

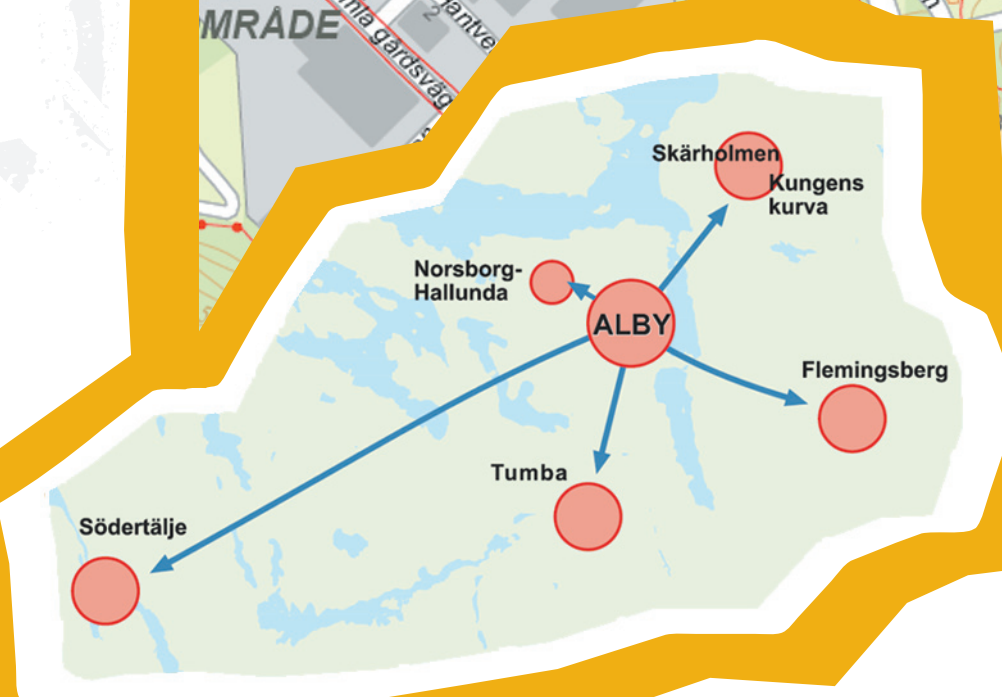


May 2009

The Future of Alby

- a Long-term Programme for Sustainable Development





Map over Alby

Map over Alby in relation to important destinations



Map over the Municipality of Botkyrka

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Vision

Alby is a place to settle down and grow in – a creative and international urban district.

With well designed buildings, vibrant public spaces, sparkling water, dynamic homes and workplaces, inspiring schools and libraries, exciting restaurants, theatres and athletic fields, Alby encompasses work and play, creative encounters and new skills.

Alby is a global place where women, men, girls and boys from all over the world come together to build their community and their lives.

The future of Alby - a long-term programme for sustainable development

This programme for Alby's development **represents the** intentions and objectives of the Municipality of Botkyrka. The programme is a policy document for the municipality's activities in Alby. It has been prepared as a collaborative effort of various Botkyrka administrations in dialogue with people who live and work in the urban district.

Settle down and grow in Alby

Alby is strategically located in the Stockholm region. It is close to the large Skärholmen-Kungens Kurva retail area, Flemingsberg with its university hospital, colleges and research centre, and Södertälje with its expanding labour market and international enterprises. Its proximity to

the metro and motorways E4/E20 offers great untapped potential.

Alby has exciting prospects for development. The Stockholm region needs a young, international, creative population to ensure economic growth going forward.

For Alby to achieve its full potential in a long-term sustainable manner, the Municipality of Botkyrka must forge a clear concept for its development. Thus, the Municipal Executive Board has voted to prepare a long-term programme to coordinate municipal initiatives designed to meet that goal.

The five main objectives of sustainable development

Alby will evolve toward fulfilment of its vision – to be an urban district of Botkyrka and the Stockholm region where people, ideas and businesses can settle down and grow. We will focus on five main objectives for sustainable renewal and transformation of Alby. This programme specifies long-term courses of action for each of the objectives.

- 1. Ensuring a decent setting for girls and boys to grow up in**
- 2. Improving the employment opportunities of women and men**
- 3. Renewing the urban environment**
- 4. Modernising Alby's identity**
- 5. Trying out new working methods at the municipality**

We strive for continual improvement. Alby neither can nor should change with the wave of a magic wand.

