

The values and operating principles of the City of Lahti

The city's values and operating principles represent the shared ideas of what is valuable and important to us. They guide municipal decision-making and the activities of the entire organisation. The City of Lahti applies the following principles in its activities and decision-making:

Desire for development: The city actively develops the vitality and competitiveness of the region. The city will remain creatively oriented and seek new solutions and methods of operation without prejudice.

Sustainable development: The city grows and develops in an ecologically, socially, culturally, and economically sustainable manner.

Lahti will be a healthy, safe, and pleasant place to live for people of different ages and backgrounds, and for their communities.

The city will improve the energy- and material-efficiency of its operations, and encourage and guide both residents and local operators to act in an environmentally friendly manner.

Communality: The City of Lahti is a community that cares for its residents and employees. The city creates conditions for the solid operation of many types of communities and organisations and co-operates with them to promote the well-being of its residents.

Decision-making is open. The approach of the City of Lahti is resident-oriented, and the residents have an opportunity to participate in the development of their living environment and the services of the city.

Responsibility: The City of Lahti promotes equality and social justice. The city encourages its residents to assume greater responsibility for their well-being and that of those close to them, within the limits of their resources and situation in life.

Vision 2025: Lahti is an attractive and vital environmentally focused city

Effect: Vitality and community	Effect: Residents	Processes and structures	Economy, staff, and leadership
A) Lahti is a growing and competitive city	C) The conditions for residents' well-being are met through concentration on core tasks	D) The city's corporate group is efficient, is capable of renewal, and operates with the environment in mind	E) The finances of the city are balanced in the long term
A1) Developing the attractiveness of the city centre and living environments	C1) Developing the availability of outpatient health care and preventive measures	D1) Developing a customer-focused and efficient service system	E1) Improving the productivity and quality of operations across the organisation
A2) Ensuring Lahti's rapid growth, especially with attraction of working-age people and families with children	C2) In service provision, strengthening of the residents' responsibility and initiative	D2) Encouraging residents to participate in the development of services they use and their environment, and developing new ways of participating	E2) Using the capital and assets of the city's corporate group and its affiliates efficiently
A3) Developing the Lahti region into a strong, internationally operating centre of competence and business, with design and the environment serving as the spearheads of competence	C3) Preventing social exclusion and accumulation of underprivilegedness	D3) Operating with an environmental focus at the corporate group level – reduction of climate and environmental effects will be taken into account in all planning and operations, as will energy-efficiency	F) The city is a popular employer with skilled personnel who are willing and able to develop
A4) Developing leisure, cultural, and sports services and events, as well as related entrepreneurship, to strengthen the region's attractiveness	C4) Supporting tolerance, multiculturalism, and communality, as well as the activities of communities	D4) Ensuring that the Lahti commuter region constitutes a unified city of at least 150,000 inhabitants	F1) Developing the management system and the managerial skills of relevant employees
B) Lahti is a pioneer in sustainable development and an internationally renowned environmentally focused city			F2) Systematically developing personnel competence, well-being at work, and work ability
B1) Halving Lahti's greenhouse gas emissions from the 1990 level (Kyoto protocol) by 2025			
B2) Developing a dense community structure that promotes sustainable development, as well as an excellent system of public transport and bicycle and pedestrian traffic			
B3) Promoting low-energy and ecological construction and housing, as well as related development and business			

A) Lahti is a growing and competitive city

Lahti will profile itself as a 'city of the environment' (strategic objective B) where the sustainable development of the entire city is combined with strong environmental expertise and a position as a centre of environment-related business. As an environmental city, Lahti offers an inviting living environment for people of all ages and an attractive development environment for Finnish and international companies alike.

Successful cities can be distinguished from declining ones by their ability to attract those of working age. Positive net in-migration is the only way to ensure the availability of the labour required by businesses and the public sector, and thus develop vitality in the long run. Lahti will strive for annual population growth of above one per cent. Particular focus will be given to working-age people and families with children. This will also be taken into account in the development of the city centre, residential areas, and the city's services.

