

# GLADSAXE'S STRATEGY

Sustainable growth and welfare  
2018-2022



GLADSAXE



# Sustainable growth and welfare in Gladsaxe

This strategy sets the course for the development of sustainable growth and welfare in Gladsaxe. An ambition based on our previous strategy 2014-2018 and which points the way forward to the city we want to develop through our political choices over the next years.

Gladsaxe is known as a strong welfare municipality. Our most important task is to provide the conditions for the citizens in Gladsaxe to enjoy independent, active, healthy and responsible lives, for the benefit of the individual as well as society. In recent years more citizens and enterprises have moved here. We want to see this development continue in the future, so that growth contributes to Gladsaxe becoming an even better place to live and work.

The City Council considers welfare and growth as two sides of the same coin. Welfare is a condition for retaining and attracting citizens and workplaces which can contribute positively to the development of Gladsaxe. Growth is necessary in order to ensure the economic foundation required to finance future welfare, but it is important that we make sure that it is not growth for the sake of growth – it must be a sustainable growth economically, socially and environmentally, which takes account of people as well as the environment, with good workplaces, jobs for those in need, and sustainable production.

Our shared vision is a sustainable Gladsaxe. A local community in social, economic and environmental balance. Succeeding with this requires political leadership. We need to take collective responsibility to create the changes now that will make a difference in the long term. As a municipality, we are close to our citizens and provide the conditions for enterprises to grow. This gives us favourable opportunities to make a difference – not just in Gladsaxe but also in the global community of which we are a part.

To raise the bar, we use the UN's Sustainable Development Goals (SDGs) as our guide. The global goals comprise the three elements of sustainable development which are also part of Gladsaxe's vision: Social, environmental and economic sustainability. All goals

## Vision for the Municipality of Gladsaxe

Gladsaxe Municipality must, now and in the future, help our citizens to live independent, active, healthy and responsible lives, for the greater happiness of the individual and the benefit of society.

This requires a local community in balance, both socially and environmentally.

It also requires a well-functioning municipality in economic balance.

are equally important and are interdependent. In Gladsaxe we want to do our share. During this election period, we see opportunities to contribute particularly to the following SDGs: Quality Education, Decent Work and Economic Growth, Sustainable Cities and Communities, Good Health and Well-Being, Responsible Consumption and Production, Climate Action and Partnerships for the Goals. These global goals can focus and contribute to the development we want to see in Gladsaxe.

Creating a sustainable society requires that we all work holistically and across politic areas and municipal boundaries in pursuit of shared goals. In Gladsaxe, we are privileged to have an active local community and forward-thinking companies which also incorporate a sustainable perspective into their businesses. We will cooperate with them to develop our shared community.

Through actions which benefit citizens and local businesses, we can take global responsibility – not just for now but also for the sake of coming generations in Gladsaxe in the future.

On behalf of the City Council

  
Trine Græse  
Mayor



# Our approach to sustainability

To create sustainable growth and welfare, today and in the future, we give priority to six goals in 2018-22:

- Children shaping the future
- Business-friendly city with job growth
- Equal opportunities to succeed
- Green and vibrant city
- Lifelong health and well-being
- Climate-conscious city



We work with these goals on a coordinated basis, and pursue them holistically. By linking the goals and thinking strategically across sectors, we can make a genuine difference and create sustainable growth and welfare in the Municipality of Gladsaxe.

The guiding principle for our endeavours is taking our point of departure in the citizens, that we listen to and focus on the citizens and their resources. To us, sustainable social and human responsibility means that Gladsaxe's citizens can thrive throughout their lives, have the opportunity to learn from childhood onwards, and have healthy and happy lives, for their own benefit as well as that of society.

Sustainable development means working with a tripple bottom line ensuring sustainable growth and welfare by focusing on social, economic and environmental balance in our strategic choices and local initiatives. To strengthen social cohesion and environmental sustainability, we will cooperate and facilitate increased civic participation with citizens, local community stakeholders and enterprises. We want to be an active partner and our ambition is for the goals of this strategy to be activated and further developed in interaction with other actors.

In this way, we can strengthen citizenship and work together for a more sustainable municipality – in our welfare services and when it comes to climate-

measures, ecosystems and vegetation. We believe, we can reach further by working together, so we will strengthen our cooperation with other municipalities, regions, municipal fora and organisations with which we have shared interests.

We view economic sustainability as a fundamental precondition for maintaining our services for citizens and businesses. This is why we focus on ensuring balance in our municipality's finances and the financial means to achieve our ambitions. This requires us to persistently work to adapt our organisation and maintain a sharp focus on the opportunities inherent in investing strategically, whether this concerns developing new methods or implementing new technologies to support safe and efficient operations, high quality and smart solutions. It also means promoting the notion of "more for the same" whereby we always apply a holistic approach to municipal buildings, facilities and welfare provision together.

Our strategy is linked to UN's Sustainable Development Goals and integrates seven SDGs into the six Gladsaxe-goals. The seven SDGs have been chosen on the basis of the challenges we face locally in Gladsaxe, paying attention to the areas where we have a particular wish to make a difference in order to strengthen Gladsaxe's ambition to make a difference locally – which benefits globally.

