

The Strategy of Health related Sport of Päijät-Häme 2020 – Description of updating process

Keijo Kylänpää

Author Keijo Kylänpää	
Degree programme Sport Development and Management	
Report/thesis title The Strategy of Health related Sport of Päijät-Häme 2020 – Description of updating process	Number of pages and appendix pages 100 + 32
<p>The aim of this development project was to implement the updating process of the Strategy of Health related Sport of Päijät-Häme 2020. This development project aimed to make visible the whole updating process and all results of it, as well as to be a tool to develop the health related sport and sports in general in the area of Päijät-Häme.</p> <p>The previous existing strategy has earlier been implemented with good results. Despite this, there was a need for a large-scale clarification and updating so that it would respond better for today's needs. The updating process was divided into different phases which are called "the steps" in this thesis. In total there were three main steps in which both qualitative and quantitative methods were used.</p> <p>The goal of step 1 was to identify the strategy and make strategic analysis. This was made in three phases. The goal of step 2 was to define the updated strategy. There was a significant amount of analyzed data from step 1. Based on those results and all the information which was gathered, the defining of updated strategy was done. The goal of step 3 was to implement in detail the updated Strategy of Health related Sport of Päijät-Häme 2020.</p> <p>As a result of the updating process the Health related sport vision 2020 was born and five spearheads of the strategy were:</p> <ol style="list-style-type: none"> 1. Sports venues: Working environment and well-maintained sports venues inspires the residents` exercising in Päijät-Häme. 2. Sports services: There are comprehensive and flexible sports services in Päijät-Häme. Self-movement is encouraged and people who are exercising too little are activated to active lifestyle. 3. Active lifestyle of children and young people: Children and young people have an opportunity to grow up in a sporty environment and practice comprehensive sport. 4. Health related sport expertise and training: Päijät-Häme provides health related sport knowledge and training at the highest level in Finland. 5. Communication of health related sport: Positive and supportive communication of health related sport reach the residents in Päijät-Häme. <p>In addition of the spearheads, there are objectives and proposed actions in the updated strategy, as well as issues to be taken into account.</p> <p>The updating process of the Strategy of Health related Sport of Päijät-Häme 2020 was made in cooperation with The Regional Council of Päijät-Häme, Päijät-Hämeen Liikunta ja Urheilu ry, Haaga-Helia and Lahti University of Applied Sciences, municipalities and other organizations which were working in the field of health related sport in the area of Päijät-Häme. The residents of Päijät-Häme also had a major role in the updating process.</p>	
Keywords Strategy, strategy process, (health related) sport, Päijät-Häme	

Table of contents

1	Introduction	1
1.1	The structure of thesis.....	2
1.2	Päijät-Hämeen Liikunta ja Urheilu ry (PHLU)	3
1.3	The region of Päijät-Häme – the heart of Finland	4
2	Concepts.....	5
2.1	Strategy	5
2.2	Health related sport.....	6
2.3	Health promotion.....	8
3	Management	9
3.1	Strategic management	10
3.2	Strategy process	11
4	Laws and regulations related to health related sport strategy planning.....	14
4.1	Health Promotion in Finnish legislation	15
4.2	Muutosta liikkeellä! -document	17
4.3	Well-Being reports of municipalities and provinces	18
4.4	Health Promotion in EU legislation.....	19
5	Benchmarking strategies of physical activity and (health related) sport	20
5.1	Recommendation of World Health Organization.....	20
5.2	The Success plan of Finnish Physical activity and Sport	21
5.3	Recommendations for promoting physical activity in municipalities	22
5.4	Strategies of physical activity and sports in municipalities	25
5.5	The Strategy of Health related Sport of Kymenlaakso 2014 – 2020	26
5.6	Exercise for health – the Strategy of Health related Sport of Pirkanmaa	27
5.7	Keski-Suomi is the top province of physical activity and sport – the Strategy of Physical activity and Sport of Keski-Suomi.....	28
5.8	Physical activity and Sport Development Program of North Karelia 2016 – 2018	29
5.9	Physical activity and Sport Development Program of South Karelia	31
5.10	The Sports Strategy of Lapland.....	32
6	Development process design	33
6.1	The aim of development project	35
6.2	The methods of development project and theoretical frames of those	37
6.2.1	Data collection & data analysing: step 1	39
6.2.2	Data collection & data analysing: step 2.....	42
7	Phases and results of the development project: step 1.....	44
7.1	Starting point: the Strategy of Health related Sport of Päijät-Häme 2009 – 2020.	44
7.2	Starting point: SWOT-analysis	46
7.3	Assessing the current situation by interviewing municipalities	47

7.3.1	Results: Municipalities` health related sport action plans.....	48
7.4	Assessing the current situation by questionnaire from municipalities` sport facilities	52
7.4.1	Results: The questionnaire from municipalities` sports facilities	53
7.5	Assessing the current situation clarifying how the current strategy appears in municipalities` strategies and decisions	59
7.5.1	Results: How the current strategy appears in municipalities` strategies and decisions.....	60
8	Phases and results of the development project: step 2.....	62
8.1	Developing things which have risen from the assessment phase.....	62
8.2	Updating the new strategy	63
9	Final result: the updated Strategy of Health related Sport of Päijät-Häme 2020	68
9.1	The updated Strategy of Health related Sport of Päijät-Häme 2020	68
9.2	Electronic platform	74
10	Conclusion	75
10.1	The importance of development project	76
10.2	The justification for decisions in the updated strategy	77
10.3	Prospects to implement the updated strategy	79
10.4	What changed: previous strategy vs. updated strategy	80
10.5	How to use the phases of strategy process in the development project	82
10.6	Methods used in development project & reliability and validity of those.....	84
10.7	Limitations & suggestions for further development projects.....	87
10.8	Future	90
11	Summary of the development project	91
	References	92
	Appendices.....	101

Appendices

Appendix 1. Act on the promotion of sports and physical activity (390/2015)	101
Appendix 2. European Union council´s recommendation of on promoting health-enhancing physical activity across sectors (2013/C 354/01)	107
Appendix 3. The Strategy of Health related Sport of Päijät-Häme 2009 – 2020	111
Appendix 4. The structure of theme interview	117
Appendix 5. The questionnaire from municipalities` sports facilities	118
Appendix 6. The Strategy of Health related Sport of Päijät-Häme 2020	126
Appendix 7. What changed: previous strategy vs. updated strategy	130

1 Introduction

Physical activity and health promotion of residents has considerable social and economic factors. Physical activity is vital for the wellbeing and health of residents. Physical activity provides experiences and joy as well as it promotes communality. (STM 2010, 6.)

According to Harmaakorpi and Parjanen (2006, 26-27) the physical activity and health promotion needs the following aspects so that it could be realized well; taking physical activity into decision making, smooth cooperation between different actors, continuous service chain development, to consider the individual in development work, active communication and the systematic development of physical activity opportunities in the habitat.

In order to understand the key challenges facing physical activity and health promotion at this point in time, there is a need to situate it within the new dynamics of the 21st century. There are three defining and important elements to physical activity and health promotion; modernity, globalisation and individualization. These elements are not only a new context or a new set of determinants of physical activity and health promotion, but they change the very nature of physical activity and health promotion. This new quality is reflected in the two central themes which are the understanding of physical activity and health as a global public good; and the understanding of physical activity and health as a human right. (Scriven & Garman 2005, 1-3.)

In the report of Finnish Government, the lack of physical activity and a weak physical fitness together leads to high social costs. This cost is at least 3 billion euros in a year. The biggest costs do not arise from the health care. Costs arise when enough residents can not live an active life, not able to work and to pay taxes. When healthcare professionals solve problems, it is already a bit late. Prevention, versatile physical activity from childhood throughout life is also the best way for society to avoid future costs. Achieving a healthy and active life is a use of common sence. (Vasankari & Kolu (toim.) 2018.)

This development project aims at solving the crucial issues in health related sport that are mentioned above. In the current process also a new tool is produced for developing health related sport and sports in general in the area of Päijät-Häme. This development tool is the updated Strategy of Health related Sport of Päijät-Häme 2020. This cannot solve all the issues but it could offer one solution.

1.1 The structure of thesis

The development project is divided into three major parts; the theoretical part, the empirical part and conclusions.

The first part of the development project report will be the theoretical one, which is designed to support the empirical part. First there will be an introduction paragraph which will lead to the subject. Paragraphs two and three will tell the main concepts of the development project. After these there is presented laws and regulations related to health related sport strategy planning in the paragraph four. In turn, there will be mainly national benchmarking by strategies of physical activity and (health related) sport in the paragraph five.

The second part of the development project report will be the empirical part, where the findings and the analysis of the study will be presented. This part will begin by introducing the process design of the development project in the paragraph 6. This paragraph will tell the aim of the development project as well as the methodology. It will also discuss how the analysis of the development project material was done. Paragraphs 7 and 8 will tell in detail the steps and main results of the development project. Paragraph 9 will present the updated Strategy of Health related Sport of Päijät-Häme 2020.

The final part of the development project report will be conclusions. It will include discussion of reliability and validity, as well as the ethical considerations of the development project. There will also be suggestions for further development projects, researches and studies. These will be found in paragraph 10. There is a summary of the development project in paragraph eleven.

1.2 Päijät-Hämeen Liikunta ja Urheilu ry (PHLU)

Päijät-Hämeen Liikunta ja Urheilu ry (PHLU) is a sports organization in Päijät-Häme region. There are 15 sports organization like PHLU in Finland. PHLU's main task is to promote welfare with sport and to strengthen vitality and versatility of sports culture regionally and locally. (Toimintakertomus 2016, 2.)

PHLU's action is divided into three categories: development of sports club activities, developing children's and young people's physical activity, and development of adult physical activity. PHLU is the organization which provides cooperation, advocacy, development and other services to its members. Services are produced and developed in cooperation with national, regional and local partners. (Toimintakertomus 2016, 2.)

Table 1. PHLU's strategy "Encourage to exercise – to strengthen cooperation" for the years 2016-2018 guides PHLU's action. The strategy emphasizes strong companionship and network cooperation. (Toimintakertomus 2016, 2.)

The vision:	We are the gathering force of sport in the area and builder of cooperation. Sports venues and services and also closely to those related know-how are good examples nationally and internationally.
The mission:	We are the promoter of sports culture in the area and we enable with our operations sports clubs, municipalities and other actors to succeed in their own goals.
The value:	The basis for our action is the pleasure of exercising, cooperation, companionship and animation.

The most important national partners are The Finnish Olympic Committee, Kunnossa kaiken ikää (KKI) -programme, other regional sports organizations, federations and the Ministry of Education and Culture. Locally the main partners are municipalities and sports clubs. PHLU is doing also close cooperation with The Regional Council of Päijät-Häme, Sports Institutes of Vierumäki and Pajulahti, Sports academy of Päijät-Häme, Centre for Economic Development, other academies, and also other regional and local actors. PHLU is working in five different provinces, there are 16 municipalities in total. These municipalities are Asikkala, Hartola, Heinola, Hollola, Iitti, Joutsa, Kuhmoinen, Kärkölä, Lahti, Lapinjärvi, Loviisa, Myrskylä, Orimattila, Padasjoki, Pertunmaa and Sysmä. There lives almost 240 000 residents in total in these municipalities. PHLU has over 200 members, mainly municipalities and sports clubs. The office of PHLU is located in the sports center of Lahti. (Toimintakertomus 2016, 2.)

1.3 The region of Päijät-Häme – the heart of Finland

The city of Lahti is the centre of the region of Päijät-Häme. It is situated near of the Finnish capital Helsinki. The region of Päijät-Häme can be called the heart of Finland, because there is a versatile nature and landscape in the region. (Päijät-Hämeen Liitto 2017.)

There are nine municipalities in the region of Päijät-Häme: the cities of Lahti, Heinola and Orimattila, and the municipalities of Asikkala, Hartola, Hollola, Kärkölä, Padasjoki and Sysmä. In the area lives about 200,000 residents, half of them in the regional centre of Lahti. Today the region of Päijät-Häme offers Finnish traditions and a modern way of life. (Päijät-Hämeen Liitto 2017.)

Sports and culture are characterised in the region of Päijät-Häme. The city of Lahti is internationally known, since 1926 the World Championships in cross-country skiing have been organised in Lahti seven times. In Lahti is organized also the annual "Salpausselkä-Games". (Päijät-Hämeen Liitto 2017.)

The region of Päijät-Häme is known also of its University of Applied Sciences, colleges and vocational institutions. In the future developing-work is at the center in both vocational and academic studies. The region is developing steadily. The keywords to know are quality, design and environment, as well as the traditional fields of industry. The most important resources for the region are wood and water and the innovative potential. (Päijät-Hämeen Liitto 2017.)

The region of Päijät-Häme is always open to the world, not only when it is important to sport competitions or festivals to reach an international audience. Centuries-old European connections are undergoing a permanent intensification, because Finland joined the European Union in 1995. Residents in Päijät-Häme understand this as a chance to present its potentials to an international audience. New influences are welcomed as much as old traditions are still maintained. (Päijät-Hämeen Liitto 2017.)

2 Concepts

2.1 Strategy

It is difficult to find a single and right definition for the word strategy. Strategy is a broad and indefinite topic. The concept of strategy can be defined in multiple ways by numerous authors, scientists, researchers, and business people. Many of these definitions have similarities to each other. Most commonly strategy is associated to a long-term direction or a plan that determines actions for the future. Strategy includes decisions, actions and goals, it also highlights the competitive advantage of an organization.

The word strategy has been borrowed from classical Greece's military, it adapted for business use. In both purposes strategy is a bridge between the guidelines and the course of action. (Strategosinc 2015; Karlöf 2004, 19; Näsi 2001, 8.) Sun Tzu, the Chinese general, said: "Strategy is the great work of the organization. In situations of life or death, it is the Tao of survival or extinction. (Grant 2008, 3-14.) The word strategy was first used in the English language in the 17th century. After the Second World War the strategy word became more common mainly in the business world. (Juuti & Luoma, 2009, 10.)

There is not one definition for strategy as Mintzberg (1987, 11) pointed out already in 1987. According to him strategy is a plan, a ploy, a pattern, a position and a perspective. Strategy as a plan has two important characteristics; it assumes that strategies are made in advance before acting out the plan, they are also developed consciously with purpose. Strategy can also be a ploy; a specific action or manoeuvre that is done to outperform a competitor. The definition of strategy as a pattern refers to consistency in behaviour whether it is intended. Strategy as a position which determines the products to markets. Strategy is also a perspective. As the position shows external marketplace, perspective looks inside the grand vision of the organization. (Mintzberg 1994, 23-29; Mintzberg & Quinn 1996, 3; Mintzberg et al. 1998, 9-15.)

There are also many other definitions of strategy. According to Verweire (2014, 17) and Hrebiniak (2005, 23) everything begins with strategy. Strategy means to an end, as well as, setting a clear direction for the whole organization and for every business unit, product and service, and the means to get there. (Heikkala 2014, 20; Vuorinen 2013, 15; Thompson & Martin 2005, 8-9; Kaplan & Norton 2002, 84; Näsi & Aunola 2001, 10). Rumelt (2012, 9) says that a good strategy should be adaptive to shifts in the competitive. Van Den Steen (2014, 1) says that strategies need to be coherent and coordinating; this

means that rather than pursuing several objectives, it should focus on a coherent design of strategy. Companies need to ensure that well prepared strategies will be put in action once they are formulated and aligned. (Bradley, Dawson & Montard 2013, 1; Bossidy & Charan 2011, 182).

Sydänmaanlakka (2009, 193) describes importance of strategy like a leading map which enables the organization to achieve its goals. The strategy shows what is important for the organization's success. Kesti (2007, 49) writes that strategy is above all a learning process where the strategy is complemented by measures which reflect progress and learning. Vuorinen (2013, 15) defines a good strategy to give the company and its employees a clear direction and meaning, and creates an identity, as well as, consistency in the company. Porter (1996, 5) argues that strategic positioning and operational effectiveness are vital to companies' performance and competitiveness.

2.2 Health related sport

Health related sport maintains health and exercising improves health in different ways. Health related sport means that kind of exercise which has been shown to have a beneficial effect on health. It can not produce health disadvantages or dangers, it must be repeated often enough, and sufficient intense and continuous enough. The human body needs variable stimulus so the condition develop diversely. Comprehensive exercise is often also more fun than to do one exercise. (UKK-instituutti 2017; Harmokivi & Rantala 2008, 16; Heikkinen et al. 2008, 464-465; STM 2006, 21-25; Vuori 2003, 22-27.)

Health related sport consists of all everyday acts where human body is moving. The condition does not necessarily develop but it is beneficial to health (UKK-instituutti 2017.) Recommendations are defined for different age groups which tell the amount of exercise, how often and what the intensity should be. Everyday acts fill the recommendation if the amount and intense are in accordance with the recommendation.

The recommendation of health related sport for people in working age and elderly people is visualized in figure 1: "Weekly Physical Activity Pie". In this recommendation, an adult must improve aerobic fitness by being active several days a week, for total of at least 2 h 30 min of moderate activity (e.g. walking, cycling, cleaning) or 1 h 15 min of vigorous activity (e.g. aerobics, running, stairs and hill climbing). In addition, an adult increases muscular strength and improve balance at least 2 times a week (e.g. strength and balance training, ball games). An adult fills this recommendation for example by being active

almost half an hour a day. (UKK-instituutti 2017; Alperin et al. 2010, 65-66; Harmokivi & Rantala 2008, 16; Heikkinen et al. 2008, 464-465; STM 2006, 21-25; Vuori 2003, 22-27.)

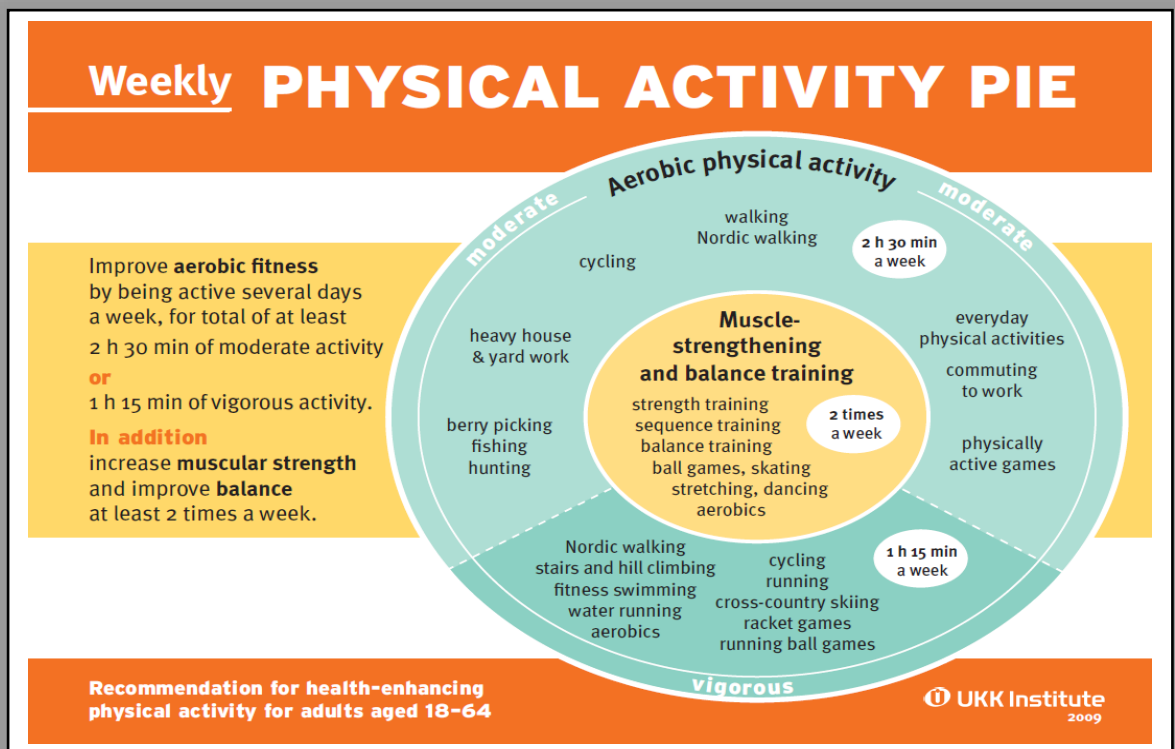


Figure 1. Physical Activity Pie (UKK Institute 2017).

There is the health related sport recommendation for under school age children. In this recommendation the goal is that a child exercises three hours daily; this contains moderate-, vigorous- and very vigorous activity. For a young child specific health-based exercise recommendations can not be defined. A child does not exercise for rational reasons, a child exercise because of curiosity, willing to try his/her skills and to test his/her boundaries. (UKK-instituutti 2017; Harmokivi & Rantala 2008, 16; STM 2006, 21-25; Vuori 2003, 22-27.)

There is also the recommendation of health related sport for people who are in school age. In this recommendation children from age 7 to 18 should exercise at least 1,5-2 hours daily diversely and age appropriate. Half from this should be a vigorous activity when the heart rate rises and breathing accelerates at least somewhat. A child exercise when he/she is going to school, at playtime in school and play with his/her friends after the school. In addition a child can take part in guided exercise. The daily goal is reached naturally when there is chance to exercise and the amount of screen time is agreed. (UKK-instituutti 2017; Harmokivi & Rantala 2008, 16; STM 2006, 21-25; Vuori 2003, 22-27.)

2.3 Health promotion

The definition of health promotion is challenging. There is no precise definition for word "health" because health is an abstract word which means different things to different people. (Green & Tones 2010, 8-10; Pietilä et al 2010, 15-17.) According to the definitions of health promotion the health includes the physical, psychological and social dimensions (Savola & Koskinen-Ollonqvist 2005, 39). According to Vertio (2003, 29-32) health promotion is action which purpose is to improve people's opportunities to look after their health. Health promotion includes also improving health conditions from an individual, community and society point of view.

According to Hubley & Copeman (2008, 9-13) the starting point for any discussion of health promotion is the Ottawa Charter, which in 1986 set out the concept of health promotion. The Ottawa Charter structures health promotion in five key areas: building healthy public policy, creating supportive environment, strengthening community action, developing personal skills and reorienting health services. In the Ottawa Charter for Health Promotion (WHO 2015) the health is defined as a resource for everyday life, not an objective of living.

Health promotion activities includes four different orientations: content, focus groups operation environment and -practices. The use of those is dependent on the situation. (STM 2006, 17-18.) Health promotion is goal-oriented and value-based which has an instrumental value. It tries to provide better health for individuals and societies, as well as to prevent diseases. (Perttilä et. al. 2004, 11-12).

Seedhouse (2004, 5) argues that every aspect of health promotion is based ultimately on human values. Health promotion does not just happen in some neutral way, or the health promotion is not always a good thing. Health promotion management includes strategic management and the implementation of the chosen strategies (Uusitalo, Perttilä, & Rimpelä 2003, 52-53).

3 Management

The concept of management is defined in various ways by numerous authors.

Management is a process where are trying to achieve organization's goals as good as possible. Management involves organization's actions which follow the chosen strategy. (Kesti 2010, 59.) Management is a question of interactive process between people who are evaluated by manager, subordinates and stakeholders (Hiltunen 2011, 33-37).

Management can also be shared management, this means that manager's job description and responsibilities are shared. For example, the management component may be building a team or improving the work processes. Another direction of shared management is a process of joint making. For example, exchanging ideas, sharing experiences and knowledge together. In this case everybody has a responsibility of the organization's strategy and goals, in addition cooperation increases valuation and confidence between people. (Sydänmaanlakka 2009, 24-25, 192, 213; Ropo et al. 2005, 18-22.) Shared management is emphasized by a good quality management where employees feel that they are special as well as the organization (Kesti 2007, 176).

Management has been often defined through the four principles: planning, organizing, leading and controlling. The organization needs to set clear goals and pursuit constantly towards these goals. Sydänmaanlakka (2009, 24) and Robbins & Coulter (2007, 7-9) define these management functions as follows: **planning**; defining goals, establishing strategy, and developing plans to coordinate activities; **organizing**; determining what needs to be done, how it will be done, and who is to do it; **leading**; motivating, leading, and any other actions involved in dealing with people; and **controlling**; monitoring activities to ensure those are accomplished as planned. After these steps the organization can achieve the stated purposes.

There are many variations in management, like sport management. The various definitions of sport management emphasize sport organizations, careers in sport management, and the sport industry. (Chelladurai 2014, 15-49). Trenberth (2012, 4) outlines a definition for sport management as a broad concept including all the people, activities, businesses and organizations involved in producing, facilitating, promoting or organizing sports products. DeSensi, Kelley & Blanton (1990, 3) advocate that any combination of skills related to planning, organizing, directing, controlling, budgeting and leading within the context of an organization or department whose primary product or service is related to sport or physical activity.

3.1 Strategic management

Strategic management is what managers do to develop the organization's strategies. Strategic management is important because it can make a difference in how well an organization performs, because of the nature of organizations, and because it is involved in many of the decisions. (Robbins & Coulter 2007, 208-209.) One aspect of strategic management is its complex, multifaceted nature (Hoye et al. 2006, 70).

One of the most important things in the strategic management is to look ahead, into the future. After that the strategy can meet the challenges and opportunities it presents. Strategic management is a continuous process which consists of nine steps: 1. develop a clear vision and translate it into a meaningful mission statement 2. assess the strengths and weaknesses 3. scan the environment for opportunities and threats 4. identify the key factors for success 5. analyze the competition 6. create goals and objectives 7. formulate strategic options and select the appropriate strategies 8. translate strategic plans into action plans 9. establish accurate controls. (Scarborough 2012, 57-58.)

As the strategic management defines the mission, vision and objectives, it will help to achieve the mission as there is a defined goal to work for. In addition to this, communication and motivation can be improved. (Laamanen 2005, 101.) Strategic management involves the analysis position in the competitive environment, the determination of its direction and goals, the selection of an appropriate strategy and the leveraging of its distinctive assets (Hoye et al. 2009, 9). Strategic management has become an increasingly important way to track international developments and position for long-term competitive advantage (Wheelen & Hunger 2006, 17). According to Hoye et al. (2006, 75-78), there are different types of strategies: marketing, corporate, operational, product, distribution, marketing communications, branding, human resources, advertising and environmental. Strategies exist on different levels within an organisation.

The benefits of strategic management are both financial and non-financial. As result of a good strategic management, the organization can achieve the mission and objectives of the company, while the profits will come naturally. (Fred 2011, 21.) Kontes (2010, 9) divides the benefits of strategic management into two categories which are soft and hard benefits. Soft benefits include extensive improvements in transparency, and the quality of decision making and communication. Hard benefits can be seen as improvements in the company's financial performance and resource strength.

3.2 Strategy process

As already written in this thesis, strategy is a plan of action. The assumption is that the strategy or the plan will produce the desired outcomes. However, it does not always happen that the intended strategy becomes the actual realized strategy (Jashapara 2011, 92). Because of this, it is important to have a good planned strategy process to achieve the strategic goals.

Strategy process could be planned as a process which helps to understand elements and phases of the strategy process (Kärnä 2012, 27-28). The strategy-planning phase is crucial for the performance and success. Many aspects need to be taken into consideration when planning and defining the strategy. There are different kind of strategy tools which help identify strategy and shape of strategic choices (Robson et al. 2013, 76.) Most of the models of strategic process are quite the same. The phases proceed in chronology order, first to create and then implement the strategy. The strategy management can also be seen with phases, that are not in chronological order. (Vuorinen 2013, 39-42; Kärnä 2012, 27-28; Lindroos & Lohivesi 2010, 29.) Usually the strategy process is a five-step process as it has described in figure 2. These steps are presented in more detail in the following text.

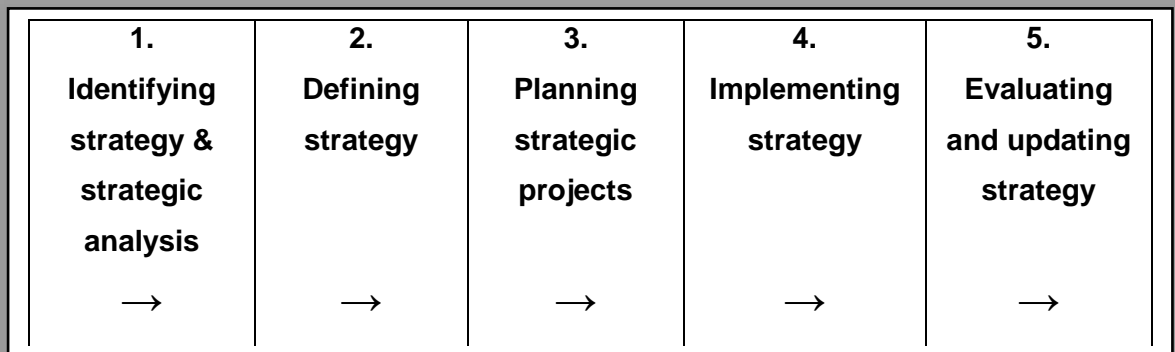


Figure 2. Modified traditional five phases of strategy process (Lindroos & Lohivesi 2010, 29-45; Hoyer et al. 2009, 89-104; Kaplan & Norton 2009, 53-89; Robbins & Coulter 2007, 210-216).

Identifying strategy begins in identifying current mission, goals and strategies (Robbins & Coulter 2007, 210-216). It is also important to identify the opportunities and risks in its environment. (Mintzberg, 2003, 74). According to Kamensky (2008, 120), analyses are the basis for choosing strategies, goals and actions. Analyzing the strategic position consists of analysis that are based on the purpose of the organization, where the organization wants to be in the future, the environment it operates, competitors and the organization's

resources. When analyzing, there is always the aspect for an external and internal analysis. (Lindroos & Lohivesi 2010, 29-45; Hoyer et al. 2009, 89-104; Kaplan & Norton 2009, 53-89; Robbins & Coulter 2007, 210-216.)

There are different kinds of analysis-tools; swot-analysis, stakeholder and customer needs analysis, competitor analysis and the five forces analysis (Lindroos & Lohivesi 2010, 29-45; Hoyer et al. 2009, 89-104; Kaplan & Norton 2009, 53-89; Robbins & Coulter 2007, 210-216). When using these different kind of analysis-tools, it is important that evaluating information and making assumptions and conclusions are based on finding the answers to the right questions (Freedman & Tregoe 2003, 35).