Crucial strategic objectives for 2011–2025 include increasing the attractiveness of the city centre (roughly speaking, the central business district and the area extending from there to the railway station), as well as development of the Rantakartano and railway station areas.

Central business district:

- An extensive central pedestrian zone will be created
- Traffic arrangements will give priority to pedestrians, cyclists, and public transport
- The number of on-street parking spaces will be reduced
- The city's special focus on the environment and design will be manifested in construction and street space as abundant development of green areas, solutions aimed at environmental stewardship and energy-efficiency, the use of wood as construction material, and details that emphasise local design expertise

Rantakartano and railway station areas:

- The areas will be developed as pilot areas for environment-centred low- or zero-energy construction
- A travel centre will be constructed in the railway station area

Our spearheads in business development are the environmental business and design. This refers to operations in these sectors as well as the utilisation of related expertise and innovations in other sectors of business and industry. The top industries selected are the same ones emphasised in the regional business strategy.

The Lahti region will be established as a substantial component of the national innovation and higher education system, specialising in subjects related to the environment and design. For this purpose, the region's expertise base

and operations involving research, development, and innovations will be strengthened. More resources will be allocated to higher education, which will be even more focused on the region's leading fields of expertise.

In addition to the spearhead industries, the development of business life and attractiveness will give emphasis to leisure, cultural, and sports services and events, as well as related entrepreneurship and knowledge. Leisure services also include private-sector tourism, well-being services, and specialised retail. The development of these services plays a very important role with regard to creation of new jobs and attraction of new residents and tourists to the Lahti region, as well as the attractiveness of the city centre.

In the events sector, focus will be given to major events that receive international attention, as well as activities created around the selected strategic spearheads.

The city's corporate group (particularly Lakes and LTYP) will strengthen its 'invest-in' activities aimed at attracting investments and new businesses to the Lahti region. The city will also support the region's growth companies seeking international markets and participate in international marketing of the strategic spearhead industries (in locations such as the St Petersburg region and China).

Lahti will be developed as part of the Helsinki Metropolitan Area. The City of Lahti will engage in close co-operation with development organisations and other joint organisations for the metropolitan area. Points of emphasis in this co-operation include, among others, development of the region's competitive ability, university and innovation activities, international co-operation and marketing, public transport, urban research, and special development projects such as WDC 2012.

B) Lahti is a pioneer in sustainable development and an internationally renowned environmentally focused city

Lahti is striving to become a leading environmentally focused city. Finland has committed itself to the EU-level objective of unilaterally decreasing greenhouse gas emissions by 20% from their 1990 level by 2020, and by 30% if enough other countries commit themselves to reaching this objective. By committing to halving greenhouse gas emissions from the 1990 level by 2025, Lahti takes a position at the forefront among cities striving for sustainable development.

The Lahti City corporate group will

- Develop the community structure and traffic system where bicycle and pedestrian traffic and public transportation are concerned, also concentrating new residential construction in the city centre and locations with good traffic connections
- Develop the city centre primarily as a pedestrian and bicycle area – the target is a reduction in passenger car traffic
- Promote low-energy and ecological construction and housing, as well as related development and business
- Develop the Rantakartano and railway station areas as pilot locations for environment-centred low- and zero-energy construction
- Develop an environment that promotes the well-being, health, and satisfaction of its residents
- Protect the region's surface water and groundwater systems
- Implement its own new construction as low-energy or zero-energy solutions, with the same principle to be applied as widely as possible to repairs and renovation work (also associated with point E3)

Sustainable development also requires changes in the lifestyle of the residents and modes of operation of local companies. The city will provide guidance to the area's residents and operators about environmentally friendly modes of operation.

C) The conditions for residents' well-being are met through concentration on core tasks

Ageing of the population is leading to increased need for certain types of services, a less favourable dependency ratio, and a smaller labour force, all of which pose a key challenge. For these reasons, it will not be possible to continue producing all services in their current extent with current methods.