# Children shaping the future



## This is what we want to achieve

Our ambition in Gladsaxe is that all children and young people take advantage of their potential. We must provide them with a good childhood and youth and a solid foundation for their adult lives. We wish to see children and young people thrive in the lives they live and that they grow to be active citizens that contribute positively to a sustainable world. Aligned with global SDG 4:

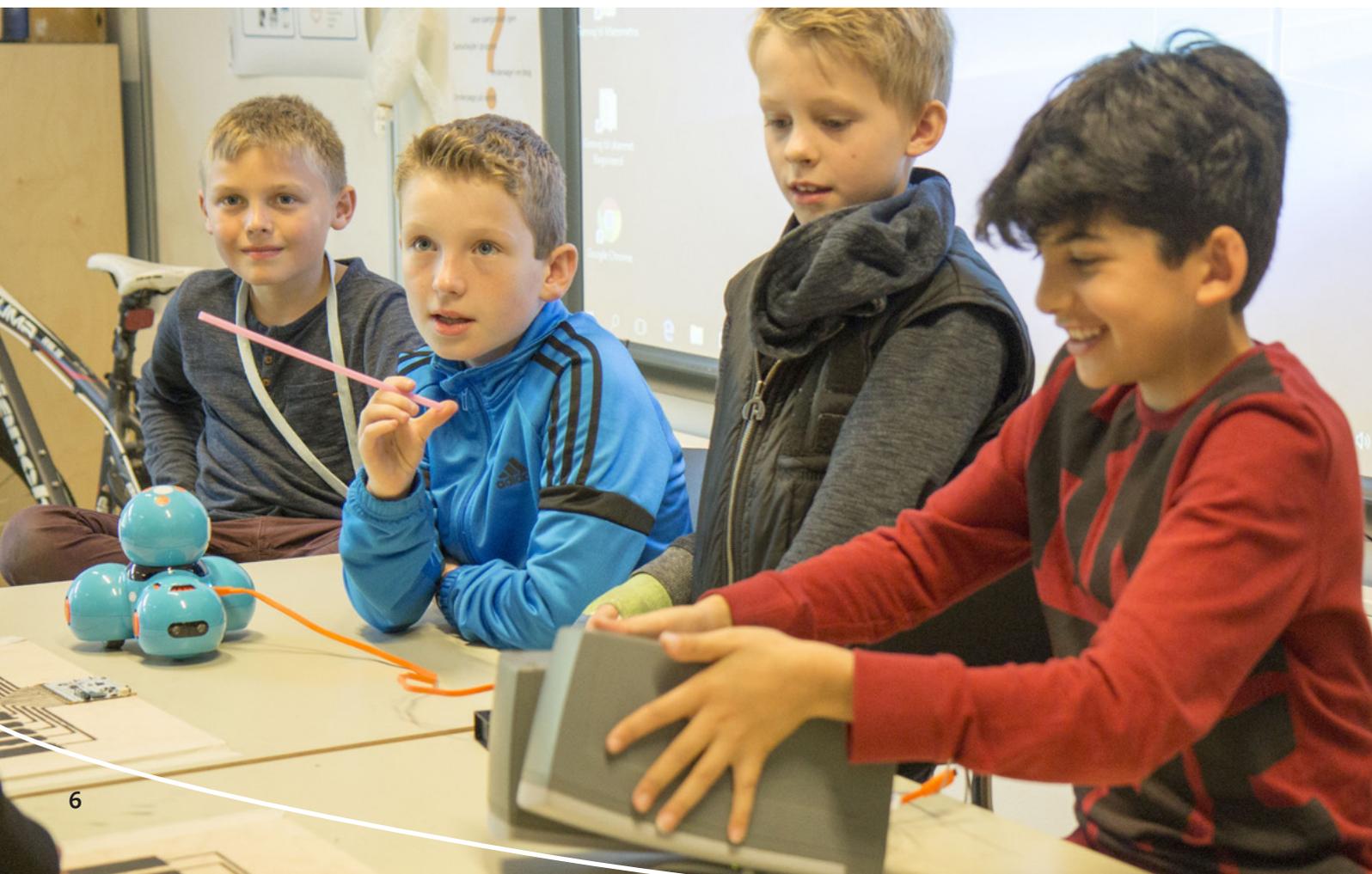


### Quality Education

... we work to ensure that all young people in Gladsaxe achieve a place in the future labour market and are equipped to meet life's many challenges and opportunities. We wish to ensure high quality in all of our programmes for children and young people, to support their natural curiosity and enthusiasm

for new challenges, and strengthen their motivation for lifelong learning. We set high targets for educational quality and for the academic results of our schools.

Well-being, participation in communities and learning are vital in the lives of children and young people, wherever they may be. This could be at home, at nursery, in school, at the playground, enjoying leisure pursuits, at the library or somewhere else. It is therefore our shared responsibility to create good environments for children and young people growing up. The primary platform for children and young people is the family, so that we interact closely with children, young people and their parents. We build on the family's resources and cooperation with parents is a key aspect.





-  Quality Education
-  Partnerships for the Goals

## This is what we do

### Well-being for children and young people

Being a child or young person is valuable in itself and every child should have the opportunity to enjoy his or her childhood. This is why we create environments where children and young people can thrive, feel secure and good. We encounter children and young people with confidence and positive expectations, with a focus on their strengths and potential. We offer an active and healthy everyday life with good opportunities to explore the local area and participate in cultural activities.

### Children and young people in committed communities

We give children and young people the opportunity to get involved in committed communities where they experience how their participation and contribution can make a difference to both their own and others' lives. This strengthens their development and gives them a natural affinity for close and personal relationships, besides experiences nature and civic citizenship in the local and global community.

### Lifelong learning

We create learning environments where children and young people want to learn more. These learning environments challenge and develop the individual and create greater awareness of their own learning process. We take challenges from the real world as our starting point, whereby children and young people use new technologies and develop the skills needed in the future. We consider the entire local community to be a learning environment. That is why we enter into partnerships with associations and the business community, and incorporate the nature as well as urban spaces.

