



aalborgplus10



LAHTI SUSTAINABILITY PROGRAMME 2011

LAHTI

SUSTAINABILITY PROGRAMME ACTIVITIES IN LAHTI

1

INTRODUCTION

The vision of the City of Lahti is to be a vital, attractive and environment-focused city (Appendix 1). The Strategy contains ambitious targets, such as working towards making Lahti a pioneer in sustainable development. The Strategy 2025 of the City of Lahti highlights the social, economic and environmental issues related to sustainable development. Consequently the Strategy covers the different aspects of the Aalborg Commitments (Appendix 2) quite comprehensively.

The Aalborg Commitments is a sustainable development framework designed for local governments. At the moment, 648 local governments throughout Europe have signed the Commitments. The Aalborg Commitments consist of 50 individual Commitments that encompass different aspects of sustainable development. With the Commitments, a municipality can review its own operations with regard to sustainable development criteria and set targets for promoting sustainable development.

The City of Lahti is carrying out several processes that support the Aalborg Commitments, including the strategy process, preparation of the master plan, climate work, regional public transport planning, the development of a welfare plan for children and young people, the implementation of the Chronic Care Model, and the description and development of service processes.

Thus, the role that the Aalborg Commitment activities play in Lahti is mainly to monitor how well the City's Strategy and its execution processes support sustainable development.

THE AALBORG COMMITMENTS IN LAHTI

The Lahti City Council signed the Aalborg Commitments in October 2007. Upon signing the Commitments, the City of Lahti committed to preparing a Baseline Review on its sustainability status, to setting targets for promoting sustainable development in its activities and to turning these targets into concrete actions. When a municipality reviews its operations and their sustainability, the Aalborg Commitments serve as a benchmark and a target level to strive for.

After the Commitments had been signed, the Environmental Steering Group of the Lahti City Region delegated the responsibility of coordinating the Commitment activities to the Lahti Region Environmental Service. To advance the Commitment activities, an Aalborg committee was established, with representatives from the entire city organisation (Appendix 3). The committee directed the Aalborg Commitments Baseline Review process, which resulted in the Status of Sustainability in Lahti 2009 report. The report discussed all 10 aspects of the Aalborg Commitment very extensively. Work was continued by defining priorities for current sustainability focus areas, by defining the City's targets in the promotion of sustainable development and by documenting the actions for implementing these targets.

These targets and actions will be presented in this Lahti Sustainability Programme report.

The report has been compiled in cooperation with teams representing different City sectors (Appendix 3) and with the more extensive Aalborg committee. For Commitment activities, the significance of the Aalborg Commitments for the City of Lahti was assessed and the Commitments that were considered the most crucial were selected for closer inspection. Already at an early stage, the Aalborg committee defined "Local management towards sustainability" and "Responsible consumption" as themes that each sector should promote in their activities and for which they should define supporting actions. Enhancement of participation is another theme that applies to the entire city organisation. In addition to themes applicable to all sectors, each sector had the opportunity to define targets and actions for the promotion of sustainable development in their own activities.

The Aalborg Commitments:
2. Local management towards sustainability (2.1, 2.2, 2.3, 2.4, 2.5)
10. Local to global (10.1, 10.2, 10.3, 10.4, 10.5)

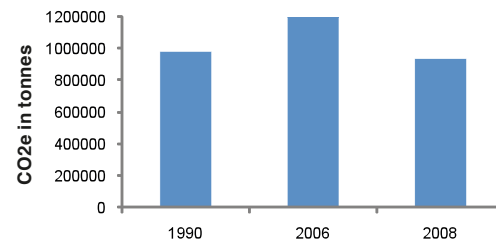
2.1 GENERAL

The City of Lahti has set for itself the target of becoming a leading environment-focused city and a pioneer in climate work. The City strives to take sustainability targets into account comprehensively in all its activities, and Lahti's greenhouse gas emissions will be halved from the 1990 level by 2025. To reach these targets, a Green City development programme was established in 2010, including extensive development projects and practical measures. The first Green City pilot projects were launched in early 2011, and during the year, the first steps will be taken in the implementation of the Green Office environmental programme, developed by the WWF, in the city organisation.

In 2009, a common climate programme was drawn up for Lahti, Hollola and Nastola. The aim of the programme is

to concentrate, at early stages, on those climate emission reduction measures that cities and municipalities can implement themselves. The climate working group implementing the programme includes representatives from the Technical and Environmental Service of the City of Lahti, the Facility Centre, the Lahti City Region Procurement Unit, Lahti Energy Ltd, Päijät-Häme Waste Disposal Ltd. and the municipalities of Hollola and Nastola. This report highlights some of the targets related to climate work, particularly those related to traffic and land use (Chapter 6, Our living environment). The progress of the climate programme is reported on annually. More detailed information on targets and actions can be found in these reports.

Greenhouse gas emissions in Lahti



2.2 OPERATIONAL GUIDELINES AND TARGETS

One of the aims of the Lahti City Strategy is to direct the city organisation towards sustainability. The City's staff plays a key role in reaching the sustainability targets and finding so-

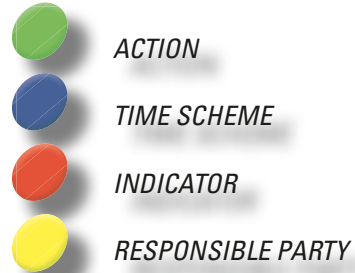
lutions. Increasing the staff's environmental awareness and improving communications are themes that came up in the Aalborg Commitment activities in different sectors. The City of Lahti has decided to adopt the Green Office environmental system which enables the City to reduce the environmental load of its premises. The programme helps in increasing the staff's environmental awareness, motivating them to act in an environmentally friendly way, while also generating cost savings. The City of Lahti has compiled an Eco-Guide for all employees but no measures for taking it into use widely in the organisation or monitoring its use have been carried out. The Green Office system ensures that the improvement of environmental efficiency in the premises of the City of Lahti is long-term and systematic.

A general target for the city organisation is to better integrate sustainability issues into the management system. Potential measures for achieving this include the incorporation of environmental issues in the process descriptions in the IMS management system that has been implemented in the city organisation as well as the inclusion of sustainability issues in performance reviews, the bonus system and management reviews. It is also possible to prepare sector or unit-specific sustainability action plans, as will be done by the Youth Services.



OPERATIONAL GUIDELINES AND TARGETS IN A NUTSHELL

Lahti City Strategy 2025:
The city organisation operates in an environment-focused manner. Energy efficiency and the reduction of climate and environmental impacts are taken into account in all planning, design and operations.



Target: Reducing the city organisation's environmental impacts and increasing the staff's environmental awareness

A pilot project for the Green Office environmental system in the city organisation in 2011; spreading the operational model throughout the entire organisation in 2013

Ongoing

Central Administration

Target: Taking sustainability better into account in the management system

When it comes to process descriptions, sustainability indicators will be included in the IMS documentation whenever applicable

By 2013

Assessment of IMS documents

All sectors

Defining sustainability targets for the Youth Services and preparing an action plan

2011

The completion of a sustainability action plan for 2011–2012

Youth Services

Sports and Cultural Services will participate in the inter-municipality cooperation to develop nationwide measures, key figures and indicators. On the basis of this cooperation, it will prepare local monitoring methods and tools for assessing efficiency, economy, quality, profitability, and effectiveness of activities.