We must always keep in mind that the living conditions and opportunities for development of girls, boys, women and men should be as equal as possible.

From words to action

The programme for Alby's development was prepared as part of an interactive process between research initiatives and dialogue with citizens. A dialogue conducted in the autumn of 2007 provided valuable input about the central issues surrounding the future of Alby in Botkyrka. A new dialogue in autumn 2008 solicited viewpoints about the long-term courses of action that we had proposed. The Municipal Council approved the programme for Alby's development in May 2009.

A rolling action plan

This programme for Alby's development specifies long-term courses of action. A rolling action plan, updated annually, that includes direct, concrete activities for the next few years is tied to the programme. The activities identify working methods within the long-term courses of action. The activities and annual update are linked to the municipal system of governance, which consists of annual and multi-year plans. Thus, the commitments of the committees and the activities of the administrations under the annual plan are to follow the programme's long-term courses of action. The programme is to be renewed and updated as needed.



Many participants

This programme for the development of Alby was prepared by a project organisation consisting of various administrations, the district development group in Alby, Botkyrkabyggen the municipal housing company, the Multicultural Centre and Subtopia. The Director of Municipal Planning coordinated an operating team and the Municipal Director coordinated a management team. A policy group of the majority and a commissioner of the opposition supervised the effort.

Local area perspective on "a sustainable municipality"

For many years, the Municipality of Botkyrka has been making a concerted effort to adapt its initiatives and activities to the particular challenges and opportunities of its various areas. For instance, we have introduced citizen's offices, district development groups, area developers and dialogue forums. This programme involves the application of the municipality's sustainable development effort to local conditions and area needs. The intention is to prepare similar programmes for all of Botkyrka's urban districts.

Ensuring a decent setting for girls and boys to grow up in

The girls and boys, as well as young women and men, of Alby need a caring and creative setting to settle down and grow up in. Those who work with children and young people have a joint responsibility to offer them security and stimulation, including respect and faith in the abilities of each individual. Their activities must be top-notch, and they must collaborate intensively year round.

Alby preschools and schools must offer an exceptional level of services to make sure that young people are just as well-equipped for higher education and knowledge-intensive careers as their counterparts throughout the region.

To a greater extent than many other urban districts, the girls and boys of Alby possess valuable international skills that must be affirmed and utilised.

The Municipality of Botkyrka, along with others who work with children and young people, must communicate more effectively with parents. Clearer information ensures greater trust and participation on the part of both mothers and fathers.



Long-term courses of action

Four long-term courses of action are needed to ensure decent settings for girls and boys to grow up in. The courses of action set the direction for a continual, long-term change process.

Top-notch teaching at Alby preschools and schools

Girls and boys who attend Alby schools must have the same opportunities for higher education and careers as their counterparts in other areas and schools of the Stockholm region.

- Alby schools must be exceptional. Their activities, as well as the skills of their administrators and teachers, must be adapted to Alby's intercultural character. The focus must be on student performance, for which native language skills are a valuable asset.
- Professionally run preschools are needed to ensure that the youngest children of Alby have a firm foundation from which to pursue their education.
- We need to identify an effective approach to welcome and involve children who come from the education systems of other countries so that the schools can operate on a more stable overall basis.
- Given the conditions in an intercultural urban district, interactions among schools, students and parents must be based on trust.

Close cooperation among initiatives that work with children and young people

The children and young people of Alby need a sense of security outside of the home. Preschools, schools, recreation centres, youth centres, the social services, cultural and recreational activities, associations and religious denominations must collaborate to offer safety and a broad contact network to the girls and boys of Alby.

- Children and young people must be able to participate in organised activities outside the home year round. The various players must collaborate in a structured way to provide top-notch activities, as well as to promptly identify girls and boys who need special assistance.

- Staff, leaders, parents, children and young people must have the opportunity to meet and bond at regular events.
- Clear information and communication provides parents with greater knowledge of their children's recreational activities and encourages a feeling of trust.

Opportunities for children and young people to cultivate their creativity

Alby must promote the abilities of its inhabitants. Those who live and work in Alby must have the chance to cultivate their special talents, skills and experiences on the basis of their own circumstances and initiatives. The focus must be on the creativity of children and young people.

- With its creative enterprises and activities, Subtopia represents a unique asset for Alby. Subtopia's mission is to establish and maintain direct communication with the children and young people of Alby.
- The various municipal units must use and improve methods that strengthen creativity and initiative among the children and young people of Alby.
- Systems of allowances and stimulus money must support private and collective initiatives in ways that are not limited to traditional associations.