# Business-friendly city with job growth

## This is what we want to achieve

We want to be an attractive business-area with growth enterprises, as a basis for innovation and job creation. There must be many different types of businesses and a varied range of jobs for everyone. A growing and diverse business community supports a well-functioning job market and contributes to an economic surplus to be invested in welfare. This approach aligns with global SDG 8:



### Decent Work and Economic Growth

In Gladsaxe, we have regulated and decent pay and working conditions and the focus on ensuring a healthy working environment and taking social responsibility at all our workplaces. We require the same of our partners, for example in our procure-

ment policy, in calls for tender and in our collaboration with enterprises in the business and employment area. It must be attractive to run a business in Gladsaxe and enter into partnerships which contribute to socially and environmentally sustainable growth. We here align with global SDG 12:



### Responsible Consumption and Production

We want more people in jobs – and in particular more of our marginalized citizens. We focus on the needs and wishes of the citizens and expect people to take responsibility for their own situation and find a job. A meaningful job enables people to support themselves, strengthening their quality of life and independence.

## This is what we do

### **Together we create welfare for businesses and sustainable job growth**

We take a holistic view on commercial development, infrastructure, employment and education. We provide regulatory processing and service and cooperate with the businesses to create good conditions for growth, entrepreneurship, local development and resolving regional challenges. We call this *Welfare for businesses*. We also expect businesses to act sustainably, contribute to the green transition and act socially responsible.

We aim at being a valuable partner for skill development, recruitment and job placement, so that all unemployed citizens are assisted in finding a new job. We enter into committed partnerships with companies to ensure training in the skills that businesses need, for example for the construction of the light rail line due to open in 2025.

### **Social sustainability must get people into jobs**

We lead the way in creating socially sustainable growth. Adults must be role models for their children, so that families succeed in breaking free of a marginalized background, and thus break the social inheritance.

We cooperate with businesses on social investments, so that more marginalized citizens can find meaningful jobs, training or practical work experience which matches their resources and skills. We take the long haul to bring each unemployed resident closer to a job.

### **We help young people on their journey towards education or work**

In Gladsaxe, all young people must be have a job or pursue some kind of education. In collaboration with companies, we prepare children and young



-  Decent Work and Economic Growth
-  Responsible Consumption and Production
-  Partnerships for the Goals

people for working life, encourage them to think innovatively about how to use their skills, and show them there are many ways to a job, for example through vocational training or practical workplace training.

We help and support children and young people in developing the skills which will be needed in the future and support them in their lives after lower secondary education. We help them acquire skills and good working habits, to make good choices, and to motivate them to find jobs. We help those who wish to continue in the education system and those for whom practical learning is the best way to a job. In particular, we help young people who do not pursue higher education to consider different ways to permanent employment through practical training, educational guidance, part-time jobs etc.



# Equal opportunities to succeed



## This is what we want to achieve

All citizens in Gladsaxe – children, youth and adults – should have the opportunity to live active, meaningful lives, where they experience success and can develop their potential. Everyone should be able to make the most of their own resources, take responsibility for their lives and be as self-reliant as possible. We are all different and have different opportunities and conditions in life. Some people need particular care in order to enjoy the same opportunities in life as others.

Our starting point is the resources and potential of the individual and we work systematically to reduce the significance of social heritage. Our ambition is that children, young people and adults lead viable lives and have the chance to fulfil their potential.

This ambition to ensure equal opportunities supports our work with SDGs 3, 4 and 8.



Good Health and Well-Being



Quality Education



Decent Work and Economic Growth

The equal opportunities ambition is an integrated part of both our general work and specific initiatives in Gladsaxe. We cooperate with citizens, volunteers, associations and the business community to develop initiatives that give our citizens enhanced opportunities to create an independent and meaningful existence.





-  Good Health and Well-Being
-  Quality Education
-  Decent Work and Economic Growth
-  Partnerships for the Goals

## This is what we do

### Families that succeed

We focus on families which face special challenges and who therefore find themselves in a marginalized position, or who are at risk of being marginalized. The earlier we respond to the early signs from children and parents, the better we can ensure positive life outcomes for children who are either marginalized or at risk of being marginalized. This is because the earliest years in a child's life are vital to their progress in life.

We take these families' circumstances in life as our point of departure and support the family's existing resources and skills, so that the children get the best possible foundation to realise their potential.

### Social balance

Gladsaxe should be a good place to live and grow. Our city and residential areas must be safe, attractive and well-functioning. We wish to give all citizens the best opportunities in life, no matter where they live. Our neighbourhoods must

be in social balance and children and young people should meet positive role models who inspire them to pursue education and employment.

We provide the conditions for secure communities and a wide variety of cultural opportunities, as well as clubs and associations, which encourage all citizens to become part of close communities, as the foundation for democratic development and active civic participation.

### Together we create the framework for a good life for citizens with physical or mental disabilities.

We take the lead and use the methods that best help children, young people and adults with functional impairments to develop and use their resources, take responsibility for their existence and achieve as independent and meaningful a life as possible. This is achieved by developing the physical infrastructure – particularly in the reconstruction of Kellersvej – and through professional development of practice.

We are intensifying our initiatives so that citizens with mental disabilities find it easier to participate in the life of the community, for example by keeping their job, learning to live with their illness or making a complete recovery. We create opportunities for children, young people and adults in a mentally vulnerable situation to regain their mental well-being.

# Green and vibrant city



## This is what we want to achieve

The Municipality of Gladsaxe should be a good place to live, reside, work and run a business. A multifaceted city that hums with life, is easy and safe to visit and has many green spots with varied nature and biodiversity.

