of primary school to take part in future planning:

The Creative Schools Contest is a local project implemented in cooperation with Nuorten Keski-Suomi (Young Central Finland) and its DYNAMO project. It supports an operational model which aims to encourage young people to voice opinions and exert an influence through creative action. This leads to a chance for children to engage in such activity through **PikkuParlamentit** (Mini-parliaments). The parliaments allow classes and school units to decide which main school-related themes each group wants to discuss in the parliament, in order to enhance well-being in local schools. The project also includes a competition for these parliaments, and this competition is a concrete result of URBACT cooperation. Each school has had a chance to plan and create visions for the School of the Future in free form (drawings, text etc.).

The competition produced various visions, of which one has been selected as the winner. The winning school and its brilliant school vision come from a city suburb, Huhtasuo, with the largest percentage of immigrants and cultural diversity. The contest winners were offered a chance to attend a private architectural workshop at Alvar Aalto Museum (www.alvaraalto.fi/index_en.htm), and as icing on the cake a circus and acrobatics school was brought to the school yard for the group and their friends to try out. In this way the goals of participation supporting activities and innovative action for youngsters have been even more successfully achieved. On the basis of these experiences, this type of action has high relevance in the future. The next step for the city is to study the plans recently submitted by the pupils and see if there are certain reoccurring themes to be considered in educational strategies.



Another well-being based plan is related to municipal workers. Some municipal staff have already participated in the Wellness Clinics, which will be dealt with in the next chapter as one of the working lines and was intended as a concrete effort to improve the participants' well-being. The City of Jyväskylä's innovation services unit is at the moment working on the idea of a staff choir ***Laula ja virkisty*** (*Sing and Refresh*) that would meet regularly to improve the wellness and communal spirit of those involved. Funding is still under consideration,



The school of the future from one group's point of view.

but one enthusiastic music entrepreneur who also works in cooperation with the city and Jyväskylä Educational Consortium in their programme Quality of Life through Singing (based on the concept Sing for Your Life, as mentioned earlier) is ready to take this task on. Through this plan Jyväskylä may well acquire a better reputation as a worker-friendly municipality, and simply produce happier staff with working lives that are as long as possible. The topic is very popular and controversial in Finland at the moment; the Regional Council of Central Finland has also included the theme of using creative tools to improve working conditions in its leading programme.



The group of winners in front of the Alvar Aalto Museum.

5 WORKING LINES

This chapter introduces the most important programmes and plans in Jyväskylä at the moment and in years to come. They are presented as reflecting the URBACT II Creative Clusters key themes.

LINE I Plan for a new cultural area

Key themes involved:

- *Fostering new emergent productive realities in Jyväskylä*
- *Re-thinking mature industries through creative drivers*
- *Attracting talent, supporting creative entrepreneurship*



A beautiful old paper mill offers unique possibilities for creative citizens.

Plan: **KANGAS AREA, an existing initiative**

Kangas is an area of Jyväskylä with a long industrial history. It is the former home of a local paper mill situated in a beautiful, natural milieu on the shores of the Tourujoki river. The City of Jyväskylä bought the mill area and has tried to involve citizens in planning its revival. HUB Jyväskylä is administrating this democratic innovative process with citizens and organizing events at which people can brainstorm. This is a completely new way of doing things on this scale in Central Finland. An architectural contest will be held to support this participatory communal design process. This way both new upcoming industries and concrete reality will be re-thought through a creative lens.

AIMS AND OBJECTIVES: The idea is to create a modern, close-to-nature suburban area with as small a carbon footprint as possible. This new living and working area will have around 3000 inhabitants and provide 1300-1500 new jobs. Basic services, such as a grocery store, restaurant, hairdresser's, children's day-care and so on must be provided. The idea is to create the area's identity with an emphasis on people friendliness. This also includes local independence from cars; the Kangas area is to be seen as an especially pedestrian friendly zone. Supporting this theme, a plan exists to connect three waterways - lakes Jyväsjärvi, Tuomiojärvi and Palokkajärvi - which would create a family park with a unique recreational environment, paths in the forest and on the shoreline, and also facilities for culture and physical exercise. Environmental values are a high priority: a carbon-neutral, energy-efficient suburban area with sensible energy solutions, both in terms of consumption and production, is an ideal description of this new area. At least 30% of new homes in the area should be rental property with rents kept at a reasonable level. All this leads to the thought of seeing historical venues and aesthetics as a driving force of local development and the well-being of inhabitants. Planning and building together using the strengths of the whole community is an innovative thought in this region – this includes not only democratic thinking and planning but democratic execution as well.

MIX OF STAKEHOLDERS:

- City of Jyväskylä: main responsibility, funding.
- HUB Jyväskylä: a creative community which gathers ideas from citizens and works at an operational level when organizing events and happenings around the plan.



- Organisations working on business principles; Monkey Business, Theatre Europe Four, Parkour Academy, Circus New World etc.

LINE II Encouraging citizens to participate

Key themes involved:

- Events and cultural agendas as catalysts

Plan: **ÄLLIKKÄMYLLY (Brainwave Mill), an existing initiative**

Brainwave Mill is a new future planning and brainstorming forum which gathers inhabitants together to bring out even the most bizarre ideas. This transmits the municipal message that people really can have an influence. This forum was intended to encourage citizens with various backgrounds and attitudes to develop ideas and concepts and bring them to life, as it includes an open source website for citizens to manifest their ideas. After a period of virtual brainstorming on the forum website, an event was organised in mid-2010: people gathered at the city's main library, where an internationally well known, enthusiastic philosopher, Pekka Himanen, together with three other professionals were present to provoke people with their ideas. Such forums are essential and will be supported in the future, also in relation to the democratic development of the Kangas area presented earlier.