2010-2012

Sports and Cultural Services

Defining and implementing profitability and performance indicators for the Social and Health Sector

2011-2012

Social and Health Sector

2.3 BEST PRACTICES

The Youth Services sustainability group

A sustainability development group has been appointed for the Youth Services. The group includes representatives from each of the four Youth Services operating units. The aim of the development group is to contemplate how the Youth Services operations relate to different aspects of sustainability and various projects of the city organisation.

The Green Office environmental system

In 2011, the City of Lahti will launch the implementation of the WWF's Green Office environmental programme in certain pilot projects. The WWF awards the Green Office designation to organisations in which the environmen-

tal system fulfils the defined criteria. The Green Office programme is based on the principles of the ISO 14001 and EMAS environmental systems.

In the City of Lahti, an individual practical environmental programme will be established for each unit participating in the programme. The aims of these programmes include saving energy, reducing waste, improving recycling and sorting systems, taking environmental aspects into account in procurement, and staff communications. The City aims at continuous improvement in environmental issues, and the achieving of the targets is monitored using selected numerical indicators. Information regarding these indicators is reported to the WWF annually. In the future, the City of Lahti wants to develop the Green Office system towards real-time consumption monitoring and to make it an operational environment that actively offers services for the user.

PARTICIPATION AND SUPPORT FOR COMMUNALITY

3

The Aalborg Commitments: 1. Governance (1.2, 1.3 ja 1.5)

3.1 GENERAL

The City aims at promoting the residents' participation in decision-making which affects their lives and living environment. In some situations, e.g. in connection with city planning, the law requires that such opportunities for participation be arranged, but the City's operations are aiming for a level of participation that clearly exceeds these legal requirements.

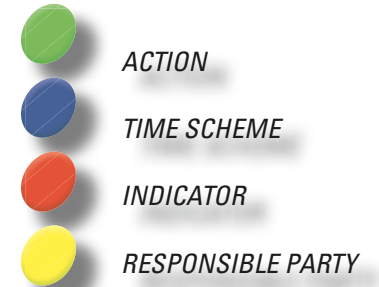
Opportunities for participation are constantly developed, and the use of Internet and social media in particular in the promotion of participation is currently being investigated. The participation of young people is encouraged by implementing a model offering young people the opportunity to get their voices heard, for instance.



3.2 OPERATIONAL GUIDELINES AND TARGETS

OPERATIONAL GUIDELINES AND TARGETS IN A NUTSHELL

Lahti City Strategy 2025: Residents are being encouraged to participate in the development of their living environment and the services they use, and new modes of participation are developed. Tolerance, multiculturalism, communality, and the activities of communities are being supported.



Target: Increasing the residents' opportunities to participate

Action The residents' participation is encouraged by increasing opportunities for participation and by providing electronic communications about these opportunities. The City actively seeks new methods to promote the dialogue between residents and the city organisation.

Time Scheme Ongoing

Indicator Use of the Technical and Environmental Service's electronic feedback system, the number of community meetings in land use planning, the number of community meetings in environmental counselling

Responsible Party Technical and Environmental Services

Action Promoting the creation of forums and developing residential activities, such as Neighbourhood trustee activities and the Oma Teko resident forum

Time Scheme Ongoing

Indicator The number of Neighbourhood trustees, the number of visitors on the Oma Teko resident forum's Facebook site

Responsible Party Technical and Environmental Service / Lahti Region Environmental Service

Target: Creating a foundation for increasing young people’s participation

- Utilising social media to increase young people’s participation
- Ongoing
- New methods in use in 2011
- Youth Services

- Increasing the use of the model that offers young people the opportunity to get their voices heard in the Youth Services and marketing the model at the city level
- 2011- 2012
- Meetings with young people in the Youth Services, meetings at the city level
- Youth Services

- Establishing a Youth Services development group consisting of young people
- 2011
- The group has been established and is active
- Youth Services



POLL BY THE REPPU GROUP

In connection with the preparation of the Sustainability Programme, a small poll on the City’s services, environmental work and participation opportunities was organised among residents. The poll was carried out as interviews by young people participating in the Reppu workshops organised by the Youth Services. Most of the respondents were young, too. In addition, some Neighbourhood trustees were interviewed. The majority of the respondents had used health, sports and cultural services offered by the City. The respondents were mainly satisfied with the quality of services, but slightly over half of them considered services not to be equitable. Factors behind this opinion include first and foremost the need to queue for services and, to a lesser degree, the price of services. The respondents wished that in the future, the City would invest particularly in preventive services and services in their vicinity. Furthermore, the City should support communality by maintaining premises where meetings can be held.

According to the respondents, Lahti’s “environment-focused city” target is not visible in the City’s operations. Nearly all of the respondents were of the opinion that an environment-focused city should invest in public transport. Other significant issues for the respondents included nature and waterways, energy consumption and production, and environmental education. Most of the respondents commented that they get enough information about issues influencing themselves, but over half considered their influencing opportunities poor. On the other hand, nearly half of the respondents would not want to participate in development more than they currently do. The respondents also hoped that there would be opportunities to participate through social media and polls.



3.3 BEST PRACTICES

The model offering young people the opportunity to get their voices heard

Since autumn 2008, Lahti has used a special model offering young people the opportunity to get their voices heard, enabling the City to gather young people's opinions and views when making preparations for decision-making. When a city employee prepares an issue and wishes to learn young people's opinions, the employee can contact the Youth Services, which in turn presents the issue to the young people concerned. Views and opinions can be gathered in secondary schools, in youth centres or at the Youth Council. The Youth Services collects the feedback and delivers it to the city employee. After decision-making, young people are informed of how their opinions influenced the processing and decision-making in the issue.