Gladsaxe is growing and we want to leverage this growth to support the sustainable development of our municipality. Global SDG 11:



Sustainable Cities and Communities

... means creating inclusive, safe, resilient and sustainable cities and communities. We apply this to

developing socially balanced neighbourhoods and supporting the municipality's diversity in both residential and business areas. We prioritise easy access to green areas for everyone and work strategically on linking urban life and nature to create opportunities for recreation and activities.

A green and vibrant city requires that public and private areas are developed cohesively. Dialogue and new forms of cooperation must therefore be the driving force of urban development. We will also be a strong partner in cross-municipal and regional collaboration, for example Loop City and Greater Copenhagen.

## This is what we do

### **A greener municipality**

We are working for a municipality with a more pronounced green character and varied vegetation. We are setting a green agenda for both our projects and in the cooperation with developers.

Gladsaxe has a lot of protected flora and fauna and many green areas which contribute to a sustainable and multi-faceted municipality. This is a good foundation to, but especially in urban areas we will develop and conserve the green profile.

We are working to achieve more varied vegetation, and are creating small green spots in the urban landscape. We will design green areas to invite citizens to use them to relax, play and exercise. We work on promoting biodiversity in nature areas to prevent the proliferation of invasive species.

### **Gladsaxelife is the starting point for a vibrant municipality**

As we develop our municipality, we require quality and aesthetics in both buildings and urban spaces.

We strengthen urban life by collaborating with users and developers and by focusing our initiatives on areas that people already use.

We ensure space for encounters across age, ethnicity and social background. We open up the municipal buildings and make life within them an asset in the urban space. We call this *Gladsaxe Life*.

We work with Gladsaxe's rich and diverse cultural, leisure and sports activities to make the municipality even more vibrant, provide conditions for a healthy life.

Connectivity in the municipality is being strengthened, to make it easy and safe to get around and use the municipality's many services by walking, or by driving, cycling or using public transportation.

### **We work strategically on the municipality's development**

We create the framework for a developing and growing municipality. In our municipal planning, we set



Sustainable Cities and Communities



Partnerships for the Goals

requirements to ensure that the municipality's transformation supports social balance, diversity, accessibility and welfare for citizens and businesses.

We involve the business community in the development of business areas for future use and advantage of the investment potential in the coming light rail line.

Mobility, climate adjustment measures, vegetation and urban life are incorporated in our planning and we enter into close cooperation with landowners, investors and enterprises to ensure that planning supports a vibrant and green municipality. We will reduce traffic noise on the municipality's roads.

We have a special focus on safeguarding manufacturing activities and planning balanced urban neighbourhoods. That is why we work on future-proofing business areas and enter into partnerships with housing companies, investors, businesses, citizens and associations to integrate residential areas into the surrounding quarters.



# Lifelong health and well-being



## This is what we want to achieve

In Gladsaxe, all citizens must have the best opportunities to live an independent, active, healthy and responsible life. We want to establish the framework for a good life, where more citizens experience better physical and mental health. We therefore support global SDG 3:



Good Health and Well-Being

... to ensure healthy lives and promote well-being for all ages. Health and well-being contribute to sustainable development across all professional areas in the municipality. This is an integrated approach that builds on partnerships and cooperation. Health and well-being are vital for active citizens who experience a good quality of life.





 Good Health and Well-Being  
 Partnerships for the Goals

## This is what we do

### We promote health and well-being for all – at every stage in life

We create the best conditions for an active and healthy life for all citizens by offering easy access to healthcare services, enhancing quality, and creating continuity in citizens' pathways and professional synergy in new partnerships.

Health and well-being are important for the individual's quality of life and the development of the local community. This applies to children's ability to learn, youth education, adults' position in the labour market and senior citizens' ability to take care of themselves. We wish to develop a health centre that combines all public and private health services, with one point of access for citizens, and which citizens can consult in every phase of their lives.

We want to help citizens when they are motivated and we reach out to them where they are, for example, with initiatives in the local area. We prioritise doing things better for citizens with the greatest need and use targeted efforts to create equality in healthcare. We therefore have stronger focus on mental health, mental vulnerability, social inequalities in healthcare, children

and young people's healthy habits and well-being, as well as the health of the elderly.

### We encourage a healthy and active GladsaxeLife

Health and well-being are closely linked to being part of a community and helping others. Therefore we strengthen our cooperation with civil society – both voluntary associations and citizens who want to make a contribution for the benefit of others. At the same time, the conditions for recreational activities must be in place. We develop urban spaces and cultural and leisure activities with residents, to encourage people to meet up for play, outdoor activities and exercise.

### Together we do better

In Gladsaxe, we lead the way and support interdisciplinary cooperation with hospitals, psychiatric treatment centres, GPs and other municipalities in cohesive treatment pathways for citizens, services for the chronically ill, prevention of readmissions, and for people struggling with both substance abuse and mental illness.

We will develop health initiatives for all citizens and effectively integrate health promotion, prevention and early identification of risk factors in a wide range of areas such as disablement, employment, school, day care and the residential-social area, as well as in urban development. This transformation demands new ways of prioritising, cooperating and defining the core task across disciplines and organisations. That is why we will develop a new emergency service together with our neighbouring municipalities.

# Climate-conscious city



## This is what we want to achieve

We want to be a climate-conscious city with sustainable consumption, where we take care of our resources and ensure sustainable consumption and production in line with global SDG 12:



Responsible Consumption and Production

In Gladsaxe, we meet this challenge by consistently thinking in terms of circular economy, whereby we keep products and materials within a cycle and use their value for as long as possible. If we are to make a difference, we must all pull together, and therefore we will develop new solutions together with citizens and businesses.