AIMS AND OBJECTIVES: to show inhabitants they can have an influence and are listened to. The city gains valuable information and new ideas as well. The aim is to create a win-win situation for both parties.

MIX OF STAKEHOLDERS:

- The city and its citizens
- Entrepreneurs and other experts

LINE III Centre for Cultural Wellness

Key themes involved:

- Fostering new emergent productive realities in Jyväskylä
- Attracting and retaining talent, support tools specifically adapted to creative entrepreneurs

- Branding the creative place
- Space for the creative class: new urban facilities and hotspots for creative entrepreneurs
- Events and cultural agendas as catalysts

Plan: CENTRE FOR CULTURAL WELLNESS/CONCERT HALL, an old initiative with new components and developing strategies

The process began from the idea of a concert hall for which Jyväskylä as a culturally active city had felt the need for a considerable time. The debate concerning the concert hall has raged for several decades, gaining strength and weakening from time to time. In 2008 the planning of the concert hall began again, funded by the Regional Council of Central Finland and Jyväskylä Regional Development Company Jykes, and organized by a local pro concert hall association reinforced by local experts and also young rising talents. The plan, an in-depth plan clarifying the positive effects of the concert hall on the region, was also proposed to some of the city fathers. A couple of years later a complete review of the issue was ordered by the city, and executed by experts in various fields. The plan was formed into the shape of a Centre for Cultural Wellness. This plan got a favourable reception from the mayor, who was satisfied with the comprehensive reporting and planning of the issue.

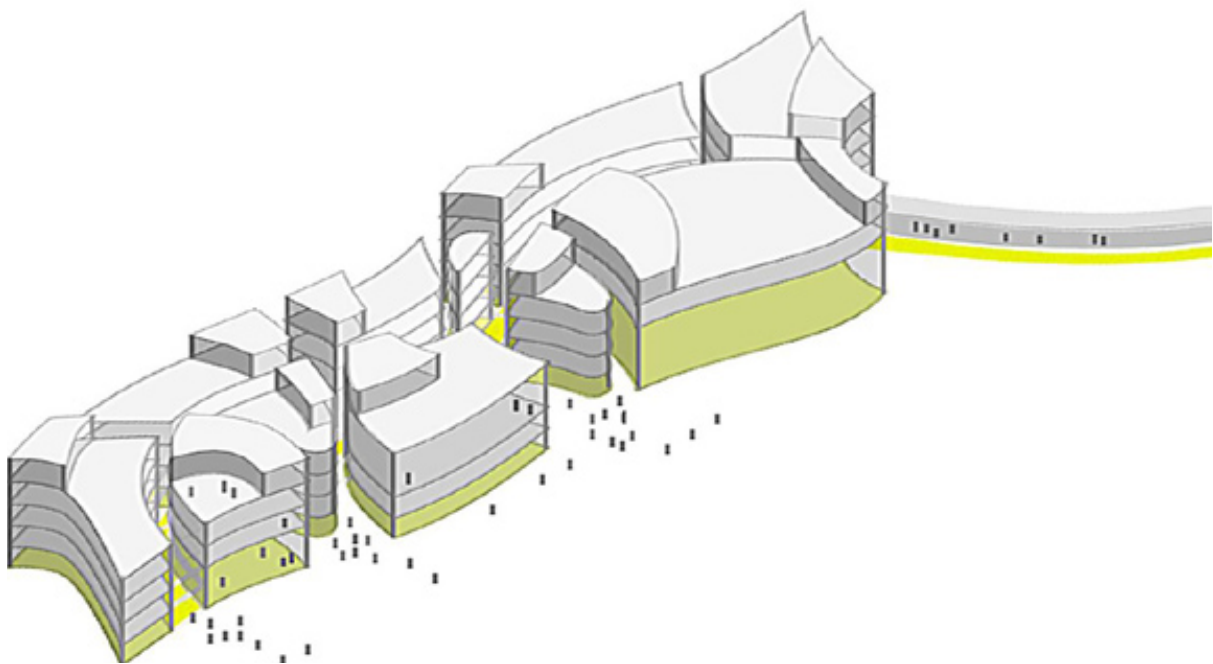
In the end the desired site for the concert hall was sold to another party, which bogged down the plans for some time. Nevertheless, planning has continued. At the moment a consultant is about to review whether there is scope to locate the hall in the Lutakko area of the city. Simultaneously a famous Finnish architect, academician Juha Leiviskä has submitted a new design for an administrative and cultural quarter which would be a tribute to another world-famous Finnish architect, Alvar Aalto, and his immortal design. This quarter would tie together the City Theatre, the Town Hall and the city's administrative building as well as Kirkkopuisto (Church Park) in the city centre. The model consists not only of local government facilities but also of a high-quality concert hall.

AIMS AND OBJECTIVES: to create a high-standard acoustic concert hall for music of all genres, and combine this with all possible fields of culture and creative activity, to activate citizens to participate in new kinds of cross-cultural events and to create a place for everyone to meet and enjoy.

MIX OF STAKEHOLDERS:

- City of Jyväskylä

- University of Jyväskylä
- JAMK University of Applied Sciences
- Eino Roiha Foundation
- the third sector and entrepreneurs as partners.