A safe, secure setting to grow up in

Girls, boys, mothers and fathers must all be able to feel that Alby is a safe, secure setting to grow up in.

- New outdoor activities, buildings and innovations must be oriented toward creating intercultural venues that provide more occasions for people to get together and build common values.
- Expanding Alby's offering of shops, sports, culture and other activities will generate additional opportunities for stimulating interpersonal encounters.
- Municipal activities, associations and government agencies must collaborate to affirm clear values and prevent criminal behaviour. Combating racism, discrimination and violence while promoting equal opportunity, diversity and democracy poses important, fundamental challenges to society as a whole.

Improving the employment opportunities of women and men

Alby has a key role to play in the development of not only Botkyrka, but the entire Stockholm region. If the region is to meet its future needs, many working-age people must move there. Young women and men come from other parts of Sweden and around the world to start a new life. The path to employment and a secure income must be more visible and reliable if everyone is to have the opportunity to settle down and grow.

The labour market and private sector are more demanding than ever before. The importance of skills development and proven work experience is growing, and acquiring them must be made easier.

The local labour market needs more businesses and jobs, as well as stronger networks and seamless, effective recruitment channels between the private sector and Alby inhabitants.



Long-term courses of action

Four long-term courses of action are needed to ensure improved job opportunities for women and men. The courses of action set the direction for a continual, long-term change process.

A local growth office in Alby

It must be easy for the women and men of Alby to contact representatives of various community services that assist people who are looking for a job or want to start their own business.

- A central reception counter is to be set up for community services that assist people who are looking for work. The counter will be located at the citizen's office or somewhere else that can serve as a local growth office.
- The purpose of the growth office will be to coordinate communication between inhabitants of Alby and local businesses that need their particular skills.
- The growth office will also provide Alby inhabitants who want to start their own businesses with their initial contacts.

The municipality - a gateway to the labour market

Young and newly arrived women and men in Alby must have the opportunity to quickly enter the labour market. The municipality must offer contact with the labour market, such as summer jobs, on-the-job training and work training for Alby inhabitants who are unable to arrange it on their own. Furthermore, new types of employment must be utilised to make the urban district cleaner, safer and more attractive.

- The foundation of the local labour market must be expanded by performing more municipal activities in a manner that is suited to approaches such as on-the-job and work training.
- We must run and operate various units in ways that open the door to associations, cooperatives and other players in the social economy.

Clear communication between Alby inhabitants and the private sector

The women and men of Alby must be able to take advantage of the many new jobs that have come to Alby and its immediate surroundings by means of improved communication and networks. The municipality is also a key marketplace by virtue of its procurement activities, primarily for the services of small businesses, in which the local private sector must have the opportunity and ability to compete successfully.

- When large enterprises start up in the immediate surroundings, the municipality must advocate for recruitment from the local workforce.
- The structure and scope of procurement processes must be such that the local private sector can submit tenders.
- We must offer development assistance to local businesses so that they can improve their skills and ability to submit proper tenders.
- We must take better advantage of the potential provided by existing contacts between new and old Alby inhabitants, businesses and the labour market, both in Sweden and abroad.

More, stronger businesses around Subtopia

Alby has a unique asset in the enterprises that have emerged around Subtopia and in Hågelby.

- We must create space and growth opportunities for new enterprises that strengthen the business cluster around Subtopia and make them visible throughout the urban district.
- We must exploit the power of attraction that the enterprises exert in order to bring more visitors to Alby and to stimulate the services and accessory activities that they look for.

Renewing the urban environment

Alby must be a dynamic urban district in constant flux. It must change and improve along with the rest of Botkyrka and the Stockholm region. Many people have settled down in Alby throughout the years, and it must retain and strengthen its power of attraction.

Alby's highly uniform development projects must be more diverse, mixed and imaginative to attain their true potential. In addition to building new developments, existing ones must be modified and renovated. Such changes will create a resource-efficient urban district that has minimal environmental impact, further contributing to sustainable development.

We need to establish a cohesive new urban development concept to promote such trends. All dimensions of sustainable development must be incorporated into the urban environment effort. In order to implement the urban development concept, Alby must be an attractive urban

district to invest in. As part of the Stockholm region, Alby must also have accessible transportation routes to various surrounding areas. Improvements to Alby must benefit the girls, boys, women and men who already live there. That means we will promote effective and creative types of dialogue.

Emergency needs and ongoing maintenance cannot wait for a cohesive new urban development concept.