We have already begun to note the consequences of climate change. These must be managed, but this

is a major task that we cannot tackle alone. Fortunately, many cities around the world have risen to this challenge. Global SDG 13:



Climate Action

... urges us to take urgent action to combat climate change and its impacts.

In Gladsaxe, we are actively engaged with this agenda. We will reduce our CO<sub>2</sub> emissions and our target is to be free of fossil fuels such as coal, oil and gas by 2035. In a climate-conscious city, it must be easy to travel smartly and sustainably and we want to ensure the greatest possible mobility for our citizens, for the least possible CO<sub>2</sub>. We will also make the city more resilient to climate changes we already experience.

## This is what we do

### More green and renewable energy

Gladsaxe leads the way in ensuring greener electricity and heat supplies. This is a comprehensive transformation that requires major investment. A key element is the expansion of the district heating system. We also make a deliberate effort to ensure that private operators take co-responsibility, so that together we reinforce sustainable behaviour and reduce energy consumption.

### Focus on climate-conscious transport

We want to reverse the trend and reduce CO<sub>2</sub> emissions from transport. Therefore we are developing public transport, expanding the bicycle path network and investing substantially in the forthcoming light rail line. We will improve traffic flows using intelligent traffic management. We will launch campaigns to encourage citizens and commuters to change their habits and travel more by bicycle, on foot, on public transport and by using share-solutions, electric cars or other green

modes of transport. We will find joint solutions to the challenges of switching to more climate-conscious transport in committed partnerships and networks with enterprises, associations and citizens.

### Circular economy

We care for resources and consider sustainability whenever we buy, consume or manage waste. We see waste as a resource that we must use optimally either via recycling or in energy production. We strengthen sustainable construction and avoid waste. We strengthen resource awareness and see children and young people as important ambassadors for a climate-conscious city.

### We invest in a more resilient city

The consequences of climate change are already visible in Gladsaxe. Severe cloudbursts occur more frequently, resulting in flooded basements and impassable roads. We are creating a more resilient



-  Responsible Consumption and Production
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city and invest in long-term socio-economic solutions that can handle cloudbursts, so that we minimise losses in the form of damaged buildings and infrastructure. As far as possible, we will manage rainfall in new ways that also make our city greener and more vibrant. We are developing concrete solutions together with private operators and engage them in shared responsibility for the future.



# Development in the right direction

## – this is how we follow up

We use indicators to follow up on our goals. Indicators are relevant quantitative points of impact to ensure continuous follow up on whether the strategy's goals have been achieved. In other words, indicators are pointers indicating whether development

is moving in the required direction, or whether there is a need to adjust our efforts.

The indicators are linked to the strategy's six objectives and to the fundamental requirement for our

### Children shaping the future

	Starting point	2019	2020	2021	2022
<p><b>Young children's language development must be strengthened</b></p> <p><b>Indicator:</b> The proportion of children for whom language tests at age 3 and in 0 grade <b>show a need for focused language assistance</b>, must be reduced.</p> <p><b>Grounds:</b> Children's language skills are a fundamental basis for learning and for being a part of fellowships. Learning environments for the youngest children must support children's linguistic development.</p>	<p>3-year-olds: follows at end-2018</p> <p>0 grade: 8.9% (year 17/18)</p>				
				<p>Declining trend up to the end of 2022, where the objective is:</p> <p><b>3-year-olds:</b> follows at end-2018</p> <p><b>0 grade: 8 %</b></p> <p>The target figure will be discussed at the end of 2018, in accordance with the Municipal Council's decision of 10 October 2018.</p>	
<p><b>Young people with qualifying grades for vocational education</b></p> <p><b>Indicator:</b> <b>The proportion of young people achieving at least 02 on average</b> in both Danish and mathematics in the 9th grade leaving examination must improve in relation to the socio-economic forecast.</p> <p><b>Grounds:</b> We are working to ensure that, through a course of education or practical training, all young people in Gladsaxe gain a place in the labour market of the future. Schools in Gladsaxe must therefore be improved at ensuring that young people achieve an academic level that gives them access to secondary education.</p>	90.2% (year 16/17)				
				<p>Increasing trend compared to the socio-economic forecast up the end of 2022, when the objective is at least:</p> <p><b>≥ 93.9 %</b></p>	
<p><b>Academic progress in lower secondary school must increase</b></p> <p><b>Indicator:</b> <b>Average academic progress</b> measured in the national progress surveys must be at the level of or above the national average.</p> <p><b>Grounds:</b> A high level of academic progress is, among other things, an expression of students' perception that they are make good academic progress at school. We therefore create learning environments in which children and young people want to learn more, to increase their awareness of their own learning process.</p>	2017: 3.7 in Gladsaxe and 3.8 nationally (indicator to be revised when figures for 2018 are available)				
				<p>At the level of, or above, the national average.</p> <p><b>≥ DK-average</b></p>	
<p><b>Social well-being in lower secondary school must increase</b></p> <p><b>Indicator:</b> The proportion of children that experience <b>good social well-being</b> must increase.</p> <p><b>Grounds:</b> Being a child or young person is of value in itself, so that we create environments in which children and young people can thrive.</p>	93.2% (2017)				
				<p>Increasing trend up to the end of 2022, where the objective is:</p> <p><b>xx %</b></p> <p>The target figure will be discussed at the close of 2018, in accordance with the Municipal Council's decision of 10 October 2018.</p>	
<p><b>Young people's participation in leisure activities must increase</b></p> <p><b>Indicator:</b> The proportion of young people who <b>take part in elective leisure activities</b> must increase.</p> <p><b>Grounds:</b> Young people's participation in leisure activities increases their well-being and boosts their development. We are therefore developing our services so that young people have the opportunity to participate in binding communities.</p>	Beginning of 2019				
				<p>Increasing trend up to the end of 2022, where the objective is:</p> <p><b>xx %</b></p> <p>The target figure will be discussed at the end of 2018, in accordance with the Municipal Council's decision of 10 October 2018.</p>	

municipality to be in economic balance, so that we can fulfil our ambition to create sustainable growth and welfare in Gladsaxe.