A high-standard centre for culture and wellness, including a concert hall, has been slated for the city centre or the Lutakko area. A draft drawn by an innovative architect, Jarkko Könönen.

LINE IV New Organizational Model project

Key themes involved:

- Re-thinking mature strategies through creative-based drivers

Plan: **NEW ORGANIZATIONAL MODEL PROJECT, an initiative in progress**

This refers to transforming Jyväskylä into a new-generation municipality. This is a remarkable structural change in the governance of the city. The process started at the beginning of 2009 and the steering phase is little by little coming to an end. The new organization will be adopted gradually during the current council term (2009-2012), and as a whole it will be completed in the beginning of 2013.

The aim is to create an organizational model which is customer-oriented and based on service processes.

These processes are:

- Vitality, competitiveness and group administration
- Environment and urban structure
- Quality of life and culture
- Growth, learning and families
- Functional ability and everyday coping
- Health and social security

The new structure will also include principles for corporate governance, as well as new, updated regulations for the conduct and management of city group companies. The working methods of the city board and other boards will be revised in order to find solid areas of responsibility and clear roles.

The key part of this project, from a creative point of view, is the working line entitled Quality of Life and Culture. This line will most likely seek to promote these values:

- To tie culture and physical recreation together in order to promote well-being



- To form a holistic, united and analytical vision of the present situation: to identify creative sector hot spots in the municipal, private and third sectors
- To create better coordination
- To tie culture and creative industries to regional and municipal strategies

MIX OF STAKEHOLDERS:

- City of Jyväskylä
- The private and the third sector

LINE V Research Context

Key themes involved:

- Creative education environments at the local level

Plan: **RESEARCH CONTEXT, a new initiative**

The aim here is to reinforce the relationship between science and society and to create a research platform for a larger-scale study of the well-being effects associated with culture and the arts. This context is still under consideration. The Department of Cultural Policy has also recently joined forces with Sport Sociology to conduct a long research project involving culture and physical recreation services. The Personal Mobile Space project, which aims to find innovative practical mobile solutions for people to use, has been engaged in a range of multidisciplinary research. This is a welcome start.

AIMS AND OBJECTIVES: to bring science and society closer together, to produce academic data and to put this into practice. To encourage new researchers and multidisciplinary research.

MIX OF STAKEHOLDERS:

- City of Jyväskylä
- University of Jyväskylä
- JAMK University of Applied Sciences
- Eino Roiha Foundation

LINE VI Wellness Clinics

Key themes involved:

- Cultural agendas as catalysts (for well-being)
- Creative education environments at local level

Plan: **WELLNESS CLINICS, an existing initiative**

Wellness Clinic is a preventive, art and culture-based well-being concept created by the Department of Music at the University of Jyväskylä.

The aim after the URBACT phase is to pilot more projects with different target groups under the flag of interaction and the connection between culture and wellness, and to follow up the clinics already executed with good results and experiences. The concept relies on the fact that art as a means to different, positive ends has been clearly acknowledged in today's society. There are still some fixed ideas and arguments concerning culture which stand in the way of systematic and research-based profiting from art as a beneficial institution for general well-being. Some may think art is a high quality commodity to be consumed merely by the privileged, others see it as a harmless hobby one can easily live without. It is important to find new ways of helping people to cope with a changing society and its demands. Medical treatment alone is not enough in today's society, where for many keeping up with basic every-day life becomes more and more of a burden. This is where arts and culture step in. Wellness Clinics (listening to music, seniors playing music, crafts) have produced lots of valid information about the positive effects of cultural activities, and these effects have been measured as well via vital functions and mental state (see annex V). The plan is to find new ways to use this concept on an even larger scale and harness it to improving working environments, for instance. One of these new clinics could be the municipal staff choir introduced earlier.

Wellness Clinics have been met with acceptance in Jyväskylä. The basic principles of Wellness Clinics have been introduced through pilots to many organizations and people. Vital cooperation between different forms of expertise has become reality: aca-



The Music Clinic was held in the facilities of the University of Jyväskylä's Department of Music.

demic knowledge and internationally valued research in music therapy, ICT and wellness technology are engaged in cooperation with creative entrepreneurs and an open-minded public sector. When evaluating critically the activities conducted, some weaknesses can be seen in the organisation of the Wellness Clinics: cooperation between different participants has sometimes been difficult and slow.

MIX OF STAKEHOLDERS:

- City of Jyväskylä
- University of Jyväskylä
- Eino Roiha Foundation
- Private companies (measurement devices)



Participants in the Craft Clinic concentrating on their work.

Due to the uniqueness of a Local Action Plan based more on cooperation than on a certain project, the funding scheme for Jyväskylä's Local Action Plan is not easy to compile. All the individual projects mentioned above have their own funding budgets as well as their own strategies. The Local Action Plan ties these projects together, empowers and gives support to all of them, but does not affect the budgets as such. The only extra cost needed in implementing the Local Action Plan is funding for a coordinator. Coordination work is here the key and this work could be included in the job description of the city's new cultural director, which means that no real need exists for new funding to be found. Jyväskylä's cultural director could be responsible for this coordination work – a task which is far from easy to handle - but the task is also in the interests of the city, because it attempts to find new innovative models for cooperating more closely with the private and third sectors in the future.



6 CONCLUSIONS

Internationally creativity, culture and wellness are strong and powerful themes. The creative economy, combined with other fields such as technology, is increasingly seen as a driving force for economic development, which among others is a source of well-being.