To reach the objective, the city will focus on the core tasks identified by the service departments in its service provision and utilise new methods of producing services (see also D1). Resources are to be directed to areas such as preventive measures, development of outpatient services, school health services, and promotion of healthy exercise.

The risk borne by residents, families, and communities will increase alongside the need for taking personal initiative. Residents will be required to assume more responsibility for maintaining their well-being and that of those close to them and to invest more in financing the services they need.

In a continuously changing economic climate, the risk of social exclusion and accumulation of underprivilegedness increases. The city will direct its services and operations in a manner that pays particular attention to those people and groups whose opportunities to ensure their own well-being are less than the average.

Traditional regional communities such as neighbourhoods have lost a great deal of their significance, and communities are increasingly formed on the basis of lifestyle choices and hobbies. Still, local communities and the services and social networks they offer are very important to, for instance, elderly people, children, and those close to children.

The City of Lahti supports tolerance, multiculturalism, and communality, as well as the activities of communities. By supporting local communities and independent resident activities, the city will create the conditions for a safe and pleasant living environment. By supporting communities, the city also strengthens its residents' initiative in promoting their own well-being.

The focus in 2011–2013 is communities of children, young people, and families with children, with activities being aimed particularly at early childhood education and primary schools. The educational and cultural affairs sector bears central responsibility for this and will prepare an implementation/development plan for this period.

Another area of emphasis in 2011–2013 is promotion of tolerance. The objective is for Lahti to be an open, unprejudiced, and encouraging living environment for immigrants and various youth and other cultures.

D) The city corporate group is efficient, is capable of renewal, and operates with the environment in mind

Ensuring the viability of the city's service operations requires that services can be produced cost-efficiently, with high quality, in the right place at the right time, and that the staff producing the services are sufficient in number and possess the appropriate skills.

An efficient and customer-focused service system will be developed. Its basic principles are:

- The city concentrating on the core tasks in service provision
- Promotion of customer focus
- Directing the demand for services, to the extent possible, to services of a lower cost level
- Development of new electronic services and customer relationship management
- Developing the service market to supplement the city's service offering
- A service network plan that crosses sector boundaries
 - Division into centralised special services and local services
 - Creation of larger operating units while the quality and regional availability of services are maintained
 - Utilisation of joint service concepts

Residents will be encouraged to participate in the development of services they use and their environment. The city will develop new methods of participation and interaction for residents and users of services. The feedback and suggestions from the residents will be utilised in the development and evaluation of the city and its services.

The corporate group will operate with an environmental focus. Reduction of impact on the climate and the environment, as well as energy-efficiency, will be taken into account in all planning and operations. An assessment procedure will be required for this purpose. It must cover any decisions and projects that involve substantial environmental impact without placing an unreasonable burden on those preparing and making the decisions. The assessment should primarily be carried out in relation to major issues that require a definition of policy. In other planning and decision-making processes, the environmental angle shall be addressed in the normal preparation process.

With regard to municipal structure and co-operation, the objective is that the Lahti commuting region constitute a unified city of at least 150,000 inhabitants. The benefit to be gained from existing municipal co-operation and any new forms of co-operation shall be evaluated. Lahti will focus on municipal co-operation that supports the realisation of the city's own strategic objectives.

E) The finances of the city are balanced in the long term

The city's finances are balanced when cash-flow financing covers net investments. The necessary repair and replacement investments, as well as those bringing about growth and vitality, are given primary emphasis.

Weak economic growth in the coming years, the risks related to income accrued from the city's business activities, increased need for services, and the change in the dependency ratio related to the ageing of the population all endanger the balanced development of the city's finances, as does the structural change in economic life.

The fundamental methods used for balancing the finances are strengthening of the income base through development of the area's vitality, efficient use of the City of Lahti's capital and assets, and increased productivity of activities.

Operations' productivity and quality shall be improved across the organisation. A customer-focused and efficient service system will be developed (E1), service processes will be enhanced, and the proportion of electronic and remote services in the city's service offering will be increased. Productivity developments are closely linked with

success factors C1 and C2: developing preventive measures and supporting the residents' responsibility and initiative.