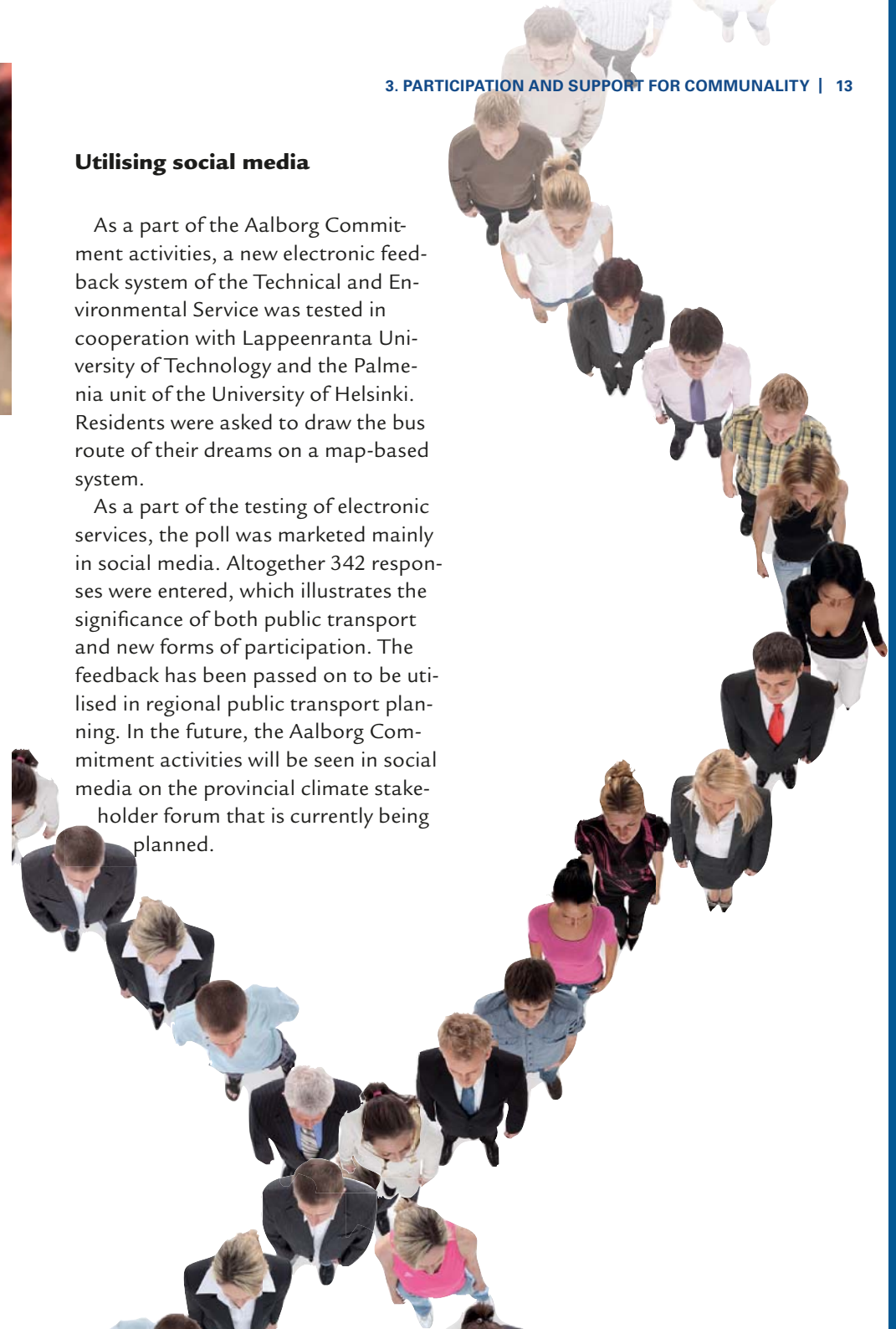
Cooperation with residents

Forms of cooperation with residents include Neighbourhood trustee activities coordinated by the Lahti Region Environmental Service and the Oma Teko resident forum, for instance. Neighbourhood trustees act as an intermediary between residents and officials, and Oma Teko is a free-form forum for sharing good climate practices and for learning from others. Cooperation with immigrants aims at encouraging them to participate in the development of their living environment. The Technical and Environmental Services has ongoing suburban development projects that seek to develop suburbs into more functional and attractive residential areas and to encourage residents to participate in this development. In addition, the Municipal Engineering has established a council of residents that provides the City with feedback on the level of street maintenance, which in turn affects the remunerations paid for the street maintenance contractors, for instance.

Utilising social media

As a part of the Aalborg Commitment activities, a new electronic feedback system of the Technical and Environmental Service was tested in cooperation with Lappeenranta University of Technology and the Palménia unit of the University of Helsinki. Residents were asked to draw the bus route of their dreams on a map-based system.

As a part of the testing of electronic services, the poll was marketed mainly in social media. Altogether 342 responses were entered, which illustrates the significance of both public transport and new forms of participation. The feedback has been passed on to be utilised in regional public transport planning. In the future, the Aalborg Commitment activities will be seen in social media on the provincial climate stakeholder forum that is currently being planned.





RESPONSIBLE CONSUMPTION AND SUSTAINABLE PROCUREMENT

4

The Aalborg Commitments:

- 3. Natural common goods Energy consumption, renewable energy (3.1)
- 4. Responsible consumption and lifestyle choices (4.1, 4.2, 4.3, 4.4 ja 4.5)

4.1 GENERAL

In the City’s operations, responsible consumption means energy saving, energy efficiency improvement, waste volume reduction and more efficient recycling, sustainable procurement, and the reduction of environmental impacts caused by mobility. The City can both serve as a good example for others and significantly influence land use and traffic, for instance, with its decisions.

4.2 OPERATIONAL GUIDELINES AND TARGETS





The City of Lahti has signed an energy efficiency agreement with the Ministry of Employment and the Economy, according to which energy consumption will be reduced by 9% from the 2005 level by 2016. As a part of the agreement, the Facility Centre

has prepared a plan for 2010–2016 for increasing the efficiency of energy use, among other measures. Reports on the achievement of targets are compiled regularly. In spring 2011, the revised version of the Lahti City Strategy was approved by the City Council. It sets a substantially higher target of 15% energy savings by 2016. In addition to reducing energy consumption, the City aims at gradually moving towards energy produced from renewable sources. The target is that by the end of 2012, 40% of electricity consumed will originate from renewable sources. Currently, the Lahti City Hall and the Sibelius Hall use renewable energy. Lahti Energy Ltd, an energy company belonging to the city organisation, also aims at increasing the amount of energy produced using renewable sources.


In order to reduce environmental load, the City also tries to observe the principles of sustainable development in its procurement, reduce the generation of waste, promote recycling, and reduce the environmental impacts of transportation, for instance. The aim of resident counselling and education is to increase environmental awareness and promote e.g. energy-efficient renovation and construction. At schools and day-care centres the objective is to adopt sustainability programmes.





OPERATIONAL GUIDELINES AND TARGETS IN A NUTSHELL





Lahti City Strategy 2025: The city organisation operates in an environment-focused manner. Energy efficiency and the reduction of climate and environmental impacts are taken into account in all planning, design and operations.




-  ACTION
-  TIME SCHEME
-  INDICATOR
-  RESPONSIBLE PARTY

The total energy consumption in public buildings of the City of Lahti will be reduced by 6% by 2013 and by 15% by 2016

-  Energy consumption (heat and electricity)

-  Implementing the energy efficiency agreement of the City of Lahti
-  2008 -2016
-  Energy consumption and the indicators in the energy efficiency agreement
-  Facility Centre, Lahden Talot Oy, Municipal Engineering, Lahti Aqua Ltd

-  An energy saving pilot project at the Kannas upper secondary school
-  2011-2012
-  Energy consumption in 2011 and 2010
-  Educational and Cultural Affairs / Upper Secondary School Services

-  An energy saving competition for schools and day-care centres in connection with the Energy Saving Week
-  2011
-  Educational and Cultural Affairs / Unit for Education of Children and Young People

Target: The Lahti City Region Procurement Unit will take environmental aspects into account in 50% of competitive procurement by 2013

- Developing competitive procurement, the City's internal communications, benchmarking with other cities
- 2011-2013
- The percentage of competitive procurement in which environmental aspects are taken into account
- Lahti City Region Procurement Unit

Target: Observing sustainable development principles and material efficiency in procurement

- Ongoing

● Taking environmental aspects into account in the preparation of invitations to tender when defining the tendering object (minimum requirements, comparison criteria)