After identifying and strategic analysis, is the phase of **defining the strategy**. The intention of the previous phase was to form a view of what kind of environment the strategy is created to. The second phase of the strategy process is deciding what goals to set for the next strategic period. There are four conventional tools that are used to clarify the strategic direction: mission and vision statement, organizational objectives and performance measures. (Hoyer et al. 2009, 89-104.) Defining strategy requires people with special skills and features (Mantere et al. 2003, 6). The most important factors in a successful strategy process is to create a mutual mission and vision which defines concrete goals. The goals are achieved with actions which should be concrete and clear so that all understand what needs to be done. (Lindroos & Lohivesi, 2010, 43.)

The most important parameter for strategic vision is its time. It must have an end, so that it helps organizing the strategic periods. (Freedman & Tregoe, 2003, 51.) According to David (2005, 66) well designed vision and mission are essential for defining, implementing and evaluating strategy. Näsi & Aunola (2005, 84) suggest that the defining phase of strategy should include the budgeting process as well.

Before the implementation phase, there should be different kind of **strategic projects**. These projects should define what strategic activities are trying to conduct, and what projects will be executed first. These projects should be put into an order of importance as well as those should be defined to the entire strategic period. (Freedman & Tregoe 2003, 139.) The implementation order of the projects can be concretized with using strategic development steps. The steps create the image of continuance and help in recognizing the links between development projects. (Lindroos & Lohivesi 2010, 46.)

The next step is **implementation**, the strategy is only as good as its implementation. Strategies cannot succeed if they are not implemented properly. (Hoyer et al. 2009, 89-

104; Robbins & Coulter 2007, 210-216.) One of the most common reasons for failing to implement strategy is the imbalance between strategy and resources. (Kamensky, 2008, 328). Strategy is implemented through yearly action plans. These action plans define the exact definitions of strategic goals, and the means to achieve them. The implementation phase requires much more resources and work than the analysis and planning phases. Implementing the strategy requires willingness and skills as well as a strategy focused management. The management has the key role in this phase. (Lindroos & Lohivesi 2010, 29-45; Kaplan & Norton 2009, 53-89.)

Evaluating results is the final step in the strategy process. It is one of the most difficult aspects of strategic management. Strategy documents need a monitoring system, which makes it able to see how the strategy actions and the strategic projects are proceeding (Lindroos & Lohivesi, 2010, 48). According to Freedman & Tregoe (2003, 199), there are four questions to be answered when evaluating strategy: 1. How well have the projects succeeded? 2. Is the strategy leading decision-making? 3. Are the assumptions from the defining-phase of strategy still valid? 4. Is our strategy working? Does it improve our succeeding possibilities? The strategy process is constantly evaluated to ensure that the strategic decisions have been the right ones (Freedman & Tregoe, 2003, 198). As the operational environment changes all the time, it is likely that the strategy has not considered all relevant issues. That is the reason why the strategy should be flexible enough to be **updated** easily if necessary. (Lindroos & Lohivesi, 2010, 48-49.)

According to Lynch (2015, 20) an emergent strategy is one whose final objective is unclear and whose elements are developing as the strategy proceeds. This means that there is no pre-existing plan before action happens. The action does not happen sequentially, and the strategy can develop over time. One of the recent changes in strategy work is that the strategy definition and implementation processes have been blended. Even though perfect plans are not seen as important as before, a model of the strategy process usually helps to get through the most important parts of the process. (Vuorinen 2013, 16-17, 39-42.)

Thompson and Martin (2008, 24) see a strategy process more as an unbroken circle. Strategy management process as a circle includes key questions which should be addressed all the time. Strategy process refers to an overall process of planning, implementing and evaluating strategy.

4 Laws and regulations related to health related sport strategy planning

The Finnish government has outlined in the health and wellbeing growth program that achieving a good health is a basic human right. The Constitution of Finland also obligates public authorities to support the health of the population. It is defined in different law sections and in different programmes that investing in health increases the wellbeing without an additional cost. (Pietilä, Länsimies-Antikainen, Vähäkangas & Pirttilä 2010, 15-17.)

Research results are showing positive effects in health and economical impact. Exercise and public debate have affected the development of the position of exercise in Finland. The Finnish parliament has discussed the importance of exercise while setting laws concerning different industries. The latest modification in the Act on the promotion of sports and physical activity had legal force in the year 2015. The health increasing exercise and wellbeing politics are highlighted in the new act of law which gives a good base to support exercise in public administration and especially at local level in the municipalities. (Kuntaliitto 2017.)

Promoting health and wellbeing of the population and exercise are reviewed widely also in other acts of law like the figure 3 will show. The Constitution of Finland conducts the position of exercise as a cultural privilege and the purpose of Local Government Act is increasing the wellbeing of the residents. According to Health Care Act municipalities must annually report to the council about the health and wellbeing of the population and activities that has been made. These other laws and regulations have a connection to the Act on the promotion of sports and physical activity. Exercise increases health and well-being of the population. This should also be seen in the different administrative plans and acts. It is essential that different administratives direct resources to prevention, by that they are supporting health related sport by practical measures. (Kuntaliitto 2017.)

Paragraphs 4.1, 4.2, 4.3. are describing which laws and regulations guide health promotion in Finnish legislation. Paragraph 4.4 are describing how health promotion is appearing in EU legislation. Those construct the statutory frame of sports department, basis of municipality's sports department and its tasks. Those underlines that physical activity is a fundamental right of privilege and a basic municipal service.

4.1 Health Promotion in Finnish legislation

Renewal of the Constitution of Finland (731/1999, amendments up to 1112 / 2011 included) confirmed the health status and public administrations' responsibilities regarding health promotion. Finnish constitution law obliges municipalities to take health promotion into account through various actions.

Chapter two, section 19 of the Constitution of Finland (731/1999, amendments up to 1112/ 2011 included) states the public authorities shall guarantee for everyone, as provided in more detail by an Act, adequate social, health and medical services, and promote the health of the population. Moreover, the public authorities shall support families and others responsible for providing for children so that they can ensure the wellbeing and personal development of the children. Chapter two, section twenty of the Constitution of Finland (731/1999, amendments up to 1112/2011 included) states nature and its biodiversity, as well as the environment and the national heritage are the responsibility of everyone. The public authorities shall to guarantee for everyone the right to a healthy environment and for everyone the possibility to influence the decisions that concern their own living environment.

According to Chapter one of the Finnish Local Government Act (410/2015) municipalities must seek how to promote the well-being of their citizens and the sustainable development of the municipality. Municipalities shall strive to advance the well-being of their residents and promote sustainable development in their respective areas. Chapter five, section 32 of Local Government Act (410/2015) states that elected officials must promote the best interests of the municipality and its residents and act with dignity in their position of trust in a manner befitting the task.

According to the Finnish Health Care Act (1326/2010, amendments up to 1293/2013), a municipality needs to give enough resources to strengthen health care, well-being and health promotion and to promote availability and the efficient production of health services. According to the law, there need is a need to set strategic goals for health and well-being and their improvement. The Health Care law also highlights that health promotion is a way to cut costs in the public sector. Chapter 14, section 1a of the Health Care Act (1326/2010, amendments up to 1293/2013) states that municipalities shall monitor developments in the health of municipal residents and factors contributing to that by population group, see to it that health considerations are considered in all activities of the municipality as well as cooperate with other public and private bodies in the municipality to strengthen health promotion.

Health promotion is also emphatic included in many laws, for example the Act on the promotion of sports and physical activity (390/2015). Act on the promotion of sports and physical activity had legal force for the first time in the year 1980. The act has been changed several times which indicates the constant transformation of Finnish exercise culture. Understanding the industry of exercise and local functions are expanded significantly in recent years. The latest modification in the Act on the promotion of sports and physical activity had legal force in the year 2015. This act emphasizes that the municipality must create the conditions for the development of sport for the residents with local and regional cooperation, health-promoting physical activity, supporting civil society activities, providing sports facilities, as well as the organization of physical activity, considering the needs of special groups. The Act on the promotion of sports and physical activity is described in detail in appendix 1.

As the previous text has shown health promotion has a significant part in many laws in Finnish legislation. Figure 3 also shows this in Finnish.

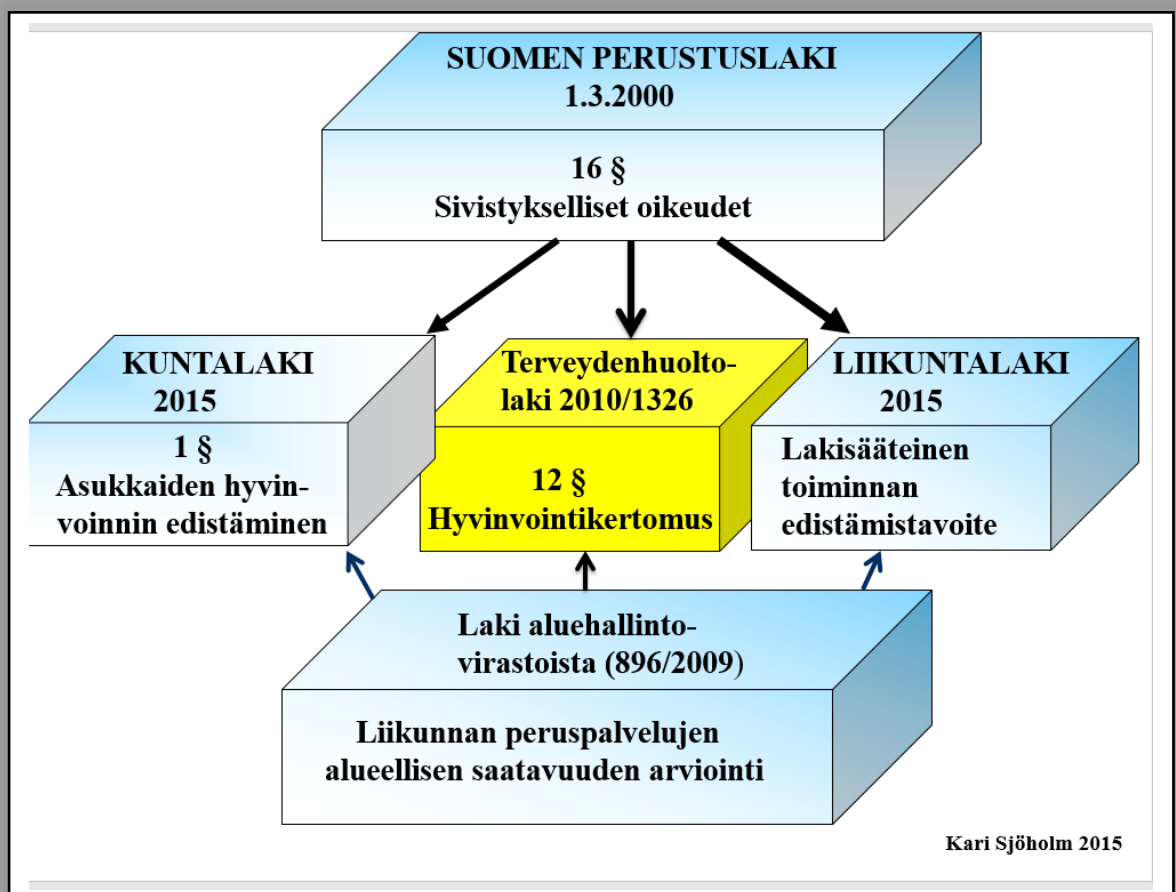


Figure 3. Health Promotion in Finnish legislation (Kuntaliitto 2017).

4.2 Muutosta liikkeellä! -document

Ministry of Education and Culture and ministry of Social and Health have drawn new alignments for health promotion, which extend to 2020. Alignments contain an operational program of health promotion. The vision of alignments is that Finns should exercise more and sit less. (Muutosta liikkeellä! 2017.)

The lack of physical activity cause significant and growing challenges to Finnish society. Lifestyle with no physical activity increases many diseases, aging problems, costs for the economy and it also weakens the productivity and competitiveness in working life. Differences in physical activity between the population groups is associated with health- and well-being differences. The positive effects of physical activity to obesity, type 2 diabetes, musculoskeletal disorders, depression and their prevention are evident. Although people exercise quite much in their spare time the rest of the day is a lot of sitting at a day care, school, work, a vehicle and at home. To increase physical activity and to reduce sitting is a huge need in Finnish society. (Muutosta liikkeellä! 2017.)

The concept “promoting the physical activity” is from the early 2000s. The document Muutosta liikkeellä! has strengthen this concept with functional cross-sectoral cooperation. The principle decisions of health promotion from years 2002 and 2008 have worked as a good basis for nationwide promotion for health related sport. In this document has been pursued even deeper and more substantial grip, and strong commitment of actors already during the work. (Muutosta liikkeellä! 2017.) There are four spearheads in Muutosta liikkeellä! -document: reducing everyday sitting, increasing physical activity, increasing physical activity as a key element in promoting health and well-being and strengthening the role of physical activity in Finnish society. These alignments should be targeted especially for people who are exercising too little for their health, and to create exercise opportunities to different organizations. (Muutosta liikkeellä! 2014, 4-5.)

In alignments the following are the key aspects: 1) Importance of physical activity understood by the health of individual and society, a basic condition of wellbeing and competitiveness 2) Different administrative sectors and in organizations are creating opportunities to a physically active life 3) Promoting physical activity is based on stakeholder´s partnerships, functional structures and a good leadership 4) Gender equality is recognized and effectively influenced 5) Individuals adhere to improved opportunities to increase everyday activity 6) Finland is even a stronger model of a physically active culture in Europe. (Muutosta liikkeellä! 2017; STM 2013, 20–21.)

The alignments focus in particular to people who are exercising too little for their health, and to create exercise opportunities to different organizations in different phase of life course. In addition specific actions are targeted at the groups, whose amount of physical activity is too little. These should be worried about the most. For them the measures of development have been minor before. (Muutosta liikkeellä! 2017; STM 2013, 38.) According to alignments of Muutosta liikkeellä! -document (STM 2013, 38; Vuori 2013, 1756) the personnel of social and health care are in the key position to reach the people who are exercising too little. They also have the responsibility to inform and educate the target group about the advantaged of excercise. (Kivimäki & Tuunanen 2014, 13-14). Activating people who are exercising too little is safeguarding the basic conditions of life and general well-being (Rautio & Husman 2010, 165).

Health is one of the most important values of life and a component in peoples´ wellbeing. Health promotion covers a wide range of operations from society to individual and to develop health services. The goal of health promotion is to increase opportunities to look after the well being, both own and surroundings. Ethical thinking is the starting point for action, because promoting health is usually about interfering with people's lives. It is important be aware of that efforts which are being made to increase implementing a good life. (Muutosta liikkeellä! 2017.)

The population of Finland needs, at all ages mainstreamed, the contribution of all branches of government and partnership, promotion of physical activity and to reduce immobility to develop health and wellbeing. Organizations and decision-makers of society should encourage, support and guidance individuals and communities toward active and healthy lifestyle. (Muutosta liikkeellä! 2017.)

4.3 Well-Being reports of municipalities and provinces

According to the Local Government Act (365/1995), municipalities have to promote the wellbeing of the residents. The well-being report supports issues by providing a tool for the identification of needs and local circumstances. Through their identification, a well-being promotion plan could be devised, as well as an assessment of outcomes. The Health Care Act (1326/2010, amendments up to 1293/2013) obliges municipalities to create well-being reports. The law states that an extensive well-being report must be prepared to the municipality council once every four years, one extensive report per council term. More precise well-being report must be prepared annually to the municipality council.

4.4 Health Promotion in EU legislation

Good health is the biggest concern of Europeans. European Union seeks to protect health through its politicians and operations which is based on the agreement of 168 Article of European Union's action. The actions which are focused on social and health care European Union tends to improve public health, combat illnesses and health threats, and promote research. European Union is not determined ways of organizing and produce health policies and social- and health care services. Instead it tends to supplement by its actions national policy of Member States and support their cooperation in the field of public health. (Euroopan Unioni 2017.)

European Union wants to promote health and physical activity. It also wants to support good practices spreading all over the Europe. That is, among other things, the reason why European Union has adjusted the strategy of health in European Union. The strategy is also called a recommendation of on promoting health-enhancing physical activity across sectors (2013/C 354/01) which has drawn by the European council. There are also many other laws, regulations and recommendations in EU legislation which keeps inside aspects of health promotion in some level. But this strategy (2013/C 354/01) is maybe the most significant one from health promotion point of view.

In the following text, there are some highlights from this strategy. The strategy is described in more detail in appendix 2.

Regular physical activity contributes to healthier individual lifestyles. In turn, this ensures a healthy workforce, a key prerequisite for meeting the European Union's economic growth and competitiveness targets. European Union countries are now being urged to encourage their citizens to take regular exercise. The majority of European citizens do not engage in sufficient physical activities. European Union governments addressed the challenge by adopting a voluntary recommendation on 26 November 2013 addressed to national authorities and the Commission on promoting health-enhancing physical activities. This urges European Union countries to develop national campaigns and cross-cutting strategies involving different policy areas such as sport, health, education, the environment and transport. These should include practical and concrete ways of motivating people to take regular exercise. To gauge the impact of the different measures, governments are asked to monitor physical activity levels covering such issues as physical education in schools, schemes to promote physical activity among the elderly and projects to encourage active travel to work. (2013/C 354/01.)

5 Benchmarking strategies of physical activity and (health related) sport

5.1 Recommendation of World Health Organization

Global Strategy on Diet, Physical Activity and Health recommended that states should develop national physical activity action plans and policies to increase physical activity levels in their populations (World Health Organization 2004).

These action plans urges states to implement national guidelines on physical activity for health and encourages them to develop and put into practice policies and interventions that: develop and implement national guidelines on physical activity for health; introduce transport policies that promote active and safe methods of travelling to and from schools and workplaces, such as walking or cycling; ensure that physical environments support safe active commuting, and create space for recreational activity. The action plans urges World Health Organization to provide countries with technical support in either implementing or strengthening nationwide actions to reduce risk factors. (World Health Organization 2004.)

According to World Health Organization (2010) it is important that there is national and regional guidelines for health. Scientifically-informed recommendations, with a global scope, on the benefits, type, amount, frequency, intensity, duration and total amount of the physical activity are necessary for health benefits. Those are the key information for policy-makers wanting to address physical activity at population level showing who are involved in the development of guidelines and policies at regional and national levels.

The development and publication of science-based national or regional physical activity guidelines can: inform national physical activity policies and other public health interventions; provide the starting point to the establishment of goals and objectives for physical activity promotion at national level; foster intersectoral collaboration and contribute to setting up national goals and objectives regarding physical activity promotion; provide a foundation for physical activity promotion initiatives; justify the allocation of resources to physical activity promotion interventions; create a framework for joint action for all other relevant stakeholders around the same goal; provide an evidence-based document that enables all relevant stakeholders to transfer policy into action with the allocation of the appropriate resources; facilitate national surveillance and monitoring mechanisms to monitor population levels of physical activity. (World Health Organization 2010.)

5.2 The Success plan of Finnish Physical activity and Sport

The Finnish Olympic Committee has published the Success plan of Finnish Physical activity and Sport which guides the activities of the Finnish sports and sports communities. The mission of the success plan is to energise Finland through physical activity and sport. The vision of the success plan is to be the world's most active nation and be the most successful nation in the Nordic countries.

The main contents of the Success plan are promises which sports communities are implementing together. These promises are related to active lifestyle of children, young people and adults, vital sportclubs activities and successful elite sport. All these are combined an open-minded attitude towards to active collaboration and equal participation. (Suomen Olympiakomitea 2017.)

Table 2. The promises of the Success plan of Finnish Physical activity and Sport (Suomen Olympiakomitea 2017).

The promises of the Success plan of Finnish Physical activity and Sport

1. Through exercise we are creating a good day for a child where enthusiasm, versatility and variety is realized, and where is also lots of movement and play as well as healthy lifestyles.
2. We can increase the movement in an open-minded cooperation with different actors in society. Young people and adults are exercising and feeling good in an everyday operating environments.
3. We are taking care that the sports clubs are seeing the changes in the operating environment and are living in time. Sports clubs are inspirational communities where everyone is welcome. Sports clubs have the know-how and operating conditions to increase the exercise and to build athlete's path.
4. We will ensure that athletes have that kind of daily coaching and operating environment which are enduring international comparison. Gifted young people can achieve their own potential in sports and in other areas of life. We are working ethically sustainably. There are more internationally successful athletes and teams.

5.3 Recommendations for promoting physical activity in municipalities

The task of municipality is to promote the wellbeing and health of residents. Physical activity is a basic service, the task of municipality is to create the conditions for physical activity. As an autonomous community a municipality can define by itself the ways how it takes care of this task. This emphasizes municipality's own strategic view of different age groups' service needs and the way the services are produced. Best results are reached with cooperation with sports department and other departments. (STM 2010, 6.)

The Ministry of Social and health, the Ministry of Education and Culture, the Ministry of Transport and Communications, the Ministry of Environment and Finnish Association of Finnish Local and Regional Authorities have drawn with cooperation recommendations for promoting physical activity in municipalities. The goal of this recommendation is to encourage the municipalities to do a key strategic choice from physical activity. The goal of this recommendation is also to support and offer ideas to create conditions for health-promoting physical activity. (STM 2010, 6.)

Physical activity is a basic service and a fundamental right for people. Municipality is responsible for physical activity services. The government grant state subsidies and aids for municipalities. Municipality's task is to create the conditions for physical activity. Municipality defined by itself the level, content and ways how it take care of its obligation. This emphasizes municipality's own strategic view of different age groups' service needs and the way the services are produced. (STM 2010, 7-8.)

A definition of physical activity has expanded from competitive sports to health-promoting physical activity for all age groups. Promoting physical activity is the task which belongs to all municipalities. Promoting physical activity is a part of wider health's promotion. It is crucial to take care of health aspects in all functions of municipality and make extensive cooperation. The goal is a municipality where residents do physical activity adequate for their health and where physical activity provides opportunities togetherness and communality for its residents. Many departments in the municipality, such as of Sports department, Social- and health care department, Education department, Youth department, Culture- and library department, Transport and environment department and Technical department are involved in health promotion. Besides the municipality, other local actors, such as sports clubs', sports companies' have an important input in promoting residents physical activity. Sports opportunities sought to offer in the natural growth communities of residents and living environments as educational institutions, in the workplaces and residential areas. Although physical activity and health effects appear with

a delay in health and economic statistics, the positive effects of physical activity have been found in many studies and investing to physical activity is worthwhile. (STM 2010, 8-10.)

Each department has its own tasks and opportunities to promote physical activity of residents. Successful physical activity in the municipality different departments know their roles and responsibilities to create conditions for physical activity. They are able to offer good opportunities for residents to daily physical activity with cooperation. (STM 2010, 11.)

The following text is looking at goals and opportunities from point of view of municipality´ different departments of promoting physical activity.

Sports department

Physical activity is a statutory task of municipality. According to the Act on the promotion of sports and physical activity municipality´ task is to create the conditions for physical activity, support civic activity and organize physical activity to residents, taking into account also the special groups. Physical activity is a basic municipal service. The goal is to promote wellbeing and health, physical activity and to strengthen civic activities of physical activity. (STM 2010, 12.)

Social- and health care department

Social- and health care department´ task is to offer expertise of health promoting sport to other actors and departments. It delivers the knowledge of the health effects of physical activity and information about sports services with cooperation with other actors. Social- and health care department follows municipal decision-making and try to affect the fact that decision-making is positive for physical activity. The department participates and start cooperation with other industries and local partners. The department uses physical activity as a tool in day care education, to improve the life management in danger of being excluded and to improve performance an aging population. In department´ action emphasis preventive actions, promoting health and reducing health inequalities. (STM 2010, 13.)

Education department

One of the goal of schools and educational institutions is to promote physical activity and achieving permanent physical activity habits. Primary school, high school, vocational school and Community College have a significant role in securing daily physical activity for children and young people. Schools and educational institutions should offer versatile

opportunities for physical activity. The purpose of physical education is to affect positive to student´ physical, mental and social performance and wellbeing, and also to guide student to understand health significance of physical activity. Physical education offers to student such skills, information and experiences, on the basis of which is possible to embrace a physical activity lifestyle. Sports is a functional subject, in which proceed through play and learning skills towards selfish pursuit. (STM 2010, 14.)

Community College

The task of Community College is to offer physical education of health and fitness goals. Teaching supply of Community College can be targeted for example for elderly people, for people who are moving inadequately for their health, for people who are starting physical activity, for people who need Applied Physical Activity or for the other special groups. (STM 2010, 15.)

Youth department

The main purpose of municipality´ Youth department is to promote active citizenship, social strengthening and improving living conditions to support growth and independence. The breeding goal of Youth department is to promote physical activity and cultural lifestyle progress of children and young people. Sporting youth activities is also an excellent tool specially supporting young people at risk of exclusion and enhancing life management. (STM 2010, 16.)

Culture- and library department

Municipality has to promote, support and organize culture activities in municipality. Municipality has to organize opportunities to basic education of art. Municipality has to organize library- and information services. Municipality could organize these services by itself or cooperation with other municipalities. (STM 2010, 17.)

Habitat

In a state-of-the-art municipality land use planning and zoning protected by residents´ qualifications for physical activity. This is ensured sufficiency of recreational areas and the preconditions for building a healthy, comfortable and populous habitat. Green areas and hiking routes construct an unbroken network of outdoor and nature-friendly mobility. Maintaining biodiversity of the urban environment, promotion and securing urban and recreational opportunities support each other. Residents enjoy the diversity of green and outdoor areas. Sports venues, parks, streets and especially bicycle route network are essential surroundings of health related sport. (STM 2010, 18.)

5.4 Strategies of physical activity and sports in municipalities

Ruokonen (2014, 6) has clarified that the most common design documents of municipal Sports department are municipal sporting plans, sports facility plans, nearby sports facility plans ja sports association plans. In the Ruokonen study the prevalence of these plans has been reviewed in Finnish municipalities. The survey has been clarified whether there is strategy or similar documents in the municipality which are directly related to physical activity.

According to the report from the municipalities of Finland 36 percent have valid **municipal sporting plan**. Appearance of these municipal sporting plans varies considerably between regions. Municipal sporting plans are most common in Southern Finland, where 46 percent of municipalities have a valid municipal sporting plan. Least Municipal sporting plans are in Lapland where only 19 percent of municipalities have particular plan. **Sports facility plans** are slightly more common in municipalities than municipal sporting plans. Sports facility plans is 38 percent of municipalities, they have been made most widely in Southern Finland. Valid **nearby sports facility plan** is in one quarter of municipalities. In Southern Finland nearby sports facility plans have been made relatively more than elsewhere in Finland. **Sports association plans** related documents have not yet become more common in many municipalities in Finland, only 11 percent of municipalities have sports association plan. Valid sports association plans do not vary significantly between regions. Sports association plans are quite strong connected of the population of the municipality. There are more likely sports association plans in large municipalities than small municipalities. (Ruokonen 2014, 6-7.)

The survey was investigated the role of physical activity also in strategy or similar documents of other municipal administrations. Based on the survey physical activity is strongly involved especially in municipal master strategy documents. In almost 70 percent of strategies physical activity is at least mentioned. In addition to the master strategy documents physical activity is also included in other administrations´ documents. 44 percent of Sports department inform that physical activity is included or mentioned in educational strategy paper of municipality, the corresponding proportion is 37 percent in social and health care. (Ruokonen 2014, 7-11.)

Based on the survey physical activity has a strong role in the Well-Being reports of municipalities. In almost 70 percent of municipalities physical activity is in the Well-Being report, only 4 percent announces that physical activity is no mentioned. In addition, approximately one third of respondent´s report that there is no Well-Being report in municipality or they do not know its existence. (Ruokonen 2014, 13.)

5.5 The Strategy of Health related Sport of Kymenlaakso 2014 – 2020

The vision of health related sport is: "People in Kymenlaakso are aware of the effects of exercise on health and they feel that exercise is a welfare promoter in different phases of the life cycle. Different actors in Kymenlaakso provide versatile sports services and develop sports venues to increase opportunities for health related sport. People in Kymenlaakso want take part in health promoting activities in the region." (Holmberg & Kiiskinen 2014, 14-26.) There are spearheads and objectives in the strategy. These are mentioned in table 3.

Table 3. The spearheads and objectives in the strategy. In addition to the spearheads and objectives, there are number of proposals for action. (Holmberg & Kiiskinen 2014, 14-26.)

The spearheads and objectives of the Strategy of Health related Sport of Kymenlaakso 2014 – 2020

1. Physical education

- Active lifestyle of children and young people
- Increase knowledge in everyday activity
- Promotion of mobility early childhood education

2. Physical activity

- Physical activity counseling is all over province
- Working age people are exercising adequate for their health
- Promoting aging capacity
- Increasing the health exercise activities among associations

3. Peer guidance

- Increasing the valuation of peer guidance
- Increasing the amount of peer guidance's groups and persons

4. Sports venues

- Activating working environment
- Maintain and develop sports venues

5. Health related sport as part of the education

- Strengthen the position of health related sport
- The important role of promote working and functional capacity of health related sport
- Increasing knowledge of health related sport among early childhood education, basic education and vocational training

5.6 Exercise for health – the Strategy of Health related Sport of Pirkanmaa

The goal of the Strategy of Health related Sport of Pirkanmaa is to support municipalities in Pirkanmaa to promote health related sport. Municipalities' health related sport action plans has been made in many municipality in Pirkanmaa. The Strategy of Health related Sport of Pirkanmaa is intended to a practical tool for increase cross-sectoral cooperation between different actors. (Hämeen Liikunta ja Urheilu ry 2017, 4.) There are spearheads and objectives in the strategy in different age-group. These are mentioned in table 4.

Table 4, continues to the next page. The spearheads and objectives in the strategy in different age-group. In addition to the spearheads and objectives, there are number of proposals for action. (Hämeen Liikunta ja Urheilu ry 2017, 8-13.)