One sign of the recognition the matter has gained is the action of the Finnish government, which started preparations for a programme to enhance the contribution of art and culture to health and well-being during the period 2010–2014. This review was conducted by the Ministry of Culture and Education, and was later named Art and culture for well-being and completed in January 2010. The aim of the Art and culture for well-being programme is to promote well-being and health by means of art and culture and to enhance inclusion at the individual, community and societal levels. The programme's three priority areas are:

1. Culture in promoting social inclusion, capacity building, networking and participation in daily life and living environments
2. Art and culture as part of social welfare and health promotion
3. Art and culture in support of well-being and health at work

The theme, which has recently experienced considerable attention, is seen as an effective way to increase the well-being of citizens in Jyväskylä, too. Culture and arts are meant for everybody to enjoy; the healing effects of the same have now gained greater recognition than ever before. The Creative Clusters project has given Jyväskylä an excellent opportunity to focus on culture and creativeness from the dimension of well-being. However, due to the small amount of resources assigned to this project it was unrealistic to expect really significant results to be achieved. For this reason Jyväskylä's Local Support Group decided to try its best by concentrating on emphasizing networking and cooperation in order to strengthen little by little the coordination among people in the creative and well-being sectors. The underlying idea was that doing things together benefits everybody, individual artists and entrepreneurs, educational organizations as well as large companies. There was also a wish that by learning to know each other and “banging wise heads together” people would create new ways to work and earn money, as well as establish new companies to broaden the palette of services in this area.

The two year project is now about to end and it is a time to focus on the future through the lens of the action taken during these years. The Local Action Plan brings all this together. The working lines which were introduced here differ from each other greatly in terms of value and size: some of the measures planned are sizeable and still far from becoming reality, but on the other hand, some are ready to be put into practice right now with a relatively small effort. The main aim of this Local Action Plan is to gather together actions, irrespective of their size. They all form part of the same important issue, combining culture and arts with well-being, and are in that sense valuable.

Well-being is a shared aim for all of us. It is not only a question of health or physical well-being, but also an issue of mental and societal well-being. In the two last mentioned types of well-being, culture and arts also step in: when increasing mental and societal well-being, culture and the arts, indeed the creative sector as a whole, certainly plays an important, if not crucial role. If we wish to increase our well-being, we cannot forget culture and the arts. It is for this reason that we wish to emphasize the importance of the two so strongly – they form a platform for our whole society to develop further. Our well-being grows from a foundation of culture and education, not vice versa! This not only makes sense, it also makes our efforts very worthwhile.



ANNEXES:

Annex I Local Support Group

Name	Title	Organisation
Melville, Tony	Chairman, Senior Lecturer Creative Entrepreneur	University of Jyväskylä Gladstone Communications Ltd
Erkkilä, Jaakko	Professor	University of Jyväskylä
Heikkinen, Hannele	Executive Director	Taito Aivia, the Crafts Association of Central Finland
Hoffrén, Jari	Lecturer Manager	HUMAK University of Applied Sciences Elementori Ltd
Jussila, Petri	Project Manager	JAMK University of Applied Sciences
Karimäki, Ari	Head of Unit	City of Jyväskylä
Korhonen, Hannu	Development Director	Regional Council of Central Finland
Paananen, Jonna	Executive Director	JELMU (Live Music Association of Jyväskylä)
Partanen, Raija	Project Manager	Regional Council of Central Finland
Perälä, Hannu	Head of Unit	Jyväskylä College, Unit of Health and Culture
Korhonen, Pirkko	R&D Manager Project Coordinator	City of Jyväskylä, Innovation Services URBACT II Creative Clusters project

Meetings of the Local Support Group:

2009: April, October (workshop)

Establishment of the group and specification of its working concept, planning the Wellness Clinics as well as the Creative Wellnet, networking with other plans and initiatives in the area and gathering of adequate research data.

2010: January, April, August, December

Organizing Creative Wellnet Cruise and Pub (Creative Wellnet meetings), finding ways to encourage young people to participate in activities under this theme, preparing work on the local action plan, participating in the Creative Clusters thematic workshops and URBACT annual conference, improving networking in the creative field, discussing the primary school

parliament contest and planning more Wellness Clinics.

2011: February, April

Planning the fourth Wellness Clinic, structuring the Local Action Plan, discussing the overall view of the plan and its success in the region, discussing the latest meeting of the Creative Wellnet and planning the next meeting.

Evaluation of the Local Support Group work

Some 6-7 members were active and really brought their input to LSG meetings as well as the whole project. On the other hand some of the members never attended a single meeting. Some of these passive partners meeting-wise were, however, active in their own way, for example in executing the Wellness Clinics. Nevertheless, most members were management level people and evidently really busy – finding a time to meet that would suit everyone was naturally very difficult. Then again many of the activities within this project (e.g. Creative Wellnet meetings) were discussion-based, and also people outside the LSG were thus to give their input. In the future, however, these kinds of groups could be a bit smaller and more committed in order to make LSG work more efficient.