Productivity improvements and reshaping of the service system will be conducted also in preparation for a new labour market situation in which the changing age structure has reduced the amount of labour available.

All of the companies affiliated with the city's corporate group will be required to promote work toward the city's strategic objectives and to operate in line with the city's interests. Group companies must be financially profitable and generate a reasonable return on investment. Even those group companies that are not required to generate profit shall primarily operate in a way that does not require further equity investments from the city.

Companies that implement the business strategy are required to engage in close co-operation and mutual co-ordination with regard to invest-in activities and marketing of the region.

Municipal federations must improve the efficiency and productivity of their operations. The objective is that the rise in their costs shall be less than the general increase in cost levels.

F) The city is a popular employer with skilled personnel who are willing and able to develop

The success and effectiveness of the city's operations and services depend on good, skilled, and motivated staff. Retirement and increasing competition for labour are expected to become challenges in the near future.

The city will improve its ability to compete for labour (new and current employees included) and will utilise its human resources by

- Developing the payroll and incentive systems
- Developing operating processes
- Promoting well-being at work
- Taking into account the desires and needs of young people and immigrants entering the labour market
- Using flexible work hours and providing personnel with opportunities to control their working time
- Making remote work possible
- Actively marketing the city as a good employer
- Systematically developing its employees' knowledge and skills

Renewing the city's operations and service production, and implementing the entire strategy, will require development of managerial skills. Human Resources shall prepare a management development programme for 2011–2013. As part of this programme, an evaluation of the managerial skills of people in managerial positions will be carried out at the beginning and end of the programme.

Implementation of the strategy will also require creation of a development and leadership culture in which the city's corporate group adopts a creative approach to the future, courageously seeking new methods of operation and accepting the risks associated with development operations.

Strategic objective A: Lahti is a growing and competitive city			
Success factor	Further details	Indicators	Target levels
A1) Developing the attractiveness of the city centre and living environments	<ul style="list-style-type: none"> - Central business district: <ul style="list-style-type: none"> o Focus on the environment and design will be reflected in construction and street space o An extensive central pedestrian zone will be created o Traffic arrangements will give priority to pedestrians, cyclists, and public transport (compare with B2) o The number of on-street parking spaces will be reduced - Development of the railway station area and travel centre 	<ul style="list-style-type: none"> - Realisation of measures in accordance with the city centre development schedule - Residents' satisfaction with their living environment (customer survey performed by Technical and Environmental Affairs) - Experiences of the attractiveness of built environments in 2009–2013 (KAPA, satisfied) - Violent crime in public places within the city centre in 2009–2012 	<ul style="list-style-type: none"> - Improving - Improving - Reducing
A2) Ensuring Lahti's rapid growth, especially with attraction of working-age people and families with children		<ul style="list-style-type: none"> - Net change in population - Net change in working-age population 	<ul style="list-style-type: none"> - +1%/year - Growth of the working-age population
A3) Developing the Lahti region into a strong, internationally operating centre of competence and business, with design and the environment serving as the spearheads of competence	<ul style="list-style-type: none"> - Attracting businesses and investments to the area (invest-in activities) - Supporting the region's growth companies in seeking international markets - Strengthening Lahti's position as a nationally significant centre of competence and innovation - Developing the Niemi area as a location for competence-intensive 	<ul style="list-style-type: none"> - Turnover and jobs in the environmental cluster - Ratio of growth companies to all companies (LTYP regional innovation study) - Proportion of innovating companies (LTYP regional innovation study) - The Lahti region's share of total national R&D effort (total expenses) - Introduction of a business impact assessment model 	<ul style="list-style-type: none"> - Increasing - Increasing - Increasing - Increasing - Pilot in 2011, introduction in 2012