The spearheads and objectives of the Strategy of Health related Sport of Pirkanmaa

1. Infants 0-6 years old

- Create a physical activity-promoting environment and emphasizes the importance of everyday activity
- Increase awareness about opportunities of physical activity and physical activity events
- Increase exercise guidance

2. Children and young people 7-17 years old

- Create environment which promote physical activity and emphasizes the importance of everyday activity
- Increase physical activity counseling and exercise guidance
- Make physical activity a part of school culture
- Increase awareness about opportunities of physical activity and sport clubs
- Increase sport activities especially people who are exercising too little

3. Working age 18-64 years old

- Create environment which promote physical activity and emphasizes the importance of everyday activity
- Increase awareness about opportunities of physical activity
- Increase physical activity counseling and information about the health benefits
- Guarantee equal sport opportunities for everybody
- Increase physical activity of unemployed

4. Elderly people 65 + years old

- Create environment which promote physical activity and emphasizes the importance of everyday activity
- Increase awareness about opportunities of physical activity
- Guarantee sport opportunities for everybody
- Increase physical activity counseling and information about the health benefits

5. Special groups (applied exercise)

- Create environment which promote physical activity and emphasizes the importance of everyday activity
- Organize sufficient sport services
- Increase knowledge of physical activity counseling
- Increase physical activity counseling and information about the health benefits
- Ensure accessibility

5.7 Keski-Suomi is the top province of physical activity and sport – the Strategy of Physical activity and Sport of Keski-Suomi

The Strategy of Physical activity and Sport of Keski-Suomi is based on the province made welfare strategy and proposals for action. Monographs of welfare strategy rose sharply the need for regional uniformity physical activity and sport strategy. The goal is to bring together the views of different actors about future of physical activity and sport in the region of Keski-Suomi. (Keski-Suomen liitto 2012, 4-5.)

The Strategy´ of Physical activity and Sport of Keski-Suomi goal is to promote the health of people in Keski-Suomi. This strategy supports welfare strategy´ vision: ” Keski-Suomi is the individual-oriented, communal and flavor of life of.” (Keski-Suomen liitto 2012, 4-5.) In addition the vision, there are also spearheads and objectives in the strategy. These are mentioned in table 5.

Table 5. The vision of physical activity and sport of Keski-Suomi. In addition to the spearheads and objectives, there are number of proposals for action. (Keski-Suomen liitto 2012, 31-34.)

The Strategy of Physical activity and Sport of Keski-Suomi

Good luck and win yourself

"People in Keski-Suomi are active, they are seeking experiences and they are feeling good. Sports services covers different age groups and offers versatile exercise for different kind of needs. It is easy to come along and physical skills are not an obstacle to participate in. The province works in good cooperation over traditional sector boundaries. Keski-Suomi is a pioneer in physical activity and sport action."

Sports venues are in good shape

"Keski-Suomi is known about physical activity positive land-use planning. The sports venues lures to exercise; pavements and sports facilities nearby are often. Recreation area networks are whole and there are available demanding routes and sections which are easy-to-access. Hippos-Kampus area is nationally significant training and research center of elite sport, which also serve diversely recreational sports."

Success stories and star moments

"The role of physical activity and sport is a strong regional pull factor. Keski-Suomi attract to top professionals from the area of sport and sport education and sport research are high quality and profitable. Famous sporting events attract growing and loyal supporters. Sports tourism attract visitors by offering interesting services."

The voice of sport

"Needs of physical activity and sport are taken into account wide-ranging when decision-making and different actors are committed to promote goals which are related to sport. The strong position of physical activity and sport appears when are developing the province – sports speaks to people in Keski-Suomi."

5.8 Physical activity and Sport Development Program of North Karelia 2016 – 2018

Physical activity and Sport Development Program of North Karelia is a document which can be used to develop the province's physical activity and sport. The document is trying to increase the exercise of the North Karelians and the attractiveness of province. (Pohjois-Karjalan Liikunta ry 2016, 2-7.) There are spearheads and objectives in the strategy. These are mentioned in table 6.

Table 6. The spearheads and objectives in the strategy (Pohjois-Karjalan Liikunta ry 2016, 2-7).

The spearheads and objectives of the Physical activity and Sport Development Program of North Karelia 2016 – 2018

Good luck and win yourself

- Ensuring the status of sport in an active and prosperous municipality of the future
- Planning and implementing operational models of municipal and region
- Workshop dates between municipalities' actors; to increase cooperation between municipalities
- Organizing decision-making forums
- Cooperation with Siun Sote organization
- Influence in the Autonomous Region in preparation with regard to physical activity and sport
- Increase physical activity throughout the life cycle among national physical activity recommendations for all in North-Karelia
- Develop and implement physical activity counseling in all municipalities in North-Karelia and make cooperation with Siun sote organization
- Develop different actors' knowledge about physical activity counseling by education
- Observe results of welfare research by Institution of Health and Welfare how to develop physical activity counseling
- Monitor among other things municipalities' health promotion activity and actions to promote residents' health and welfare by TEA-hand
- Design, implement and seek project money with cooperation municipalities for organize "perfect physical activity month/ -year" in 2-4 municipalities in North-Karelia in the years 2016-2018
- Strengthen the position of sports clubs of North-Karelia to develop and implement sports services
- Establish municipality-specific new sports groups for different age groups
- Implement areal peer educator trainings for youngsters and adults
- Implement recruiting and sports marketing education for actors in sports clubs
- Implement regular municipality-specific club forums
- Increase attraction of North-Karelia with the help of physical activity and sports events, prominent matches and high-performance sports
- Seek and organize prominent matches and top events of sports
- Develop sports academy of Joensuu and knowledge of coaches
- Sports venues' organized developing and building
- Exploit successful teams and individual athletes to increase attraction of province

5.9 Physical activity and Sport Development Program of South Karelia

The target of Physical activity and Sport Development Program of South Karelia is to act as a basis to a regional physical activity promoting. Like developing sports services and sports venues, raising the appreciation of physical activity and conservative attractiveness physical activity and sports culture. The purpose is to gather common view about those proposed actions which are developing physical activity. With those proposed actions are trying to secure conditions of physical activity also in the future. (Etelä-Karjalan Liikunta ja urheilu ry 2016, 7-23.) The vision is that the residents of South-Karelia will practice more health exercise than the residents of other Finnish regions by the end of the year 2020. The result of this is secure population' welfare and performance. In addition the vision, there are also spearheads and objectives in the strategy. These are mentioned in table 7.

Table 7. Physical activity and Sport Development Program of South Karelia (Etelä-Karjalan Liikunta ja urheilu ry 2016, 7-23).

The spearheads and objectives of the Physical activity and Sport Development Program of South Karelia

Prerequisites which are required:

- Enable and ensure physical activity lifestyle to children, young people and adults
- Enable versatile physical activity by future exercise design and construction

Proposed actions:

- Intensify physical education and promote the position of sport
- Support and promote elite sport by developing education of coaches and instructors who are working with children and young people and developing also sports academy of South-Karelia
- Target resource better to sports clubs and unload duplicates
- Put into practice new cooperation models and -forms
- Develop education by actors in sport field
- Communication is versatile and interactive which increase participation of people

Areas of program:

- Management and coordination of physical activity and sport in South-Karelia
- Cooperation between sports clubs and different sports
- Sports venues of physical activity and sport
- Increase the physical activity
 - Daily amount and quality of physical activity by children and young people
 - Elite sport and sports academy of South-Karelia

5.10 The Sports Strategy of Lapland

The vision of the Sports Strategy of Lapland is: "Lapland is the world's most interesting environmental well-being and physical activity is everyday for everyone." (Lapin Liikunta ry 2016, 8-17.) In addition the vision, there are also spearheads and objectives in the strategy. These are mentioned in table 8.

Table 8. The spearheads and objectives in the strategy. In addition to the spearheads and objectives, there are number of proposals for action. (Lapin Liikunta ry 2016, 8-17.)

The spearheads and objectives of the Sports Strategy of Lapland

Prerequisites which are required:

1. Sense of community, awareness and gathering skills

- Sports gala of Lapland
- Influencequarter
- Situation mapping of sports activities
- A common messenger and further mapping of cooperation
- Calendar of education

2. Vitality from physical activity

- Municipal strategies
- Nature sports
- Formula processes
- The physical activity chains
- Innovations and events

3. Strengthening competence of elite sports

- Sports academy network of Lapland
- Sharing coaching competence
- Visibility of elite sports

6 Development process design

The author of this thesis works as an area developer in the organization of PHLU. His job is to develop health related sport and issues closely related to that in the area of Päijät-Häme. This work is done among other things through various projects, in most cases in cooperation with other partners in the field of health related sport.

One example of these projects were the Strategy of Health related Sport of Päijät-Häme 2009 – 2020 from the year 2009. This strategy was implemented with good results, but it still needed a large-scale clarification about what is the current situation, specifically when and how to view the spearheads, objectives and proposed actions of the strategy. After this clarification the strategy would need updating so that it could response better for today's needs.

The previous Strategy of Health related Sport of Päijät-Häme 2009 – 2020 was made in cooperation with the Regional Council of Päijät-Häme and PHLU. So, it was natural to make this clarification and updating process in cooperation with these two operators (the project supervisors of the updating process). From the very beginning it was known that this process would be large so other actors were also wanted. That is why Haaga-Helia and Lahti University of Applied Sciences was also asked to do some parts of this project (the part implementers of the updating process). Significant cooperation was also made with municipalities and other organizations which were working in the field of health related sport in the area of Päijät-Häme. The residents of Päijät-Häme also had a major role in the updating process.

In the beginning of February 2016, the Regional Council of Päijät-Häme, PHLU, Haaga-Helia and Lahti University of Applied Sciences decided together to implement the updated strategy process. This updated strategy process was named as follows “The Strategy of Health related Sport of Päijät-Häme 2020.” This development project received some financial support from Development Fund of the province of Päijät-Häme.

The subscriber of the development project was the Regional Council of Päijät-Häme. The Regional Council of Päijät-Häme is the county province which have formed for Regional Administration of the municipalities of Päijät-Häme province. It is the leading authority of regional development of the province. There are nine member municipalities: Asikkala, Hartola, Heinola, Hollola, Kärkölä, Lahti, Orimattila, Padasjoki and Sysmä. The Regional Council of Päijät-Häme is a cooperation organization of different influential actors in the region. The goal is to develop the province to become a better place to live,

to study, make work and be an entrepreneur. The goal is also to run the benefits of the municipalities, the residents and industry of the province. It produces researches, plans and studies by implementing decisions of regional Council, the provincial Government and other institutions of the organization. These different duties guided by different laws and regulations. (Päijät-Hämeen Liitto 2017.)

It was decided that the Regional Council of Päijät-Häme and PHLU were the supervisors of the development project, and Haaga-Helia and Lahti University of Applied Sciences was the part implementers. It was also decided that there is not a project manager, instead there was named the project group. There was total eight members in the project group, two members from each of these organizations. Although there was not a named project manager it was decided that PHLU and the author of this thesis will take strong responsibility to implement the development project.

All four operators took part in the project group working during the development process. There was multiple number of meetings with the project group. Also, all four operators was committed to managing communication, although the main responsible of this was the Regional Council of Päijät-Häme. In addition, for all four operators was determined tasks which they were implemented during the development project. These responsibilities are described shortly in the following figure 4.

Although the previous Strategy of Health related Sport of Päijät-Häme 2009 – 2020 has existed from the year 2009, there was very little statistical and a truth-based evidence about the results of it. Therefore this development project focused on these results and other results which were gathered up from different phases of the updating process. This development project tried to make visible the whole updating process and all results of it. The whole updating process and all results of development project worked as a tool to develop the health related sport and sports in general in the area of Päijät-Häme.

The whole updating process can serve also as a model for others who will plan and implement a similar kind of development process.

6.1 The aim of development project

The aim of this development project was to implement the updating process of the Strategy of Health related Sport of Päijät-Häme 2020. The updating process was divided into the different phases which are called “the steps” in this thesis.

There were defined objective(s) and method(s) which were used in every step of this development project. These steps, objective(s) and method(s), as well as responsible(s) are described in figure 4.

Step 1: Identify the strategy and make different strategic analysis

1. Assessing the current situation by interviewing municipalities

→ **Objective:** to find out what is the situation in municipalities in the area of health related sport and physical activity, and what are the plans for the future

→ **Responsibility:** PHLU

→ **Method:** theme interview

2. Assessing the current situation by questionnaire from municipalities´ sports facilities

→ **Objective:** to find out how residents in the area of Päijät-Häme have used existing sports services and sports venues; to find out how sports services´ and sports venues´ should develop in the future

→ **Responsibility:** PHLU, Haaga-Helia and Lahti University of Applied Sciences

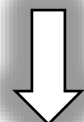
→ **Method:** questionnaire

3. Assessing the current situation clarifying how the current strategy appears in municipalities´ strategies and decisions

→ **Objective:** to make a clarification how the current strategy appears in municipalities´ strategies and decisions in Päijät-Häme; how health related sport and physical activity services has developed in municipalities and what are the cores in the future

→ **Responsibility:** PHLU and Lahti University of Applied Sciences

→ **Method:** documents as sources of data

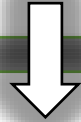


Step 2: Define the updated strategy

→ **Objective:** to define the updated strategy

→ **Responsibility:** PHLU, the Regional Council of Päijät-Häme, Haaga-Helia and Lahti University of Applied Sciences

→ **Methods:** cross-sectoral workshop working -methods; focus group (project group), expert panels (brainstorming, double Team and gallery walking - techniques)



Step 3: Final result

→ **Objective:** to implement in detail the updated Strategy of Health related Sport of Päijät-Häme 2020

→ **Responsibility:** PHLU, the Regional Council of Päijät-Häme, Haaga-Helia and Lahti University of Applied Sciences

→ **Final result:** the updated Strategy of Health related Sport of Päijät-Häme 2020; electronic platform

Figure 4. The three steps of development project; including objectives, responsables and methods used.

The goal of step 1 was to identify the strategy and make different strategic analysis. This was made in three phases. The paragraph 7 describes in more detail the phases and results of step 1. The goal of step 2 was to define the updated strategy. There was a significant amount of analyzed data from the step 1. Based on those results and all the information which has been gathered so far (including the literature reviews) the objective was to define the updated strategy. This phase of the process is described in more detail in paragraph 8, as well as the results. The main goal of step 3 was to implement in detail the updated Strategy of Health related Sport of Päijät-Häme 2020. The paragraph 9 describes in more detail the phases and results of this step.

There were different target groups in different steps of development project. These different steps produced a significant amount of statistical and truth-based results. These are also described in connection with the different steps of this development project, in paragraphs 7, 8 and 9.

The whole updating process of Strategy of Health related Sport of Päijät-Häme 2020 was implemented by the end of January 2017. The figure 5 shows that on timeline. After the updating process there will be a need to do constant implementing and evaluating of the strategy, also updating it if necessary.

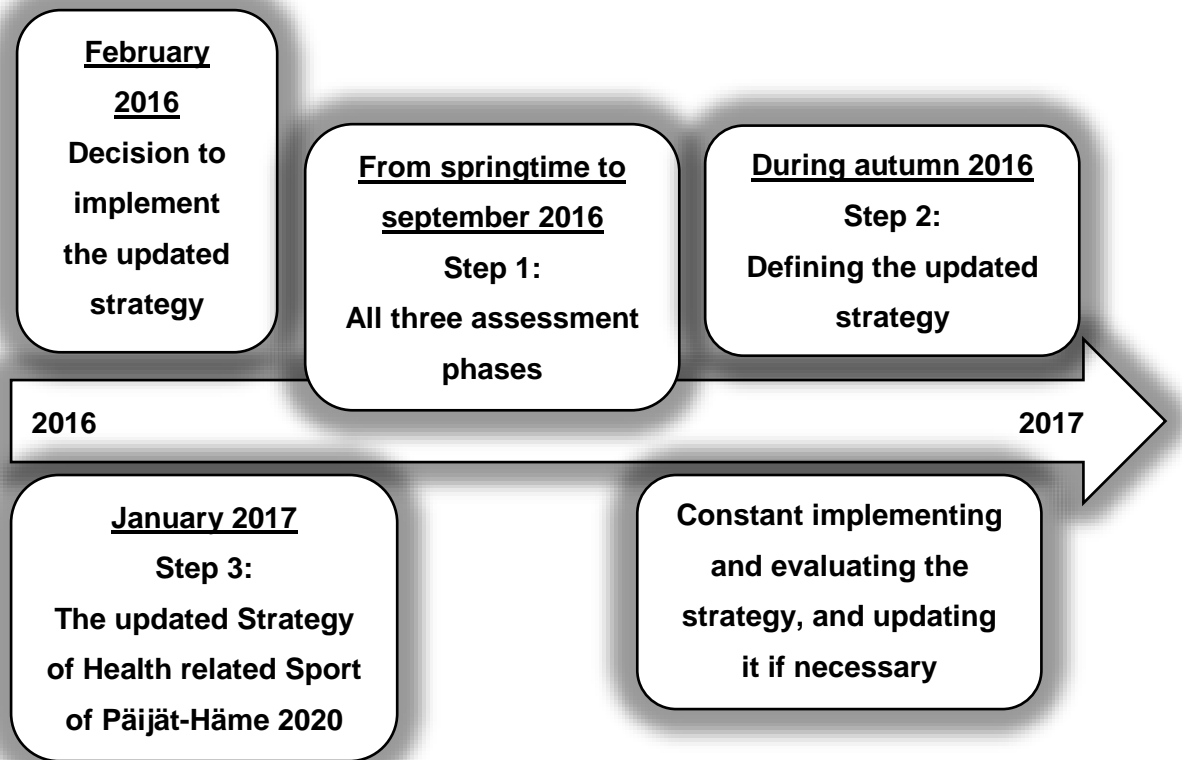


Figure 5. The whole updating process of Strategy of Health related Sport of Päijät-Häme 2020 from the start to the end.

6.2 The methods of development project and theoretical frames of those

There were used both qualitative and quantitative methods in the development project as the figure 4 already has shown. Shortly, qualitative means thoughts or feelings of people, quantitative means measurable things.

Mayo (2014, 87-88) writes that qualitative method focuses on investigating something and trying to understand it, while quantitative method emphasizes testing and proving a hypothesis. Qualitative method is guided by concepts from the interpretive paradigm and quantitative method by assumptions inherent in the positive paradigm (Hennink & Bailey 2011, 16). They can be used separately, or combined.

Qualitative and quantitative methods are different, otherwise there would be no point to even discuss the possibility of combining them. They each have distinctive characteristics that make the possibility of combining them especially attractive. (Brannen 1992, 75.) Because of the differences of these two methods, the approach characteristics are different as well. Hennink & Bailey 2011 (2011, 16) listed main differences of these two methods as figure 6 shows.

	Qualitative research	Quantitative research
Objective	To gain a detailed understanding of underlying reasons, beliefs, motivations	To quantify data and extrapolate results to a broader population
Purpose	To understand why? How? What is the process? What are the influences or contexts?	To measure, count, quantify a problem. How much? How often? What proportion? Relationships in data.
Data	Data are words (called textual data)	Data are numbers or numerical data
Study population	Small number of participants or interviewees, selected purposively (non-randomly)	Large sample size of representative cases
	Referred to as participants or interviewees	Referred to as respondents or subjects
Data collection methods	In-depth interviews, observation, group discussions	Population surveys, opinion polls, exit interviews
Analysis	Analysis is interpretive	Analysis is statistical
Outcome	To develop an initial understanding, to identify and explain behaviour, beliefs or actions	To identify prevalence, averages and patterns in data. To generalize to a broader population

Figure 6. Key differences of qualitative and quantitative methods (Hennink & Bailey 2011, 16).

In many ways qualitative and quantitative methods are similar because they involve collecting data from persons or documents in a manner that demands a carefully disciplined approach. There are great techniques; interviews, questionnaires and other research methods. Having that information and collecting it in a form that helps you analyse it becomes the next challenge. (Mayo 2014, 210.)

Triangulation of using different data collection techniques can strengthen the validity of the research. The two types of data may complement each other. Quantitative data may give questions that are more suited to qualitative analysis, and vice versa. Still, there should be careful in identifying the purpose in mixing data. (Jones 2015, 137.)

Quantitative data will not provide the answers to research questions. The data need to be interpreted, and needs to be organized and analysed so that it may be meaningfully used

to answer research questions. This is the process of quantitative analysis. The first stage in analyzing data is to prepare the data for input into appropriate package. There are four steps that need to undertake before the process of analysis begins: 1. coding data 2. inputting data 3. checking data and 4. dealing with missing values. (Jones 2015, 246-271.) There are some key points which should be taken into consideration when doing quantitative data analyzing: you need to think about data analysis before designing research instruments; techniques of data analysis are applicable to some types of variable and not others; think about what kind of data you are collecting and the implications your decisions will have for the sorts of techniques you will employ; the basic message is not to leave these considerations until your data have been collected; do not confuse statistical significance with substantive significance. (Bryman & Bell 2015, 340-362).

Analysing qualitative data can prove to be significantly less straightforward than the seemingly more logical objective analysis of quantitative data. This is partially due to the lack of a commonly accepted method of qualitative analysis, and also because, many researchers reporting qualitative research do not always make it clear how the analysis has taken place. There are three key stages to qualitative data analysis: data reduction, data display and conclusion drawing. (Jones 2015, 273-286.) One of the main difficulties with qualitative research is that it rapidly generates a large, cumbersome database because of its reliance on prose in the form of such media as field notes, interview transcripts, or documents. Because qualitative data deriving from interviews or participant observation typically take the form of a large corpus of unstructured textual material, they are not straightforward to analyse. Moreover, unlike quantitative data analysis, clear-cut rules about how qualitative data analysis should be carried out have not been developed. (Bryman & Bell 2015, 578-579).

6.2.1 Data collection & data analysing: step 1

The development project was started by assessing the current situation in three phases. Both qualitative and quantitative methods were used. The following text describes by sub-region first how it was done in practise. After that there is some theoretical frame for that.

Theme interviews were used when trying to find out what was the situation in municipalities in the area of health related sport and physical activity; and what were the plans for the future. These theme interviews were semistructured. Only notes and interview transcripts were used, no recording.

The data analysis of the theme interview was started by the author of this thesis. The final analyses of the theme interview data was done in cooperation with the project group. In practise this meant that all the gathered information transferred to the same base so that the answers from the same theme were transferring to the same base. After that all the information were placed in order to the most popular answers first (or closely together related connected), then second ones and so on. After that the main findings were raised to the further processing into step two.

Theme interviews are excellent sources of gathering information for a research project, they provide such challenges as arranging, preparing, conducting and recording. Analyzing the information involves another set of challenges in order to match useful information to research. (Jones 2015, 175-194; Mayo 2014, 153-168.) Semistructured theme interview means that there are a set of predetermined questions, or a line of questioning to the meeting. In any event of the interviewer comes prepared for the respondent to digress, or for the derrection of the interview to change along the way. (Franklin 2012, 183-186.) According to Bryman & Bell (2015, 213-214) semistructured theme interview is a term that covers a wide range of instances. It typically refers to a context in which the interviewer has a series of questions that are in the general form of an interview schedule, but it is able to vary the sequence of questions.

Questionnaire were used when trying to find out how residents in the area of Päijät-Häme have used existing sports services and sports venues, and to find out how sports services´ and sports venues´ should develop in the future. The questionnaire was implemented as an online survey, which was accessible through the URL-link. There has used web-based Webropol Query Tool when collecting data. Statistical analysis of the data was also done by using this tool.

The data analysis of the questionnaire was analyzed by student of Haaga-Helia University of Applied Sciences. Final analyzing was made by the author of this thesis in cooperation with the project group. In practise this meant that all the gathered information was analyzed by using amounts, averages and the standard deviation. The important role was also with the answers into which respondents were able to respond freely. These were placed in order to the most popular answers first (or closely together related connected), then second ones and so on. This start analysing phase was done regionally and also for each municipality. After that the main findings were raised to the further processing into step two.

Questionnaires are an appropriate method to collect large amounts of relatively simple data. The advantages of using questionnaires include the accessibility of your sample, reduced bias, anonymity, structured data and allowing time for the respondents. The disadvantages include the need for relatively simple questions, no control over the completion of the questionnaire, no opportunity to probe responses and relatively low response rates. The design of the questionnaire is crucial. Careful design and piloting are required. There are number of means whereby you can improve your response rate. Of these means, following up non-respondents, inducements, sponsorship by an outside body and an appropriate covering letter seem to be the most effective. (Jones 2015, 144-174; Mayo 2014, 171-188.) Research problems need to be addressed comprehensively before formatting the questionnaire. It is not necessary to collect material in the early stages; the different areas of research problems need to be fully understood and internalized. This ensures that the questionnaire is reliable and valid. (Yli-Luoma 2004, 7-8.) According to Franklin (2012, 171) questionnaires are suitable when a researcher is looking to capture attitudes, opinions, or gain insight into how people behave.

Documents were used as sources of data to make a clarification how the current Strategy of Health related Sport of Päijät-Häme 2009 – 2020 appears in municipalities' strategies and decisions in Päijät-Häme; and how health related sport and physical activity services has developed in municipalities, and what are the cores in the future. Notes and documents were used.

The data analysis of the documents as sources of data was made by the student from Lahti University of Applied Sciences. After that the final analyzing was made by the author of this thesis in cooperation with the project group. In practise this meant that all the gathered information transferred to the same base so that the answers from the same theme were transferring to the same base. After that all the information were placed in order to the most popular answers first (or closely together related connected), then second ones and so on. After that the main findings were raised to the further processing into step two.

Primary data is that which you collect yourself, obtain data and analyse yourself. Secondary data is data which someone puts together. You can manipulate them in other words you can do further analysis based on them. The state or municipality is the source of great deal of information of potential significance for business reseachers. It produces a large amount of statistical information. In addition to such quantitative data, the state or municipality is the source of a lot of textual material of potential interest, such as Acts of Parliament and official papers. (Bryman & Bell 2015, 558-560.)

6.2.2 Data collection & data analysing: step 2

When the assessment process was done, the next goal was to define the updated strategy. The following text describes by sub-region first how it was done in practise. After that there is some theoretical frame for that.

In step 2 there were used various qualitative cross-sectoral workshop working -methods, for example brainstorming, double Team and gallery walking -techniques. There were participating many experts, who were in theoretical context the expert panel in this thesis. The project group in a manner of speaking was the focus group which was trying to make summaries and conclusions from workshops. There were used only notes and documents, no recording.

The data analysis was made in two phases. Start analysis was made by the author and/or the project group members. The author of this thesis made the final analysis of results in cooperation with the project group. In practise this meant that all the gathered information transferred to the same base so that the answers from the same theme were transferring to the same base. After that all the information were placed in order to the most popular answers first (or closely together related connected), then second ones and so on. After that the main findings were raised to the further processing, and finally to the updated strategy.

Brainstorming is a group creativity technique which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members. In other words, brainstorming is a situation where a group of people meet to generate new ideas and solutions around a specific domain of interest by removing inhibitions. People are able to think more freely and they suggest as many spontaneous new ideas as possible. All the ideas are noted down and are not criticized and after brainstorming session the ideas are evaluated. (MindTools 2017.)

Double Team -technique is a group work method which makes possible to deal with one topic, and study it from different angles. The method is intended particularly to solve problems and decreasing alternatives and solutions during the operation. In the open problems that require a solution refers to situations which may not have only one right answer. The key thing is resolving the different perspectives from the participants and the discussion and coordination of alternative ideas. (Innotiimi 2017.)

Gallery walking -technique is a discussion technique that gets students out of their chairs and into a mode of active engagement. The advantage of the method is its flexibility and the variety of benefits for students and instructor alike. A Gallery walking can be conducted with computers, with pieces of paper on tables, or with posted chart paper. It can be scheduled for fifteen minutes or for several class periods. For students it's a chance to share thoughts in a more intimate, supportive setting rather than a larger, anonymous class. For instructors, it is a chance to gauge the depth of student understanding of particular concepts and to challenge misconceptions. (MindTools 2017.)

Focus groups provide a powerful way of gathering information and conducting research in a structured format. Focus groups typically involve a group of individuals carefully selected for a specially structured form of meeting in which verbal and nonverbal language is observed, recorded, and then analysed carefully. Most of the groups include from 6 to 12 similar participants and last for approximately two hours. (Jones 2015, 195-198; Mayo 2014, 199-202.) According to Franklin (2012, 192-198) this sort of data-gathering work for research projects that regard the material generated in a group, by way of people talking together, how interpersonal interactions generate more material, as the primary data. This format for getting a range of nuanced information from more than one person at a time can work well on its own or together with other techniques such as surveys or one-to-one interviews; the respective importance of the focus group data will require a commensurate degree of justification and working through in the research plan. The focus group method is a form of group interview in which there are several participants; there is an emphasis in the questioning on a particular fairly tightly defined topic; and the accent is upon interaction within the group and the joint construction of meaning (Bryman & Bell 2015, 512-515).

Expert panels are a way to bring together the opinions of a number of experts without holding a meeting where individual personalities and group dynamics could sway opinions. The process of using an expert panel involves several detailed steps: clarifying the goals of research; selecting the participants based on their expertise on the subject; organizing the process to maintain objectivity; developing a series of structured questions; eliciting answers to the questions and other comments from the experts; combining their initial responses into a coherent document designed to elicit more comment and test for consensus; circulating the document to the panel to obtain further insights; combining the second round of responses into a coherent document designed to elicit more comments and test for consensus a second time; circulating the document again; integrating all the comments into a coherent document. (Mayo 2014, 202-205.)

There were also used a **literature review** in both steps one and two in the development project. This phase of data collection is maybe the most important one. The literature review is a crucial part of an undergraduate or postgraduate dissertation. The most obvious reason why to need to review the existing literature is that the researcher wants to know what is already known about some area. Using the existing literature on a topic is a means of developing an argument the significance of research and where it leads. (Bryman & Bell 2015, 100-102). A literature review helps to determine whether the topic is worth of studying, and it provides an insight into ways in which the researcher can limit the scope to a needed area inquiry (Franklin 2012, 98-102).

In the starting point of the strategy process there were also made the **SWOT-analysis** which listed the strengths, weaknesses, opportunities and threats. SWOT-analysis method is designed by Albert S. Humphrey from the 1960's. The method can be used by strategic planning method. It can also be used learning and identifying problems, and when evaluating and developing. The method summarizes the information and creates an overall view of the subject to be analyzed. There are viewing internal and external factors. You can affect to internal factors such as strengths and weaknesses. There is less opportunities to affect to internal factors such opportunities and threats. SWOT-analysis is most likely one of the most popular in the strategic management methods globally (Kamensky 2010, 192). SWOT-analysis is a great method to start the strategic process (Koskinen 2006, 74).

7 Phases and results of the development project: step 1

This paragraph describes the phases and results of step 1. The goal of step 1 was to identify the strategy and make different strategic analysis. This was made in three phases. All the phases has told in detail how the development project has done in this step of the development project. This step was done from springtime 2016 to september 2016.