- All sectors

● Revising the invitation to tender documents in the Technical and Environmental Services so that sustainable development is taken into account better than before

- Technical and Environmental Services

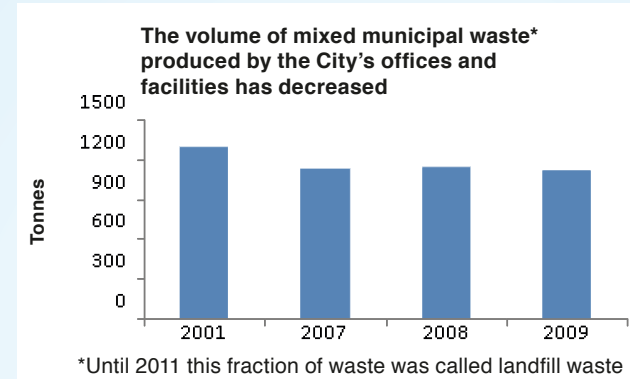
● Reviewing the guidelines of the Lahti City Region Procurement Unit

- Lahti City Region Procurement Unit

Target: Reducing the volume of mixed municipal waste, increasing the percentage of recycling

- Ongoing

● The volume of mixed municipal waste produced by the City's offices and facilities



● Ensuring that sorting at the source is carried out at all of the City's premises as a part of the Green Office pilot project

- Central Administration

● Organising waste management training for the Social and Health Sector staff

- Social and Health Sector

Target: Reducing the environmental impacts of the city organisation's transportation

● Investigating the possibilities for improving logistics in home care provided by the Social and Health Sector and in the Municipal Engineering's transportation with regard to goods traffic and waste management

- 2011

- Social and Health Sector, Municipal Engineering




● Providing electric cars for home care services

- 2011



- Social and Health Sector



OPERATIONAL GUIDELINES AND TARGETS IN A NUTSHELL



Lahti City Strategy 2025: The City encourages and guides residents and other parties to act in an environmentally friendly way.

-  ACTION
-  TIME SCHEME
-  INDICATOR
-  RESPONSIBLE PARTY





Target: By 2013, at least half of new buildings under the authority of the Lahti Region Building Inspection will fulfil low-energy or stricter criteria. In 15% of new buildings, energy efficiency exceeds the regulatory requirements in 2011.





-  2011 - 2013
-  Energy efficiency of residential buildings / energy certificates





-  Developing quality control for new buildings, hiring a quality and energy engineer
-  Lahti Region Building Inspection

-  Developing means for guidance, incentives and counselling for new construction production and renovation as part of the Green City project
-  Lahti Region Building Inspection





Target: Developing the distribution of environmental information and counselling

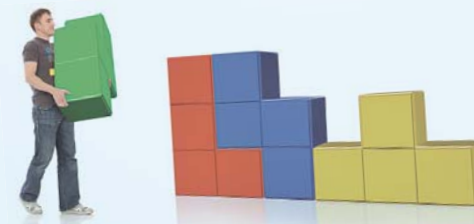
-  Organising “Environmental counselling on wheels” tours with the Kaisla car
-  Ongoing
-  Number of visitors on tours
-  Lahti Region Environmental Service / Environmental Counselling

-  Organising an Environmental Week
-  Annually
-  Number of participants of the Environmental Week
-  Lahti Region Environmental Service / Environmental Counselling

-  Actively seeking to participate in development projects that increase environmental awareness
-  Ongoing
-  Number of actual projects
-  Lahti Region Environmental Service, Educational and Cultural Affairs, Central Administration

Target: Developing sustainability, such as Green Flag activities, at schools and day-care centres

-  All schools have an environmental target for their activities
-  Ongoing
-  Environmental targets of schools in annual work plans / number of Green Flag schools and schools with an environmental certificate
-  Educational and Cultural Affairs / Unit for Education of Children and Young People





4.3 BEST PRACTICES

Proactive building inspection

At the beginning of 2011, the Lahti Region Building Inspection initiated a pilot project for developing proactive building inspection. The project is part of the Green City project. With proactive building inspection one can significantly influence energy use in new buildings and in this way affect greenhouse gas emissions. At the same time, consumers receive impartial information on the environmental impacts and costs of different heating options and building methods from a lifecycle perspective. A crucial part of these activities is the development of quality control for new buildings, and in the future, this operational model will be extended to renovation as well.

Lahden Ateria reduces its carbon footprint

Lahden Ateria is a unit in the city organisation that prepares over 4 million meals each year for schools, day-care centres, hospitals, home care clients and the city's staff, for instance. Lahden Ateria strives to make procurement environmentally friendly by favouring domestic ingredients and seasonal produce and by considering the carbon footprint of purchased food. In 2010, the unit managed to reduce the carbon footprint of purchased food by approximately 10% by substituting some of the beef and rice used, for instance, with alternatives which have a lower environmental load. The Lahden Ateria kitchens have also joined the Steps to Organic programme which – as its name indicates – aims at gradually increasing the use of organic products.

The Social and Health Sector takes waste volumes and transportation under scrutiny

A study on the development of waste management has been carried out in the Social and Health Sector, and work continues with training and the preparation of waste management plans for different premises. An important aspect of the training is getting employees from different departments to participate in waste management planning in order to ensure the functionality of practical solutions. The sector has also initiated a study on the possibilities of reducing environmental impacts caused by home care transportation and of taking electric cars into use.



IMPROVEMENT OF RESIDENTS' WELLBEING

5

The Aalborg Commitments:

7. Local action for health (7.1, 7.3 ja 7.4)

9. Social equity and justice (9.2 ja 9.4)

5.1 GENERAL

In connection with the Aalborg Commitments Baseline Review, improvement of resource allocation in preventive measures was considered a particular development challenge when improving residents' wellbeing. In line with the Baseline Review, this Sustainability Programme seeks to particularly highlight preventive measures and their resource allocation.

Since 2007, the City of Lahti has published a Wellbeing Report and a Wellbeing Review. The Wellbeing Report is published once in the term of office of each City Council and the Wellbeing Review is published annually. These reports provide information on how wellbeing manifests itself and also describes any changes in wellbeing and their influencing factors.



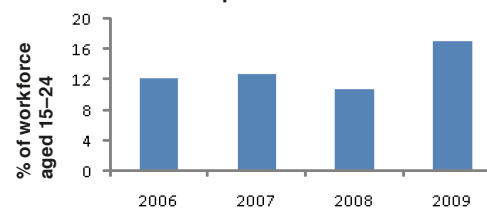
5.2 OPERATIONAL GUIDELINES AND TARGETS

One of the aims in the Lahti City Strategy is to prevent social exclusion and the accumulation of underprivilegedness. In the prevention of social exclusion, a special focus group is children and young people. Lahti has also prepared a Wellbeing Plan for Children and Young People which describes the service network supporting wellbeing of children, young people and families as well as the child welfare service system. The Social and Health Sector invests in preventive measures through implementation of various operational models, such as Icehearts and Time Out (see Best Practices, pp. 28–29).