Annex II Problems and solutions table

Problems and solutions table		
Problems	Solutions	Resources
Lack of networks and communication between and within different sectors	<p>ArtHub – a regional cultural platform facilitating cooperation and customer coordination</p> <p>More open atmosphere Hiring a coordinator Succeeding in the New Organizational Model project</p>	<p>Cost of maintenance (15 euros monthly/user)</p> <p>City personnel costs</p>
Lack of citizens' participation	<p>HUB Jyväskylä, Kangas project Brainwave Mill: open forums for people to interact and have an influence The Creative School Context</p>	Municipal funding
Lack of a cultural venues and creative places	Centre for Cultural Wellness/ Concert Hall/Kangas Area	<p>Municipal funding Government funding Private funding (foundations, donations, entrepreneurs)</p>
Lack of cooperation between the culture and wellness sectors	<p>Hiring a coordinator Improving networking and public relations (Creative Wellnet) Changing attitudes</p>	<p>City personnel costs Municipal funding</p> <p>Municipal funding</p>
Lack of practical use of research data	Wellness Clinics, cooperation within the city and university	<p>Municipal funding University of Jyväskylä Eino Roiha Foundation</p>
Lack of information and courage among creative entrepreneurs	Creative Wellnet: funding workshops for entrepreneurs and other representatives of the private/third sector	Municipal, regional and national funding

Annex III Map of stakeholders

MAP OF STAKE-HOLDERS	City of Jyväskylä	University of Jyväskylä	JAMK University of Applied Sciences	Regional Council of Central Finland	Jykes Ltd	Jyväskylä College	EU
City of Jyväskylä	New Organisational Model Brainwave Mill HUB Jyväskylä Kangas Area Centre for Cultural Wellness Culture Pilot Art Pharmacy Network reviews Magic Lamp Culture Granary Art Workshops for the Young	Eino Roiha Foundation Wellness Clinics Research Context	LYSTI				CLIQ Creative Clusters
University of Jyväskylä	Eino Roiha Foundation Wellness Clinics Research Context	Agora Center GeroCenter Music Campus Eino Roiha Foundation	Music Campus Eino Roiha Foundation				
JAMK University of Applied Sciences			LYSTI Pro Food Culture Music Campus				
Regional Council of Central Finland	Well-being from Culture seminar			List of Lead Plans CREA.RE Maali Creative Forum			INTERREG IVC CREA.RE
Jykes Ltd					Refinery Sauna from Finland Competence for Enterprise Central Finland		
Jyväskylä College		Music Campus	Music Campus			Sing for Your Life	
Young Central Finland	Creative Schools contest						Creative Schools contest

Annex IV Stakeholder interest analysis

Stakeholder interest analysis			
Stakeholders	Interests and how affected by issues	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Primary stakeholders for the City of Jyväskylä and its Culture and Wellness approach			
1 University of Jyväskylä	Research data, financial cooperation, permanent or continuous research commissions	Staff/cooperation/facilities within projects such as the Wellness Clinics and creating a new, larger research context	Wellness Clinics, research communities and projects
2 Regional Council of Central Finland	Lead plans of the region and holistic well-being as a shared interest	Authority and mutual orientation as capacity: to improve local life on a holistic scale (people and matters alike).	CREA.RE actions planned and executed via municipal cooperation, e.g. Well-being from Culture Seminar
3 Jyväskylä Regional Development Company Jykes Ltd	Investments in creative entrepreneurship	Expertise on how to profit from creative skills	Refinery, Sauna from Finland
Secondary stakeholders			
4 JAMK University of Applied Sciences and Jyväskylä College	Shared aim of combining culture and well-being	Knowledge and know-how on both cultural and well-being matters (staff and expert help), project funding	LYSTI project, Centre for Cultural Wellness, Music Campus, Sing For Your Life
5 Network of all local players in the third sector	Need for coordination as motivation for cooperation, cultural entrepreneurs as partners	Content providing and expert help, freelance attachments, mutual need for cooperation	Creative Wellnet, Centre for Cultural Wellness, Art Pharmacy, Culture Pilot
6 HUB Jyväskylä, Monkey Business, Circus New World, Theatre Europe Four, Parkour Academy etc.	Need to join forces and find new working models of cooperation – to bring about concrete results	Cross-professional expertise, marketing skills, staff and brainstorming, new forums and ideas, need for new facilities	Kangas Area

Annex V Wellness Clinics in practice

The themes this concept is built on are:

Self-expression – the inner transforming to the external as a sound, image or movement, while simultaneously expanding the limits of the verbal.

Emotions – transforming the images, associations or memories provoked by an inner feeling or emotion into externally observable form.

Communication – Transforming the inner into something external means that something has become observable externally. This enables communication at levels and dimensions that otherwise would be impossible.

Creativity – all art-concentrated activity typically activates the symbolic process and leads to creative activity in one form or another – be it a thought, idea, insight or an artistic act as a result of all this.

Community – artistic activity is almost inevitably bound to context, from an implementation point of view it rises from the theme of community, as it can offer the community something valuable. Artistic activity executed in groups functions as a common denominator for the group in question, giving it richer communication, dynamics and the feeling of belonging and togetherness.

Well-being – a person who is able to open his or her inner into something external at the levels listed above will experience empowerment and well-being. Quality and the meaningfulness of life will grow which for an individual's perspective is connected to coping at work and an improvement in mental resources in family, work and other communities.

Cognition – artistic experiences and processes have both indirect and direct connections to cognition and thinking. In that way they maintain and develop the cognitive functioning of an individual, and consequently prevent boredom and help people getting back into a rut in life that for any reason has become narrow or empty. This may be caused by an uninspiring life, loneliness and exclusion or by depression and neurodegenerative illnesses.