7.1 Starting point: the Strategy of Health related Sport of Päijät-Häme 2009 – 2020

There are long traditions promoting health in Päijät-Häme. The concept mega Province of health related sport signed in the year 2006. This was a base to the Strategy of Health related Sport of Päijät-Häme 2009 – 2020. (Harmokivi & Rantala 2008, 17.) In the year 2009 the Regional Council of Päijät-Häme has made the Strategy of Health related Sport of Päijät-Häme. The vision of this strategy is that Päijät-Häme will become a Finnish

pioneer of health exercise. Regional attraction of Päijät-Häme will also be promoted by the sports venues, exercising opportunities and health exercise expertise it can offer. The residents of Päijät-Häme will practice more health exercise than the residents of other Finnish regions. These goals are meant to be achieved by the end of the year 2020. (Harmokivi & Rantala 2008, 7.)

Table 9. Five spearheads of the Strategy of Health related Sport of Päijät-Häme 2009 – 2020 (Harmokivi & Rantala 2008, 7). There is also objectives, proposed actions and issues to be taken into account in the strategy. These are described in more detail in appendix 3.

Five spearheads of the Strategy of Health related Sport of Päijät-Häme 2009 – 2020

1. Health related Sport Advisory Board

An advisory board consisting of health related sport actors in Päijät-Häme will develop the region's strategy of health related sport and issue proposals on implementation of health related sport measures as an expert body.

2. Each municipality of Päijät-Häme has its own health related sport action plan

All Päijät-Häme municipalities have prepared a health related sport action plan. The action plans are municipality-specific or shared with a neighbouring municipality/several neighbouring municipalities. The preparation of all municipal health related sport action plans have been based on the regional strategy of health related sport.

3. Regional exercise counseling

Regional exercise counseling is provided in Päijät-Häme, aiming at offering all residents of the region sufficient information on how they can practice health related sport, what kind of exercising opportunities there are and how health related sport influences them. The plan is to motivate as many passive people as possible to take up regular exercise.

4. Sports venues and services

There is an extensive and well-maintained sports venue network in Päijät-Häme, and it promotes the residents' exercising. Health related sport services are provided as a result of cooperation between the municipalities, the third sector and the private sector.

5. Health related sport expertise and training

Päijät-Häme provides health related sport training at the highest level in Finland. All actors included in the health related sport service chain have the qualifications and experience needed to provide quality exercise counseling.

7.2 Starting point: SWOT-analysis

Table 10. SWOT-analysis of the starting point made by the project group to help to identify the strategy and to make different strategic analysis.

Strengths:

- A variety of sports venues
- Beautiful nature and extensive outdoor exercising and hiking routes
- Sports institutes: Sports Centre Pajulahti and the Finnish Sports Institute
- Compact urban structure and short distances in urban municipalities
- Extensive health related sport supply in several of the municipalities
- A variety of sports events
- Adult education centres in sparsely populated areas
- Comprehensive and versatile training available

Weaknesses:

- Less sports-related employees in the municipalities than before
- Maintaining sports venues/the municipalities' poorer economy
- Lack of coordination in the proactive work of the different parties
- Lack of information and non-standardised communications
- Long distances and poor public transport in the rural municipalities
- Lack of special groups and low threshold groups

Opportunities:

- Improving cooperation between different actors and initiating administrative cooperation
- Offering more health related sport services in cooperation with the third sector
- The private sector as a provider of health related sport services
- Motivating people who do not exercise enough in promoting their health
- New health related sport innovations
- Utilising the local educational establishments and sports institutes

Threats:

- Ageing of the population
- Lack of properly trained coaches/managers
- Continued poor financial status of the municipalities
- Extensive substance abuse
- Deteriorating public transport
- Maintenance of sports venues
- Lack of resources in constructing sports venues

7.3 Assessing the current situation by interviewing municipalities

One of the operations of step 1 was to find out what was the situation in municipalities in the area of health related sport and physical activity, and what was the plans for future. These was done by doing theme interviews to municipalities. Responsible for these theme interviews was PHLU, and more specific the author of this thesis.

Municipalities` health related sport action plans were published in 2011. These action plans were one of spearheads of the current Strategy of Health related Sport of Päijät-Häme 2009 – 2020. These health related sport action plans were municipality-specific, and which has been based on the regional Strategy of Health related Sport of Päijät-Häme 2009 – 2020.

The objective of the municipal health related sport action plans was to promote the status of health related sport within the municipalities as well as achieve cooperation between different administrative fields and other actors. Both funding and human resources were required to reach these objectives. The objective of the health related sport services were to identify people who do not exercise enough and/or people who are at risk of developing a lifestyle disease, and offer them appropriate health related sport counseling.

Although health related sport action plans were municipality-specific there were also common guidelines for health related sport action plans as the table 11 shows. These common guidelines and municipality-specific health related sport action plans worked as a basis for theme interviews.

Table 11. Common guidelines for health related sport action plans.

Common guidelines for health related sport action plans		
Objective	Proposed actions	Issues to be taken into account
Promoting the status of health related sport in the municipalities	All Päijät-Häme municipalities appoint a person responsible for health related sport	Resources
Developing cooperation	Cross-administrative cooperation as well as cooperation with the third sector and private sector; health related sport service chain	Roles and responsibilities of different parties

In the current developing process, theme interviews were done during summer 2016. There were total twelve theme interviews, as many as there were municipalities' health related sport action plans. This meant the following municipalities: Asikkala, Hartola, Heinola, Hollola, Iitti, Kuhmoinen, Kärkölä, Lahti, Orimattila, Padasjoki, Pertunmaa and Sysmä. Interviewee was mostly the director of sports department, or someone who was responsible for issues related physical activity and sports.

In the interviews the aim was to find out how health related sport action plans' are registered, and how the proposed actions have been realized. Still, maybe the most important goal for theme interviews was to find out in each of the municipality, what are the plans in the future. There was a specific but still general-based structure for theme interviews. This specific structure of theme interview is described in more detail in appendix 4.

One theme interview took approximately two hours. The analyses of the interview data was started by the author of this thesis. The final analyses of the interview data was done in cooperation with the project group.

7.3.1 Results: Municipalities' health related sport action plans

Generally in all twelve municipalities results were for some parts similar, but there were also significant differences between municipalities and age groups in results. All of those differences and results are not mentioned in this thesis. The following text describes the most important results from theme interviews. The results are multiplied by the structure of theme interview.

Introduction

This part contained general information about situation of municipalities. Prevention of diseases and improving quality of life of residents in municipalities is always cheaper and more sensible than management of the consequences. Many lifestyle disorders like obesity and type two diabetes are linked to lack of physical activity. By investing in preventive actions and promoting health related sport society's resources can be saved considerably. The importance of prevention is further underlined as the age structure becomes older. Active people are doing physical activity anyway, but the challenge is to motivate new ones and sportively passive population groups to do physical activity.

The municipalities have been able to follow relatively well the purpose of the Act on the promotion of sports and physical activity: The municipality must create the conditions for the development of sport for the residents with local and regional cooperation, health-promoting physical activity, supporting civil society activities, providing sports facilities, as well as the organization of physical activity, taking into account the needs of special groups.

Basic information about municipality

This part contained general and basic information about municipalities. This kind of information was among others location, nature and surroundings, population structure, the economic structure and education.

Current situation of sports department

In the municipalities the goals of the sport department was to coordinate the whole physical activity actions in municipality, this kept inside sports venues and sports services, and for those related issues. Sports departments´ key point was also to be the expert of issues related physical activity and sports.

Operational area of sports departments contained maintenance of sports venues, the main business premises serving physical activity, beaches and marinas. Sports departments organized also some sports services like guided physical activity for residents in different age groups. Sports departments offered to residents and sports clubs versatile opportunities both inside and outside to physical activity taking into account the regional sports facilities. Sports departments acted with cooperation with sports clubs, other associations and residents to raise attitudes with a good physical activity.

There were large differences between the municipalities´ sports departments when were talking about personnel. All the municipalities had a person who was responsible for issues related physical activity and sport. In most municipalities the person was the director of sports department, but in some municipalities the person was a free time secretary whose work contained also other issues than physical activity and sports, like youth and cultural issues. In the municipalities there was also different amount of personnel, from one to tens of. Job titles were for example sports instructor, physical activity counselor, sports facility manager and physical activity planner.

Sports departments distributed grants to actors in the field of physical activity and sports. These actors were third sector actors like sports clubs and other associations. Grants

were the most frequently divided to general grants and target grants. The amounts of these varied from hundreds to tens of thousands of euros.

Current situation of sports services

The general idea of municipalities was that the task of sports department is to maintain sports venues and conditions of physical activity. Municipalities tried to offer versatile sports facilities to residents, sports clubs and other actors. Sports services were produced by the municipality itself, but also sports clubs and other third sector actors, Community Colleges, private sector actors and the residents themselves.

Sports services were for all age groups and target groups; for example guided physical activity, events, physical activity counseling, water sports, targeted activities to men and women, targeted activities to elderly people etc. In addition versatile sports and outdoor exercise networks enabled self-motivated physical activity irrespective of the season.

Cooperation with other actors

Municipalities had quite good and versatile cooperation with other actors. Still in almost every municipality there was an idea that cooperation should be even more efficient and more regular. Municipalities did cooperation inside the municipality; cross-administrative cooperation between different sectors, for example social- and health care department, sports department, youth department, culture department, private and third sector, and occupational health services. Municipalities also thought that they should do more cooperation with other municipalities.

Current situation of sports venues

The physical environment was quite well taken into account when promoting the residents' exercise activities in the municipalities. This was important because it enabled and supported independent exercise which were a basic precondition for health related sport. Cross-administrative planning and implementation influenced exercising environments and sports venues by developing the urban structure and land use planning was done, the pedestrian and bicycle route network, safety, sports venues and the natural environment from a health related sport viewpoint. Sports venues were close to the residents. Sports venues took also into consideration the entire human life cycle. This enable families to exercise together and to arrange local activities for people of different ages.

Construction of pedestrian and bicycle routes were well taken into account. This made travelling to school or work by foot or bicycle safer and provided people with opportunities to exercise at their leisure time. In addition, pedestrian and bicycle routes allowed the

elderly to exercise outdoors more safely. Still the lack of resting places made it particularly difficult for the elderly to exercise outdoors, or to run their daily errands. There were also poorly maintained and slippery streets which increased the risk of falling in municipalities. Furthermore, pedestrian and bicycle routes provided so-called low threshold local sports venues which were suitable for almost anyone.

Objectives, actions and proposals should be taken into account for the future

There were municipality-specific objectives, actions and proposals which should be taken into account for the future. The most common objectives, actions and proposals of municipalities are described in the table 12.

Table 12. The most common objectives, actions and proposals of municipalities which should be taken into account for the future.

Objectives, actions and proposals should be taken into account for the future

- Create and develop conditions and sports venues
- Activate actively passive residents
- Versatile sports services for different age groups and target groups
- Support self-reliant physical activity
- Enhance of communication
- Development of sports facilities for children and young people
- Health related sport is available to residents more widely
- Consider the age structure of the population more effectively
- Cross-administrative cooperation and cooperation with the private and the third sector will be intensified
- Needs of the target groups in the municipalities should be taken into account better
- Develop existing good practices more effective

7.4 Assessing the current situation by questionnaire from municipalities` sport facilities

One of the operations of step 1 was to find out how residents in the area of Päijät-Häme have used existing sports services and sports venues. Another significant issue was to find out how sports services` and sports venues` should develop in the future.

Originally the questionnaire was intended to implement in all municipalities which belong to range of PHLU. PHLU acts in five different provinces, there are total 16 municipalities: Asikkala, Hartola, Heinola, Hollola, Iitti, Joutsa, Kuhmoinen, Kärkölä, Lahti, Lapinjärvi, Loviisa, Myrskylä, Orimattila, Padasjoki, Pertunmaa and Sysmä. Eventually the questionnaire was implemented in 11 municipalities which wanted to implement that. Those were following: Asikkala, Hartola, Heinola, Hollola, Kuhmoinen, Kärkölä, Lahti, Orimattila, Padasjoki, Pertunmaa and Sysmä.

Among other things for those previous questions was searching answers with specific questionnaire by webropol survey. The structure for questionnaire was as follows:

- background information of respondent
- physical activity habits of respondent
- sports services, sports venues and sports opportunities in municipality
- how to advertise sports services, sports venues and sports opportunities in municipality
- how should develop sports services, sports venues and sports opportunities in municipality in the future

This specific structure of questionnaire is described in Finnish in more detail in appendix 5.

The questionnaire was implemented in cooperation with PHLU, and Lahti and Haaga-Helia University of Applied Sciences. The structure of questionnaire was built by the author of this thesis and the lecturer of Lahti University of Applied Sciences. Results of questionnaire was start analyzed by student of Haaga-Helia University of Applied Sciences. Final analyzing was made by the author of this thesis in cooperation with the project group.

Collecting and analyzing the answers were made during September 2016. The questionnaire was advertising to residents by municipalities themselves. Mostly there were used the website of municipality, social media, local news paper, electronic newsletter, during the event or through the acquaintance.

7.4.1 Results: The questionnaire from municipalities' sports facilities

The following text describes the most important results from the questionnaire from municipalities' sports facilities. The results are multiplied by the structure of the query questionnaire.

Background information of respondent

There were total 1 650 respondents from 11 municipalities. From Individual municipalities the most respondents were received from Lahti, total 559 respondents. The second most respondents were received from Asikkala, total 236 respondents. The least respondents were received from Padasjoki, total 32 respondents. The gender distribution of respondents was following: 1 205 respondents were women; 445 respondents were men. Most of the respondents was 30-55 years old, the amount was 1 000 respondents. The second most of the respondents was 56-67 years old, the amount was 365 respondents. Respondents were in all age groups; 7-12 years old, 13-19 years old, 20-29 years old and over 67 years old.

Physical activity habits of respondent

In the questionnaire was surveyed how often respondents were doing physical activity at least 20 minutes at a time in a week. The results were following: 638 respondents were said doing physical activity at least 3-4 times in a week; 353 respondents at least 1-2 times in a week; 338 respondents in turn at least 1-2 times in a week; 234 respondents daily; 63 less than once a week; the rest of the respondents said doing no physical activity. The respondents were able to respond freely, why they do not do physical activity. The answers were multifaceted. The most common answers were following: sloth or laziness; work, working hours and shift work; lack of time; diseases and overweight.

Sports services, venues and opportunities in municipality

In the questionnaire was surveyed how respondents have used sports services, venues and/or opportunities of municipality during the last 12 months. There was a multiple-choice table in which the respondent could answered multiple alternatives. Over 1 300 (n = 1 308) respondents answered to use sports servives and sports venues of municipality like country skiing tracks, running tracks, gyms and swimming baths. Over 1 200 (n = 1 240) respondents answered to use also pedestrian routes. Other results of this question are presented in figure 7 in Finnish.

The respondents were able to respond freely other sports servives and sports venues they have used. The answers were multifaceted. The most common answers were

following: sports services and sports venues of another municipality; nature sports or beaches; sports services organized some other actors, like the employer.

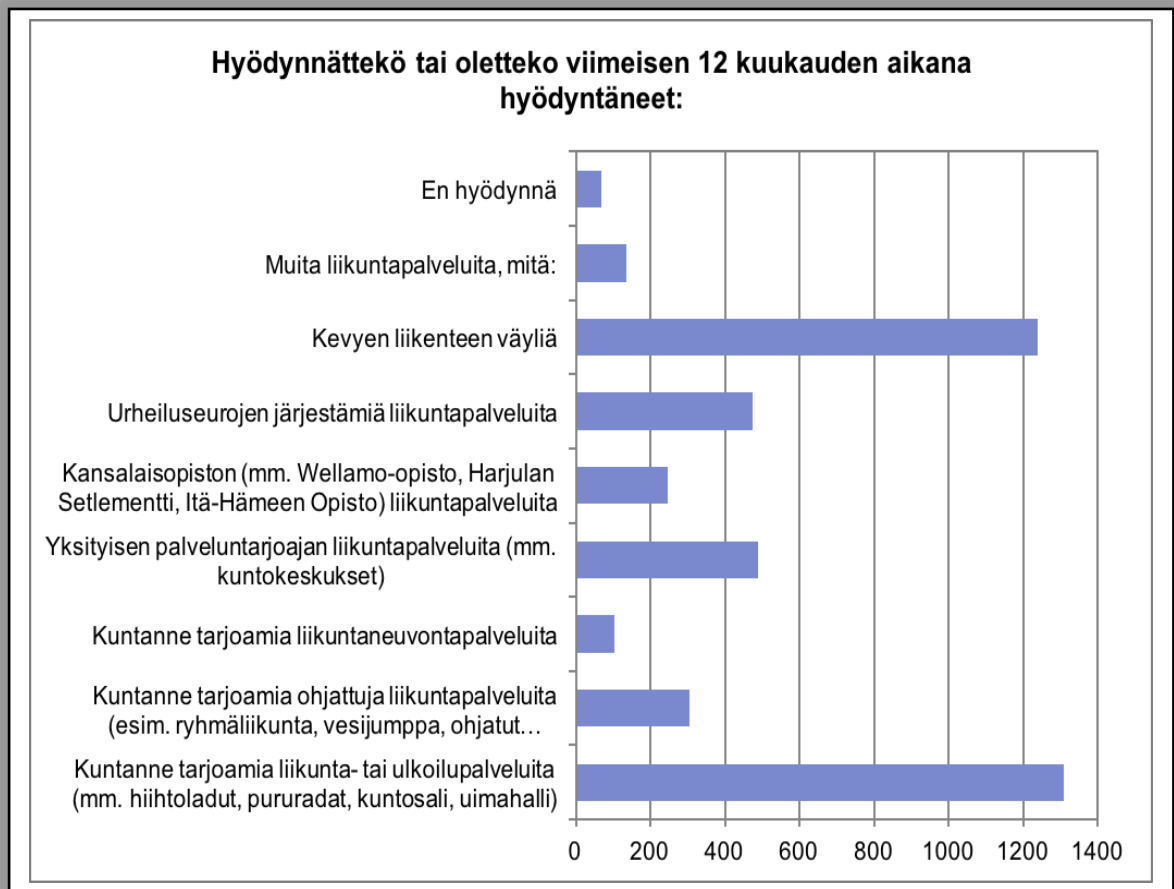


Figure 7. Have respondents used sports services, venues and/or opportunities of municipality during the last 12 months.

It was also asked which factors add or enable to do physical activity of respondents. There was a multiple-choice table in which the respondent could answer multiple alternatives. There were four response options from “completely disagree” to “completely agree”. Almost 1 000 (n = 964) respondents were completely agreed that “A sporting or outdoor place is located close to my home”. About 900 (n = 926) respondents were completely agreed that “A sporting or outdoor place is in good shape”, “The use fee for sporting or outdoor activities is inexpensive or free of charge” (n = 891), and “Exercise hours are flexible” (n = 872). Over 700 (n = 731) respondents were completely agreed that “The staff is friendly, and the service is smooth” and “Exercise or outdoor activities are versatile” (n = 714). Other results of this question are presented in table 13. The respondents were able to respond freely sports services and sports venues which they hoped to be in municipality. The answers were multifaceted. The most common answers were following: outdoor routes and skiing routes; swimming pools and spa; maintenance of physical activity facilities; more sports activities also in the sparsely populated area; free

and low-threshold services; development of physical activity venues and services for working-age and elderly people.

Table 13. Which factors add or enable doing physical activity of respondents.

	Completely disagree	Somewhat disagree	Somewhat agree	Completely agree
A sporting or outdoor place is located close to my home	66	94	507	964
A sporting or outdoor place is located close to my workplace	262	383	540	314
A sporting or outdoor place is in good shape	41	61	589	926
Exercise or outdoor activities are versatile	39	146	703	714
Exercise hours are flexible	47	112	575	872
The use fee for sporting or outdoor activities is inexpensive or free of charge	53	126	552	891
On the exercise or outdoor site, you meet other people	111	522	645	322
The staff is friendly, and the service is smooth	46	85	728	731
There are good public transport connections to the exercise and outdoor venues	302	479	524	252
The municipality provides a physical activity counselor service	180	404	662	310
Exercise and outdoor activities are unobstructed	176	354	664	369

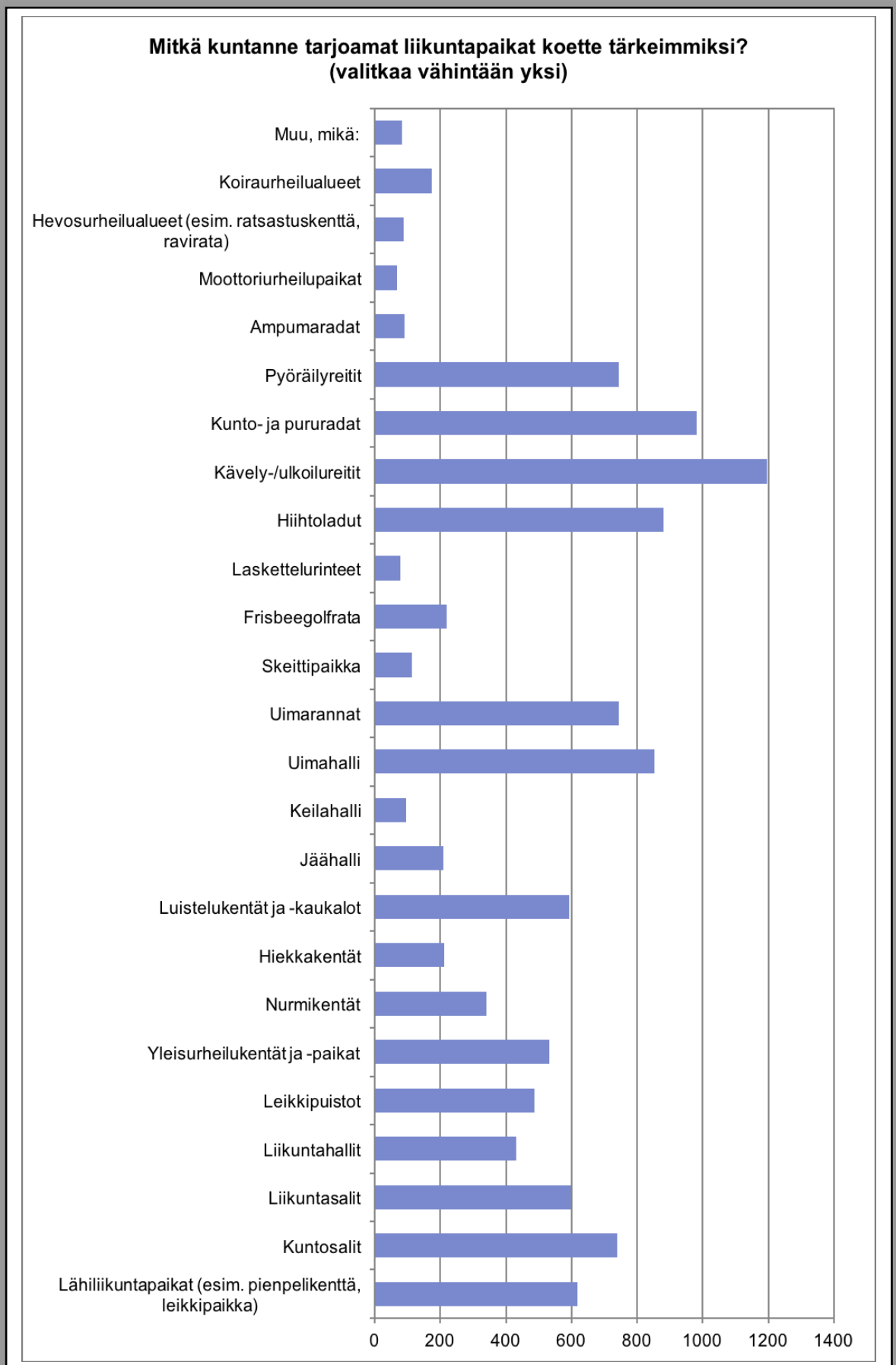


Figure 8. Which sports venues were the most important in opinion of respondents.

In the questionnaire was surveyed which sports venues were the most important in opinion of respondents. There was a multiple-choice table in which the respondent could answered multiple choices. The four most important sports venues were following: walking and outdoor trails (n = 1 196), exercise tracks (n = 980), cross country skiing tracks (n = 879) and swimming pools (n = 853). The four least important sports venues were following: motorsport venues (n = 67), ski slopes (n = 78), shooting ranges (n = 90) and bowling (n = 96). Other results of this question are presented in figure 8 in Finnish.

How to advertise sports services, venues and opportunities in the municipality

In the questionnaire it was also asked how to advertise sports services, venues and opportunities in municipality. The opinion of almost 1 400 (n = 1 384) respondents was that they receive enough information about sports services, venues and opportunities of municipality; 237 respondents though that they do not get enough information. The most common reasons for that were following: the information is scattered all over; the information is incomplete; social media communication flaws; there is a need to improve the information on the municipal websites. In the questionnaire was also surveyed where do respondents wanted to get the information. Most common respondents wanted to get the information from websites of municipality (n = 1 154). Significant amount of answers got also the answer options "local newspaper" (n = 922) and "facebook or other social media of municipality" (n = 745). Other results of this question are presented in figure 9 in Finnish.

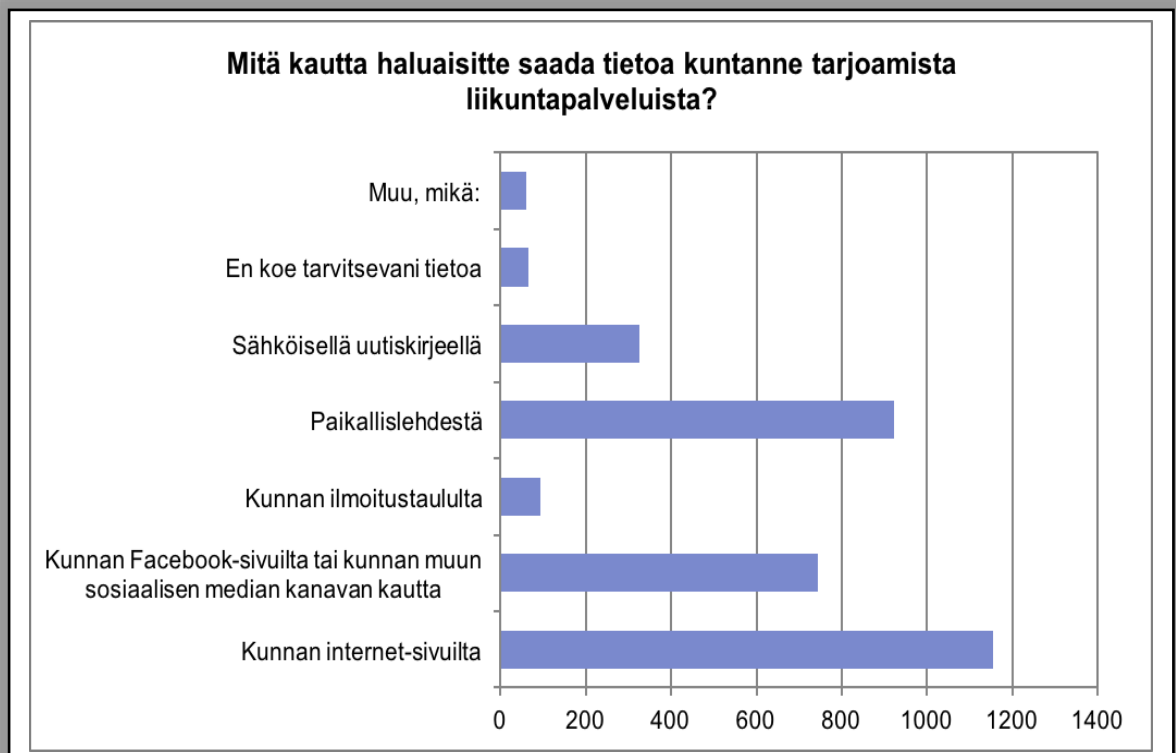


Figure 9. How to advertise sports services, venues and opportunities in municipality.

How to develop sports services, venues and opportunities in municipality in the future

In the questionnaire it was surveyed into which target groups and actions resources ought to be invested in the municipality. According to respondents the municipality should preferably target in the future to the 10-14 years old (n = 900), or to the 15-19 years old (n = 753). Other results of this question are presented in figure 10 in Finnish.

The respondents were able to respond freely development proposals of sports services, venues and opportunities of municipality. The answers were multifaceted. The most common answers were following: free physical activity and leisure facilities for children and young people; physical activity services for working-age; maintenance of physical activity facilities; physical activity routes and cross-country skiing trails; free and low-threshold physical activity services; more guided activities, like group exercise, events, campaigns on Facebook.

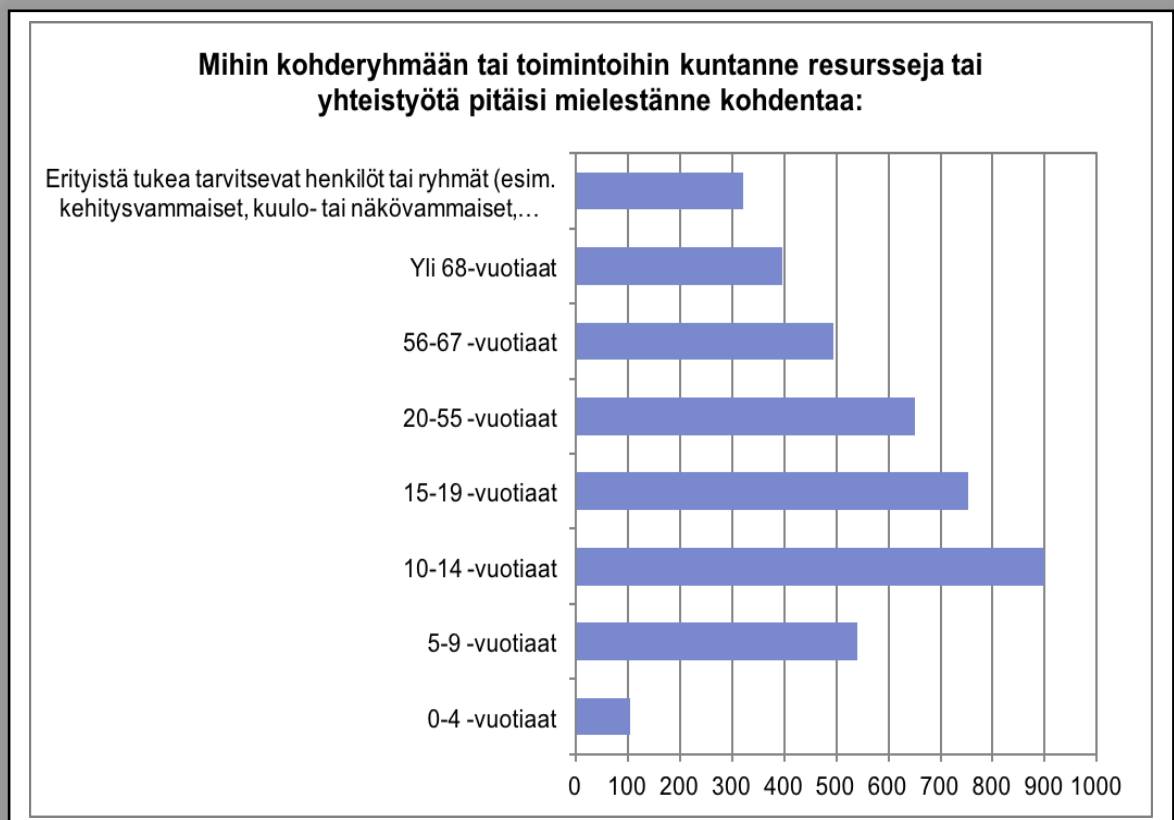


Figure 10. The opinion of respondents in which target group and actions resources or cooperation of municipality should target in the future.