The indicators we have chosen by no means cover all of the municipality’s strategic initiatives. Other

initiatives are also, key to achieving our shared objectives in the Gladsaxe Strategy, and these will be continually monitored by the political committees. The indicators included in the strategy are presented below.

## Business-friendly city with job growth

	Starting point	2019	2020	2021	2022
<p><b>More effective employment initiatives</b></p> <p><b>Indicator:</b> <b>The proportion of the unemployed gaining work</b> within 3 months of concluding business-oriented activation must increase.</p> <p><b>Grounds:</b> More effective employment initiatives will ensure that the unemployed quickly gain work or start a course of education. This supports businesses’ growth potential and enhances the individual’s quality of life.</p>	25.1 %				
					<p>Increasing trend up to the end of 2022, where the objective is:</p> <p><b>↗ 26.0 %</b></p>
<p><b>More jobs in the private sector</b></p> <p><b>Indicator:</b> <b>The number of jobs in the private sector</b> must increase by 2,000 over 4 years.</p> <p><b>Grounds:</b> Job growth is central to the objective of an attractive commercial centre with growing businesses. We therefore collaborate with the business community to create frameworks for growth, entrepreneurship and local development.</p>	30,813				
					<p>Increasing trend up to the end of 2022, where the objective is:</p> <p><b>↗ 32,813</b></p>
<p><b>A growing business community</b></p> <p><b>Indicator:</b> <b>The number of entrepreneurs</b> (actual start-up businesses per year) must increase.</p> <p><b>Grounds:</b> The number of entrepreneurs indicates the level of “entrepreneurial spirit” in Gladsaxe. Entrepreneurs form the basis for new growth.</p>	268 per annum				
					<p>Increasing trend up to the end of 2022, where the objective is:</p> <p><b>↗ 330 per year</b></p>
<p><b>Fewer young people receiving public benefits</b></p> <p><b>Indicator:</b> <b>The proportion of young citizens (aged 18-29) receiving public benefits</b> must be reduced.</p> <p><b>Grounds:</b> Our ambition is for all young people to be able to earn their own living, since this enhances quality of life for the individual and contributes to businesses’ growth. We therefore prepare and motivate children and young people towards education and working life and thereby prevent their need for public benefits.</p>	12.5 %				
					<p>Declining trend up to end of 2022, where the objective is:</p> <p><b>↘ 10.5 %</b></p>
<p><b>More young people in secondary education</b></p> <p><b>Indicator:</b> <b>The proportion of young people in education</b> must increase.</p> <p><b>Grounds:</b> Our ambition is for as many young people as possible to continue in secondary education after the 9th grade, as this will improve young people’ opportunities to become permanent members of the labour force.</p>	Follows				
					<p>Increasing trend up to the end of 2022, where the objective is:</p> <p><b>↗ xx %</b></p> <p>The target figure will be discussed at the end of 2018, in accordance with the Municipal Council’s decision of 10 October 2018.</p>

## Equal opportunities to succeed

	Starting point	2019	2020	2021	2022
<p><b>Focus on early intervention</b></p> <p><b>Indicator:</b> <b>The average age for first-time notification</b> for 0-11 year-olds must decline.</p> <p><b>Grounds:</b> Early initiatives concerning children who are failing to thrive is decisive to ensuring that issues can be remedied with prompt action requiring the least possible intervention. This will increase the child's capacity and potential for enjoying a good life.</p>	6 years and 6 months (2017)				
					<p>The development goal is that the average age should fall up to the end of 2022 and the objective is an average age of:</p> <p><b>↘ 6 years</b></p>
<p><b>More people in work on special terms</b></p> <p><b>Indicator:</b> <b>The proportion of persons</b> in sheltered employment, flex jobs and untraditional jobs must increase.</p> <p><b>Grounds:</b> As part of increasing their quality of life and ensuring that they can participate in the life of the community, there must be focus on employees with reduced working capacity taking up work on special terms, in which their resources come into play.</p>	67.4 %				
					<p>Increasing trend up to the end of 2022, where the objective is:</p> <p><b>↗ 69.0 %</b></p>