Refreshment - which leads to our pilots:

MUSIC CLINIC

Concept

- a form of action taking place once a week, around 10 times in total
- conducted in groups of 8 participants plus 2 leaders
- one of leader is a professional in the discipline (e.g. music) and the other a special professional focused on group dynamics
- one postgraduate, who is present only for about an hour each time (lecturer)

Content of the meetings/courses

- maximum 15-20 % (about 20 minutes) of lecture-based activity
- action based on experience emphasizing, for example, listening to and/or making music, about 30 % of the meeting, a good 30 minutes
- interaction and communication for 50% of the meeting (about an hour)
- altering these proportions should be minimized
- evaluation performed at the beginning, in the middle and at the end of the course: e.g. changes in stress levels via Firstbeat measuring instruments. In this way the customer gets concrete evidence of the meaning of improved well-being
- Equipment needed: data projector, computer, measuring instruments, audio equipment

Products

- Action based on experiences, operating at the interfaces of culture and the social and health field in a unique way
- courses meeting the needs and interests of each customer
- new initiatives and ideas
- Learning by experience: used in both art and popular music, information and learning from different genres and fields of music (composers, narratives, different eras etc.)
- Dance, movement and music: music and motion, body control and knowledge-producing experiences
- Choirs, singing together: “Karaoke bar”, well-being from singing

Marketing of the concept before piloting

- Marketing targets:
 - municipalities and associated institutions
 - children and young people: day care, schools
 - workplaces, companies
 - elderly people: day centres, old peoples' homes
 - hospitals

CRAFT CLINIC

“Creativity, know-how and products for the people liberated from the working world” - a form of action taking place every other week for one semester, offering the joy of doing and succeeding together with new dimensions of art and self. The aim of the Craft Club is to highlight the interaction between the culture, social and health fields. This is all based on experiencing and work done in groups. The clinic was run by Taito Aivia, the Crafts Association of Central Finland.

Target group: seniors recently retired from their jobs, pensioners and unemployed men and women. Marketing targets are municipalities and their institutions as well.

- ▶ Groups have 10 participants in each. The lessons are held in Finnish.
- ▶ Duration of the course: 72 hours, 18 meetings (every other week). 4 periods with different technical themes.
- ▶ The leader: visiting lecturers and guest professionals and a solid leader who is a professional in craft and group guidance.
- ▶ The courses include therapy workshops concentrating on well-being and good spirit once a month for an hour at a time. Themes: colours affecting the state of mind, courage, clothing, beauty, giving gifts, succeeding, self esteem, interaction, the internet as an information source and storage space.
- ▶ Equipment needed: evaluation instruments (Firstbeat), lecture room, data projector, computers and craft equipment.

SENIOR BAND PROJECT (Senior Clinic)

This project was originally begun by the Eino Roiha Foundation, working under the city and university together with JAMK University of Applied Sciences. Later on it was combined with the Wellness Clinics as one of its pilots. Two young musician-producers were hired to work in this project to plot the state of music-based activities in the region and improve the social and cultural services in the area by offering preventative, stimulating music clinics for the elderly.

Concept

- The original idea was to hunt down ex-musicians among the elderly in municipal day centres and hospital units. None were found during the screening of customers in the beginning, so the concept had to be re-thought.
- Aim: to produce music playing clubs for old, able elderly people, meeting weekly on about 15 occasions.
- Important to disassociate bands from singing groups and choirs already in existence around the region: the idea is to improve motor skills and provide new challenges.
- Action based on a belief in the positive impact of music and communal activity on an individual's well-being.
- Sessions consist of playing and singing together old, familiar songs (Christmas carols as well during the season), and also discussing them and the memories aroused.
- Instruments in use: mostly easy-to-play percussion instruments, though customers are encouraged to try more challenging instruments as well (e.g. the piano).
- Target group: elderly people in day centres. Two groups, about ten volunteers in each. Later also other customer groups will be considered (working adults, unemployed, young people, patients with memory disorders etc.).
- Leaders: the groups are led by two young professionals, of which one accompanies with on the piano/keyboards, and the other directs the group in simultaneous and precise rhythmic playing.
- One of the groups prepares a small performance for their Christmas party and also for the closing seminar of the project. In this way it is possible to evaluate the motivation and goal-oriented activity and spirit within the group, and compare it to the other group playing "just for fun".
- No clinical evaluation, feedback to be gathered from the units as well as the clients themselves.

Annex VI How did Jyväskylä come up with the theme of Culture and Wellness?

International context

Internationally creativity, culture and wellness are strong and powerful themes. The creative economy, combined with other fields such as technology, is increasingly seen as a driving force for economic development, which among others is a source of well-being.

Amsterdam workshop and seminar, “Towards a Pan-European initiative in support of innovative creative industries in Europe”, organised by the European Commission’s Enterprise and Industry Directorate in February 2010 discussed how to better link creativity and innovation together in order to foster the transition towards a knowledge-based economy in Europe. Jyväskylä chaired the session that considered creative clusters. The seminar identified key drivers for the emergence of favourable “eco-systems” for creative industries such as enabling competences, skills, technologies and the interplay between different innovation actors and institutions in this field. Based on this analysis, the possible scope and policy objectives for a more strategic European approach in support of innovation in creative industries was discussed and resulted in the “**Amsterdam Declaration**”. This declaration, for instance, welcomes the idea of establishing a European Creative Industries Alliance, urges the European Commission to promote a favourable “eco-system” for creative industries, in particular by developing new cluster concepts, as well as to develop more sophisticated business support measures and to facilitate the establishment of dedicated organisations. According to the declaration the regions, Member States and the European Commission should take action to raise the awareness of investors about the economic value and potential of creative industries, and recognise that lack of access to finance is a core barrier to growth for many businesses in the creative industries. The European Commission should further develop policy actions and an integrated and cross-sectoral European strategy for creative industries to be presented to the Council, the European Parliament and the Committee of the Regions.