In Lahti, the unemployment rate is above the Finnish average even though employment has improved after the latest recession. Attention has been paid in particular to reducing youth unemployment by developing cooperation between the Youth Services, adult social services and employment services. In the future, the aim is to expand transitional stage work, which supports the

transition from comprehensive school to further studies through cooperation of student counselling, secondary level educational institutes and the Youth Services. The scope of this work includes all young people who are finishing the comprehensive school and have not acquired a place in further studies and, whenever possible, young people who have dropped out of further studies.

The number of unemployed young people has taken an upward turn in Lahti



Sports and Cultural Services play a significant role in the prevention of social exclusion. They support wellbeing, increase residents' activity, maintain the ability to cope, increase participation, enhance physical and mental agility, and offer opportunities to experience communality. Lahti's aim is that 30% of the population and 50% of children and young people will practise sports in sports clubs, groups arranged by the City's sports services or supported organisations. The City organises a diverse range of cultural activities and also supports third sector activities by providing premises and project subsidies, for instance.





The City of Lahti aims at improving residents' wellbeing by improving the quality and effectiveness of services. The development of services concentrates in particular on low threshold

services (see Best Practices, pp. 28–29) Wellbeing of the elderly and the chronically ill is supported through home rehabilitation and the implementation of the Chronic Care Model. The objective of the first of these activities is to support a client's ability to cope at home in all aspects and in this manner to prevent the decline of the ability to cope and decrease the risk of being institutionalised. Activities are based on a comprehensive assessment of the ability to cope carried out at the client's home and on a home rehabilitation plan drawn up together with the client. Also in the Lahti City Disability Policy Programme 2011–2016 one of the key targets is to support the opportunity for seriously disabled persons to live independently. For its part, the Chronic Care Model aims at making treatment of the chronically ill more proactive and systematic. The goal is a patient-focused approach as well as prevention and treatment which have a positive effect on health.








OPERATIONAL GUIDELINES AND TARGETS IN A NUTSHELL

Lahti City Strategy 2025: The City prevents social exclusion and accumulation of underprivilegedness. Tolerance, multiculturalism, community, and the activities of communities are being supported.


-  ACTION
-  TIME SCHEME
-  INDICATOR
-  RESPONSIBLE PARTY


Target: Preventing social exclusion of children and young people


-  Updating the Wellbeing Plan for Children and Young People and monitoring how targets are achieved
-  Ongoing
-  Results of the national school health survey
-  Social and Health Sector, Educational and Cultural Affairs / Unit for Education of Children and Young People

 Implementing the Icehearts operational model


 Ongoing

 Number of participants

 Social and Health Sector, Educational and Cultural Affairs


 Adopting the Time Out operational model


 2011


 Number of participants


 Social and Health Sector

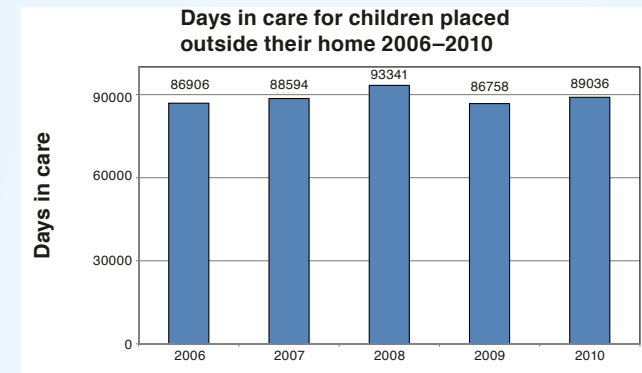


 Reducing the need to place children in care outside their home


 2010-2012

 Days in care, the target is a 3% reduction by 2012


 Child welfare




Target: A good rate (98% of the age group in question) of transition from the comprehensive school to further studies

 Making transitional stage work more efficient


 Ongoing


 Students' transition to further studies

 Educational and Cultural Affairs / Basic Education

Target: High-quality education in upper secondary schools: The results in the obligatory subjects of the matriculation examination on the national average level; 80% of students taking the matriculation examination complete upper secondary school studies in three years





 Ongoing





 Learning results, the completion of upper secondary school studies

 Educational and Cultural Affairs / Education in Upper Secondary Schools

Target: Preventing social exclusion through cultural and sports services

-  The Sports Services supports leisure activities provided by the third sector
-  Ongoing
-  Participants in organised sports activities, supported by the Sports Services in various ways. Target level 30% of all residents and 50% of children and young people.
-  Educational and Cultural Affairs / Sports Services





-  Supporting cultural leisure activities provided by the third sector
-  Ongoing
-  Number of project subsidies. Number of workshops and cultural events organised
-  Educational and Cultural Affairs / Culture Centre

-  The City Theatre, the City Orchestra and the City Museum arrange free events and special offers for the unemployed, for instance
-  Ongoing
-  Number of events organised and offers realised
-  Educational and Cultural Affairs / Lahti City Theatre, Lahti City Orchestra, Lahti City Museum











OPERATIONAL GUIDELINES AND TARGETS IN A NUTSHELL





Lahti City Strategy 2025: The City secures prerequisites for residents' well-being... The availability of outpatient services is developed, along with preventive measures.

-  ACTION
-  TIME SCHEME
-  INDICATOR
-  RESPONSIBLE PARTY

Target: Promoting residents' wellbeing


-  Developing low threshold services: electronic services provided by Päijät-Neuvo, continuing the implementation pilot project of a service voucher for families with children, establishing one new Health Kiosk
-  2011-2013
-  Customer satisfaction survey results
-  Social and Health Sector


-  Implementing a model for assisted home rehabilitation
-  Ongoing
-  Number of participants
-  Social and Health Sector


-  Implementing the Chronic Care Model
-  2011
-  Number of participants
-  Social and Health Sector





Target: Ensuring that the seriously disabled have an opportunity for independent living and that living services can be provided, when necessary, while maintaining the integrity of the family unit


 Ongoing


 Defining a service plan for establishing the disabled person's need for services and support measures

 Social and Health Sector

 Ensuring sufficient resources for arranging days off for family care givers and promoting their ability to cope mentally

 Social and Health Sector

 Developing and monitoring activities at the Apuri personal assistance centre

 Social and Health Sector

and during free time through exercise and team sport. The aim of Icehearts is to prevent social exclusion, improve social skills, and provide children with a long-term, safe adult contact through different phases of growth. Children in danger of being socially excluded are selected as participants on the teams, and according to their interests, the teams play ice hockey or football, for instance. In Lahti, the Icehearts operational model was launched in autumn 2010. The participants are boys at pre-schools and primary schools who need support. The aim is that the teams operate for 12 years, until the boys are 18 years old.



Time Out

The Time Out operational model seeks to promote the wellbeing of young men and to prevent development that can lead to social exclusion. Activities are carried out in cooperation by municipalities, the Finnish Defence Forces and the Centre for Non-military Service. The target group includes the entire conscripted age group, with particular attention to those who are not accepted to service and those who drop out from the military or non-military service. In the support service, each young person receives a personal counsellor, support in managing one's life as well as information and counselling with regard to available services. In Lahti, the operational model will be launched in 2011.

Low threshold services support wellbeing

The services development work concentrates in particular on low threshold services. A Health Kiosk has been established in the Trio shopping centre, offering diverse health care services without an appointment. In addition, the Health Kiosk arranges theme days, offers group instruction, and lends sports equipment. The service has proven so successful that another Health Kiosk will be established in Lahti. The development of low threshold services also includes work related to electronic services and the service voucher.