## Green and vibrant city

	Starting point	2019	2020	2021	2022
<p><b>A vibrant municipality with activities in urban spaces</b></p> <p><b>Indicator:</b> <b>The number of events</b> in the municipality's urban spaces must increase.</p> <p><b>Grounds:</b> Gladsaxe must be a vibrant urban municipality with activities in plazas, squares and green areas. We invite citizens to use the urban spaces as meeting places and for events.</p>	33 per annum				
					<p>Increasing trend up to the end of 2022, so that the number reaches:</p> <p><b>↗ 45 per year</b></p>
<p><b>An active retail life on the high streets</b></p> <p><b>Indicator:</b> <b>The number of employees</b> in public-facing occupations on Bagsværd Hovedgade and Søborg Hovedgade must be maintained.</p> <p><b>Grounds:</b> Citizens in Gladsaxe must experience a vibrant environment and shopping choices in our urban centre. Public-facing occupations support a vibrant city centre.</p>	1130				
					<p>Maintain the level up to the end of 2022, so that the number continues to be:</p> <p><b>→ = 1,130</b></p>
<p><b>A green and vibrant municipality</b></p> <p><b>Indicator:</b> <b>Number of urban trees</b> must increase.</p> <p><b>Grounds:</b> Citizens must be able to enjoy a green and attractive urban environment. Free-standing trees in green areas, on streets, squares and plazas, as well as schools and institutions, help to support this.</p>	9,730				
					<p>Increasing trend up to the end of 2022, where the number increases to:</p> <p><b>↗ 10,180</b></p>
<p><b>A green municipality with varied vegetation</b></p> <p><b>Indicator:</b> <b>Nature areas</b> that transition to nature-friendly cultivation must increase.</p> <p><b>Grounds:</b> Nature-friendly cultivation of grassy areas in nature strengthens biodiversity. Grazing or mowing with subsequent collection of the cut material gives more flowers and butterflies, which also provides an opportunity for greater experience of nature.</p>	194,688 m <sup>2</sup>				
					<p>Increasing trend up to the end of 2022, where the objective is:</p> <p><b>↗ 240,000 m<sup>2</sup></b></p>