After the Amsterdam Declaration, within the same themes but in a different context, **a green paper** (Unlocking the Potential of Cultural and Creative industries, European Commission) was published by the European Commission. The Green Paper conceives creative and cultural industries (the CCIs) as a force providing content to fuel digital devices and networks. As intensive users of technology, their demands also often spur adaptations and new developments of technology, providing innovation impulses to technology producers. It appears that companies that make proportionately larger use of services from the CCIs perform significantly better on innovation. Through the CCIs’ specific role at the core of the digital shift and the new trend towards the “experience economy” as well as through their ability to shape

or amplify social and cultural trends, and – therefore – consumer demand, CCIs play an important role in contributing to an innovation-friendly climate in Europe. This is an important theme taken on board in Jyväskylä, where (as in almost every Finnish city) often the greatest boundary is the attitude climate towards cultural activities – this has been obvious, for example, while promoting and conducting the Wellness Clinics.

The Commission Staff Working Document “Analysis of the consultation launched by the Green Paper on ‘Unlocking the potential of cultural and creative industries’” released in April 2011 states that CCIs will be a priority aspect of the Council Work Plan for Culture 2011-2014 in order to foster the potential of culture for local and regional development, as well as to improve cooperation on promotion of creative partnerships between culture and sectors such as education, training, business, research and the public sector. The Commission will also explore the possibilities for establishing culture sector skills councils at EU level. Evidently the Green Paper has achieved some concrete results.

The Creative Economy Green Paper by the Nordic Innovation Centre outlines approaches to cultural and creativity planning commonplace in the Nordic Region. To mention just a few, at the local level the centrality of culture to place-making, city competitiveness and social cohesion are widely understood and supported. The image-related reputations of safe, clean and clinical cities in the Nordic region must be turned into a positive force to support experimentation and “counter cultural experience”. This must be done by supporting marginal activity and diversity in order to make the Nordic region capitals as vibrant and capable creative economies as major cities such as New York and London.

National context

The Finnish Ministry of Employment and the Economy (www.tem.fi/index.phtml?l=en) is a loud advocate of the creative economy as a means to reach the goals of well-being and also economic gain. The creative economy stands for the new relationship between creativity and the public economy, in which the economic activity related to creative content and working models will increase in our society. Changes will occur in the forms of working life as well as creative entrepreneurship. This turning point will enrich the product and service environment, and enable it to deliver more well-being and quality of life.

Making the most of creative knowledge in entrepreneurship will create a good deal of possibilities for innovations, as well as growth within the international field, which will lead to an increase in Finland’s competitiveness. The Council of State’s goal for the future is to encourage creative entrepreneurship and broad and profitable business activities in the international market.

To achieve this goal, the Finnish Ministry of Employment and the Economy has established a two-year strategic plan for the creative economy, which is set to:

- ▶ Develop the working environments of creative entrepreneurship
- ▶ Take advantage of creative work and knowledge in the job market
- ▶ Develop new product development and funding models
- ▶ Produce research-based and visionary knowledge of the future

The Finnish Ministry of Employment and the Economy has stressed the importance of the creative field, and instead of involving only entrepreneurs or businesses, this theme has managed to reach people from the cultural and well-being sectors. Cooperation between these fields is enormously important for the development of culture and well-being combined. One sign of the recognition of the matter are the actions of the Finnish government, which issued a resolution in a government strategy document in 2007. This connection adopted a Policy Programme for Health Promotion. In this context, preparations were launched for a programme to enhance the contribution of art and culture to health and well-being 2010–2014. This review was conducted by the **Ministry of Culture and Education** (www.minedu.fi/OPM/?lang=en), and was later named Art and culture for well-being and completed in January 2010.

The aim of the Art and culture for well-being programme is to promote well-being and health by means of art and culture and to enhance inclusion at the individual, community and societal levels. The three priority areas in it are:

1. Culture in promoting social inclusion, capacity building, networking and participation in daily life and living environments
2. Art and culture as part of social welfare and health promotion and
3. Art and culture in support of well-being and health at work

Altogether 18 concrete actions were geared to promote health and well-being through art and culture. They are grouped into actions relating to

1. Legislation, administration and funding
2. Cooperation between the public, private and third sectors
3. Research and the knowledge base

4. Education and training

5. Information

The review was submitted to the Finnish Council of State, which gave responsibility for implementing these actions to the Ministries of Education and Culture, Social Affairs and Health, Employment and the Economy and the Ministry of the Environment.