	<ul style="list-style-type: none"> business - Operating in a business-friendly manner 	<ul style="list-style-type: none"> - Measures to support development of the strategic spearhead industries 	<ul style="list-style-type: none"> -
A4) Developing leisure, cultural, and sports services and events, as well as related entrepreneurship, to strengthen the region's attractiveness	<ul style="list-style-type: none"> - Leisure services also include private-sector tourism, well-being services, and specialist retail services 	<ul style="list-style-type: none"> - Numbers of jobs in the relevant service sectors - User or visitor figures for cultural services and events 	<ul style="list-style-type: none"> - Increasing - Increasing

Strategic objective B: Lahti is a pioneer in sustainable development and an internationally renowned environmentally focused city

Success factor	Further details	Indicators	Target levels
		<ul style="list-style-type: none"> - Ratio of positively developing to negatively developing indicators in the environmental survey 	<ul style="list-style-type: none"> - Increasing
B1) Halving Lahti's greenhouse gas emissions from the 1990 level (Kyoto protocol) by 2025	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> - Greenhouse gas emissions (in proportion to population) - Preparation of atmospheric emissions scenarios and an action programme for Lahti for 2010–2025 	<ul style="list-style-type: none"> - 1990–2025: -50% (CO₂ equiv.) and for 1990-2013: -10% (CO₂ equiv.) - Completed in 2012
B2) Developing a dense community structure that promotes sustainable development, as well as an excellent system of public transport and bicycle and pedestrian traffic		<ul style="list-style-type: none"> - Proportion of the population living in densely populated areas - Distribution of the population by traffic zone (regional sustainable development) - Volume of bicycle and pedestrian traffic at fixed points / population - Proportion of trips to use public transport (passenger traffic study) - Proportion of trips made by bicycle (passenger traffic study) - Traffic conditions from the point of view of pedestrians and cyclists (experienced satisfaction KAPA) 	<ul style="list-style-type: none"> - Increasing - Growing proportion living in pedestrian zones, on the border of a pedestrian zone, and in public transport zones (year of comparison: 2009) - Increasing for 2011-2012 - +50% for 2011–2017 and +100% for 2011–2025 - +100% for 2011–2017 - Improving for 2009–2012
B3) Promoting low-energy and ecological construction and housing, as well as related development and business	<ul style="list-style-type: none"> - All of the city's corporate group's new construction will be implemented as low- or zero-energy solutions, with this principle applied also as widely as possible to repair construction 	<ul style="list-style-type: none"> - Proportion of low- or zero-energy construction (a definition will be created for public buildings, TiKe) <ul style="list-style-type: none"> o the corporate group's new construction o new construction throughout the 	<ul style="list-style-type: none"> - 100% by 2012

	<p>(also associated with point E3)</p> <ul style="list-style-type: none"> - The Rantakartano and railway station areas will be pilot locations for low- or zero- energy and ecological construction - The city guides residents and other actors to more environmentally friendly behaviour and activities 	<p>region</p> <ul style="list-style-type: none"> - Measures implemented by the service departments 	<ul style="list-style-type: none"> - 100% by 2020
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Strategic objective C: The conditions for residents' well-being are met through concentration on core tasks

Success factor	Further details	Indicators	Target levels
C1) Developing the availability of outpatient health care and preventive measures		<ul style="list-style-type: none"> - Measures implemented by the service departments - Health centre index (KAPA) - Lost years of life index 	<ul style="list-style-type: none"> - Improving for 2008–2012 - Improvement for 2004–2008 as compared with 2007–2012
C2) In service provision, strengthening the residents' responsibility and initiative		<ul style="list-style-type: none"> - Measures implemented by the service departments 	<ul style="list-style-type: none"> -
C3) Preventing social exclusion and accumulation of underprivilegedness		<ul style="list-style-type: none"> - Placement in further education after basic education - Youth unemployment rate - Long-term unemployment rate 	<ul style="list-style-type: none"> - Improving for 2009-2013 - Declining in 2009–2012 by more than the average for the 10 largest cities - Declining in 2009–2012 by more than the average for the 10 largest cities
C4) Supporting tolerance, multiculturalism, and communality, as well as the activities of communities	<ul style="list-style-type: none"> - Areas of focus in 2011–2013: <ul style="list-style-type: none"> o Communities of children, young people, and families with children, with activities aimed particularly at early childhood education and primary schools o Promotion of tolerance 	<ul style="list-style-type: none"> - Measures implemented by the service departments 	