There were significant differences between municipalities and age groups in results. Those differences and results are not mentioned in this thesis. All eleven municipalities were given their own municipality-specific analyzed results. With the results of questionnaire, the municipalities can develop their sports services and sports venues in the future.

7.5 Assessing the current situation clarifying how the current strategy appears in municipalities' strategies and decisions

One of the operations of step 1 was to make a clarification how the current strategy appears in municipalities' strategies and decisions in Päijät-Häme. How health related sport and physical activity services has developed in municipalities and what are the cores in the future?

The clarification was implemented in cooperation with PHLU, and Lahti University of Applied Sciences. The frame of clarification process was built by the author of this thesis and the lecturer of Lahti University of Applied Sciences. The clarification process in practice was made by the student from Lahti University of Applied Sciences. After that the final analyzing was made by the author of this thesis in cooperation with the project group. The clarification process was made during spring 2016.

Data was collected by going through municipalities' decision-making documents and strategies related to health related sport and physical activity. PHLU acts in five different provinces, there are total 16 municipalities: Asikkala, Hartola, Heinola, Hollola, Iitti, Joutsa, Kuhmoinen, Kärkölä, Lahti, Lapinjärvi, Loviisa, Myrskylä, Orimattila, Padasjoki, Pertunmaa and Sysmä.

In more detail, in the member municipalities their web pages of all the councils, administrations and boards decision protocols that respond of physical activity were studied. This was done in the time period 1/2015-3/2016. Boards that are responsible for physical activity varied greatly in the examined municipalities, for example board of education or technical committee. Almost every municipalities had disposal Dynasty- or equivalent information services. Decision protocols of health related sport and physical activity were searched from information services by different search words, for example "health related sport", "physical activity", "sports" and "health promotion".

In addition of decision protocols it was examined what strategies the municipalities used valid strategies and also strategies which were directly related physical activity and health, if possible. These were also explored through web pages. It was also examined how health related sport and physical activity were shown in municipalities' social medias, mainly in facebook. Facebook-pages of municipalities which were joined the physical activity were searched by entering the Facebook search box for example the name of municipality and behind that different search words, like "physical activity" and "sport".

7.5.1 Results: How the current strategy appears in municipalities' strategies and decisions

From the web pages of all the municipalities information about sports venues and contact details of those responsible were easily found. In most municipalities other possible services related to physical activity were also easily found. However, there was no mention (or it was badly found) in all web pages of municipalities of physical activity counseling although it is a service which all municipalities produce.

In strategies and/or operational programs physical activity and supporting physical activity hobbies were raised one of the priorities about two-thirds of examined municipalities. In some municipalities physical activity was not mentioned separately in strategies or operational programs, but promoting health or investing in services of spare time for example were raised priority areas. In addition, over half of the sixteen municipalities there were founded separate strategy of health related sport or health related sport action plan. There were also few municipalities that have declared the municipality to be a pioneer of health related sport and/or the healthy living municipality. Health related sport is shown well in municipal strategies, and it has raised one of the priorities. Still part of the municipalities this stayed to a very general level, more the level of mentioning.

Municipalities' decision-making was available almost every examined municipality when supporting physical activity and sports over the period considered. From sixteen municipalities only two municipalities' municipal protocols did not mentions health related physical activity with used search words. Depending on municipality money and/or resources granted for example to maintain sports venues or the construction of frisbee golf track and sports venues. A considerable part of the municipalities distributed financial grants for sports clubs over the period considered. Money amounts ranged from a few thousand euros to over 40,000 euros and number of assisted sports clubs ranged from three to thirty sports clubs. Some municipalities also shared a prize to persons who were

well-off in the field of physical activity in different ways, mainly financially. Over half of the municipalities had seek financial support to promote health related sport and physical activity through various development projects. In addition, individual decision-making was joined developing sports services of elderly people and youth.

In some municipalities physical activity was also reflected in the channels of social media, mainly in Facebook. Different kind of websites related to physical activity were established into Facebook. These websites were supposed to support sports services generally, to present local hobbies, there were also few own pages for physical activity councilor of municipality. However, remarkable was that almost every municipality´ website intervened links to Facebook, where there were the municipality-specific pages related to physical activity. Hence finding the pages required work, and likely because of that all the pages related physical activity were not found. One of the municipality had also website which was devoted entirely to physical activity. All sports services of municipality very collected comprehensively in the site

There have been made lots of good work promoting health related sport in municipalities in Päijät-Häme. Although in many speeches, physical activity has become one of the most important themes, still in many municipalities the role of physical activity in decision-making remains quite low. Decision-making related physical activity focus on the most commonly allocating the general grants for sports clubs. Allocating the general grants for sports clubs is of course important when promoting different age groups´ physical activity because many sports clubs organize versatile sports services.

Generally, and shortly can be stated that health related sport is a part of municipalities´ strategies – physical activity is visible in municipalities.

8 Phases and results of the development project: step 2

This paragraph describes the phases and results of step 2. The goal of step 2 was to define the updated strategy. All the phases have told in detail how the development project has done in this step of the development project. This step was made during autumn 2016.

8.1 Developing things which have risen from the assessment phase

There was a significant amount of analyzed data from the step 1, when identifying and assessing the current situation. The data was analyzed at least in two stages; first so-called start analyzed data followed by the final analyzing by the author of this thesis in cooperation with the project group. The following table 14 gathers main findings which have risen from the step 1. This particular phase was implemented in early autumn 2016.

Table 14, continues to the next page. The main findings which have risen from identifying and assessing the current situation (from step 1).

The main findings which have risen from identifying and assessing the current situation (from step 1)

- Follow the Act on the promotion of sports and physical activity: The municipality must create the conditions for the development of sport for the residents with local and regional cooperation, health-promoting physical activity, supporting civil society activities, providing sports facilities, as well as the organization of physical activity, taking into account the needs of special groups
- By investing in preventive actions and promoting health related sport society's resources can be saved considerably
- The province of Päijät-Häme provides excellent opportunities and a functional environment for health related sport and physical activity
- The goal of the sport departments is to coordinate the whole physical activity actions in municipality and also to be the expert of issues related physical activity and sports
- Make better use of existing versatile sports venues and sports services for different age groups and target groups
- Make better use of existing versatile third sector, sports clubs and other associations
- Improve the education opportunities of health related sport and physical activity
- Activate actively passive residents
- Support self-reliant physical activity

- Versatile cooperation with other actors should be intensified: cross-administrative cooperation between different sectors, for example social- and health care-, sports-, youth- and culture department, private and third sector; cooperation also between the other municipalities
- By investing in preventive actions and promoting health related sport society's resources can be saved considerably
- Enhance of communication health related sport and physical activity
- Development of sports facilities for children and young people, from age 10 to age 19
- Health related sport and physical activity are available to residents more widely
- Considering the age structure of the population more effectively
- Needs of the target groups in the municipalities should be taken into account better
- Develop existing good practices more effectively
- Develop sports clubs activities to serve changeable needs
- Taking into account the needs of the city of Lahti, Lahti is a trendsetter for others
- A sporting or outdoor place should be located close to home
- A sporting or outdoor place should be in good shape
- The use fee for sporting or outdoor activities and physical activity services should be inexpensive or free of charge, at least for children and young people
- Exercise hours should be flexible and versatile
- The staff should be friendly, and the service should be smooth in sports venues

Based on the matters described above the updating process of the new strategy was started in practice. The following paragraph 8.2 describes in detail this process from phase to phase. There has been also used the laws and regulations as a basis when updating the new strategy. These have been already told in paragraph 4. There has been used also material and issues from benchmarking national and regional strategies of physical activity and (health related) sport as a basis when updating the new strategy. These have been already told in paragraph 5.

8.2 Updating the new strategy

After gathering the main findings together from assessing phase the project group defined an expert panel(s). A panel where were invited certain persons from certain area of expertise. Their expertise was used in cross-sectoral workshops in which were using different kind of cross-sectoral workshops working -methods.

The first workshop was arranged in the Finnish Sports Institute in Vierumäki the 4th of November 2016. There were invited certain persons from certain area of expertise. The total amount of experts was 35. Experts represented different age groups and gender, different educational background, they came from all over the province of Päijät-Häme; their expertise represented different departments of municipalities, there were trust management and officials from municipalities, people from sports clubs and other associations (third sector), people from private sector, experts from different education institutions and also quite ordinary residents (from outside the box). In addition to them there was four members from the project group. There were also helping group of students, total 8 of them, from Lahti and Haaga-Helia University of Applied Sciences.

People were in advance divided in four about 10 people´ groups. In every group there were a member from the project group coordinating and directing the workshop working and two students as secretaries and doing practical implementation. Every groups divided smaller 3-4 persons groups. These workshop groups were used double Team -technique. Every group had their own theme, (numbers 1-4 from table 15) which they worked, every group worked also the theme “Communication of health related sport”. The project group defined in advance the structure of workshop; question layout, resolve issues and embodiment. The themes and issues which were trying to find out are described in table 15. There were also a series of help questions which are not mentioned in this thesis.

Table 15. The themes and issues of the first workshop.

1. Sports venues

- Active everyday environment
- Sports facilities / sports venues utilization, maintenance and development

2. Sports services

- The population moves adequately for their health
- Producing versatile sports services

3. Physical education / Children and young people

- Promoting the sporting lifestyles of children and young people

4. Health related sport expertise and training

- Competent actors
- High-quality health related sport activities

5. Communication of health related sport

- Functional health communication

The results were gathered after the first workshop by every groups' director (a member of the project group) and secretaries (two students). After this start analysis the author of this thesis made the final analysis of results in cooperation with the project group. Based on the results and all the information which was gathered by so far, the initial structure of the updated strategy was done; there were five spearheads which had a set of objectives, these objectives had a set of proposed actions which had issues to be taken into account. All of these results of this phase are not told in detail in this thesis, but those spearheads and objectives are described in table 16.

Table 16, continues to the next page. The initial structure of updated strategy; the spearheads and objectives after the first workshop.

The initial spearheads and objectives of updated strategy

1. Sports venues

- Active everyday environment
- Maintenance and development of sports venues
- Maintenance plan of sports venues
- Local sports venues inspired to do physical activity
- Create an electronic system for sports venues
- Targeted planning and project preparation of sports venues
- Physical activity environments build to promote health for residents
- Advertise sports venues over municipal boundaries
- Involve residents when developing sports venues

2. Sports services

- Provide versatile sports services
- Every resident has an opportunity to do physical activity and use sports services
- Involve residents when developing sports services
- Early intervention
- Active everyday life into working days

3. Active lifestyle of children and young people

- Every child and young has an opportunity to do physical activity and use sports venues and services
- Local sports venues inspired to do physical activity
- Early intervention
- More physical activity and physical education under the school age and school age
- Promoting physical activity for young people

4. Health related sport expertise and training

- Competent actors
- High-quality health related sport activities

5. Communication of health related sport

- Functional communication of health related sport
- The communication is targeted and goal-oriented
- Communication over cross-border cooperation
- New solutions of communication
- Information for the user and operator is successful
- The positive attitude of physical activity is transmitted through communication
- Communication training of health related sport
- Implementation of the strategy

This initial structure of updated strategy was presented to Youth Council of city of Lahti and a few smaller developments working group of city of Lahti during November 2016. Based on their feedback the author of this thesis worked forward the new strategy in cooperation with the project group.

The second workshop was arranged in the Sports center of Lahti the 16th of December 2016. There were invited certain persons from certain area of expertise. They were partly the same people who were in the first workshop. In this workshop was free access also other people, though there had to be announced in advance.

There were over 50 participants in this workshop. Participants represented different age groups and gender, different educational background, they came from all over the province of Päijät-Häme; their expertise represented different departments of municipalities, there were trust management and officials from municipalities, people from sports clubs and other associations (third sector), people from private sector, experts from different education institutions and also quite ordinary residents (from outside the box).

This workshop was organized by the project group with help of few students from Haaga-Helia University of Applied Sciences. In this workshop were used gallery walking -technique. The project group defined in advance the structure of workshop; question layout, resolve issues and embodiment. The themes and issues adapted largely the contents which was already described previously in this thesis in table 16. There were spearheads which had a set of objectives, these objectives had a set of

proposed actions which had issues to be taken into account. Participants had an opportunity to affect for the last time to the contents of the new strategy.

The results were gathered after the second workshop. After start analysis the author of this thesis made the final analysis of results in cooperation with the project group. Based on the results and all the information which was gathered so far, the final structure of the updated strategy was made; there were still five spearheads which had now one or two objectives, these objectives had a set of proposed actions which had issues to be taken into account. The last edits of the new strategy were done during the beginning of January 2017.

The new strategy was published 14th of January 2017 in the Sports gala of Päijät-Häme. The updated strategy was named as follows “the Strategy of Health related Sport of Päijät-Häme 2020”. The strategy is described in detail in paragraph 9 and in appendix 6. The figure 11 gives a foretaste of the updated strategy. The whole assessing and updating process has done by 14th of January 2017.



Figure 11. A foretaste of the updated Strategy of Health related Sport of Päijät-Häme 2020.

9 Final result: the updated Strategy of Health related Sport of Päijät-Häme 2020

This paragraph describes the phases and results of step 3. The main goal of step 3 was to implement in detail the updated Strategy of Health related Sport of Päijät-Häme 2020. The following paragraph 9.1 tells the contents of the updated Strategy of Health related Sport of Päijät-Häme 2020 through tables. The updated strategy is also described in appendix 6.

9.1 The updated Strategy of Health related Sport of Päijät-Häme 2020

Health related sport vision 2020

Päijät-Häme will become a Finnish pioneer of health exercise. Päijät-Häme's regional attraction will be promoted by the sports venues, exercising opportunities and health exercise expertise it can offer. The residents of Päijät-Häme will practice more health exercise than the residents of other Finnish regions. There are five spearheads of the strategy as the table 17 shows.

Table 17. The Strategy of Health related Sport of Päijät-Häme 2020.

<p>1. Sports venues</p> <p>Working environment and well-maintained sports venues inspires the residents` exercising in Päijät-Häme.</p>
<p>2. Sports services</p> <p>There are comprehensive and flexible sports services in Päijät-Häme. Self-movement are encouraged to and people who are exercising too little are activated to active lifestyle.</p>
<p>3. Active lifestyle of children and young people</p> <p>Children and young people have an opportunity to grow up in a sporty environment and practice comprehensive sport.</p>
<p>4. Health related sport expertise and training</p> <p>Päijät-Häme provides health related sport knowledge and training at the highest level in Finland.</p>
<p>5. Communication of health related sport</p> <p>Positive and supportive communication of health related sport reach the residents in Päijät-Häme.</p>

Table 18. The spearhead 1: Sports venues; Working environment and well-maintained sports venues inspires the residents` exercising in Päijät-Häme.

Objective:	Proposed actions:	Issues to be taken into account:
Inspirational working environment	<p>Effective and flexible use of sports venues and - equipments</p> <p>Developing and creating new sports venues that take into account exercises of different ages and target groups</p> <p>A comprehensive pedestrian and bicycle route network, exercising routes and sports venues increased use</p>	<p>Deleted existing obstacles in daily exercise, developed sharing solutions</p> <p>Village- and conurbationcenter, sports venues nearby = hanging venues</p> <p>Cross-administrative plannig between authoritative and user in municipality sanitation, slip resistant, lighting, guidance and signage</p>
Maintain and develop sports venues	<p>Create cost-effective and new service models</p> <p>Coopertion between the municipalities` different sectors and between other municipalities in sports venue construction</p> <p>Maintenance is professionally and systematically organized</p>	<p>Cooperation between the municipalities, the private sector and the third sector: anticipated and collaborated models</p> <p>Cooperation are doing cross-administrative between the municipalities` different sectors and between other municipalities</p> <p>Craftsmanship are developed by no bargain the quality</p>

Table 19, continues to the next page. The spearhead 2: Sports services; There are comprehensive and flexible sports services in Päijät-Häme. Self-movement are encouraged to and people who are exercising too little are activated to active lifestyle.

Objective:	Proposed actions:	Issues to be taken into account:
Every citizen has an opportunity to exercise and use sports services	<p>Offer comprehensive sports services with cooperation between different actors over the sector- and municipality fencies nearby residents</p> <p>Flexible and equal opportunities to participate in sport groups, e.g. using sports passports</p> <p>Reasonable costs of exercise</p>	<p>There are taking into account user orientation and location. Giving responsibility to different actors to organize sports services also in hinterland.</p> <p>Observe all target and age groups</p> <p>Share the responsibility in municipality between private and third sector, and between municipalities</p>
Responsibilities of residents and participating them	<p>Encourage and enable self-motivated exercising</p> <p>Hearing residents`opinions when developing sports services</p>	<p>Cultural experiment</p> <p>Reaching the people</p>
Early intervention and activating people who are exercising too little	<p>Talk about exercising and early intervention to those who has a lack of exercise</p>	<p>Cross-administrative cooperation between different sectors: e.g. social- and health care-, sports-, youth- and culture department, private and third sector, and occupational health services</p>

	Implement and develop physical activity counseling in all municipalities in Päijät-Häme	Special features of municipalities
	Innovate new operating methods and make use digitalisation	Observe the document of regional nutritionplan

Table 20, continues to the next page. The spearhead 3: Active lifestyle of children and young people; Children and young people have an opportunity to grow up in a sporty environment and practice comprehensive sport.

Objective:	Proposed actions:	Issues to be taken into account:
Increase children`s and young people`s exercise in their daily life according to physical activity recommendation	<p>Start using Ilo kasvaa liikkuen -operating model in early childhood education in every municipality and every day care</p> <p>Start using Liikkuva koulu -operating model in every municipality and every primary school</p> <p>Develop student sports in a secondary school and in a university</p>	<p>Sweating and exercising in daily life is important</p> <p>Cooperation with parents</p> <p>The opportunities of organized activities:</p> <ul style="list-style-type: none"> - Exercising as a part of different school subjects - Cooperation between regional academies and between third sector actors, and also cooperation between sports and youth departments - Students to students <p>Young people who are not enrolled in any school/educational establishment and who do not have a job</p>

<p>Every children and young people have a possibility to practice sport in a group</p>	<p>Comprehensive supply of hobby groups which consider different kind of age- and target groups with cooperation between different actors</p> <p>There are on offer regular sporty morning and afternoon action</p> <p>Sports facilities cost are free of charge in the action of under the age of 18</p>	<p>New participants are observed in a hobby group, activities are high-quality and goal-oriented, there are observed user orientation in activities</p> <p>Cooperation with regional an local actors, e.g. sport clubs, academies, actors in third and private sector</p>
---	---	---

Table 21, continues to the next page. The spearhead 4: Health related sport expertise and training; Päijät-Häme provides health related sport knowledge and training at the highest level in Finland.

Objective:	Proposed actions:	Issues to be taken into account:
<p>Competent actors</p>	<p>Develop cross-administrative networks</p> <p>Behavioral change and assessment of competence of welfare effect developing in client work and projects</p> <p>Cultural experiment in education and a workplace</p>	<p>Develop organizations which are working in the field of education and labor market cooperation</p> <p>Exploit technology</p> <p>Respond quickly customers` needs</p>

	<p>Work oriented education Exploit opportunities of digitalisation when guiding the customer</p> <p>Customer-oriented action and skills of involve</p>	<p>Scan needs of education, cooperation with organizations which are working in the field of education</p> <p>Regional calendar of education</p>
High-quality health related sport activities	<p>Multidisciplinary interface in working</p> <p>Actors` health related sport network</p>	<p>Turnover of staff and volunteers, education of new actors</p> <p>Anticipate the future of health related sport</p>

Table 22, continues to the next page. The spearhead 5: Communication of health related sport; Positive and supportive communication of health related sport reach the residents in Päijät-Häme.

Objective:	Proposed actions:	Issues to be taken into account:
Communication of health related sport reach the residents	<p>Information about sports services and sports venues is easy to find</p> <p>Exploit effectively different kind of communication channels and digitalisation</p> <p>Positive attitude of exercising come across from communication</p>	<p>Customer finds himself suitable sports services which are procuded by municipality, private- or third sector</p> <p>Different age- and user groups are observed in communication</p> <p>Communication happens by cross-administrative cooperation between municipalities</p>

	<p>Communication has a responsible: communication is organized, regular and up to date</p>	<p>Message reaches also those, who are not actively looking about it</p> <p>Success of communications` monitoring and evaluation</p>
--	--	--

9.2 Electronic platform

During the updating process there was decided in cooperation of the project group that the updated Strategy of Health related Sport of Päijät-Häme 2020 will be transcribed to the electronic platform. The electronic platform works as a tool to ensure that contents of the strategy will be implemented in practice. Besides the more effective implementation of the strategy, the electronic platform enables also the real-time evaluation, and the updating if necessary. The electronic platform is a continuous tool to develop health related sport and sport general in the area of Päijät-Häme.

The structure of the electronic platform is quite the same as this thesis has already shown; there are the spearheads and objectives and number of proposals for action, in addition there are also other variables. This electronic platform was made by a local company at the request of the Regional Council of Päijät-Häme. This thesis does not describe in more detail this phase. The figure 12 gives a foretaste from this electronic platform.



Figure 12. View from the electronic platform of the updated strategy.

10 Conclusion

The aim of this development project was to implement the updating process of the updated Strategy of Health related Sport of Päijät-Häme 2020. This aim was achieved well because now the updated strategy is existing. The development project made visible the process of strategy as it was intended. To achieve the aim of the development project the whole updating process was divided into the different phases which were called “the steps” in this thesis. These steps contained own goals. The following text describes how those set goals were achieved.

The goal of step 1 was to identify the strategy and make different strategic analysis. This was made in three phases. Common to all these three phases was to assess the current situation. The aim was to find out what was the situation in municipalities in the area of health related sport and physical activity, and what were the plans for the future. This phase was made by using theme interviews. There was also a questionnaire which was trying to find out how residents in the area of Päijät-Häme have used existing sports services and sports venues and how sports services´ and sports venues´ should develop in the future. In addition, the aim was to make a clarification how the current strategy appeared in municipalities´ strategies and decisions in Päijät-Häme, and how health related sport and physical activity services has developed in municipalities and what were the cores in the future.

This assessment phase managed to produce significant amount of analyzed data. These statistical and truth-based results are described already in this thesis. The amount of the results was so huge that this development project did not use all gathered information by itself. Still, there were no unused results. Those results which were not used in this development project was used in another development projects. After this assessment phase the development project managed to proceed forward easily. Based on this, a conclusion can be drawn that the assessment phase was exported successfully through.

The goal of step 2 was to define the updated strategy. This phase was made on the basis of the analyzes from step 1. Cross-sectoral workshop working -methods and different experts were used. With the result of this phase the development project managed to produce and implement the updated strategy. This was the goal of step 3. The updated strategy is named as follows “The Strategy of Health related Sport of Päijät-Häme 2020”. Based on this, a conclusion can also be drawn that the defining and implementing phases were exported successfully through.

10.1 The importance of development project

The importance of the development project is quite easy to justify. There are only a few drawbacks and risks connected to physical activity. By contrast it is well known that physical activity and actions to promote health has a huge number of positive physical effects. These produce benefits to people itself and to the entire society in many ways.

According to estimates, the lack of physical activity and a weak physical fitness together annually causes at least 3 billion euros costs. According to a cautious estimate, if 100,000 people who do not currently do physical activity were to start doing it, the public expenditure could decrease by up to 20 million euros in a year. In this respect, the responsibility of a person's own health and its management is a central issue. When supporting these independent activities by each individual, there could be used proactive measures and the promotion of health.

Past last years the knowledge of the lack of physical activity and the problems of excessive sitting has increased. The importance of physical activity, sports and health promotion can be justified in many ways. In addition of health effects physical activity and sports produce exciting experiences and entertaining moments. Physical activity and sports build also local and regional identities, and create versatile welfare. Physical activity could easily be nowadays particular associated with activities we do every day.

Physical activity is a part of wider approach to promote health. When promoting health at the regional and municipal level it requires cooperation between different fields of government, and networking with an extensive group of actors. The responsibilities and roles of different actors should also be identified. When developing cooperation between municipal administrative fields and by different actors, there is a need for sufficient resources and their proper use has to ensure. Municipalities are forced to find new kinds of operating models. Cooperation with the third and private sector allows municipalities to develop new physical activity and sports models and offer the residents a variety of physical activity and sports services. The private sector is able to respond to the increased opportunities and willingness of residents to invest their income in physical activity. In addition, the demand for customised products and services is likely to increase in the future.

The province of Päijät-Häme has declared itself a mega sports region. The updated Strategy of Health related Sport of Päijät-Häme 2020 supports this declaration through its contents. One example of this is the published vision of becoming a pioneer in health

related sport. The updated strategy is meant to be used by municipalities and other actors as a tool in developing their own health exercising models. The updated strategy covers all age groups from babies to the elderly people. The contents of the updated strategy also try to improve the region's image as a physical activity and sport centre.

10.2 The justification for decisions in the updated strategy

The updated Strategy of Health related Sport of Päijät-Häme 2020 aims at developing health related sport and sport in general, and health promotion in the area of Päijät-Häme. That is why all the decisions made in the updated strategy were trying to answer the needs of municipalities, other actors in the field of (health related) sport, and especially the residents of Päijät-Häme. All the decisions made in the updated strategy have also some justification which are related to things from the theoretical part of this thesis.

The following text points out shortly these decisions and justifications. The structure is as follows; first there is the already made decision(s) of the updated strategy, after that there is the justification for it.

Health related sport vision 2020: "Päijät-Häme will become a Finnish pioneer of health exercise. Päijät-Häme's regional attraction will be promoted by the sports venues, exercising opportunities and health exercise expertise it can offer. The residents of Päijät-Häme will practice more health exercise than the residents of other Finnish regions." In addition to the vision, there are spearheads, objectives and proposed actions in the updated strategy, as well as issues to be taken into account.

The strategy is a plan that is intended, something that is made consciously with purpose, and which includes also actions to guide into the wanted direction (Lynch 2015, 8-9). The strategy is like a leading map which enables to achieve its goals. The strategy has an end, it is associated to a long-term direction or a plan that determines actions for the future. There should be always the vision and the clear goals in the strategy which guide all the actions towards it (Johnson et al. 2006, 9; Kaplan & Norton 2002, 4; Haberberg & Rieple 2001, 32). The strategy is a bridge between the guidelines and the course of action (Strategosinc 2015; Karlöf 2004, 19; Näsi & Aunola 2001, 8).

The spearheads and objectives of the updated strategy:

- 1. Sports venues:** “Working environment and well-maintained sports venues inspires the residents` exercising in Päijät-Häme.”
- 2. Sports services:** “There are comprehensive and flexible sports services in Päijät-Häme. Self-movement are encouraged to and people who are exercising too little are activated to active lifestyle.”
- 3. Active lifestyle of children and young people:** “Children and young people have an opportunity to grow up in a sporty environment and practice comprehensive sport.”
- 4. Health related sport expertise and training:** “Päijät-Häme provides health related sport knowledge and training at the highest level in Finland.”
- 5. Communication of health related sport:** “Positive and supportive communication of health related sport reach the residents in Päijät-Häme.”

The content of updated strategy is trying to enable all residents of Päijät-Häme that the health related sport recommendations for different age groups are fulfill. The content of updated strategy is also trying to create opportunities, to prevent diseases and risks, to offer treatment and rehabilitation from health promotion point of view. Preventive health promotion is the least costly activity (Terveyden edistämiskeskus, 2.; Ståhl et al 2010, 45-53). According to Vertio (2003, 29-32) health promotion is action which purpose is to improve people's opportunities to look after their health.

There are many laws and regulations which have affected to the outcome of the updated strategy. The Act on the promotion of sports and physical activity (390/2015) has the most significant role in the updated strategy. This Act created the basis for many decisions which have made in the updated strategy. For example, municipalities should create the conditions for the development of sport for the residents with local and regional cooperation, health-promoting physical activity, supporting civil society activities, providing sports facilities, as well as the organization of physical activity, taking into account the needs of special groups. In addition the updated strategy responses a recommendation of on promoting health-enhancing physical activity across sectors (2013/C 354/01) which has drawn by the European council. In a nutshell, European Union wants to promote health and physical activity, and to support good practices spreading all over the Europe. The updated strategy also responses to the recommendation of World Health Organization: that there should develop national and regional physical activity action plans and policies to increase physical activity levels in their populations and residents. The updated strategy supports well the idea of the success plan of Finnish physical activity and sport. This is published by The Finnish Olympic Committee. The updated strategy answers especially two goals of the success plan: ”Through exercise we are

creating a good day for a child where enthusiasm, versatility and variety is realized, and where is also lots of movement and play as well as healthy lifestyles.”; as well as “We are able to increase the movement in open-minded cooperation with different actors in society. Young people and adults are exercising and feeling good in everyday operating environments.”

Different Ministries have drowned with cooperation recommendations for promoting physical activity. The updated strategy has used this recommendation as a one of the leading documents. The goal of this recommendation was to encourage the municipalities to do a key strategic choices from physical activity and to support and offer ideas to create conditions for health-promoting physical activity. Physical activity should be a basic service and a fundamental right for residents. The updated strategy answers also the contents of Muutosta liikkeellä! -document. In which among other things organizations and decision-makers of society should encourage, support and guidance individuals and communities toward active and healthy lifestyle. The updated strategy can also use when the municipality councils are doing their extensive well-being report every four years and more precise well-being report annually to the municipality council.

