



KOKKOLA: BOLD REFORMER

CITY OF KOKKOLA STRATEGY 2018–2021

1 CONVENIENTLY CLOSE BY

Services are developed to match the needs of residents, within the limits of the financial framework

Resident-driven approach

> City services are conveniently near residents



Joint development of services

> Close cooperation with regional government and provincial services and other operators in organising services

Digitalisation

> Alternative forms of service and improved efficiency of functions

2 ATTRACTIVE & CAPTIVATING



Economic vitality
requires the ability
to both attract and
hold on to residents



Active industrial and commercial policy

- > Our goal is to support the growth and internationalisation of companies and the creation of new jobs



Good connections and smart transportation

- > Improving the efficiency and eco-friendliness of travel chains
- > Our goal is fluent, unobstructed and safe city-wide mobility



Promoting the well-being of residents

- > A welcoming living environment, opportunities for culture and sports activities, child-friendliness, inclusion of children and young people

Focus on the entire municipal area

- > Well-functioning everyday functions are the best way to hold on to residents

A city of learning

- > Strengthening of local educational paths, from early childhood to universities and universities of applied sciences

A strong regional centre and economic hub

- > Recognition and attraction are increased through active marketing and the promotion of a positive city image

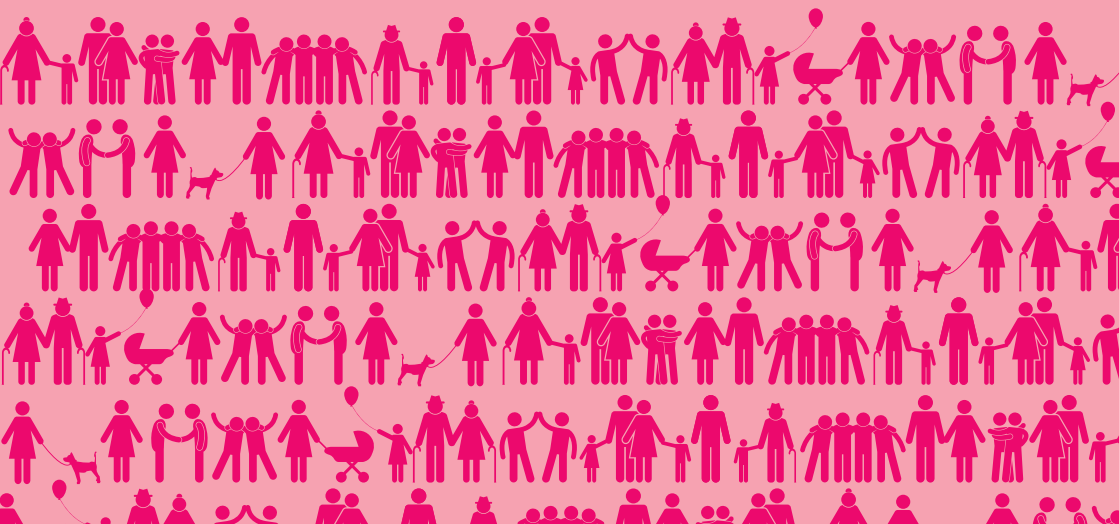


3 SUCCESSFUL TOGETHER

What opportunities
can the city provide?

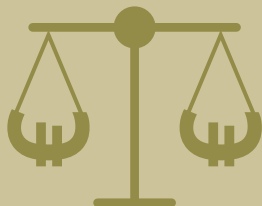
At its best, **active citizenship** is a form of interaction that creates real results

We provide the opportunities for active residents, communities, associations and companies to participate in building the future



4 A RESOURCE-SAVVY CITY

The cornerstones of a successful city are its personnel, finances and ownership steering



Finances

- > Responsible financial management, coordination of resources and service needs



Competent and continuously developing personnel

Ownership steering

- > The City's organisation is developed through proactive and interactive ownership steering

An organisation that residents can identify with

- > Promoting a positive experience for residents through interaction and multichannel communications



GOALS FOR COUNCIL TERM 2018–2021



RESIDENT-DRIVEN APPROACH AND COOPERATION

Resident
satisfaction
in services

>3,5

(on a scale of 1 to 5)

Stakeholder
evaluation of the city
as a cooperation
partner

>4,0

(on a scale of 1 to 5)



DEVELOPMENT OF ECONOMIC VITALITY

Employment rate

>75 %

Positive
population growth



FINANCIAL BALANCE

Municipal enterprise
group debt

-10 %

Reduction in
total tax ratio

An annual marginal
profit that exceeds
depreciations



WELL-BEING OF PERSONNEL

Reduction in
sick leave

-10 %

DEVELOPMENT PROGRAMMES TO DETAIL THE STRATEGY

Conveniently close by

- Land use and housing policy programme
- Education division development plan
- Detailed development plan for early childhood education and education services

An attractive and captivating city

- Economic vitality programme
 - Industry and commerce
 - Employment
 - Agriculture
 - Development of the commercial city centre

Successful together

- Resident participation programme
- Integration programme

A resource-savvy city

- Personnel programme
- Ownership policies
- Financial plan

WELL-BEING PLAN

COMMUNICATIONS DEVELOPMENT PROGRAMME

DIGITALISATION ROAD MAP

PROCUREMENT PROGRAMME

SUSTAINABLE DEVELOPMENT PROGRAMME

VISION > Kokkola is a bold reformer and a bilingual (Finnish and Swedish) and sustainably developing city. Our success is founded on internal unity, responsible management of finances and determined policies.

Throughout its history, Kokkola has stood at the crossroads of sea and land, city and countryside, north and south. This environment has moulded the local residents into enterprising individuals who possess practical creativity and a respect for tradition, and who find cooperation and participation easy and natural.

The town of Kokkola, then named Gamlakarleby, was chartered on September 7, 1620. The annual Kokkola week in early September celebrates the founding of the city. In 2020, the city will be delighted to mark its 400th anniversary, which will grant us the opportunity also to celebrate the modern and international Kokkola of today.



www.kokkola.fi



www.kokkola.fi/strategia



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