Long-term courses of action

Four long-term courses of action are needed in order to renew the urban environment. The courses of action set the direction for a continual, long-term change process.

A new urban development concept

Alby needs new structures, more public venues, additional active thoroughfares, attractive development projects and appealing landmarks. We will put together a cohesive new urban development concept based on the following:

- The urban environment must be more dynamic and flexible, just like other parts of the Stockholm region.
- Additional development projects are needed. Housing, workplaces and services are required, ultimately for thousands of new residents, and people who daily come to Alby to work or run businesses.
- The Centre must become a more important gathering point for all of Alby, offering greater retail and service opportunities. Generally speaking, public space must be designed with care to be more functional.
- Enterprises around Subtopia must be allowed to expand further in the urban district.
- Albyvägen must become a unifying thoroughfare, dotted with businesses and new housing, throughout the urban district from Albysjön and Subtopia to Alby Centre and on to Eriksberg.
- The waterfront and land toward the Centre will serve as Alby's green lung, including space for various activities. That does not rule out experimenting with new development near the waterfront.
- We must link Alby's residential areas more closely with each other, as well as with workplaces and retail outlets on the other side of Hågelbyleden.

- Our structural engineering and technology decisions must proceed from strict ecological and environmental standards. All changes to the urban development must be climate-smart.
- New construction in Alby must be well thought-out and designed in an appealing, challenging way.
- Changes to the urban environment will make Alby a safer and more secure place to live and work.

Greater variation

Modernising the accommodations of the Botkyrkabyggen municipal housing company will shape Alby's future. External renovation will be completed around 2010, and costly technical renovation of interiors will be needed around 2020. That will set the stage for additional changes, such as combining or dividing up apartments, upgrading to a range of quality standards and rental levels, and incorporating climate-smart technology.

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- In dialogue with tenants and employees, Botkyrkabyggen and the municipality are to put together a renovation and renewal strategy that aims at greater variation.
- Botkyrkabyggen needs to create a buffer to handle the new financial demands
- While rental premises are needed for households and enterprises to easily settle down and grow, new kinds of arrangements are needed. Cooperative housing, lease-purchase agreements and other approaches should be tried.
- Conversion to owner-occupied flats and the like should be considered when deemed advantageous for residents.

Alby as an attractive investment opportunity

In order to ensure natural renewal, Alby must be an appealing area for investors. We must show the market players that many inhabitants of Alby are willing to pay for attractive housing and commercial premises.

- We must put together more start-up packages for both the residential and commercial market so that new types of investors will be interested in Alby.
- Alby must promote investment in private housing. We must permit and encourage individual preferences for creative, original construction.
- We must attract unconventional, daring market players to collaborate more closely on Alby's renewal.
- We must reinvest assets that are freed up by means of land sales and the like in Alby.

Accessible transportation routes to important centres and destinations

Accessibility means greater attractiveness. Alby needs faster and more direct public transport to regional hubs in its immediate surroundings. The workplaces, educational institutions and service industries of Flemingsberg, Skärholmen/Kungens Kurva and Södertälje are close by but hard to reach. Tumba, Tullinge and Hallunda must be more accessible as well. Well-designed public transport, as well as foot and bicycle paths, promote sustainable development.

- One public transport junction point will be set up in Alby Centre.
- Direct public transport routes will be built to regional hubs and centres in surrounding areas.
- We will expand the network of foot and bicycle paths between Alby and other municipal centres.

Modernising Alby's identity

Different districts of big cities compete with each others. Like other areas, Alby faces competition for housing, investment, businesses and other enterprises. How an area is perceived may entail both advantages and disadvantages. We regard Alby as an important urban district of the Stockholm region, a place where young adults start new lives, where working-age people whom the region needs settle down. We see them as strong-willed citizens, some of whom have left their native countries to build their futures here.

How others perceive Alby affects its sense of identity. That makes it particularly important to communicate our Alby-perceptions. Inhabitants of Alby must be well-informed about what is happening in their urban district. Important events and changes must be made known both in and outside Alby, shaping how it is perceived and thereby its identity.



Long-term courses of action

Three long-term courses of action are needed to shape Alby's identity. The courses of action set the direction for a continual, long-term change process.

Design and take care of the Alby brand

The Alby brand must identify what distinguishes the urban district from others, what makes it attractive for individuals and businesses. The Alby and Botkyrka brands must correspond with and reinforce each other.