The Finnish Institute of Occupational Health (www.thl.fi/en_US/web/en) has a department for working communities and organizations which has defined the areas that should be researched with regard to the connections between culture and wellness. These themes are:

- ▶ Culture and the increase and maintaining of innovativeness at the individual, group and organizational level
- ▶ Culture and its effects on recurring processes, especially on a mental level
- ▶ Culture as coping
- ▶ Different comparative research plans and interventions in different kinds of work
- ▶ Culture hobbies and activities as enhancers of ability to work, also during periods of unemployment
- ▶ The role of culture and artistic ways of acting in work orientation and mentoring

The Age Institute (www.ikainstituutti.fi/in+english) has enthroned culture as one of its wellness themes for the period 2007-2012. The Institute concentrates on promoting the health, functional capacity and quality of life of older people through research, development and training. Their research and development is mostly focused on the assessment of individual physical functional capacity and the understanding and support of exercise behaviour as part of a healthy life style, but during this period they are also focusing on culture and voluntary work. The Institute develops the voluntary and cultural activities of older adults and organizations not only through research, but also via applications, training and communication. In the recent past Jyväskylä has been invited to work in co-operation with certain Age Institute projects, but decisions on these are still awaited.

Regional context

Regionally the most important institution is the **Regional Council of Central Finland** (www.keskisuomi.fi/in_english/briefly_in_english), a joint municipal authority that comprises all of Central Finland's 23 municipalities. The aim of it is to promote quality of life and safeguard the well-being of people throughout the region. The Regional Plan sets guidelines for regional development over the long term (20-30 years). The regional programme reconciles and directs, in accordance with guidelines laid down in the regional plan, European Union, state and regional development programmes and resources (3-5 years). The Regional Council has during a few years produced projects, events and initiatives such as:

***Luova Foorumi** (Creative Forum)* is a forum which gathered together all the creative parties in the region and was working quite well, but has now been brought to an end.

***Maali** (Goal)* is a project combining creative industries and traditional industries (e.g. service design combined with bioenergy, new media combined with wood processing). The idea is to bring added value to technology and industrial fields with the help of creative industries in order to improve market value and competitive capacity. This project ran from 2009 to 2011.

CREA.RE – Creative Regions (from 2010 to 2012) – an Interreg IVC project that seeks to integrate the creative sector into regional development strategy and advance creative networks as drivers of social development. Under the flag of CREA.RE Jyväskylä has created a Network of Creative Developers, a group consisting of around 15 important cultural professionals in the region. They meet regularly to discuss the state of regional culture and the creative economy in order to find new ways of thinking and acting.

***Kulttuurista hyvinvointia** (Well-being from Culture seminar)* – a seminar arranged by the City of Jyväskylä and the Regional Council of Central Finland was held at the university in October 2010. Themes discussed ranged over the future of culture and wellness, cultural hobbies affecting the length of the life span, the effects of culture on the lives of old people and children and the healing and rehabilitating effects of music. The seminar was successful, crowded and sparked lively debate.

The most important output of the regional council is the annually updated list of Lead Plans in the Region, which takes account of the needs of every municipality and area in the region, and of which the on-going plans concerning creativity and culture are:

Lake Päijänne Nature Centre: Lake Päijänne and surroundings as a biosphere area

project. This project aims at creating new ways to promote experience tourism in the area of Lake Päijänne - also thoughts on establishing a UNESCO biosphere model area have been aroused.

Well-being at Work by means of Art and Culture: A plan with the vision of providing training and consulting help, professional services, staff development and different kinds of customer-oriented cooperation in an innovative way. The aim is to develop new models of service concepts and innovative business ideas in order to increase inhabitants' well-being at work. One important task is to find new ways to import creative methods and processes to workplaces, and especially to properly coordinate and manage them.

Jyväskylä Regional Development Company Jykes Ltd (www.jykes.fi/en/) is another important actor in the regional field. It aims to create a favourable business environment and to improve cooperation between companies and the public sector by offering expertise, support and various networks for companies. In so doing Jykes creates opportunities and the prerequisites for profitable business operations. The task is to develop the innovation environment and technological clusters, and to implement the Jyväskylä Region Centre of Expertise Programme. Jykes' most important actions in the creative and wellness fields are:

Jalostamo (Refinery), which is a consulting service for companies working or beginning to work in the creative field. It delivers advice on challenges such as establishing and designing business, marketing and selling, contract jurisprudence, financing, networking, internationalisation etc. Refinery operates at the national level.

Sauna from Finland is a registered voluntary association which aims to develop and foster Finnish sauna culture and business activity, support Finnish sauna-related services and new innovations, utilise Finnish sauna culture and know-how for the benefit of business and communities and advance trading, employment and the competitiveness of its members. To achieve its aims, the association functions as a catalyst for new initiatives and promotions. It organises meetings, training and presentations and manages the overall marketing and publishing activities and research into the industry. In addition, the association represents its members both in Finland and abroad by coordinating and supporting a number of projects and incentives.

Yritysten Taitava Keski-Suomi (Competence for Enterprise Central Finland) (www.yritystentaitava.fi/?DeptID=15765) is development activity which allows companies in Central Finland to manage and implement measures to boost the expertise of their personnel not only more effectively than before but also as part of the company's busi-

ness development efforts. This happens through learning, networking and development innovations, which all are provided via expertise managers employed by this service.

Also operating at the regional level are the **Federation of Finnish Enterprises – Central Finland** and **Central Finland Chamber of Commerce** (www.centralfinlandchamber.fi/index.html), which is charged with the task of improving the competitive ability of business in Central Finland and strengthening the preconditions for successful operation. In accordance with its values the chamber is a dependable partner that acts rapidly and in a spirit of cooperation with a view to boosting expertise in the region.

Science Park, Technopolis works to discover new companies and help them grow and succeed. The versatile, high-quality business services supplied by Technopolis improve corporate efficiency and competitiveness. They also promote employee well-being. As can clearly be observed, creativity and cooperation are strong themes at the regional level.



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