10.3 Prospects to implement the updated strategy

The prospects to implement the updated strategy is quite good because there are long traditions promoting health in Päijät-Häme as this thesis has already shown. The following text describes some of these prospects which are based on the results of the updated strategy process and/or the information from the author of this thesis. The information of the author has accumulated over the working years.

The variety of activities available in Päijät-Häme provide opportunities for health related sport and physical activity to the residents of the province. The good physical environments, consisting of the diversity of natural environment and the built environment enable and encourage people to be physically active. There is a safe and pleasant environment in which it is easy to do physical activity, and which provides its residents opportunities for outdoor recreation and exercising, as well as functional services. The attitudes, daily routines and habits of the residents are also quite good. In Päijät-Häme, the number of residents per sports venue is above the national average which is one sports venue per 175 residents. Sports venues are more easily accessible in the urban municipalities than in the rural ones because there is the compact urban structure and more comprehensive public transport system. There are hundreds of kilometers of

pedestrian and bicycle routes, combined outdoor exercising and recreation routes in the area of Päijät-Häme.

There are hundreds of sports clubs and associations, health and village associations, as well as the scout and resident associations in the area of Päijät-Häme. Their member base is tens of thousands. They are arranging physical activities for their members. There are four large Community Colleges in the Päijät-Häme region which have a significant role in offering physical activity opportunities. These are Harjula Settlement Association, Eastern Häme Institute, Jyränkölä Settlement Association and Wellamo Institute. These Community Colleges arrange over hundreds of sports courses different levels and age groups in a year. These Community Colleges also provide actions and activities in sparsely populated areas.

For young and adult students there is provided a variety of sports and leisure sector training opportunities in the area of Päijät-Häme. Sports Centre Pajulahti, the Finnish Sports Institute, Haaga-Helia and Lahti University of Applied Sciences provide different kind of expertise and training. These are for example basic sports instruction and counseling, training courses, different types of seminars and sports courses, specialised studies and physical therapy training. There is also available youth and leisure counselor education in the Deacony Foundation Lahti or the Orimattila Unit of Salpaus Further Education.

10.4 What changed: previous strategy vs. updated strategy

Right from the beginning the project group decided that the previous vision of Health related sport 2020 from year 2009 would be the vision of updated strategy. So, no changes were made to that during the updating process. This thesis has described this already, for example in paragraph 9. Instead, there has been changes to spearheads, objectives and proposals for action during the updating process. The following text describes the main findings of these, when are comparing what changed between the previous strategy and the updated strategy. These are described in detail in appendix 7.

Sports venues and sports services are both one of five spearheads in both strategies. In the previous strategy though, sports venues were part of the same spearhead with sports services. Investing in both sports venues and sports services was considered so important during the updating process that those were separated. There are no significant changes when comparing sports venues. There are only few refinements and additions,

but the big picture is the same in both strategies: the working environment and well-maintained sports venues should inspire residents to exercise. Instead, there came some changes to sports services. Few proposed actions were eliminated or combined, there has also been made some refinements and additions. In updated strategy there should be comprehensive and flexible sports services; there should encourage to self-movement and activate people who are exercising too little to active lifestyle.

Health related sport expertise and training are one of five spearheads in both strategies. There are no significant changes when comparing health related sport expertise and training. The objectives remained the same. There are only few refinements and additions in proposed actions, but the big picture is the same in both strategies: Päijät-Häme should provide health related sport knowledge and training at the highest level in Finland.

There are two new spearheads in the updated strategy comparing the previous strategy. These are active lifestyle of children and young people; and communication of health related sport. These themes have arisen strongly during the updating process. That is the reason why those were raised to the updated strategy. The aim in active lifestyle of children and young people is that children and young people have a possibility to grow up in a sporty environment and practice comprehensive sport. Instead, the aim in communication of health related sport is to produce positive and supportive communication to the residents in Päijät-Häme. These were taken into account in some level in the previous strategy but not that emphatic.

There were regional exercise counseling one of five spearheads in the previous strategy. This was eliminated from updated strategy because it has taken a good place in health related sport and health promotion in Päijät-Häme. There has been made a good developing-work with this, this work still continues. Exercise counseling, or physical activity counseling, as the updated term is, has still a significant part of the updated strategy. It is just no more one of spearheads.

One of five spearheads in the previous strategy was that each municipality of Päijät-Häme has its own health related sport action plan. This work has been made already in a year 2011. That was the reason why it was eliminated from updated strategy. The work related to this, to develop and promote health and physical activity, continues still of course.

One of five spearheads in the previous strategy was also that there should be a Health related Sport Advisory Board. This was trying to develop the region's strategy of health

related sport and issues proposals on implementation. This was replaced with a group of experts with special skills and features, this was named the project group. There are total over ten people´ group who are trying to manage and ensure that the updated Strategy of Health related Sport of Päijät-Häme 2020 will implement properly. This existing project group not registered to the updated strategy.

10.5 How to use the phases of strategy process in the development project

The development project managed to produce the updated strategy as it was intended. The main thing for this was a good plan of development project, seamless cooperation between different actors, especially with municipalities and good starting points.

The starting points for development project were good because there were long traditions promoting health in the area of Päijät-Häme. The concept mega Province of health related sport signed already in the year 2006. From basis of that the previous strategy was published in the year 2009. Already then were gathered a significant number of actors first to define and then to implement together the common strategy. All the actors have a common vision how to develop (health related) sport and how to promote health in the area of Päijät-Häme. This existing strategy has been implemented with good results. However, there was a need for a large-scale clarification and updating so that it would respond better for today's needs.

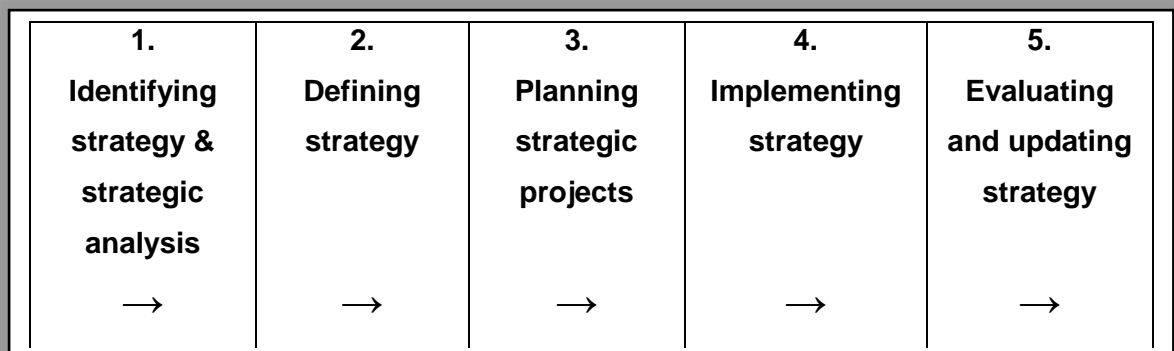


Figure 2. Modified traditional five phases of strategy process (Lindroos & Lohivesi 2010, 29-45; Hoyer et al. 2009, 89-104; Kaplan & Norton 2009, 53-89; Robbins & Coulter 2007, 210-216).

This thesis has already pointed out in the theoretical part what should be taken into consideration in strategic management. One of the most important things in the strategic management is to look ahead, to peer into the future, and then devise a strategy for

meeting the challenges and opportunities it presents. The strategy-planning phase is crucial for the performance and success. Many aspects need to be taken into consideration when planning and defining the strategy (Robson et al. 2013, 76).

This thesis has already pointed out in the theoretical part also how the strategy process proceeds. The above figure 2 reminds us from this strategy process. Traditionally the strategy process start from identifying current mission, goals and strategies, and making different strategic analysis. In other words, collecting data. This development project actually started from the last phase of the strategy process, from evaluating and updating the strategy. This is because of the previous strategy.

This development project made the evaluating and identifying phases as if in a same context. This was quite easy to implement all though it was made in a large scale with its many phases. It helped greatly when there were four major actors (the Regional Council of Päijät-Häme, PHLU, and Haaga-Helia and Lahti University of Applied Sciences) to do this phase. Without these four actors and project group of them it would have been much more difficult to implement this phase. To this phase was invested with care because it was considered that these analyses create the foundation for choosing strategies, goals and actions. Those gave the purpose and direction towards which to go in the future.

After collecting data and making different data analyses it was time to define the new strategy. This was made in cooperation with many different actors, especially with municipalities and experts with special skills and features using different kind of cross-sectoral workshop working -methods. It was easy to get different actors and experts to work together to form the new coming strategy. The long traditions promoting health and wide-ranging cooperation in the area of Päijät-Häme might helped with this. The project group had once again crucial part when making summaries and conclusions from workshops. It was trying to create a mutual mission and vision which defined concrete goals so that all understood what needs to be done in the future. As the result of this defining phase of the strategy process there were formed the updated strategy.

Now when the updated strategy is existed the next and maybe the hardest step is its implementation. Hoyer et al. (2009, 89-104) and Robbins & Coulter (2007, 210-216) had said that the strategy is only as good as its implementation. Although this phase of strategy process was quite challenging the future looks bright. This is because of the willingness and skills of the actors in the field of the health related sport in the area of Päijät-Häme. Different actors, especially municipalities have engaged to implement the updated strategy in their own actions. This is important because the implementation

phase requires much resources and work so that defined vision, spearheads, objectives and proposed actions will to achieve in the future.

The main reason to produce electronic platform for the updated strategy was that it could be used as an implementation and evaluation tool. It guides all the actors towards to the desired direction. It enables also real-time evaluation and the updating if necessary. After the updating process it was formed a group of experts with special skills and features. There are in total over ten people's group which is called the project group. The electronic platform works also a management tool for defined project group. The management has the key role in this implementation phase (Lindroos & Lohivesi 2010, 29-45; Kaplan & Norton 2009, 53-89).

10.6 Methods used in development project & reliability and validity of those

There were used successfully both qualitative and quantitative methods and techniques in the development project. The project group ended to this because of the nature of the updating process. The context of development project was so large that there was needed many methods so that the desired result could be even possible to achieve. When there were used different qualitative and quantitative methods and techniques the outcome strengthened the reliability and validity of the development project.

When there were used both qualitative and quantitative methods and techniques in the development project it brought up some challenges and difficulties. Gathered quantitative and qualitative data were not provided the straight answers to development project immediately. All the gathered data needed first to be interpreted, organized and analyzed. After this multi-stage and laborious process, the data was meaningfully used to answer the requirements of development project.

The truthfulness of the study is described by two terms, reliability and validity. Reliability means random error of measurement, which refers to the repeatability of the study. If the study can be repeated several times and quite similar results are obtained from the studies, it is a reliable meter. External reliability means that the same study can be repeated under other circumstances. The validity means that, what exactly is it to be measured. Reliability and validity are important parts of the study. (Hirsjärvi et al. 2009, 231; Harman & Pandorf 2000, 278-279; Metsämuuronen 2000, 10-11; Heikkilä 1998, 179.) According to Bryman & Bell (2015, 168-170) reliability refers to the consistency of a measure of a concept.

Validity refers to the issue of whether or not an indicator that is devised to gauge a concept really measures that concept.

The following text describes shortly methods used in development project, and reliability and validity of those from every step of it. How the used methods worked, and could they have replaced with some other methods. Or is there something else that should have been done differently.

Before the step 1 there was the **SWOT-analysis** which was made by the project group. This gave a good start to the updating process because it summarized the information and created an overall view of the development project to be analyzed. Because of the contents of the SWOT-analysis came from the project groups' head without truthful or statistical evidences it cannot be 100 percent reliable. Despite that, based on the SWOT-analysis it was easy to continue the updating process forward. That is the reason why it was justified.

In step 1 development project was started by assessing the current situation in three phases. **Theme interviews** gave the desired results, so they were valid. There were predetermined questions in the theme interviews. Still the semistructured theme interviews was given to vary the sequence of questions during the interview if necessary. This was a good thing, but it also brought some challenges to analyze the interviews. This was because there were only used notes and interview transcripts. It could have helped if there has also been used recording. Despite all this the theme interviews could be easily repeated, so it can say that those were reliable also.

In step 1 there were used **a questionnaire**. It was easy to implement this phase because there was used web-based Webropol Query Tool when collecting data and making statistical analysis of data. This phase was given large amounts of relatively simple data. There were managed to design simple questionnaire in which was easy to answer. Still there were few things, that should be thinking critically as follows. An important factor in the reliability of the responses was, how respondents responded to the questionnaire and how truthfully they answered in the questions; the veracity of the answers can not be proved. Because it was a questionnaire, it is important to study the validity of the study on the basis of whether the respondents included questions about the questionnaire in the same way as it was assumed. There were opportunities for interpretation differences in the questionnaire which might influenced the validation. This meant that the results of this phase were more indicative than absolute truths. The validity of this phase was nevertheless pretty good. The survey managed to measure what it was supposed to

measure. The questionnaire was tailor-made to those topics and answered those questions in which information was sought. The questionnaire measured exactly what it needed to measure.

In step 1 there was also used **documents as sources of data**. This phase was also managed to produce a large amount of statistical and textual data material. It can be thought that the data is valid because those were gathered from databases of municipalities; from the decision-make documents and other official papers. Although the obtained data and results were informative and those were used in the development process, those were not so relevant as the data and results which were obtained from theme interviews and questionnaire. That is the reason why this phase could be deleted in the future from the updating process.

When the assessment process was done, the next goal was to define the updated strategy. This was made in step 2. There were used various qualitative **cross-sectoral workshop working -methods**, where were used participants based on their expertise on the subject. During these workshops there was an aim to generate new ideas and solutions around a specific domain of interest by removing inhibitions; to deal with one topic and study it from different angles; to solve problems and to decrease alternatives and solutions. Although workshops gave very good information it is important to remember the overall credibility that participants' answers and thoughts were based, in many cases, more on subjective knowledge than objective facts. The focus group had a complex task when it was trying to make summaries and conclusions from workshops. The validity was in that scale hard to verify.

Although there were a complex nature of development project it managed to fulfill quite well the five steps which should be in a good development project: the stage before data collection, there should decide the aim and objectives and the theoretical framework that underlines the development with the relevant literature; the stage of designing how to collect the data to reach the aim and objectives; the data collection stage, where the data are collected by one or more methods; the analysis of the data, either with references to the theoretical framework adopted or to generate new theory, to achieve the overall aim of the development project; the reporting of the development project to communicate the findings to others. Even in this sense the implementation of development project was quite good, though many things could have been made differently.

10.7 Limitations & suggestions for further development projects

The starting point of this development project was quite large. There were many options how to implement the development project, how to identify and make different strategic analysis, and of course how to use all the gathered information. That is why making limitations was quite challenging to do. According to Hirsjärvi et al. (2009, 81) when the topic of the development project has found it is important to make limitations for that. It should be refined the idea of what is wanted to know and what is wanted to show. The data collecting is sensible to start just after this reflection has made. Thus, is saving time and effort.

As followed the instructions above there was finally decided to implement the updating process of the Strategy of Health related Sport of Päijät-Häme 2020 in this thesis. The the updating process was divided into the different phases which are called “the steps” as this thesis has already shown. The development project managed well to implement the updated strategy. The development project managed also to produce a large amount of analyzed statistical and a truth-based data during different steps of the updating process. Even though this collected data was used during the updating process it still offers opportunities for a variety of different development projects and researches in the future for municipalities and/or other actors and researchers.

The following text gathers some opportunities for future development projects and researches step by step (at first reminds of the step and its objectives, and then lists the opportunities of development projects and researches):

Step 1: Identify the strategy and make different strategic analysis

1. Assessing the current situation by interviewing municipalities

→ **Objective:** to find out what is the situation in municipalities in the area of health related sport and physical activity, and what are the plans for the future

→ **Future development projects and researches:**

Different kind of regional and municipality development projects from objectives, actions and proposals of municipalities which have already mentioned in this thesis in the table 12 for example: to create and to develop conditions and sports venues; activate actively passive residents; versatile sports services for different age groups and target groups; or support self-reliant physical activity.

2. Assessing the current situation by questionnaire from municipalities' sports facilities

→ **Objective:** to find out how residents in the area of Päijät-Häme have used existing sports services and sports venues; to find out how sports services' and sports venues' should develop in the future

→ **Future development projects and researches:**

- With the results of questionnaire, the municipalities could develop their sports services and sports venues in a general level, or they could target development actions to some specific part of results, for example: enable free physical activity and leisure facilities for children and young people; enable physical activity services for working-age; actions for maintenance of physical activity facilities; develop physical activity routes and cross-country skiing trails; enable free and low-threshold physical activity services etc.
- There could be make different kind of research based on the results obtained, for example: make a more accurate comparison between municipalities, or between different age-groups and gender
- Repeat the same questionnaire and make the comparison between results previous vs current in between different variables
- Etc., there are multiple opportunities in this step

3. Assessing the current situation clarifying how the current strategy appears in municipalities' strategies and decisions

→ **Objective:** to make a clarification how the current strategy appears in municipalities' strategies and decisions in Päijät-Häme; how health related sport and physical activity services has developed in municipalities and what are the cores in the future

→ **Future development projects and researches:**

- Make detailed comparison between municipalities, for example: in variables how the current strategy appears in municipalities' strategies and decisions in Päijät-Häme; how health related sport and physical activity services has developed in municipalities and what are the cores in the future

Step 2: Define the updated strategy

→ **Objective:** to define the updated strategy

→ **Future development projects and researches:**

- There could be make more specific thesis only from the contents of step 2
- There could be make thesis or two only from cross-sectoral workshop working -methods of the development project: there could be make an action research study from the first workshop where used double Team -technique or from the second workshop where used gallery walking -technique

Step 3: Final result

→ **Objective:** to implement in detail the updated Strategy of Health related Sport of Päijät-Häme 2020

→ **Future development projects and researches:**

- In the future could be evaluated how the strategy has implemented in its entirety: how the spearheads, objectives and proposed actions has implemented not only regionally but also in municipalities
- Whether the strategy has had an impact for the economy of the province and/or the municipality, health and well-being of residents or cooperation of different actors in the field of health related sport and health promotion
- To continue developing the electronic platform, for example gathering other strategies of physical activity and (health related) sport to the same platform
- How to use the updated strategy and/or the electronic platform as a management tool
- To repeat same kind of strategy process when the current will be in its end

This development project has made the groundwork for all of the previous proposed actions and proposals which have been mentioned above. Some of these proposed actions and proposals have already gone into practice before this thesis was published.

Surely some of the proposed actions and proposals will not succeed perfectly at first, then further development is needed. The one thing is sure, all of these proposed actions and proposals are trying to develop the health related sport, or health and sport generally in the area of Päijät-Häme.

The development project also managed to produce one kind of model on how to implement this kind of strategy process. Other actors planning to do similar kind of strategy process can hopefully use this one as a model.

10.8 Future

Now when the updated Strategy of Health related Sport of Päijät-Häme 2020 exists the implementation phase is on going. So that the updated strategy can be successfully implemented there is a need for a wide-ranging cooperation between different actors. There are some challenges in the future which might affect to the implementation, such as the Provincial reform and Social-and Healthcare reformation. If there will be some social restructuring the updated strategy has the ability to react proactively to them.

Traditionally, in Finnish sports culture the municipality has created the framework of physical activity by creating the conditions, municipalities have also created the activities in cooperation with sports clubs. Many other actors also influence to physical activity and sports by producing different sports services. Public and third-sector sports services are complemented by the private sector.

Despite the weakened economic situation in the municipalities the promotion of physical activity in Finland remains largely the responsibility of the municipalities. According to the Act on the promotion of sports and physical activity (390/2015) physical activity should be a basic service of residents. Arranging sports services is one way to reinforce equality of residents. The municipalities have autonomy and responsibility to ensure the level and quality of services, which has led to the differentiation of areas also in relation to sports services. As a result of the aforementioned case, there has also been a need to deal with sporting activities also together in the provinces.

Although there are some difficulties and negative prospects there is also some hope in the future. The Ministry of Education and Culture and the Finnish National Sports Council have launched the preparation of a Government report on sports policy. The currently prepared sports policy report is the first one in history. The aim of this sports policy report is to develop Finnish physical activity and sports, outline Government's sports policy objectives and measures for the upcoming years, in connection the Parliament will have a profound discussion about questions related to the development and significance of sports and physical activity in society.

Completed sports policy report might enable even more stronger implementation of the updated strategy in the future. Until then, the updated Strategy of Health related Sport of Päijät-Häme 2020 is trying to achieve set vision, goals and other contents of the strategy. It requires goal-oriented and hard work, but hopefully the outcome of that there will be more active and healthy residents in the area of Päijät-Häme in the future.

11 Summary of the development project

The aim of this development project was to implement the updating process of the Strategy of Health related Sport of Päijät-Häme 2020. This development project aimed to make visible the whole updating process and all results of it, as well as to be a tool to develop the health related sport and sports in general in the area of Päijät-Häme.

The updating process was divided into the different phases which were called “the steps” in this development project. There were in total three main steps in which were used both qualitative and quantitative methods. This development project has dealt all of these steps and fulfilled the set aims and objectives earlier in this thesis. The figure 13 illustrates the steps and the figure 14 demonstrates the main results of the Strategy of Health related Sport of Päijät-Häme 2020 in a nutshell.

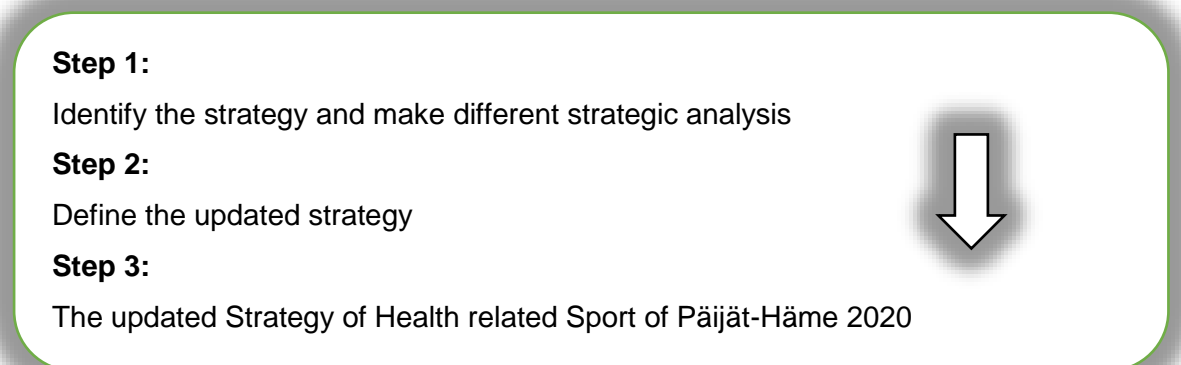


Figure 13. The steps of development project in a nutshell.



Figure 14. the Strategy of Health related Sport of Päijät-Häme 2020 in a nutshell.

References

Alper, C. & Cakar, D. B. & Cakar, E & Dincer, U. & Durmus, O. & Kilac, H. & Kiralp, M. Z. & Sevinc, S. & Soydan, F. C. 2010. Jumping combined exercise programs reduce fall risk and improve balance and life quality of elderly people who live in a long-term care facility. *European Journal of Physical and Rehabilitation Medicine*.

Bossidy, L. & Charan, R. 2011. *Execution – The Discipline of getting Things done*. 2nd edition. London: Random house business books.

Bradley, C., Dawson, A. & Montard, A. 2013. *Mastering the Building Blocks of strategy*. <http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/mastering-the-building-blocks-of-strategy>. Accessed 4.3.2017.

Brannen, J. 1992. *Mixing Methods: Qualitative and Quantitative Research*. Avebury. Hampshire.

Bryman A. & Bell A. 2015. *Business Research Methods*. Oxford University Press, 4th Edition.

Chelladurai, P. 2014. *Managing organizations for sport and physical activity*. 4. edition. Holcomb Hathaway, Publishers, Inc. Arizona.

David, F. 2005. *Strategic Management: concepts and cases*. 10th edition. New Jersey, USA: Pearson, Prentice Hall. ISBN 0-13-127675-1.

DeSensi, J., Kelley, D. & Blanton, M. 1990. Sport Management Curricular Evaluation and Needs Assessment: A multifaceted approach. *Journal of Sport Management* 4.

Etelä-Karjalan Liikunta ja Urheilu ry 2016. URL: <http://www.eklu.fi/etela-karjalan-liikunta-ja-urhei/>. Accessed 13.1.2018.

Euroopan Unioni 2017. URL: https://ec.europa.eu/health/home_en. Accessed 30.10.2017.

Euroopan Unionin suositus, 2013. Monialaisesta terveyttä edistävän liikunnan lisäämisestä. (2013/C 354/01). URL: [http://eur-lex.europa.eu/legal-content/FI/TXT/?uri=CELEX:32013H1204\(01\)](http://eur-lex.europa.eu/legal-content/FI/TXT/?uri=CELEX:32013H1204(01)). Accessed 30.10.2017.

Finnish Local Government Act (365/1995).

Franklin, M.I. 2012. Understanding research – Coping with the quantitative-qualitative divide. Routledge. Oxon.

Fred, R.D. 2011. Strategic Management: Concepts and case (13th ed.). Pearson Education, Inc. New Jersey, USA.

Freedman, M. & Tregoe, B. 2003. Strategisen johtamisen taito. Rastor-Yhtiöt. Helsinki.

Grant, R. 2008. Contemporary Strategy Analysis. 6th edition. Oxford: Blackwell publishing ltd.

Green J. & Tones K. 2010, Health Promotion; Planning and Strategies, second edition, SAGE Publications Ltd.

Haberberg, A. Rieple, A. 2001. The Strategic Management of organizations. Prentice Hall, Pearson Education Limited. England.

Harmaakorpi, V. & Parjanen, S. 2006. Terveysliikunnan megamaakunta-terveysliikuntakonsepti – institutionaalinen innovaatio? Päijät-Hämeen liitto A154/2006.

Harman, E. & Pandorf, C. 2000. Principles of Test Selection and Administration. Testing and Evaluation. Teoksessa: Beachle, T. Earle, R. (toim.) Essentials of Strenght training and Conditioning. Nationat Strenght and Conditioning Associa-tion. Human Kinetics.

Harmokivi, P. & Rantala, M. 2008. Päijät-Hämeen terveysliikuntastrategia 2009-2020. Päijät-Hämeen liitto A174/2008.

Heikkala, J. 2014. Tulevaisuusnavigaattori 1.0. Työkirja. Valo ry.

Heikkinen, Eino & Hirvensalo, Mirja & Rantanen, Taina & Rasinaho, Minna 2008. Liikunta. Teoksessa Heikinen, Eino & Rantanen, Taina (toim.). Gerontologia. 2.painos. Duodecim. Helsinki.

Heikkilä, T. 1998. Tilastollinen tutkimus. Oy Edita Ab. Helsinki.

Hennink, M. Hutter, I. & Bailey A. 2011. Qualitative Research Methods.

- Hiltunen, A. 2011. Johtamisen taito – elämänmittainen matka. WSOYpro Oy.
- Hirsjärvi, S., Remes, P. & Sajavaara, P. 2009. Tutki ja kirjoita. Kustannusosakeyhtiö Tammi. Helsinki.
- Holmberg, M. & Kiiskinen, K. 2014. Kymenlaakson terveystaakkastrategia 2014-2020. Kymenlaakson Liitto A:49.
- Hoye, R., Smith, A., Nicholson, M, Stewart, B. & Westerbeek, H. 2009. Sport management – principles and applications. 2nd edition. Butterworth-Heinemann. Oxford.
- Hoye, R., Smith, A., Nicholson, M, Stewart, B. & Westerbeek, H. 2006. Sport management – principles and applications. 1st edition. Butterworth-Heinemann. Oxford.
- Hrebiniak, L. 2005. Making Strategy Work – Leading Effective Execution and Change. Wharton school publishing. New Jersey.
- Hubley, J. & Copeman, J. 2008. Practical Health Promotion. Polity Press. Cambridge.
- Hämeen Liikunta ja urheilu ry 2014. URL: <https://www.hlu.fi/?x253966=403440>. Accessed 13.1.2018.
- Innotiimi. URL:
http://www.innotiimi.se/site/?lan=1&mode=tiedotteet&laji=2&tiedote_id=941. Accessed 18.2.2018.
- Jashpara, A. 2011. Knowledge management an integrated approach. 2. edition. Pearson Education Limited. Essex.
- Johnson, G., Schoels, K., Whittington, R. 2006. Exploring Corporate Strategy. Prentice Hall. Pearson Education Limited. England.
- Jones, I. 2015. Research methods for sports studies. 3. edition. Routledge. Oxon.
- Juuti, P. & Luoma, M. 2009. Strateginen johtaminen. Otava.

Kamensky, M. 2008. Strateginen johtaminen. Talentum Media Oy. ISBN 978-952-14-1216-5. Hämeenlinna.

Kaplan, R. & Norton, D. 2009. Strategiaverkko. Talentum Media Oy. Helsinki.

Kaplan, R. & Norton, D. 2002. Strategialähtöinen organisaatio. Tehokkaan strategiaprosessin toteutus. Talentum Media Oy. Helsinki.

Karlöf, B 2004. Strategian rakentaminen – sisältö ja välineet. Edita Publishing Oy.

Keski-Suomen liitto 2012. Keski-Suomi liikunnan ja urheilun huippumaakunnaksi – Keski-Suomen liikunta- ja urheilustrategia – visio 2020. Keski-Suomen liitto B 188.

Kesti, M. 2007. Huipputuottava organisaatio. Edita. Helsinki.

Kivimäki, S. & Tuunanen, K. 2014. Liikuntaneuvonnan tila kunnissa. Liikunnan ja kansanterveyden julkaisuja 282. LIKES. Jyväskylä.

Kontes, P. 2010. The CEO, Strategy and Shareholder Value: Making the Choices That Maximize Company Performance. John Wiley & Sons, Inc. New Jersey, USA.

Koskinen, K. 2006. Johda yrityksesi osaamista - näkökulmia pienyrityksille. Turun kauppakorkeakoulu. Turku.

Kuntalaki 10.4.2015/410.

Kuntaliitto 2017. Liikunnan asema lainsäädännössä. URL: <https://www.kuntaliitto.fi/asiantuntijapalvelut/opetus-ja-kulttuuri/liikuntapalvelut/liikunnan-asema-lainsaadannossa>. Accessed 11.11.2017.