5.3 BEST PRACTICES

Workshops provide food for thought and skills for life

The Lahti Youth Services, in cooperation with other parties, arranges versatile employment and special services for young people. The Akseli workshops offer different types of work opportunities at the car and metal workshop Teräsakseli, the handicraft workshop Liina & ekoakseli, Puuakseli, Lounasakseli, Media-akseli and Reppu workshops. The on-the-job training unit Horisontti is a coaching unit that offers training

opportunities in cultural, social and health sector as well as in commerce and various industries. Dynamo's on-the-job training options include drama, interior decoration and media workshops. In addition to on-the-job training placement, the young participants are provided with coaching for working life and each young person gets a personal plan for transition to an educational institute or to working life.

Icehearts

Icehearts is an operational model where social work is carried out at school

The Aalborg Commitments:**3. Natural common goods (3.2)****5. Planning and design (5.2, 5.3, 5.4 ja 5.5)****6. Better mobility, less traffic (6.2 ja 6.4)****6.1 GENERAL**

Since 2007, the municipalities in the Lahti region have had a common environmental policy. The policy is carried out through common environmental targets and an execution programme. The annual environmental review monitors the execution of the environmental policy and measures ecologically sustainable development in the Lahti region. When it comes to natural resources, the Aalborg Commitment activities seek to highlight groundwater and waterways. In Lahti, groundwater protection is especially important as the city is located in the vicinity of one of the largest groundwater deposits in Finland. The largest lake in the region is Lake Vesijärvi. There are also several smaller lakes in Lahti. Lakes are significant in particular for recreation as they are near populated areas.

Currently there are numerous ongoing measures related to land use

planning and public transport development in Lahti. This report describes the sustainability development targets (approved by the City Council on 18 January 2010) in the master plan being established and measures for developing public transport.

6.2 OPERATIONAL GUIDELINES AND TARGETS

Since 2008, there has been a Regional Groundwater Committee in Lahti. The Committee includes representatives from the Technical and Environmental Services of the City of Lahti, the Technical Sector of the Municipality of Hollola, the Technical Services of the Municipality of Nastola, Lahti Aqua Ltd, the regional rescue services department of Päijät-Häme, and the Häme Centre for Economic Development, Transport and the Environment. With the regional groundwater protection plan, the risks threatening groundwater areas are charted and the hydrogeological state of these areas is defined. The objective of the Lake Vesijärvi Foundation is to raise funds for restoring and maintaining Lake Vesijärvi and smaller lakes in the region (see Best Practices, p. 35).

Lahti is currently preparing a master plan, to be completed in 2012. The master plan supports the Lahti City Strategy and aims at making the urban structure more dense while enhancing amenity and supporting public transport. Urban structure development promotes measures for halving greenhouse gas emissions. In making the urban structure more dense, the aim is that the average plot size for one-family

houses is 800 m² and new blocks of flats will be built in or near the centre and existing areas of blocks of flats, which in turn supports public transport connections. Different functions, such as services, housing, and workplaces, are located as close to each other as possible. Furthermore, any needs to change the purpose of use of built areas are investigated. The objective of the Architectural Policy Programme of Lahti is to improve the City's competitiveness and residents' quality of life by building an environment of a high architectural quality.

One of the critical success factors in the Lahti City Strategy is an excellent bicycle and pedestrian traffic and public transport system. The aim is to reduce passenger car traffic and to support bicycle and pedestrian traffic and public transport. This is also taken into account in the master plan by making workplaces and services more reachable on foot, by bicycle and by public transport, for instance.

In the Lahti region, a public transport plan is being prepared, aiming at defining a public transport service level while keeping municipality-specific targets in mind and at defining how bus traffic will be arranged and financed after the current operator agreements expire. In addition to the regional plan, Lahti is preparing a separate traffic policy document that will guide solutions related to different modes of transport and traffic systems. Both plans will be completed in 2011.



To promote cycling, an initiative by the City Council has been follo-

wed through by establishing a cycling cooperation group. The group has representatives from the city organisation, the police, and cycling associations. The expertise of the cycling cooperation group is utilised in planning cycling-related traffic arrangements in the centre of Lahti, for instance. Each May, Lahti's traffic safety committee and its cooperative partners organise a cycling event as a part of a national cycling week. In addition, there are plans for arranging a public cycling seminar and workshop in connection with the 2011 Environmental Week.




At the turn of 2011, a new electronic feedback system for the Technical and Environmental Service of the City of Lahti was tested by asking residents to draw the bus route of their dreams that would make their everyday life easier. More than 340 residents of the Lahti region drew or described their dream route. The responses emphasised in particular the improvement of connections to the railway station from the new Karisto residential area and the central hospital, for instance. It was also suggested that the connection between the bus station, the market square and the railway station be improved e.g. by launching a circular bus line in the centre. Another recurring wish was better connections to the supermarket areas in Laune and Holma. In addition to route suggestions, many respondents expressed wishes regarding timetables and a right to transfer without extra charge. The transfer right was launched in the spring 2011.

OPERATIONAL GUIDELINES AND TARGETS IN A NUTSHELL




Lahti City Strategy 2025: Lahti is a pioneer in sustainable development. The Lahti city organisation protects surface and groundwater resources in the region.

-  ACTION
-  TIME SCHEME
-  INDICATOR
-  RESPONSIBLE PARTY

Target: Preventing the deterioration of groundwater quality and securing sufficient supply in groundwater deposits

-  Preparing a regional groundwater protection plan for Hollola, Lahti and Nastola
-  2010-2011
-  Regional Groundwater Committee

Target: Waterways in the region are ecologically in a good or excellent condition and suitable for demanding recreational and fishing use

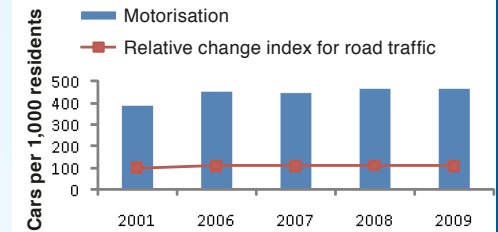
-  Implementing the Vesijärvi Programme, completing the stormwater programme (2011) and monitoring its execution
-  Ongoing
-  Technical and Environmental Services / Lahti Region Environmental Service, Lake Vesijärvi Foundation






OPERATIONAL GUIDELINES AND TARGETS IN A NUTSHELL

Lahti City Strategy 2025: A dense, sustainable urban structure and an excellent bicycle and pedestrian traffic and public transport system are being developed.





Motorisation continues in Lahti





Target: Making the urban structure more dense and filling its gaps

-  Ongoing
-  In connection with the development of the master plan, prerequisites for planning new areas of blocks of flats are being investigated, focusing on areas near public transport connections. In land use planning, possibilities to create areas featuring both housing and workplaces are being examined. Development plans are being made for residential areas and measures are taken accordingly.
-  Technical and Environmental Services / City Planning

Target: The Architectural Policy Programme of Lahti serves as a guideline for good building practices and provides the view of the City of Lahti on how to promote the Land Use and Building Act's (Section 5) objective of fostering the values of built environment.