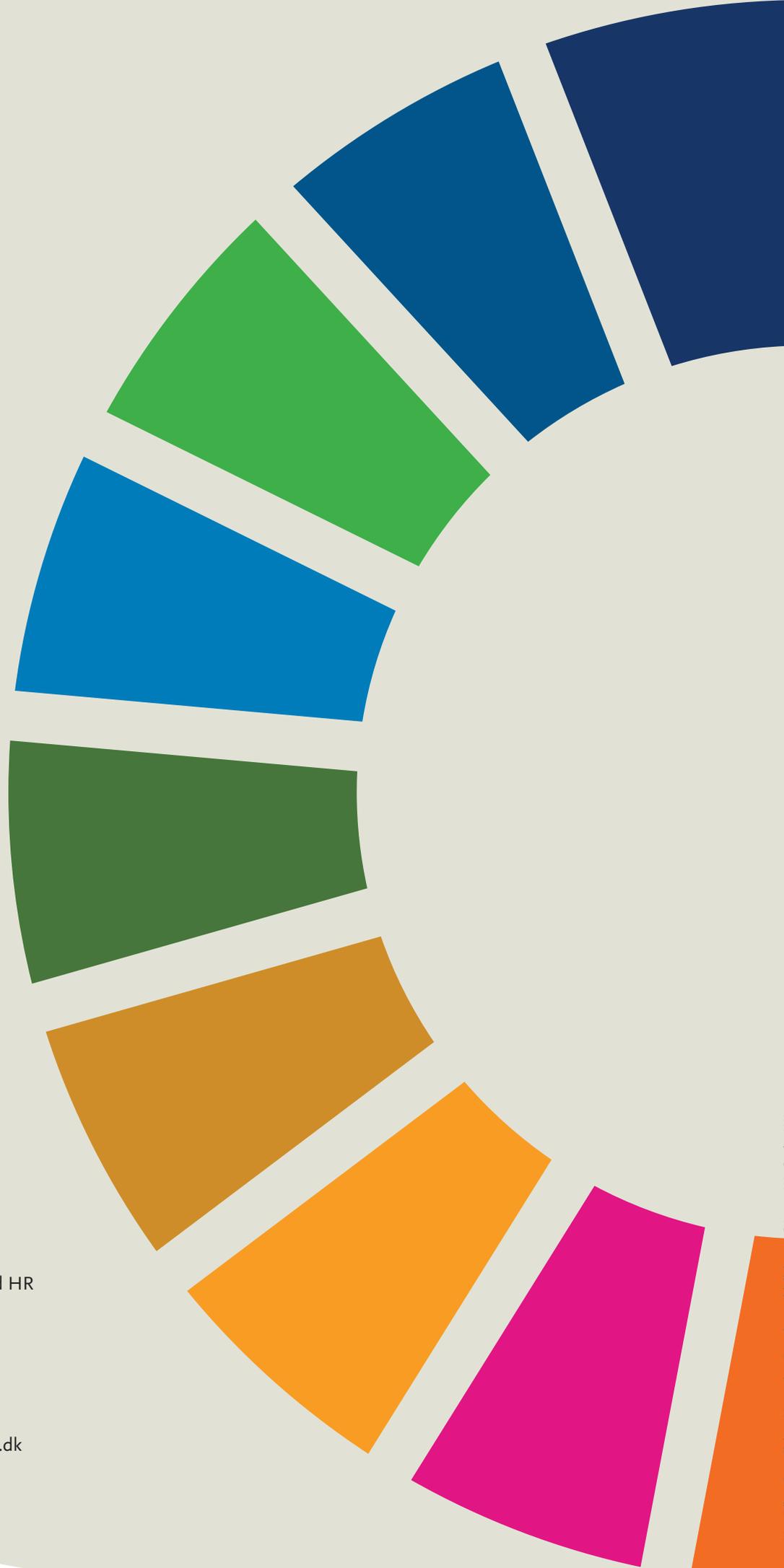
# Lifelong health and well-being

	Starting point	2019	2020	2021	2022
<p><b>Healthier aging</b></p> <p>Indicator: <b>The proportion of + 65-year-olds</b> who need to receive home help must decline.</p> <p>Grounds: The elderly must be supported in living an independent and self-reliant life for as long as possible, thereby increasing the quality of life of the individual. This is achieved through rehabilitative work, welfare technology, telemedicine, etc..</p>					
					<p>Declining trend up to end of 2022, where the objective is:</p> <p>↘</p> <p>The target figure will be discussed at the end of 2018, in accordance with the Municipal Council's decision of 10 October 2018.</p>
<p><b>Normal weight for children and adolescents</b></p> <p>Indicator: <b>The proportion of children and adolescents of normal weight</b> must be maintained.</p> <p>Grounds: The prevention of obesity in children and adolescents helps to increase the individual's quality of life, as well as preventing the risk of lifestyle diseases.</p>	<p>Preliminary schooling: 86%</p> <p>Intermediate-level schooling: 82.1%</p> <p>Upper-level schooling: 81.8%</p>				<p>Maintain status up to the end of 2022, where the objective is:</p> <p>Preliminary schooling: <b>86%</b></p> <p>Intermediate-level schooling: <b>82.1%</b></p> <p>→ Upper-level schooling: <b>81.8%</b></p>
<p><b>Introduction to alcohol among young people should be deferred</b></p> <p>Indicator: <b>The proportion of 8th grade students who drinks</b> alcohol before reaching 15 years must be reduced.</p> <p>Grounds: A later introduction to alcohol contributes to adolescents drinking less alcohol and thereby reduces the risk of serious life-style diseases at an early age.</p>	<p>Starting point for the 9th grade in 2017:</p> <p>43 %</p>				<p>Declining trend up to end of 2022, where the objective is:</p> <p>↘ <b>40 %</b></p>
<p><b>Young people's use of tobacco</b></p> <p>Indicator: <b>The proportion of young people who use tobacco weekly</b> must be reduced.</p> <p>Grounds: Smoking is the single biggest factor that poses a risk of lifestyle diseases and early death. The earlier young people are introduced to smoking, the more addictive it will be. The adverse effects of other tobacco products have not been investigated fully, but should be expected to have equally adverse effects.</p>	<p>Starting point for the 9th grade in 2017:</p> <p>3.2%</p>				<p>Declining trend up to the end of 2022, where the objective is:</p> <p>↘ <b>2.0 %</b></p>
<p><b>Children and adolescents' use of transport</b></p> <p>Indicator: <b>The proportion of children and young people cycling or walking</b> to school must increase.</p> <p>Grounds: Children and young people's use of transport to get to school is an indicator of their healthy habits and willingness to exercise.</p>	69%			<p>2019: <b>72%</b></p> <p>2021: <b>75%</b></p>	
<p><b>Emergency services: Strengthened collaboration with GPs, emergency telephone line 1813 and hospitals</b></p> <p>Indicator: <b>The proportion of preventive hospitalisations and re-hospitalisations</b> among citizens receiving services from the Health and Rehabilitation Department must be reduced.</p> <p>Grounds: Citizens must be assured a cohesive course of treatment that reduces the number of preventive hospital admissions and re-admissions. Therefore, collaboration in the healthcare area must be strengthened, among others via the emergency services.</p>	<p>The starting point will follow in Q2 2019</p>				<p>Improved collaboration (trend) up to the end of 2022.</p> <p>↗ <b>xx%</b></p> <p>Target figures will follow in Q2 2019</p>

# Climate-conscious city

	Starting point	2019	2020	2021	2022
<p><b>CO<sub>2</sub> emissions must be reduced</b></p> <p><b>Indicator:</b> <b>CO<sub>2</sub> emissions will be reduced</b> by 40% in 2020 compared to 2007. This requires a decrease of 2.5% per year.</p> <p><b>Grounds:</b> We cooperate with businesses, associations and citizens to reduce CO<sub>2</sub> emissions. The Municipal Council will instigate a discussion of new targets for CO<sub>2</sub> emissions before the end of 2019. This will take place in conjunction with a new energy plan, so that initiatives in 2020 can be based on the new targets.</p>	499,741 tonnes				
					 <b>-40%</b>
<p><b>More resource checks in companies</b></p> <p><b>Indicator:</b> The number of businesses accepting the <b>offer of a resource check</b> must increase.</p> <p><b>Grounds:</b> Our local businesses must find it easy to get advice on energy and environmental improvements, as well as circular economies. That is why we offer resource checks as a collaboration that entails a review of the business for potential savings in terms of energy, water, raw materials, waste, by-products, resources and circular economies.</p>	10				Increasing trend up to the end of 2022, where the objective is:   <b>50</b>
<p><b>More recycling of waste</b></p> <p><b>Indicator:</b> <b>Recycling rate for waste</b> collected by citizens and in recycling bins must rise.</p> <p><b>Grounds:</b> In cooperation with citizens, we must strengthen resource awareness and, among other things, view waste as a resource that can be recycled. The recycling rate reflects the effect of Gladsaxe Municipality's collection schemes.</p>	23.0%				Increasing trend up to the end of 2022, where the objective is:   <b>50%</b>
<p><b>Less flooding due to rain and cloudbursts</b></p> <p><b>Indicator:</b> <b>Areas</b> where projects have been implemented to minimise flooding must increase.</p> <p><b>Grounds:</b> Citizens and businesses must experience less damage and losses as a result of cloudbursts and comparable events. Therefore, we invest in solutions as a key element in creating a climate-protected municipality.</p>	7.0%				Increasing trend up to the end of 2022, where the objective is:   <b>17.7%</b>
<p><b>The proportion of organic food purchased must be increased</b></p> <p><b>Indicator:</b> <b>The proportion of organic food purchased</b> (from catalogue suppliers) must increase so that the level of organic procurement is at least 60% by the end of 2022.</p> <p><b>Grounds:</b> Gladsaxe Municipality – as a workplace – considers sustainability when we make purchases. Therefore, when we buy food, we need to increase the proportion of organically procured foods.</p>	37% (2017)				Increasing trend up to the end of 2022, where the objective is:   <b>60%</b>





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