Kärnä, E. 2012. Tehoa ja iloa strategiatyöhön. Haaga-Helia ammattikorkeakoulu. Helsinki.

Laamanen, T., Kamensky, M., Kivilahti, T., Kosonen, P., Laine, K. & Lindell, M. 2005. Strategisen johtamisen käsitteet. WS Bookwell Oy. Juva.

Lapin Liikunta ry 2016. URL: <https://www.lapinliikunta.com/lapin-liikuntastrategia/>. Accessed 13.1.2018.

Lindroos, J-E. & Lohivesi, K. 2010. 3.uudistettu painos. Onnistu strategiassa. WSOY Onnistusarja. Helsinki.

Liikuntalaki (390/2015). URL: <http://www.finlex.fi/fi/laki/alkup/2015/20150390>. Accessed 10.9.2017.

Lynch, R. 2015. Strategic Management. 7 ed. Pearson Education Limited. United Kingdom.

Mantere, S., Hämäläinen, V., Aaltonen, P., Ikävalko, H., Teikari, V. 2003. Organisaation strategian toteuttaminen. Suunnitelmista käytäntöön. 2nd edition. (Kauppakamarisarja: Johtamistaito) ISBN 951-37-3828-0. Edita Publishing Oy. Helsinki.

Mayo, F.B. 2014. Plannig an applied researchproject in hospitality, tourism and sports. Wiley & Sons. New Jersey.

Metsämuuronen, J. 2000. Tilastollisen kuvauksen perusteet. Jaabes OU. Viro.

MindTools. URL: <https://www.mindtools.com/brainstm.html>. Accessed 4.3.2018.

Mintzberg, H., Lampel, J., Quinn, J., Ghoshal, S. 2003. The Strategy Process. 4th edition. ISBN 0-273-65120X. Pearson Education Limited. Essex, UK.

Mintzberg, H., Ahlstrand, B., Lampel, J., 1998. Strategy Safari. Prentice Hall. Harlow, Great Britain.

Mintzberg, H. & Quinn, J. 1996. The Strategy Process – Concepts, Contexts, Cases. 3rd edition. Prentice-Hall Inc. New Jersey.

Mintzberg, H. 1994. The Rise and Fall of Strategic Planning Prentice-Hall Inc. New Jersey.

Mintzberg, H. 1987. The Strategy Concept I: Five Ps For Strategy. California Management Review.

Muutosta liikkeellä! Valtakunnalliset yhteiset linjaukset terveyttä ja hyvinvointia edistävään liikuntaan 2020. Sosiaali- ja terveysministeriön julkaisuja 2013:10.

Muutosta liikkeellä! Valtakunnalliset yhteiset linjaukset terveyttä ja hyvinvointia edistävään liikuntaan 2020. URL: <https://www.muutostaliikkeella.fi/>. Accessed 30.9.2017.

Näsi, J. & Aunola, M. 2005. Strategisen johtamisen teoria ja käytäntö. MET-publications, 12/2001. ISBN 951-817-864-X. Metalliteollisuuden Kustannus Oy. Tampere.

Näsi, J. & Aunola, M. 2001. Yritysten strategiaprosessit. Yleinen teoria ja suomalainen käytäntö. Metalliteollisuuden Kustannus Oy. Tampere.

Perttilä K., Orre S., Koskinen S., Rimpelä M. 2004. Kuntien hyvinvointikertomus. Hankkeen loppuraportti. Sosiaali- ja terveysministeriön julkaisua. URL: <https://www.julkari.fi/bitstream/handle/10024/75090/Aiheita7-2004.pdf?sequence=1>. Accessed 11.3.2017.

Pohjois-Karjalan Liikunta ry. Pohjois-Karjalan liikunnan ja urheilun kehittämisohjelma. URL: <https://www.pokali.fi/>. Accessed 13.1.2018.

Porter, M. 1996. What is Strategy?. URL: <https://hbr.org/1996/11/what-is-strategy>. Accessed 8.3.2017.

Pietilä, A-M. Länsimies-Antikainen, H. Vähäkangas, K. & Pirttilä, T. 2010. Terveysten edistämisen eettinen perusta. Teoksessa Pietilä, A-M. (toim.) Terveysten edistäminen, teorioista toimintaan. Sanoma Pro Oy. Helsinki.

Primary Health Care Act 1326/2010, amendments up to 1293/2013.

Päijät-Hämeen Liikunta ja Urheilu ry. Toimintakertomus 2016. URL: <https://www.phlu.fi/phlu/toimintasuunnitelmat-ja-kertomuk/>. Accessed 5.3.2017.

Päijät-Hämeen Liitto 2017. URL: <http://www.paijat-hame.fi/in-english/region/>. Accessed 5.3.2017.

Rautio, M. & Husman, P. 2010. Työikäisten terveyden edistäminen – esimerkkejä työmenetelmistä ja toimintamalleista. Teoksessa Pietilä, A-M. (toim.) Terveysten edistäminen, teorioista toimintaan. Sanoma Pro Oy. Helsinki.

Robbins, S. & Coulter, M. 2007. Management. 9th edition. Pearson Prentice Hall. New Jersey.

Robson, S., Simpson, K. & Tucker, L. 2013. Strategic sport development. Routledge. Oxon.

Ropo, A., Eriksson, M., Sauer, E., Lehtimäki, H., Keso, H., Pietiläinen, T. & Koivunen, N. 2005. Jaetun johtajuuden särmät. Talentum. Helsinki.

Rumelt, R. 2012. Good Strategy Bad Strategy. 2nd edition. Profile books Ltd. London.

Ruokonen, R. 2014. Liikunta kuntien srtaegioissa – Kuntien liikuntastrategiat 2014. Valo. Helsinki.

Savola, E. & Koskinen-Ollonqvist, P. 2005. Terveysten edistäminen esimerkein. Käsitteitä ja selityksiä. Terveysten edistämisen keskuksen julkaisu – sarja 3/2005. Terveysten edistämisen keskus ry 2005. URL:

http://www.soste.fi/media/pdf/terveyden_edistaminen_esimerkein_2005.pdf. Accessed 2.12.2017.

Scarborough, N. 2012. Effective Small Business Management – An entrepreneurial approach. 10th edition. Pearson. New Jersey.

Scriven, A. & Garman, S. 2005. Promoting health – Global perspectives. Palgrave Macmillan. New York.

Seedhouse, D. 2004. Health Promotion – Philosophy, Prejudice and Practice. 2. edition. John Wiley & Sons Ltd. West Sussex.

Sport Act 10.4.2015/390.

STM 2013. Muutosta liikkeellä! Valtakunnalliset yhteiset linjaukset terveyttä ja hyvinvointia edistävään liikuntaan 2020. Sosiaali- ja terveystieteiden ministeriön julkaisu 2013:10. URL: 49 http://www.stm.fi/c/document_library/get_file?folderId=6511564&name=DLFE-27526.pdf. Accessed 30.9.2017.

STM 2010. Suosituksen liikunnan edistämiseksi kunnissa. Sosiaali- ja terveysministeriön julkaisuja 2010. URL: <http://urn.fi/URN:ISBN:978-952-00-3003-2>. Accessed 30.9.2017.

STM, 2006. Terveyden edistämisen laatusuositus. Sosiaali- ja terveysministeriön julkaisuja 2006:19. URL: http://www.stm.fi/c/document_library/get_file?folderId=39503&name=DLFE-9303.pdf. Accessed 30.9.2017.

Strategosinc 2015. What Is Strategy? URL: http://www.strategosinc.com/what_is_strategy.htm. Accessed 4.3.2017.

Suomen Olympiakomitea 2017. URL: <https://www.olympiakomitea.fi/olympiakomitea/suomen-olympiakomitea-ry/strategia-ja-toimintasuunnitelma/>. Accessed 3.12.2017.

Suomen Perustuslaki 11.6.1999/731.

Ståhl, T. & Rimpelä, A. 2010. Terveyden edistäminen tutkimuksen ja päätöksenteon haasteena. Terveyden ja hyvinvoinnin laitos. Helsinki.

Sydänmaanlakka, P. 2009. Älykäs johtajuus. Talentum. Hämeenlinna.

Terveydenhuoltolaki 30.12.2010/1326.

Thompson, J. & Martin, F. 2008. Strategic Management. Awareness and Change. 5 ed. Thomson Learning. London.

Terveyden edistämiskeskus keskus ry. Strategia 2010 – 2014. URL: <http://health.web2.hpsjr.fi/web/pdf/hallinto/strategia.pdf>. Accessed 2.4.2017.

Trenberth, L. & Hassan, D. (Eds.) 2012. Managing Sport Business. An introduction. Routledge. Oxon.

UKK -instituutti 2017. URL: http://www.ukkinstituutti.fi/tietoa_terveysliikunnasta/liikkumaan/aloittajan_liikuntaopas/terveysliikuntaa_ja_kuntoliikuntaa. Accessed 16.4.2017.

Uusitalo, M., Perttilä, K., Poikajärvi, K. & Rimpelä M. 2003. Hyvinvoinnin ja terveyden edistämisen paikalliset rakenteet ja johtaminen (TEJO). Esitutkimusraportti. Stakesin Aiheita 21/2003. URL: <https://www.julkari.fi/bitstream/handle/10024/77724/Aiheita22-2003.pdf?sequence=1>. Accessed 2.4.2017.

Vasankari, T & Kolu, P (toim.). 2018. Liikkumattomuuden lasku kasvaa – vähäisen fyysisen aktiivisuuden ja heikon fyysisen kunnon yhteiskunnalliset kustannukset. Valtioneuvoston selvitys ja tutkimustoiminnan julkaisusarja 31/2018.

Van Den Steen, E. 2014. Formulating Strategy. URL: <http://www.hbs.edu/faculty/Pages/item.aspx?num=47025>. Accessed 4.3.2017.

Vertio, H. 2003. Terveyden edistäminen. Kustannusosakeyhtiö Tammi. Helsinki.

Verweire, K. 2014. Strategy Implementation. Routledge. London.

Vuori, I. 2013. Liikuntaan ohjaaminen kuuluu terveydenhuollon tehtäviin. Suomen lääkärilehti 23/2013 vsk 68. Duodecim.

Vuori, I. 2003. Lisää liikuntaa. Edita Prima Oy. Helsinki.

Vuorinen, T. 2013. Strategiakirja, 20 työkalua. Talentum Media Oy. Liettua.

Wheelen, T.L., Hunger, D.J. (2006). Concepts in Strategic Management and Business Policy (10th ed). Pearson Education, Inc. New Jersey.

World Health Organization. 2015. The Ottawa Charter for Health Promotion URL: <http://www.who.int/healthpromotion/conferences/previous/ottawa/en/>. Accessed 21.10.2017

World Health Organization, 2010. Global recommendations on physical activity for health. WHO Press. Geneva.

World Health Organization, 2004. Global Strategy on Diet, Physical Activity and Health. WHO Press. Geneva.

Appendices

Appendix 1

Act on the promotion of sports and physical activity (390/2015)

Act on the promotion of sports and physical activity had legal force for the first time in the year 1980. The act has been changed several times which indicates the constant transformation of Finnish exercise culture. Understanding the industry of exercise and local functions are expanded significantly in recent years. The latest modification in the Act on the promotion of sports and physical activity had legal force in the year 2015.

Chapter 1, states general provisions; section 1 of this Act states:

1. This Act sets out provisions on the promotion of physical activity and top-level sports; the responsibilities of and cooperation between central and local government; the government administrative bodies; and the funding to be provided by the state in the field of sports and physical activity.
2. Aside from the provisions of this Act, Finland shall comply with her international obligations under the relevant treaties.

Chapter 1, section 2 of this Act states:

1. The objective of this Act is to promote:
 - (1.) The opportunities of various demographic groups to engage in physical activity;
 - (2.) The wellbeing and health of the population;
 - (3.) The maintenance and improvement of the capacity for physical activity;
 - (4.) The growth and development of children and young people;
 - (5.) Civic action in the field of physical activity including club activities;
 - (6.) Top-level sports;
 - (7.) Integrity and ethical principles in the context of physical activity and top-level sports;
 - (8.) Greater equality in sports and physical activity.
2. The efforts to achieve these objectives are based on the principles of equality, non-discrimination, social inclusion, multiculturalism, healthy lifestyles, respect for the environment and sustainable development.

Chapter 1, section 3 of this Act states definitions:

1. For the purposes of this Act:
 - (1.) Physical activity means spontaneous and structured physical exercise excluding top-level sports;

(2.) Top-level sports means extensive, goal-oriented sports activities aiming at international success;

(3.) Physical activity promoting health and wellbeing means all types of physical activity in the course of human life designed to maintain and improve the state of health and functional ability of the population.

Chapter 1, section 4 of this Act states State's responsibility:

1. The Ministry of Education and Culture is responsible for the overall management, coordination and development of the national sports policy, and for the creation of favourable conditions for engaging in physical activity.

2. Responsibility for local administrative duties rests with the Regional State Administrative Agencies. More detailed provisions on these duties shall be issued by government decree.

3. When performing the duties defined herein, the State shall, as appropriate, engage in cooperation with municipalities, non-governmental organisations and other actors in the field of physical activity and sports.

Chapter 1, section 5 of this Act states Local government's responsibility:

1. Responsibility for creating opportunities and facilities for engagement in physical activities at the local level rests with the local authorities. Local government shall provide opportunities and facilities for physical activity by:

(1) providing physical exercise services and organising physical activities that promote general health and wellbeing with due regard to the various target groups;

(2) supporting civic action including club activities;

(3) constructing and maintaining facilities for physical activity.

2. The duties referred to in subsection 1 above shall be performed in the municipality in collaboration with the various fields of activity by developing local, inter-municipal and regional cooperation and, where necessary, providing for other forms of activity in response to local conditions and needs.

3. In making key decisions on issues related to sports and physical activity, local authorities are required to consult the residents as part of the obligation under section 27 of the Local Government Act (365/1995) to provide the local residents with the opportunity to participate and exert influence. Local authorities are required to evaluate the residents' level of physical activity as part of the promotion of health and welfare referred to in section 12 of the Health Care Act (1326/2010).

4. Whenever a local government carries out the activities listed in subsection 1, it shall not engage in market competition unless such services are provided on a commercial basis with commercial goals.

Chapter 1, section 6 of this Act states National Sports Council's responsibility:

1. Serving as a panel of experts assisting the Ministry of Culture and Education is the National Sports Council appointed by the Government for the duration of the parliamentary term.
2. The Council is called upon to address major issues of fundamental importance related to sports and physical activity and, in particular, evaluate the impact of government action in the field of sports and physical activity; submit initiatives and make proposals to develop sports and physical activity; and issue opinions on the allocation of state appropriations for sports and physical activity within its purview. The Council includes sections responsible for the preparation of the issues to be addressed.
3. More detailed provisions on the duties, composition and appointment of the National Sports Council shall be issued by government decree.

Chapter 1, section 7 of this Act states Regional Sports Council's responsibility:

1. Serving as a panel of experts at the Regional State Administrative Agencies is the Regional Sports Council to be appointed by the Regional Council.
2. More detailed provisions on the duties, composition and appointment of the Regional Sports Council shall be issued by government decree.

Chapter 2, states State's funding; section 8 of this Act states central government transfers to support sports and physical activity in municipalities:

1. Provisions on the central government transfers to local governments for the purpose of covering the operating costs of sports and physical activities are set out in the Act on the Financing of Education and Culture (1705/2009). All central governments transfers shall be used for the activities specified in section 5 of this Act.

Chapter 2, section 9 of this Act states funding to support the physical activities organised by regional administration:

1. The Ministry of Education and Culture shall allocate appropriations to finance the physical activities organised by the State Administrative Agencies; the use of these funds shall be subject to agreement with the State Administrative Agency involved. Additionally, the Ministry may allocate other appropriations to the Regional State Administrative Agencies to be distributed as grants.

Chapter 2, section 10 of this Act states eligibility for state aid of organisations promoting sports and physical activity:

1. To qualify for state aid, an organisation promoting sports and physical activity shall first be approved as eligible for such aid by the Ministry of Education and Culture.
2. Approval for eligibility may be granted to a registered association whose purpose is to promote sports and physical activity and whose activities are in compliance with the objective specified in section 2. When assessing eligibility for state aid, due consideration shall be given to the type, extent and social impact of the activities that the association is engaged in, and the ways in which the association promotes equality and non-discrimination.
3. Of the individual sports federations, only one national federation may be approved as eligible for state aid for each given sport. Only federations that operate under the auspices of an international organisation or competition system and sport that is of national importance can qualify for state aid. When assessing a federation's eligibility for state aid, due consideration shall be given to the type, extent and social impact of the activities that the federation is engaged in; the ways in which the federation promotes equality and non-discrimination; and the extent to which it complies with the ethical principles of sports and physical activity and the international regulations binding on Finland.
4. The Ministry of Education and Culture may withdraw the approval for eligibility for state aid, if the federation fails in two consecutive years to meet the criteria for state aid pursuant to this Act or other regulations issued hereunder.
5. More detailed provisions on the criteria for approval of new organisations within the meaning of this section for eligibility for state aid and the procedures to be followed in such approval may be issued by government decree.

Chapter 2, section 11 of this Act states appealing:

1. A review of the decision of the Ministry of Education and Culture referred to in section 10 above may be requested from the Ministry as provided in the Administrative Procedure Act (343/2003).
2. A decision issued in response to the request for review may be appealed as provided in the Administrative Judicial Procedure Act (586/1996).

Chapter 2, section 12 of this Act states granting of state aid to organisations promoting sports and physical activity:

1. The government Budget shall include an annual appropriation for subsidising the activities of organisations promoting sports and physical activity.
2. Except for special reasons, a new organisation shall not be eligible for state aid until it has operated as a registered association for a minimum period of two years.
3. When assessing eligibility for state aid, due consideration shall be given to the type, extent and social impact of the activities that the organisation is engaged in; the ways in

which the organisation promotes the objective of this Act and the ethical principles of sports and physical activity; the extent to which it complies with the international regulations binding on Finland; and how it promotes equality and non-discrimination.

4. Operating expenses incurred in the course of business operations are not included in the operating expenditure applied as one of the criteria for granting aid.

5. More detailed provisions on the criteria for granting state aid within the meaning of this section may be issued by government decree.

Chapter 2, section 13 of this Act states state's aid for sports and physical activity facilities:

1. The government Budget shall include an annual appropriation for granting aid for establishing sports and physical activity facilities and associated recreational facilities.

State aid is granted for the construction, acquisition, renovation and refurbishment of sports and physical activity facilities designed to serve the needs of a wide range of user groups. Additionally, aid may, on special grounds, be granted for the construction of other physical activity facilities as well.

2. Aid is granted to municipalities or joint municipal authorities or an entity under their executive control. Aid may also be granted to other entities if such aid is necessary for the attainment of the objectives of this Act.

3. Provisions on the central government transfers to local government referred to in subsection 1 are set out in the Act on the Financing of Education and Culture.

Chapter 2, section 14 of this Act states state's aid for other purposes conducive to sports and physical activity:

1. The government Budget shall include an annual appropriation for the purpose of granting aid and stipends for research and development in the field of sport and health sciences; research and development projects related to the construction of sports and physical activity facilities; the activities of entities engaged in sports and health science; the provision of information on sports and physical activity; education; international cooperation; the promotion of top-level sports; topical cooperation and development projects in the field of sports and physical activity; and other activities referred to in section 2.

Chapter 2, section 15 of this Act states state's aid authority:

1. The state aid authority in respect of the aid referred to in sections 8–14 is the Ministry of Education and Culture. The Regional State Administrative Agency shall serve as the state aid authority in respect of aid granted for construction except in the case of high-cost projects and in granting the appropriations to the government agencies referred to in

section 9. The division of powers between the state aid authorities may be defined in greater detail by government decree.

Chapter 3, states miscellaneous provision; section 16 of this Act states financing of central government transfers and aid:

1. The central government transfers and aid referred to in this Act are financed primarily from Veikkaus Oy's earnings from betting, pools and lotteries.

Chapter 3, section 17 of this Act states provisions included by reference:

1. Further provisions on state aid in addition to sections 12 and 14 are issued in the Act on Discretionary Government Transfers (688/2001).

Chapter 4, entry into force; section 18 of this Act states entry into force:

1. This Act enters into force on 1 May 2015.
2. This Act repeals the Sports Act (1054/1998).

Chapter 4, section 19 of this Act states transitional provisions:

1. The Ministry of Education and Culture shall review the eligibility for state aid of the organisations that have received aid under the Sports Act now repealed without any special application. More detailed provisions on the assessment of eligibility for state aid and related procedures may be issued by government decree.
2. The National Sports Council in office at the time when this Act enters into force shall serve out its term.
3. The terms of the Regional Sports Councils in office at the time when this Act enters into force shall expire at the end of 2015. Where the term would otherwise expire before said time limit, it shall nevertheless be extended up to the end of 2015.

Appendix 2

European Union council´s recommendation of on promoting health-enhancing physical activity across sectors (2013/C 354/01)

The council of the European Union having regard to the Treaty on the Functioning of the European Union, and in particular Article 292, in conjunction with Articles 165 and 168 thereof, having regard to the proposal from the European Commission, whereas:

(1) The benefits of physical activity, including regular sporting activity and exercise, across the life course are paramount and include lowered risk of cardiovascular disease and of some types of cancers and diabetes, improvements in musculoskeletal health and body weight control, as well as positive effects on mental health development and cognitive processes. Physical activity, as recommended by the World Health Organization (WHO), is important for all age groups, and has particular relevance for children, the working population and the elderly.

(2) Physical activity, being a prerequisite for a healthy lifestyle and a healthy workforce, contributes to the achievement of key objectives defined in the Europe 2020 Strategy notably with regard to growth, productivity and health.

(3) While efforts to promote health-enhancing physical activity (HEPA) have been stepped up by public authorities in some Member States over the past years, rates of physical inactivity in the Union remain unacceptably high. The majority of European citizens do not engage in sufficient physical activity, with 60 % never or seldom playing sport or exercising. The lack of leisure-time physical activity tends to be more common in the lower socio-economic groups. There are currently no indications that those negative trends are being reversed for the Union as a whole.

(4) Physical inactivity has been identified as a leading risk factor for premature mortality and disease in high-income countries world-wide, being responsible for about 1 million deaths per year in the WHO European Region alone. The detriments caused by the lack of physical activity in the Union are well recorded, as are the significant direct and indirect economic costs associated with the lack of physical activity and related health problems, especially in view of the fact that most European societies are ageing rapidly.

(5) Recent research indicates that sedentary behaviour might be a risk factor for health outcomes, independent of the influence of physical activity. In the Union, these findings should be taken into account when considering further actions in this area.

(6) As regards physical activity levels, there are vast discrepancies between Member States. While some have made considerable progress in increasing the proportion of citizens who meet the minimum level of recommended physical activity, many others have made none or even regressed. Current policies have so far not had a decisive impact in reducing the physical inactivity levels for the Union as a whole. There is considerable potential to learn from successful approaches to develop and implement HEPA policies.

(7) Physical education at school has the potential to be an effective tool to increase awareness of the importance of HEPA, and schools can be easily and effectively targeted to implement activities in this regard.

(8) A number of policy areas, in particular sport and health, can contribute to the promotion of physical activity and can provide new opportunities for Union citizens to become physically active. For this potential to be fully exploited, and therefore for physical activity levels to increase, a strategic cross-sectoral approach in the field of HEPA promotion, including involvement at all levels of all relevant Ministries, bodies and organisations, in particular the sport movement, and taking into account existing and on-going policy work, is indispensable. The availability of more information and better data on physical activity levels and HEPA promotion policies is an essential element to underpin this process and a requirement for policy evaluation aimed at leading to more effective future policy development and implementation.

(9) The EU Physical Activity Guidelines (EU PA GL) (1), as referred to by the Council and by the Representatives of the Governments of the Member States, meeting within the Council, in their conclusions of 27 November 2012 (2) on promoting HEPA, and by the Council in its conclusions entitled 'Healthy Ageing across the Lifecycle' (3), advocate a cross-sectoral approach covering all thematic areas responsible for HEPA promotion.

(10) The 2011 Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions entitled 'Developing the European Dimension in Sport' invited the Commission and the Member States to continue progress, based on the EU PA GL, towards the establishment of national guidelines, including a review and coordination process, and to consider a Council Recommendation in that field.

(11) The Resolution of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on a European Union Work Plan for Sport for 2011-2014 (4) recognised the need to strengthen cooperation between the Commission and the Member States in sport in a few priority areas, including the promotion of HEPA. In July 2012, the Expert Group 'Sport, Health and Participation', established in mid-2011 in the context of that Work Plan, expressed support for a new Union initiative to promote HEPA.

(12) The Council conclusions of 27 November 2012 on promoting HEPA acknowledged the need for further action at Union level and called on the Commission to present a proposal for a Council Recommendation, including a light monitoring framework based on a set of indicators covering the thematic areas of the EU PA GL.

The council of the European Union recommends that Member States:

(1) Work towards effective HEPA policies by developing a cross-sectoral approach involving policy areas including sport, health, education, environment and transport, taking into account the EU PA GL, as well as other relevant sectors and in accordance with national specificities. This should include: | (a) | the progressive development and implementation of national strategies and cross-sectoral policies aimed at HEPA promotion in line with national legislation and practice; | (b) | identification of concrete actions for the delivery of those strategies or policies, in an action plan, where considered appropriate.

(2) Monitor physical activity levels and HEPA policies by making use of the light monitoring framework (5) and indicators set out in the Annex, according to national circumstances.

(3) Within six months from the adoption of this Recommendation, appoint national HEPA focal points (6), in accordance with national legislation and practice, to support the abovementioned monitoring framework, and inform the Commission of their appointment. The national HEPA focal points will, in particular, be tasked to coordinate the process of making data on physical activity available for the monitoring framework; those data should feed into the existing WHO European database on nutrition, obesity and physical activity (NOPA); they should also facilitate interdepartmental cooperation on HEPA policies.

(4) Cooperate closely among themselves and with the Commission by engaging in a process of regular exchange of information and best practices on HEPA promotion in the

relevant Union level structures for sport and for health as a basis for strengthened policy coordination.

The council of the European Union invites the Commission to:

(1) Assist Member States in adopting national strategies, developing cross-sectoral HEPA policy approaches and implementing corresponding action plans by facilitating the exchange of information and good practice, effective peer-learning, networking and identification of successful approaches to HEPA promotion.

(2) Promote the establishment and functioning of the HEPA monitoring framework, in line with the indicators listed in the Annex, based on existing forms of monitoring and data collection in this field, and using to the largest extent possible existing information and data, by: | (a) | providing, with the help of scientific experts, targeted support for capacity building and training to national HEPA focal points, including with a view to the data collection process, and, as appropriate, to other representatives from relevant public authorities; | (b) | examining the possibility to use data collected in the context of this monitoring framework to potentially produce European statistics on physical activity levels every three years; | (c) | supporting the WHO in further developing the physical activity aspects of the NOPA database by adapting it to the monitoring framework set out in the Annex; | (d) | supporting and closely cooperating with the WHO in the preparation and issuing of country-specific overviews on HEPA and analysis of HEPA trends.

(3) Report every three years on progress in implementing this Recommendation, on the basis of information provided within the reporting arrangements set out in the monitoring framework and of other relevant information about HEPA policy development and implementation provided by Member States, and evaluate the added value of this Recommendation.

Appendix 3

The strategy of health related sport of Päijät-Häme 2009 – 2020

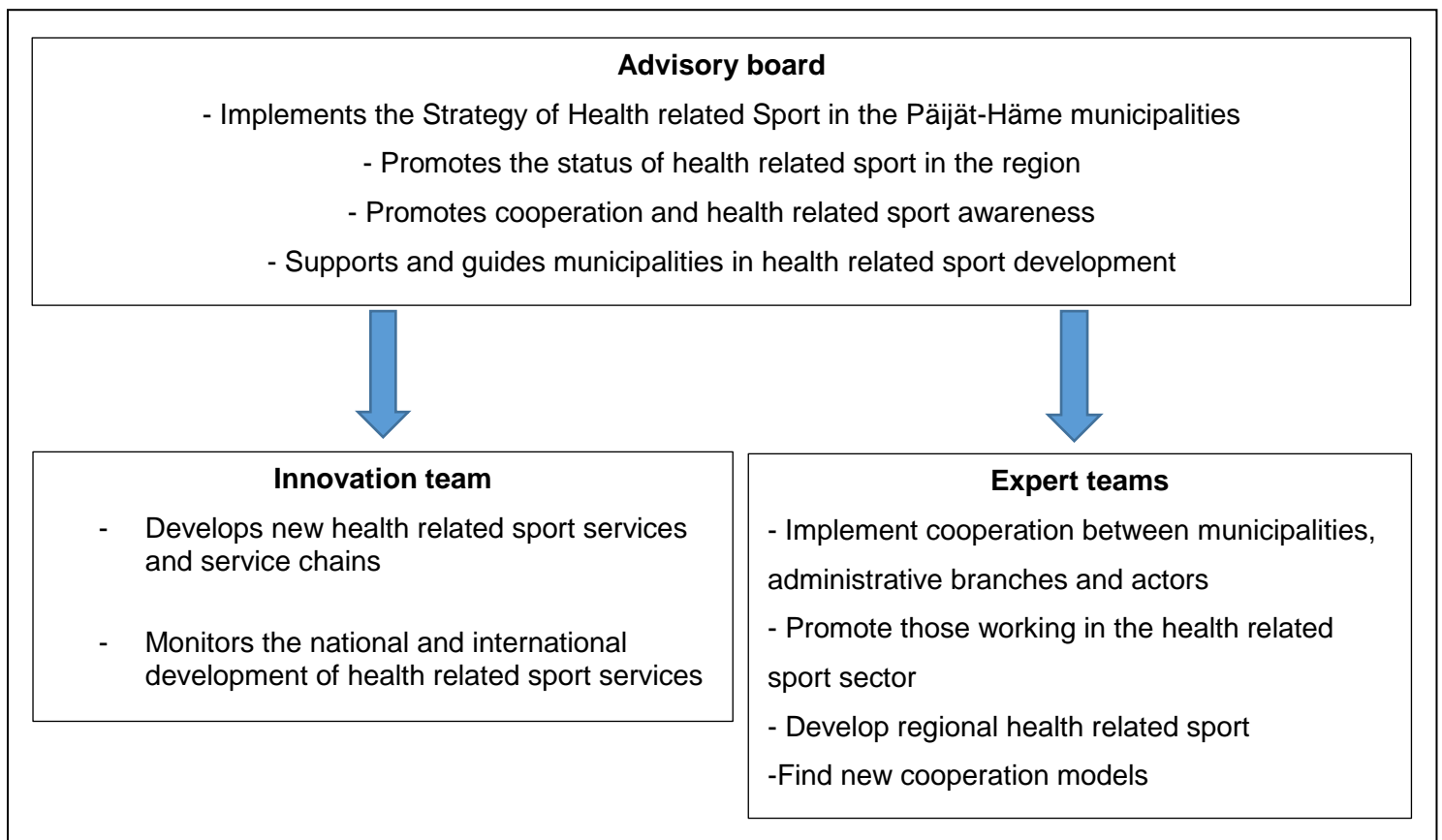
In the year 2009 the Regional Council of Päijät-Häme has made the strategy of health related sport of Päijät-Häme. The vision of this strategy is that Päijät-Häme will become a Finnish pioneer of health exercise. Regional attraction of Päijät-Häme will also be promoted by the sports venues, exercising opportunities and health exercise expertise it can offer. The residents of Päijät-Häme will practice more health exercise than the residents of other Finnish regions. These goals are meant to be achieved by the end of the year 2020.