-  Updating the regional building code
-  Ongoing
-  A quality indicator for built environment
-  Technical and Environmental Services / City Planning

Target: The share of cycling in all transport will grow by 100%

-  2011 - 2017
-  Number of cyclists on the central ring road

- Building new bicycle and pedestrian routes
- 2011 – 2015
- Number of kilometres built
- Technical and Environmental Services / Municipal Engineering

- Improving existing bicycle and pedestrian routes
- 2011 – 2015
- Number of kilometres improved
- Technical and Environmental Services / Municipal Engineering

- Increasing the maintenance level of bicycle and pedestrian routes, improving traffic conditions for pedestrians and cyclists, increasing resident satisfaction by 10%
- 2011 – 2015
- Resident satisfaction survey results, service satisfaction survey results that are related to traffic conditions
- Technical and Environmental Services / Municipal Engineering



Target: Reducing the volume of passenger car traffic in Lahti, increasing the share of public transport in all transport by 50% (2011–2017) and by 100% (2011–2025) between the compared years

- Increasing the ticket subsidy for public transport
- 2011 – 2025
- The amount of the ticket subsidy, the relative change index for road traffic, the share of public transport in all transport according to the passenger traffic study
- Technical and Environmental Services / Municipal Engineering
- Increasing the public transport service level
- 2011 – 2025
- The frequency of bus service in Lahti
- Technical and Environmental Services / Municipal Engineering

6.3 BEST PRACTICES

The Lake Vesijärvi Foundation works for municipalities, companies and residents in restoring and maintaining lakes

The objective of the Lake Vesijärvi Foundation, established in 2008, is to raise funds for restoring and maintaining Lake Vesijärvi and smaller lakes in the Lahti region. The Vesijärvi Programme includes waterways maintenance measures as well as themes for studies and research. Their progress is supported with a budget of approximately EUR 1 million, coordinated by the Lake Vesijärvi Foundation. The Vesijärvi Programme is financed by the region’s bu-

ness life, the City of Lahti, the Municipality of Hollola, Lahti Aqua, and Lahti Energy Ltd. The focus areas for 2011–2013 include oxidation, management of fish stocks, wetlands restoration and communications. One of the challenges is sufficient versatility of communications to ensure the commitment of different parties in the long run.



FUTURE CHALLENGES

7

One of the future challenges in executing the Aalborg Commitments is securing sufficient resources for the continuity of work in the future. Another challenge is finding ways to develop indicators for monitoring sustainability, to launch cooperation between various parties in the city organisation, as required by several aspects of the Commitments, and to ensure the continuity of this cooperation. Consequently, when developing indicators, it should be ensured that they cover all aspects of sustainable development. Furthermore, there are numerous factors that should be considered when assessing the sustainability of development in the long term, both for the wellbeing of man and the wellbeing of nature.

TIME FRAME AND PREDICTABILITY

Ensuring sustainable development often requires a long-term review. For instance, in climate issues the review period extends in some cases up to 2050. In land use planning, the consequences of decisions can be seen for a minimum of several decades. In addition, one possible approach to review solutions made in society is to assess how easily the original state can

be restored.

It is crucial to assess social and environmental impacts, for instance, already at the preparation phase. Thus far it has been very rare that several alternative solutions are presented for decision-making in individual cases. For this reason, any risks and negative impacts related to solutions should be brought up with suggestions.

One of the problems in long-term assessment is – quite naturally – the fact that the impact of a single solution normally weakens with the passing of time. Nevertheless, the more resources the decision requires, the more difficult it is to restore the original state, and the more the solution excludes other alternatives in the future, the more effort should be invested in assessing its impact. The common environmental targets for the region state that from 2012 onwards, decisions made by the city councils of Hollola, Lahti, and Nastola should include environmental impact assessments wherever applicable. The targets stated in the City Strategy also include the development of a model for environmental impact assessment to support decision-making.

INTEGRATION

The city organisation consists mostly of various expert and specialist organisations. The sector model produces high-quality public services in an evidently cost-efficient manner, at least when it comes to solving a single problem. However, the increased emphasis on sustainability perspective in public planning has brought up challenges that cannot be tackled on the sector level only. The required long planning perspective and the combinati-

on of economic, ecological and social issues into several functions require the integration of various expert areas and the establishment of cross-sector processes. In comparison with the traditional sector model, new questions arise, such as: who acts as the leader, how to secure resources for common functions, and how to assess impact from the point of view of managing one's own sector.

Many signs of development that can already be seen in society, such as successfully supporting communality and increasing residents' participation, will require municipal organisations to engage in extensive, well-organised cooperation and to increase transparency. Development in last decades should perhaps be assessed also by considering whether the cumulative effect of changes in residents' values on one hand and in services on the other hand has possibly weakened communities and thus promoted privatisation in society. Furthermore, the idea that these developmental phenomena and the strengthening of expert organisations may have undermined residents' opportunities and willingness to participate in common issues should be studied. Most probably, new approaches are required of the municipal organisation in order to strengthen the civil society. A particular challenge is how new swift and streamlined forms of participation can genuinely be made to influence the slow and bureaucratic processes of municipal decision-making.

EFFECTIVENESS AND PREVENTION

In planning, one should in general concentrate on issues which one can influence with

one's actions and decisions. When assessing the original state, issues should naturally be reviewed from a wider perspective. For instance, residents' wellbeing is a complex issue on which many actions of public authorities have a significant effect but which, for the most part, is born out of a person's own decisions or family-specific decisions. The same applies to many background factors that affect climate change, such as personal living or mobility solutions. The state or a municipality can support or restrict different trends with its decisions, but in an abundant society, residents can adjust their choices to a great extent. For municipalities, an increasingly important task may well be reflecting on future trends and open communications regarding the impact that future scenarios (energy price, changes in traffic control, etc.) have on residents' everyday life.

In seeking public services which are as cost-efficient as possible, an increasingly significant question will be how to move resources from the ever more costly managing and solving of problems to effective preventive measures. Here another issue related to the previous perspective emerges: to what extent investment in different municipal sectors can prevent the occurrence of problems in other sectors. An often-used example of this is how the Municipal Engineering's improved prevention of slipperiness has reduced health care costs directly and concretely in Lahti. In the future, this type of interconnectedness should be investigated more emphatically.

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APPENDIX 1: Lahti City Strategy 2025 (City Council 1 June 2009, revised on 11 April 2011)

LAHTI CITY STRATEGY 2025: LAHTI IS A VITAL, ATTRACTIVE, AND ENVIRONMENT-FOCUSED CITY

EFFECTIVENESS: VITALITY AND COMMUNITY

Lahti is a vital, growing city

- Appeal of the city centre and attractiveness of the living environment are being developed.
- Lahti is growing rapidly, attracting in particular working aged and families with children.
- The Lahti city region is being developed into a strong, internationally operating centre of competence and business. The spearhead competence sectors are environment and design.
- Leisure, cultural and sports services and events that enhance the region's attractiveness are being developed, along with related business activities.

Lahti is a pioneer in sustainable development and an internationally renowned environment-focused city

- Lahti's greenhouse gas emissions will be halved from the 1990 level (the Kyoto Protocol) by 2025.
- A dense, sustainable urban structure and an excellent bicycle and pedestrian traffic and public transport system are being developed.
- Low-energy and ecological building and living as well as related development and business activities are being promoted.