- We design our brand by what we do, not by what we say or hope for, not by logos and brochures. The Alby brand must reflect our vision and the substance of this programme for development.
- To promote the Alby brand we must communicate the actions and activities that we carry out.
- The municipality and other stakeholders must speak about Alby in unison so that they can jointly affect the Alby brand and how Alby is perceived.

Communication about concepts, plans and projects at an early stage

The people who live and work in Alby are the most important carriers of Alby's identity. A clear, common identity is possible only if there is strong, effective communication about what is happening in Alby.

- Communication between the municipality and those who live and work in Alby must be easily accessible and always contemporary.
- Strong, effective communication provides a solid basis for dialogue about Alby's development.

Exciting events associated with Alby

Many places benefit from and strengthen their identity by means of events, such as Kiviks Marknad, Vasaloppet, Almedal Week and the Hultsfred Festival. Alby has strong assets, including Subtopia and Hågelby, that can be used in a similar manner.

- We must consciously use exciting events to strengthen Alby's identity.

Trying out new working methods at the municipality

Successful development of Alby requires new working methods, the ability to gather knowledge, experience and approaches from different sources, as well as to productively combine financial, human and other resources. An open, flexible, pragmatic attitude is needed.

The employees and public officials of the Municipality of Botkyrka have the responsibility to implement this development programme for Alby. In addition to the special skills that our particular jobs require, we must work in a long-term sustainable manner based on a holistic view of Alby as an urban district. In other words, we must be able to adapt our skills to the specific needs and conditions of Alby.



Long-term courses of action

Three long-term courses of action are needed to try out new working methods at the municipality. The courses of action set the direction for a continual, long-term change process.

Taking a holistic approach to Alby's development

The preparation and implementation of this development programme involves a new way of working: inter-administration co-planning, participation of citizens and a holistic approach to Alby as an urban district. Thus, the municipality must adapt its long-term sustainability effort to local conditions in Alby. Similarly, we regard differences among Botkyrka's various urban districts as an asset: they all have their own needs, and we must support locally adapted working methods.

- We must continue working on a local area perspective for Alby and adapt our working methods to conditions there.
- The district development group in Alby – which consists of representatives from various municipal administrations and companies, as well as private and non-profit actors – must play a key role in strengthening the local area perspective and expanding inter-administration co-planning.
- Taking a holistic approach means using this development programme to help shape the multi-year plan – how the municipality sets objectives and allocates resources.

Learning from experience

We must strengthen our local development effort in Alby by learning from previous experience, documenting what we know and spreading our insights. The effort must be knowledge-based, and we must constantly update and improve our methods and models. We must learn from our experience and that of others.

- Monitoring results, as well as gathering and spreading experience, will strengthen our skills.
- Evaluation and regular deliberation about our responsibilities from an expanded point of view will increase our awareness of what our initiatives mean for Alby. That creates a general sense of participation in the overall activities of the municipality.
- International exchanges of knowledge and experience will provide new perspectives and broader skills.

Clear communication and greater sensitivity

The purpose of the municipality's efforts in Alby is to meet the needs of its inhabitants. The path to achieving that goal is to explore new knowledge and ways of thinking in collaboration with the citizens of Alby. They must be given reason to trust the municipality.

- We must provide clear, accessible information about our initiatives and intentions.
- Our activities in Alby must be part of a growing dialogue with its inhabitants.
- With great sensitivity, we must stimulate and encourage local initiatives. We must also be prepared to examine proposals and ideas that may be at odds with the municipality's organisation and customary manner of dealing with issues.
- Systems of allowances and stimulus money must support private and collective initiatives in ways that are not limited to traditional associations.
- Dialogforum Alby, a venue for dialogue between local public officials and inhabitants, will continue strengthening the local area perspective.

We envisage Alby as a place to settle down and grow in, a creative, international urban district of Botkyrka and the Stockholm region.

”The Future of Alby” is a long-term programme that stresses the need for ongoing development. It specifies how and in what direction that process is to unfold. The programme has been prepared as a collaborative effort of various municipal administrations in dialogue with people who live and work in Alby.

We strive for continual improvement. Alby neither can nor should change with the wave of a magic wand. We will focus on five main objectives for sustainable renewal and transformation of Alby.

1. Ensuring a decent environment for girls and boys to grow up in
2. Improving the employment opportunities of women and men
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4. Modernising Alby’s identity
5. Trying out new working methods at the municipality

Alby’s website contains information about current and future activities of the municipality.

Alby’s website

www.botkyrka.se/alby

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