There are five spearheads of the strategy:

1. Health related Sport Advisory Board

An advisory board consisting of health related sport actors in Päijät-Häme will develop the region's strategy of health related sport and issues proposals on implementation of health related sport measures as an expert body.

Table x. Advisory board of Päijät-Häme.



2. Each municipality of Päijät-Häme has its own health related sport action plan

All Päijät-Häme municipalities have prepared a health related sport action plan. The action plans are municipality-specific or shared with a neighbouring municipality/several neighbouring municipalities. The preparation of all municipal health related sport action plans has been based on the regional Strategy of Health related Sport.

Objective:	Proposed actions:	Issues to be taken into account:
Promoting the status of health related sport in the municipalities	All Päijät-Häme municipalities appoint a person responsible for health related sport	Resources
Developing cooperation	Cross-administrative cooperation as well as cooperation with the third sector and private sector Health related sport service chain	Roles and responsibilities of different parties

3. Regional exercise counselling

Regional exercise counselling is provided in Päijät-Häme, aiming at offering all residents of the region sufficient information on how they can practice health related sport, what kind of exercising opportunities there are and how health related sport influences them. The plan is to motivate as many passive people as possible to take up regular exercise.

Objective:	Proposed actions:	Issues to be taken into account:
Services close to the residents	Cross-administrative cooperation Exercise counselling available in public Local health related sport coaches	People of different ages with different exercise needs Sparsely populated areas

	Regional communications Regional exercising tool bus/tool rental services	
Cooperation across municipal borders/increasing resources of the municipalities	Planning and implementing a regional health related sport project: involving six to eight regional exercise counsellors	An extensive field of action on cooperation network Special features of the different municipalities
Utilising technology as an aid	A shared wellbeing service directory for Päijät-Häme	Updating the directory

4. Sports venues and services

There is an extensive and well-maintained sports venue network in Päijät-Häme, and it promotes the residents' exercising. Health related sport services are provided as a result of cooperation between the municipalities, the third sector and the private sector.

<u>Sports venues</u>		
Objective:	Proposed actions:	Issues to be taken into account:
Making the everyday environment favourable to exercising by developing the local environment and constructing new sports venues suitable for health exercise	<p>Cross-administrative planning</p> <p>Developing and creating new sports venues that take into account exercises of different ages</p> <p>A comprehensive pedestrian and bicycle route network</p> <p>Developing playgrounds and the yard areas of schools and day care centres</p>	Maintaining and renovating sport venues

	Developing the surroundings of nursing homes: with benches, routes suitable for zimmer frames	
<u>Sports services</u>		
Objective:	Proposed actions:	Issues to be taken into account:
Providing versatile exercising and sports services	Low threshold groups Local/village health related sport coaches, peer coaches Personal trainer Exercising in the great outdoors that also provides new experiences	People who currently do not exercise enough to maintain their health Services close to the residents
Reaching a large number of people	Family exercising events Sports/exercising mass events	Developing already existing events from the viewpoint of health related sport
Early intervention and activating those who do not	Exercise is an integral part of the health promotion activities of different parties	Personnel resources and lack of time
Increasing the physical activeness of infants and schoolchildren as well as providing them with sports education	Appointing an exercise manager for day care centres Arranging schoolchildren afternoon clubs with exercising Changing the curriculum to promote exercising	High personnel turnover rate Lack of time (planning lessons in cooperation by several teachers) Motivating teachers

	Integrating exercising into different curriculum subjects Activating children during recesses	
Promoting the physical activeness of the young	Developing student exercising Presenting new sports and allowing the young to try them out in places where the young spend time	Young people who are not enrolled in any school/educational establishment and who do not have a job
Promoting workplace exercising and promoting the wellbeing of employees	Supporting commuting by foot or bicycle Exercising at workplace Presenting sports/arranging sports campaigns	Management commitment People who currently do not exercise enough to maintain their health
Promoting the mobility of the elderly	Taking a rehabilitating approach to home care services Including exercising as part of the activities of nursing homes	Lack of human resources and time

5. Health related sport expertise and training

Päijät-Häme provides health related sport training at the highest level in Finland. All actors included in the health related sport service chain have the qualifications and experience needed to provide quality exercise counselling.

Objective:	Proposed actions:	Issues to be taken into account:
Complement actors	Further education in sports for - employees of mother-child - clinics day care centres and schools - youth service employees - home care employees - nurses - employees of sports - cubs/associations Peer coach training Training for the exercising managers and contact persons of companies	High-level of personnel turnover, training new employees Committing voluntary workforce
High-quality health related sport activities	Certificate of the Young Finland Association Health related sport certificate Strategy of Health related Sport for businesses; occupational health exercise certificate	High level of personnel/voluntary worker turnover, training new personnel
Providing and developing more health related sport training	Supplementary health exercise training Specialised studies in Universities of Applied Sciences	

Appendix 4

Municipality: _____

General structure of theme interview, there was municipality-specific differences in health related sport action plans.

Introduction: General information about the situation of municipality: what is the situation touching health related sport, physical activity, sport, health promotion etc.

Basic information about municipality: location, nature and surroundings, population structure, the economic structure, education etc.

Current situation of sports department: goals and actions, personnel, sports clubs etc.

Current situation of sports services: guided physical activity, events, physical activity counseling, all age groups etc.

Cooperation with other actors: health care department, youth department, culture department, private and third sector, occupational health services etc.

Current situation of sports venues: existing sports venues and -equipments, effective and flexible use, different ages and target groups etc.

Objectives, actions and proposals for the future: developing projects, developing actions for different ages and target groups etc.

Appendix 5

Vastaa ja vaikuta kuntasi sekä alueellisten liikuntapalveluiden kehittämiseen

Kunnan liikuntapalvelukysely

Kyselyn tarkoitus on kerätä tietoa kuntalaisten liikuntatottumuksista sekä tyytyväisyydestä ja toiveista kunnan liikuntapalveluihin. Kyselyn yhteydessä toivomme saavamme kehitysehdotuksia kunnan sekä alueellisten liikuntapalveluiden kehittämiseen.

Kaikkien elo-, syyskuun aikana kyselyyn vastanneiden kesken arvotaan tuotepalkintoja, jotka ovat: Lahden MM 2017 kisojen päivälippuja, POLAR-aktiivisuusrannekkeita, Pajulahden seikkailupuiston pääsylippuja sekä Vierumäen sporttipasseja.

Jätä yhteystietosi kyselyn lopussa osallistuaksesi arvontaan. Yhteystietosi käsitellään erillään kyselyn vastauksista. Palkinnot arvotaan 30.9.2016, voittajille ilmoitetaan henkilökohtaisesti.

Pääset vastaamaan kyselyyn osoitteessa:

<https://www.webropolsurveys.com/S/51797CD8CA20D9C3.par>

Vastauksesi on meille tärkeä, kiitos!

Kunnan liikuntapalvelukysely on osa Päijät-Hämeen Terveysliikuntastrategian 2009 - 2020 arviointi- ja päivitysprosessia.

Kyselystä saatua tietoa tullaan hyödyntämään Päijät-Hämeen Terveysliikuntastrategian 2009 – 2020 päivittämisessä, kun kysely tuo päivitysprosessin käyttöön kuntalaisten kokemukset, tarpeet ja kehittämissuositukset. Saatuja tuloksia hyödynnetään myös aluehallinnon uudistuksessa.

Terveysliikuntastrategian visio on, että Päijät-Häme olisi terveysliikunnan edelläkävijä Suomessa sekä terveysliikunnan megamaakunta. Terveysliikuntastrategian tavoitteena on, että maakunnan liikuntaolosuhteet, liikuntatarjonta ja terveysliikunnan asiantuntemus lisäävät alueellista vetovoimaisuutta, päijät-hämäläiset liikkuvat enemmän kuin muiden maakuntien asukkaat sekä kehittää maakunnallista liikuntaneuvontaa.

Kunnan liikuntapalvelukysely sekä Terveysliikuntastrategian arviointi- ja päivitysprosessi toteutetaan yhteistyössä Päijät-Hämeen liiton, Päijät-Hämeen Liikunta ja Urheilun, Haaga-Helia ja Lahden ammattikorkeakoulujen, Päijät-Hämeen kuntien sekä muiden keskeisten sidosryhmien kanssa, maakuntalaisia unohtamatta.

Lisätietoja:

Keijo Kylänpää
Aluekehittäjä, aikuisliikunta
Päijät-Hämeen Liikunta ja Urheilu ry

Juha Hertsi
Aluekehityspäällikkö
Päijät-Hämeen Liitto

Vastaa ja vaikuta kuntasi sekä alueellisten liikuntapalveluiden kehittämiseen

Kunnan liikuntapalvelukysely

Kyselyn tarkoitus on kerätä tietoa kuntalaisten liikuntatottumuksista sekä tyytyväisyydestä ja toiveista kunnan liikuntapalveluihin. Kyselyn yhteydessä toivomme saavamme kehitysehdotuksia kunnan sekä alueellisten liikuntapalveluiden kehittämiseen.

Kaikkien elo-, syyskuun aikana kyselyyn vastanneiden kesken arvotaan tuotepalkintoja, jotka ovat: Lahden MM 2017 kisojen päivälippuja, POLAR-aktiivisuusrannekkeita, Pajulahden seikkailupuiston pääsylippuja sekä Vierumäen sporttipasseja.

Jätä yhteystietosi kyselyn lopussa osallistuaksesi arvontaan. Yhteystietosi käsitellään erillään kyselyn vastauksista.

Vastauksesi on meille tärkeä, kiitos!

Taustatiedot

1. Kunta *

2. Ikä *

- 7-12 -vuotias
- 13-19 -vuotias
- 20-29 -vuotias
- 30-55 -vuotias
- 56-67 -vuotias

- 68-vuotias tai iäkkäämpi

3. Sukupuoli *

- Nainen
- Mies

Liikuntatottumukset

4. Kuinka monta kertaa viikossa harrastatte liikuntaa vähintään 20 minuuttia kerrallaan?

Liikunta aiheuttaa ainakin jonkin verran hikoilua ja hengityksen kiihtymistä.

- En lainkaan
- Harvemmin kuin kerran viikossa
- 1-2 kertaa viikossa
- 3-4 kertaa viikossa
- 5-6 kertaa viikossa
- Päivittäin

5. Mikäli ette harrasta lainkaan liikuntaa, minkä koette olevan suurin este liikkumattomuudellenne?

6. Hyödynnättekö tai oletteko viimeisen 12 kuukauden aikana hyödyntäneet:

Laittakaa rasti ruutuun.

- Kuntanne tarjoamia liikunta- tai ulkoilupalveluita (mm. hiihtoladut, pururadat, kuntosali, uimahalli)
- Kuntanne tarjoamia ohjattuja liikuntapalveluita (esim. ryhmäliikunta, vesijumppa, ohjatut kuntosalikäynnit)
- Kuntanne tarjoamia liikuntaneuvontapalveluita
- Yksityisen palveluntarjoajan liikuntapalveluita (mm. kuntokeskukset)
- Kansalaisopiston (mm. Wellamo-opisto, Harjulan Setlementti, Itä-Hämeen Opisto) liikuntapalveluita
- Urheiluseurojen järjestämiä liikuntapalveluita
- Kevyen liikenteen väyliä
- Muita liikuntapalveluita, mitä:
- En hyödynnä

Kuntanne liikuntapalvelut, -mahdollisuudet ja -olosuhteet

7. Mitkä tekijät lisäävät tai mahdollistavat liikunnan harrastamistanne?

Valitkaa parhaiten todellisuutta kuvaava vaihtoehto.

	Täysin eri mieltä	Jokseenkin eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Liikunta- tai ulkoilupaikka sijaitsee lähellä kotiani	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Liikunta- tai ulkoilupaikka sijaitsee lähellä työpaikkaani	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Liikunta- tai ulkoilupaikka on hyvässä kunnossa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| Liikunta- tai ulkoilupaikat ovat monipuolisia | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Liikuntapaikan aukioloajat ovat joustavat (esim. kuntosali, uimahalli) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Liikunta- tai ulkoilupaikan käyttömaksu on edullinen tai maksuton | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Liikunta- tai ulkoilupaikalla tapaa muita liikkuja | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Liikuntapaikan henkilökunta on ystävällistä ja palvelu sujuvaa | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Liikunta- tai ulkoilupaikan läheisyyteen on hyvät julkiset liikenneyhteydet | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Kunta tarjoaa liikuntaneuvontapalvelua | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Liikunta- ja ulkoilupaikat ovat esteettömiä | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

8. Mikäli ette ole tyytyväinen kuntanne tarjoamiin liikuntapalveluihin ja -mahdollisuuksiin, mitä liikuntapalveluita tai -mahdollisuuksia toivoisitte kuntanne tarjoavan?

9. Mitkä kuntanne tarjoamat liikuntapaikat koette tärkeimmiksi? (valitkaa vähintään yksi)

- Lähiliikuntapaikat (esim. pienpelikenttä, leikkipaikka)
- Kuntosalit

- Liikuntasalit
- Liikuntahallit
- Leikkipuistot
- Yleisurheilukentät ja -paikat
- Nurmikentät
- Hiekkakentät
- Luistelukentät ja -kaukalot
- Jäähalli
- Keilahalli
- Uimahalli
- Uimarannat
- Skeittipaikka
- Frisbeegolfrata
- Laskettelurinteet
- Hiihtoladut
- Kävely-/ulkoilureitit
- Kunto- ja pururadat
- Pyöräilyreitit
- Ampumaradat
- Moottoriurheilupaikat
- Hevosurheilualueet (esim. ratsastuskenttä, ravirata)
- Koiraurheilualueet

Muu, mikä:

Tiedottaminen liikuntapalveluista, -mahdollisuuksista ja -tapahtumista

10. Koetteko saavanne tarpeeksi tietoa kuntanne tarjoamista liikuntapalveluista ja -mahdollisuuksista?

Saan riittävästi tietoa

En saa, koska

11. Mitä kautta haluaisitte saada tietoa kuntanne tarjoamista liikuntapalveluista?

Kunnan internet-sivuilta

Kunnan Facebook-sivuilta tai kunnan muun sosiaalisen median kanavan kautta

Kunnan ilmoitustaululta

Paikallislehdestä

Sähköisellä uutiskirjeellä

En koe tarvitsevani tietoa

Muu, mikä:

12. Mihin kohderyhmään tai toimintoihin kuntanne resursseja tai yhteistyötä pitäisi mielestänne kohdentaa:

Valitkaa vähintään yksi, mutta kuitenkin enintään kolme mielestänne tärkeintä.

0-4 -vuotiaat

5-9 -vuotiaat

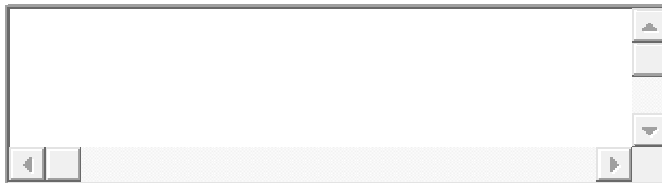
10-14 -vuotiaat

15-19 -vuotiaat

- 20-55 -vuotiaat
- 56-67 -vuotiaat
- Yli 68-vuotiaat
- Erityistä tukea tarvitsevat henkilöt tai ryhmät (esim. kehitysvammaiset, kuulo- tai näkövammaiset, liikkumisesteiset jne.)

13. Kehittämisehdotuksia kuntanne liikunta- ja ulkoilupalveluihin?

Esimerkiksi jonkin tietyn kohderyhmän palvelujen parantamiskeinot ja -ehdotukset.



14. Mitä kautta saitte tiedon tästä kyselystä?

- Kunnan internet-sivuilta
- Kunnan Facebook-sivuilta tai kunnan muun sosiaalisen median kanavan kautta
- Kunnan ilmoitustaululta
- Paikallislehdestä
- Sähköisellä uutiskirjeellä
- Tapahtuman yhteydessä
- Tuttavan kautta
- Muu, mikä:

Kyselyn lähettämisen jälkeen voit jättää yhteystietosi osallistuaksesi arvontaan.

Appendix 6

The strategy of health related sport of Päijät-Häme 2020



The Strategy of Health related Sport of Päijät-Häme 2020

The Strategy of Health related Sport of Päijät-Häme 2009 – 2020, assessing and updating process has done in the year 2016



THE STRATEGY OF HEALTH RELATED SPORT OF PÄIJÄT-HÄME 2020

HEALTH RELATED SPORT VISION 2020

Päijät-Häme will become a Finnish pioneer of health exercise. Päijät-Häme's regional attraction will be promoted by the sports venues, exercising opportunities and health exercise expertise it can offer. The residents of Päijät-Häme will practice more health exercise than the residents of other Finnish regions.

SPEARHEADS & OBJECTIVES

- 1. Sports venues**
 Working environment and well-maintained sports venues inspires the residents' exercising in Päijät-Häme.
- 2. Sports services**
 There are comprehensive and flexible sports services in Päijät-Häme. Self-movement are encouraged to and people who are exercising too little are activated to active lifestyle.
- 3. Active lifestyle of children and young people**
 Children and young people have a possibility to grow up in a sporty environment and practice comprehensive sport.
- 4. Health related sport expertise and training**
 Päijät-Häme provides health related sport knowledge and training at the highest level in Finland.
- 5. Communication of health related sport**
 Positive and supportive communication of health related sport reach the residents in Päijät-Häme.

SPORTS VENUES

Working environment and well-maintained sports venues inspires the residents` exercising in Päijät-Häme.

Objective	Proposed actions	Issues to be taken into account
Inspirational working environment	<ul style="list-style-type: none"> - Effective and flexible use of sports venues and - equipments - Developing and creating new sports venues that take into account exercises of different ages and target groups - A comprehensive pedestrian and bicycle route network, exercising routes and sports venues increased use 	<ul style="list-style-type: none"> - Deleted existing obstacles in daily exercise, developed sharing solutions - Village- and conurbationcenter, sports venues nearby = hanging venues - Cross-administrative planning between authoritative and user in municipality sanitation, slip resistant, lighting, guidance and signage
Maintain and develop sports venues	<ul style="list-style-type: none"> - Create cost-effective and new service models - Cooperation between the municipalities` different sectors and between other municipalities in sports venue construction - Maintenance is professionally and systematically organized 	<ul style="list-style-type: none"> - Cooperation between the municipalities, the private sector and the third sector: anticipated and collaborated models - Cooperation are doing cross-administrative between the municipalities` different sectors and between other municipalities - Craftmanship are developed by no bargain the quality

SPORTS SERVICES

There are comprehensive and flexible sports services in Päijät-Häme. Self-movement are encouraged to and people who are exercising too little are activated to active lifestyle.

Objective	Proposed actions	Issues to be taken into account
Every citizen has an opportunity to exercise and use sports services	<ul style="list-style-type: none"> - Offer comprehensive sports services with cooperation between different actors over the sector- and municipality fences nearby residents - Flexible and equal opportunities to participate in sport groups, e.g. using sports passports - Reasonable costs of exercise 	<ul style="list-style-type: none"> - There are taking into account user orientation and location. Giving responsibility to different actors to organize sports services also in hinterland. - Observe all target and age groups - Share the responsibility in municipality between private and third sector, and between municipalities
Responsibilities of residents and participating them	<ul style="list-style-type: none"> - Encourage and enable self-motivated exercising - Hearing residents` opinions when developing sports services 	<ul style="list-style-type: none"> - Cultural experiment - Reaching the people
Early intervention and activating people who are exercising too little	<ul style="list-style-type: none"> - Talk about exercising and early intervention to those who has a lack of exercise - Implement and develop physical activity counseling in all municipalities in Päijät-Häme - Innovate new operating methods and make use digitalisation 	<ul style="list-style-type: none"> - Cross-administrative cooperation between different sectors: e.g. social- and health care department, sports department, youth department, culture department, private and third sector, and occupational health services - Special features of municipalities - Observe the document of regional nutritionplan

ACTIVE LIFESTYLE OF CHILDREN AND YOUNG PEOPLE

Children and young people have an opportunity to grow up in a sporty environment and practice comprehensive sport.

Objective	Proposed actions	Issues to be taken into account
<p>Increase children's and young people's exercise in their daily life according to physical activity recommendation</p>	<ul style="list-style-type: none"> - Start using Ilo kasvaa liikkuen -operating model in early childhood education in every municipality and every day care - Start using Liikkuva koulu -operating model in every municipality and every primary school - Develop student sports in a secondary school and in a university 	<ul style="list-style-type: none"> - Sweating and exercising t in daily life is important - Cooperation with parents - The opportunities of organized activities: <ul style="list-style-type: none"> + Exercising as a part of different school subjects + Cooperation between regional academies and between third sector actors, and also cooperation between sports and youth departments + Students to students - Young people who are not enrolled in any school/educational establishment and who do not have a job
<p>Every children and young people have a possibility to practice sport in a group</p>	<ul style="list-style-type: none"> - Comprehensive supply of hobby groups which consider different kind of age- and target group with cooperation between different actors - There are on offer regular sporty morning and afternoon action - Sports facilities cost are free of charge in the action of under the age of 18 	<ul style="list-style-type: none"> - New participants are observed in a hobby group, activities are high-quality and goal-oriented, there are observed user orientation in activities - Cooperation with regional an local actors, e.g. sport clubs, academies, actors in third and private sector

HEALTH RELATED SPORT EXPERTISE AND TRAINING

Päijät-Häme provides health related sport knowledge and training at the highest level in Finland.

Objective	Proposed actions	Issues to be taken into account
<p>Competent actors</p>	<ul style="list-style-type: none"> - Develop cross-administrative networks - Behavioral change and assessment of competence of welfare effect developing in client work and projects - Cultural experiment in education and a workplace - Work oriented education - Exploit opportunities of digitalisation when guiding the customer - Customer-oriented action and skills of involve 	<ul style="list-style-type: none"> - Develop organizations which are working in the field of education and labor market cooperation - Exploit technology - Respond quickly customers' needs - Scan needs of education, cooperation with organizations which are working in the field of education - Regional calendar of education
<p>High-quality health related sport activities</p>	<ul style="list-style-type: none"> - Multidisciplinary interface in working - Actors' health related sport network 	<ul style="list-style-type: none"> - Turnover of staff and volunteers, education of new actors - Anticipate the future of health related sport

COMMUNICATION OF HEALTH RELATED SPORT

Positive and supportive communication of health related sport reach the residents in Päijät-Häme.

Objective	Proposed actions	Issues to be taken into account
Communication of health related sport reach the residents	<ul style="list-style-type: none">- Information about sports services and sports venues is easy to find- Exploit effectively different kind of communication channels and digitalisation- Positive attitude of exercising come across from communication- Communication has a responsible: communication is organized, regular and up to date	<ul style="list-style-type: none">- Customer finds himself suitable sports services which are provided by municipality, private- or third sector- Different age- and user groups are observed in communication- Communication happens by cross-administrative cooperation between municipalities- Message reaches also those, who are not actively looking about it- Success of communications' monitoring and evaluation



The Strategy of Health related Sport of Päijät-Häme 2020

Cooperation:

Päijät-Hämeen Liikunta ja Urheilu ry, Regional Council of Päijät-Häme, Lahti and Haaga-Helia University of Applied Sciences, municipalities of Päijät-Häme, and other regional partners in the field of health related sport.

Appendix 7

What changed: previous strategy vs. updated strategy

Previous strategy		Updated strategy	
Spearhead 4. Sports venues (and services)		Spearhead 1. Sports venues	
Objective:	Proposed actions:	Objective:	Proposed actions:
Making the everyday environment favourable to exercising by developing the local environment and constructing new sports venues suitable for health exercise	<p>Cross-administrative planning</p> <p>Developing and creating new sports venues that take into account exercises of different ages</p> <p>A comprehensive pedestrian and bicycle route network</p> <p>Developing playgrounds and the yard areas of schools and day care centres</p> <p>Developing the surroundings of nursing homes: with benches, routes suitable for zimmer frames</p>	Inspirational working environment	<p>Effective and flexible use of sports venues and - equipments</p> <p>Developing and creating new sports venues that take into account exercises of different ages and target groups</p> <p>A comprehensive pedestrian and bicycle route network, exercising routes and sports venues increased use</p>
		Maintain and develop sports venues	<p>Create cost-effective and new service models</p> <p>Cooperation between the municipalities` different sectors and between other municipalities in sports venue construction</p> <p>Maintenance is professionally and systematically organized</p>
Spearhead 4. Sports (venues and) services		Spearhead 2. Sports services	
Objective:	Proposed actions:	Objective:	Proposed actions:
Providing versatile exercising and sports services	<p>Low threshold groups</p> <p>Local/village health related sport coaches, peer coaches</p> <p>Personal trainer</p> <p>Exercising in the great outdoors that also provides new experiences</p>	Every citizen has an opportunity to exercise and use sports services	<p>Offer comprehensive sports services with cooperation between different actors over the sector- and municipality fences nearby residents</p> <p>Flexible and equal opportunities to participate in sport groups, e.g. using sports passports</p> <p>Reasonable costs of exercise</p>
Reaching a large number of people	<p>Family exercising events</p> <p>Sports/exercising mass events</p>	Responsibilities of residents and participating them	<p>Encourage and enable self-motivated exercising</p> <p>Hearing residents` opinions when developing sports services</p>
Early intervention and activating those who do not	Exercise is an integral part of the health promotion activities of different parties	Early intervention and activating people who are exercising too little	<p>Talk about exercising and early intervention to those who has a lack of exercise</p> <p>Implement and develop physical activity counseling in all municipalities in Päijät-Häme</p> <p>Innovate new operating methods and make use digitalisation</p>

Increasing the physical activeness of infants and schoolchildren as well as providing them with sports education	Appointing an exercise manager for day care centres Arranging schoolchildren afternoon clubs with exercising Changing the curriculum to promote exercising Integrating exercising into different curriculum subjects Activating children during recesses		
Promoting the physical activeness of the young	Developing student exercising Presenting new sports and allowing the young to try them out in places where the young spend time		
Promoting workplace exercising and promoting the wellbeing of employees	Supporting commuting by foot or bicycle Exercising at workplace Presenting sports/arranging sports campaigns		
Promoting the mobility of the elderly	Taking a rehabilitating approach to home care services Including exercising as part of the activities of nursing homes		
Spearhead 3. Regional exercise counseling		Spearhead 3. Active lifestyle of children and young people	
Objective:	Proposed actions:	Objective:	Proposed actions:
Services close to the residents	Cross-administrative cooperation Exercise counselling available in public Local health related sport coaches Regional communications Regional exercising tool bus/tool rental services	Increase children`s and young people`s exercise in their daily life according to physical activity recommendation	Start using Ilo kasvaa liikkuen -operating model in early childhood education in every municipality and every day care Start using Liikkuva koulu -operating model in every municipality and every primary school Develop student sports in a secondary school and in a university
Cooperation across municipal borders/increasing resources of the municipalities	Planning and implementing a regional health related sport project: involving six to eight regional exercise counsellors	Every children and young people have a possibility to practice sport in a group	Comprehensive supply of hobby groups which consider different kind of age- and target group with cooperation between different actors There are on offer regular sporty morning and afternoon action Sports facilities cost are free of charge in the action of under the age of 18
Utilising technology as an aid	A shared wellbeing service directory for Päijät-Häme		
Spearhead 5. Health related sport expertise and training		Spearhead 4. Health related sport expertise and training	
Objective:	Proposed actions:	Objective:	Proposed actions:
Complement actors	Further education in sports for - employees of mother-child - clinics day care centres	Competent actors	Develop cross-administrative networks

	<p>and schools</p> <ul style="list-style-type: none"> - youth service employees - home care employees - nurses - employees of sports - clubs/associations <p>Peer coach training</p> <p>Training for the exercising managers and contact persons of companies</p>		<p>Behavioral change and assessment of competence of welfare effect developing in client work and projects</p> <p>Cultural experiment in education and a workplace</p> <p>Work oriented education</p> <p>Exploit opportunities of digitalisation when guiding the customer</p> <p>Customer-oriented action and skills of involve</p>
High-quality health related sport activities	<p>Certificate of the Young Finland Association</p> <p>Health related sport certificate</p> <p>Strategy of Health related Sport for businesses; occupational health exercise certificate</p>	High-quality health related sport activities	<p>Multidisciplinary interface in working</p> <p>Actors` health related sport network</p>
Providing and developing more health related sport training	<p>Supplementary health exercise training</p> <p>Specialised studies in Universities of Applied Sciences</p>		
Spearhead 2. Each municipality of Päijät-Häme has its own health related sport action plan		Spearhead 5. Communication of health related sport	
Objective:	Proposed actions:	Objective:	Proposed actions:
Promoting the status of health related sport in the municipalities	All Päijät-Häme municipalities appoint a person responsible for health related sport	Communication of health related sport reach the residents	<p>Information about sports services and sports venues is easy to find</p> <p>Exploit effectively different kind of communication channels and digitalisation</p> <p>Positive attitude of exercising come across from communication</p> <p>Communication has a responsible: communication is organized, regular and up to date</p>
Developing cooperation	<p>Cross-administrative cooperation as well as cooperation with the third sector and private sector</p> <p>Health related sport service chain</p>		
Spearhead 1. Health related Sport Advisory Board			
Objective:			
An advisory board consisting of health related sport actors in Päijät-Häme will develop the region's strategy of health related sport and issues proposals on implementation of health related sport measures as an expert body.			