EFFECTIVENESS: RESIDENTS

The conditions for residents' wellbeing are met through concentration on core tasks

- The availability of outpatient services is developed, along with preventive measures.
- In service provision, the residents' responsibility and initiative are being strengthened.
- Social exclusion and accumulation of underprivilegedness is being prevented.
- Tolerance, multiculturalism, communality, and the activities of communities are being supported.

PROCESSES AND STRUCTURES

The city organisation is efficient, capable of changing and operates in an environment-focused manner

- An efficient and customer-focused service system is being developed.
- The residents are being encouraged to participate in the development of their living environment and the services they use, and new ways of participation are developed.
- The city organisation operates in an environment-focused manner. Energy efficiency and the reduction of climate and environmental impacts are taken into account in all planning, design and operations.
- The Lahti employment area forms a cohesive city with a minimum of 150,000 inhabitants.

ECONOMY, STAFF, AND LEADERSHIP

The finances of the city are balanced in the long run

- Profitability and quality of the city's activities is improved throughout the entire organisation.
- Capital and assets of the city organisation and related organisations are used effectively.

The city is a popular employer with skilled, professional personnel who have willingness to develop

- A leadership system is being developed and the managers' leadership skills are being enhanced.
- Employees' skills, wellbeing at work and the ability to cope are being developed systematically.



APPENDIX 2: THE AALBORG COMMITMENTS

1. GOVERNANCE

We are committed to energising our decision-making processes through increased participatory democracy and we will therefore work to:

1. further develop a commonly shared long-term vision for a sustainable city or a town,
2. build participation and sustainable development capacity in the local community and municipal administration,
3. invite all sectors of local society to participate effectively in decision-making,
4. make our decisions open, accountable and transparent,
5. cooperate effectively and in partnership with adjoining municipalities, other cities and towns, and other spheres of government.

2. LOCAL MANAGEMENT TOWARDS SUSTAINABILITY

We are committed to implementing effective management cycles, from formulation through implementation to evaluation, and we will therefore work to:

1. strengthen Local Agenda 21 or other sustainability processes and mainstream them into the heart of local government,
2. deliver integrated management towards sustainability, based on the precautionary principle and with regard to the forthcoming EU Thematic Strategy on the Urban Environment,
3. set targets and time schemes in the framework of the Aalborg Commitments and create and follow the Aalborg Commitments monitoring review,
4. ensure that sustainability issues are central to urban decision-making processes and that resource allocation is based on strong and broad sustainability criteria,
5. cooperate with the European Sustainable Cities & Towns Campaign and its networks to monitor and evaluate our progress towards meeting our sustainability targets.

3. NATURAL COMMON GOODS

We are committed to fully assuming our responsibility to protect, to preserve, and to ensure equitable access to natural common goods and we will therefore work to:

1. reduce primary energy consumption, and increase the share of renewable energies,
2. improve water quality, save water, and use water more efficiently,
3. promote and increase biodiversity, and extend and care for designated nature areas and green spaces,
4. improve soil quality, preserve ecologically productive land, and promote sustainable agriculture and forestry,
5. improve air quality.

4. RESPONSIBLE CONSUMPTION AND LIFESTYLE CHOICES

We are committed to adopting and facilitating the prudent and efficient use of resources and to encouraging sustainable consumption and production and we will therefore work to:

1. avoid and reduce waste, and increase re-use and recycling,
2. manage and treat waste in accordance with best practice standards,
3. avoid unnecessary energy consumption, and improve end-use energy efficiency,
4. undertake sustainable procurement,
5. actively promote sustainable production and consumption, in particular of eco-labelled, organic, ethical and fair trade products.

5. PLANNING AND DESIGN

We are committed to a strategic role for urban planning and design in addressing environmental, social, economic, health and cultural issues for the benefit of all and we will therefore work to:

1. re-use and regenerate derelict or disadvantaged areas,
2. avoid urban sprawl by achieving appropriate urban densities and prioritising brownfield site over greenfield site development,
3. ensure the mixed use of buildings and developments with a good balance of jobs, housing and services, giving priority to residential use in city centres,
4. ensure appropriate conservation, renovation and use/re-use of our urban cultural heritage,
5. apply requirements for sustainable design and construction and promote high quality architecture and building technologies.

6. BETTER MOBILITY, LESS TRAFFIC

We recognise the interdependence of transport, health and environment and are committed to strongly promoting sustainable mobility choices and we will therefore work to:

1. reduce the necessity for private motorised transport and promote attractive alternatives accessible to all,
2. increase the share of journeys made by public transport, on foot and by bicycle,
3. encourage transition to low-emission vehicles,
4. develop an integrated and sustainable urban mobility plan,
5. reduce the impact of transport on the environment and public health.

7. LOCAL ACTION FOR HEALTH

We are committed to protecting and promoting the health and wellbeing of our citizens and we will therefore work to:

1. raise awareness and take action on the wider determinants of health, most of which lie outside the health sector,
2. promote city health development planning, which provides our cities with a means to build and maintain strategic partnerships for health,
3. reduce inequalities in health and address poverty, which will require regular reporting on progress towards reducing the gaps,
4. promote health impact assessment as a means for all sectors to focus their work on health and the quality of life,
5. mobilise urban planners to integrate health considerations in their planning strategies and objectives.

8. VIBRANT AND SUSTAINABLE LOCAL ECONOMY

We are committed to creating and ensuring a vibrant local economy that gives access to employment without damaging the environment and we will therefore work to:

1. adopt measures that stimulate and support local employment and business start-ups,
2. cooperate with local businesses to promote and implement good corporate practice,
3. develop and implement sustainability principles for the location of businesses,
4. encourage marketing for high quality local and regional produce,
5. promote sustainable local tourism.

9. SOCIAL EQUITY AND JUSTICE

We are committed to securing inclusive and supportive communities and we will therefore work to:

1. develop and implement programmes to prevent and alleviate poverty,
2. ensure equitable access to public services, education, employment opportunities, training, information, and cultural activities,
3. foster social inclusion and gender equality,
4. improve community safety and security,
5. secure good quality and socially integrated housing and living conditions.

10. LOCAL TO GLOBAL

We are committed to assuming our global responsibility for peace, justice, equity, sustainable development and climate protection and we will therefore work to:

1. develop and follow a strategic and integrated approach to mitigate climate change, and work towards a sustainable level of greenhouse gas emissions,
2. mainstream climate protection policy into our policies in the areas of energy, transport, procurement, waste, agriculture, and forestry,
3. raise awareness of the causes and probable impacts of climate change, and integrate preventive actions into our climate change policy,
4. reduce our impact on the global environment and promote the principle of environmental justice,
5. strengthen the international cooperation of towns and cities and develop local responses to global problems in partnership with local governments, communities and relevant stakeholders.

APPENDIX 3: MEMBERS OF THE AALBORG COMMITTEE AND TEAMS, EDITORIAL STAFF OF THE SUSTAINABILITY PROGRAMME

The Aalborg Commitments committee:

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Facility Centre of Lahti

Jukka Kaunisto, Operational Manager

Sibelius Hall

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Timo Permanto, Environmental Protection Planner

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