

# 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

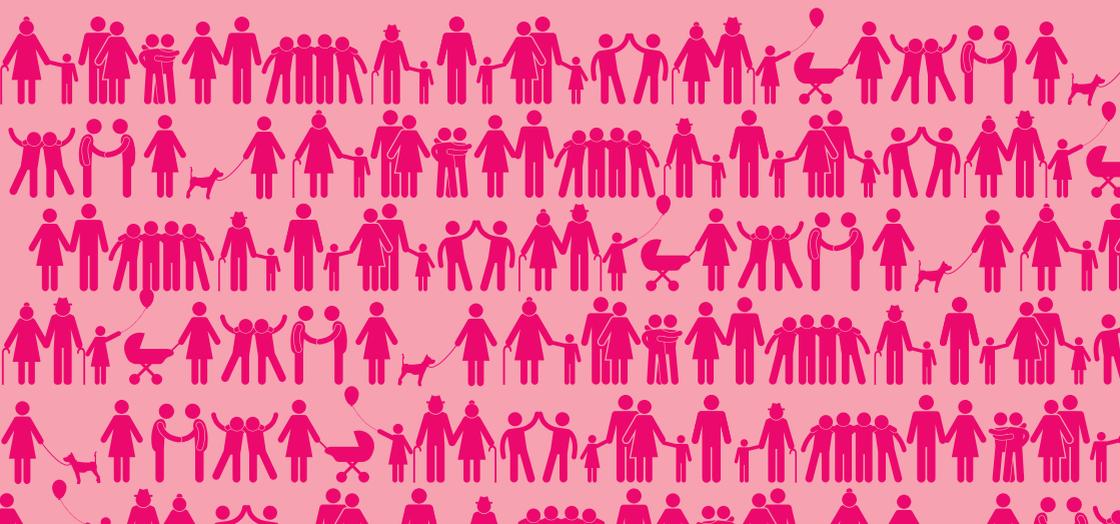
- > Recognition and attraction are increased through active marketing and the promotion of a positive city image

# 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

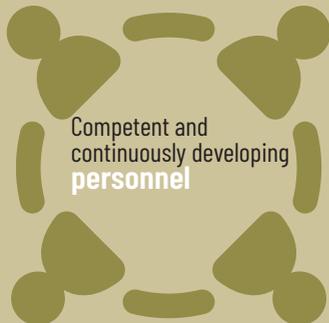
- > Responsible financial management, coordination of resources and service needs

## 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



Competent and continuously developing personnel



# 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.

## STRATEGY FORMULATION

Anticipation and analysis of the operating environment

Orientation workshops  
City Executive Board,  
office-holders,  
Chairs of the City Board

Personnel strategy workshop

Stakeholder strategy workshop  
Culture, industry and commerce,  
sports, competence, well-being,  
tourism

City Board and Council

Otakantaa.fi  
91 replies

Council strategy workshops  
2 pcs

Resident interaction forum  
959 replies

Strategy preparation kick-off for the new Council