Strategic objective D: The city corporate group is efficient, is capable of renewal, and operates with the environment in mind

Success factor	Further details	Indicators	Target levels
D1) Developing a customer-focused and efficient service system	<ul style="list-style-type: none"> - The city will concentrate on the core tasks of its service activities - A concept for a new service system and network will be developed: <ul style="list-style-type: none"> - An operating model and service network plan crossing sector boundaries - Division into centralised special services and local services - Creation of larger operation units - Joint service concepts - New electronic services - Promotion of customer focus - Development of the service market to supplement the city's service offering 	<ul style="list-style-type: none"> - Development of the service concept 	<ul style="list-style-type: none"> - Completed in 2012
D2) Encouraging residents to participate in the development of services they use and their environment, and developing new ways of participating		<ul style="list-style-type: none"> - Residents' opportunities to have an influence (KAPA, percentage satisfied) - Measures implemented by the service departments 	<ul style="list-style-type: none"> - Increasing in 2008-2012
D3) Operating with an environmental focus at the corporate group level – reduction of climate and environmental effects will be taken into account in all planning and operations, as will energy-efficiency		<ul style="list-style-type: none"> - Total energy consumption of the city's public buildings - Use of renewable energy sources as a proportion of the corporate group's total energy consumption - Taking environmental and climate impact into account in purchasing - Adoption of the GreenOffice operating model - Preparation of an environmental impact assessment model to support decision-making 	<ul style="list-style-type: none"> - Declining by at least 6% by 2013 and 15% by 2016 - 40% by the end of 2012 - 50% of purchases to be included by 2013 - Pilot in 2011, entire city organisation in 2013 - Completed in 2012
D4) Ensuring that the Lahti commuting region constitutes a unified municipality of at least 150,000 inhabitants	<ul style="list-style-type: none"> - Municipal co-operation that supports meeting of the city's strategic objectives - Assessment of the benefits gained by the City of Lahti from municipal co-operation 		

Strategic objective E: The finances of the city are balanced in the long term

Success factor	Further details	Indicators	Target levels
E1) Improving the productivity and quality of operations across the organisation		<ul style="list-style-type: none"> - Productivity and quality indicators prepared for all profit centres and areas of responsibility - Operating profit 	<ul style="list-style-type: none"> - Completed in 2011 - Operating profit development at least one percentage point above the effect of population growth and the change in municipal cost levels
E2) Using the capital and assets of the city's corporate group and its affiliates efficiently (‘Affiliates’ refers to entities not belonging to the corporate group but steered/financed by the city, such as municipal federations, associations, and foundations)		<ul style="list-style-type: none"> - Share of cash-flow financing in the city's investments - Investment criteria drafted for the city - Increase in the costs of municipal federations - A review of the group companies' profit/operational targets and associated indicators - Agreement on the targets and related indicators for entities receiving subsidies for operations 	<ul style="list-style-type: none"> - Cash-flow financing to cover investments - Completed in 2012 - Less than the increase in the general cost level - Completed in 2012 - Completed in 2012

Strategic objective F: The city is a popular employer with skilled personnel who are willing and able to develop

Success factor	Further details	Indicators	Target levels
F1) Developing the management system and the managerial skills of relevant employees		<ul style="list-style-type: none"> - Measures completed 	<ul style="list-style-type: none"> - Management development programme for 2012–2014 - 360° assessment of managerial skills in 2011 and 2014
F2) Systematically developing personnel competence, well-being at work, and work ability		<ul style="list-style-type: none"> - Job satisfaction questionnaire - Sickness-related absence - Average retirement age 	<ul style="list-style-type: none"> - Average for every profit/responsibility centre of at least X - Decreasing for 2009-2012 (absence per person for all staff in 2011: 14.5 days, 2012: 14 days, 2017: 10 days) - Increasing