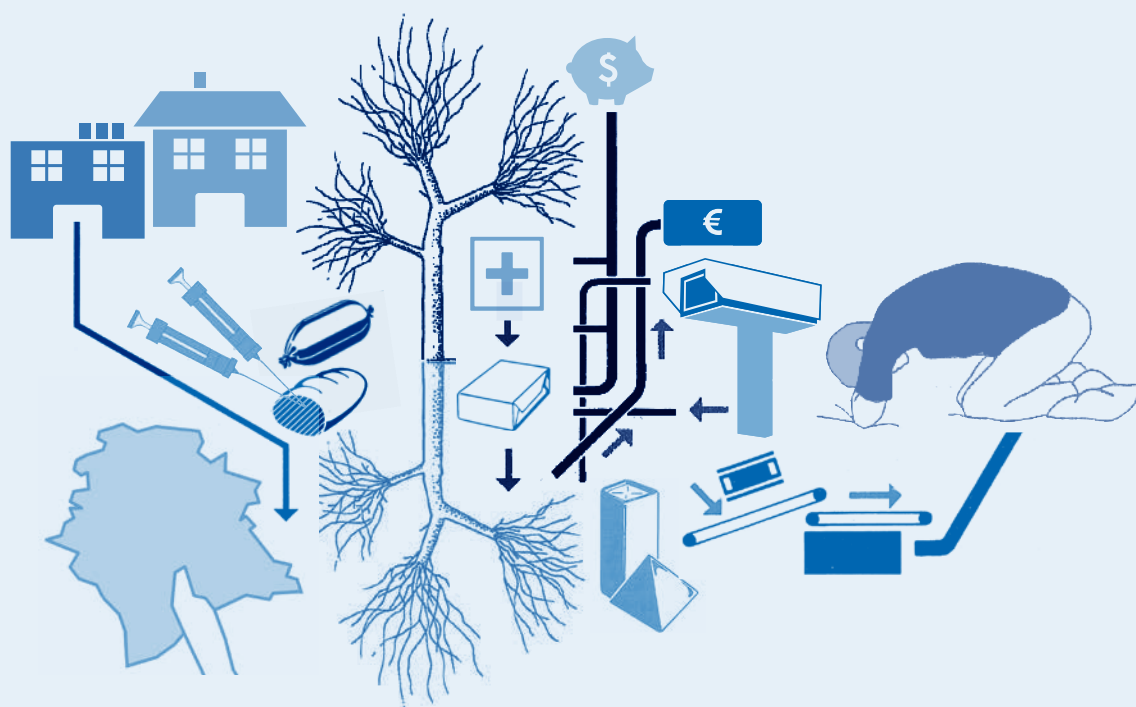


Strategien Zürich 2035



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“Zurich 2035” Strategies for our City



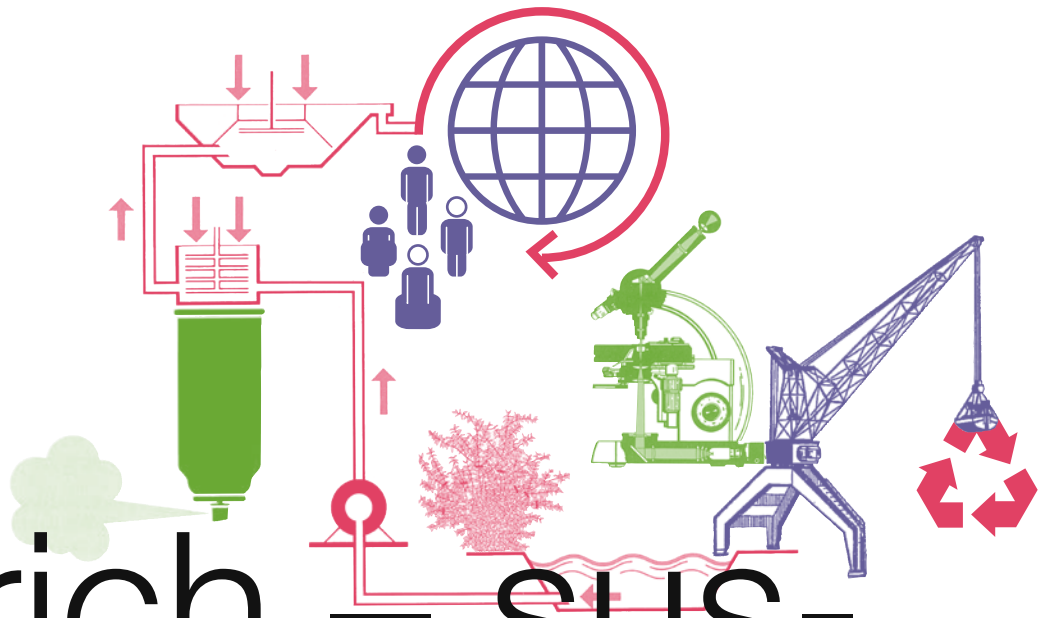
The City of Zurich has enjoyed a period of successful development over the past few years, and its population has been growing steadily again since the turn of the new millennium. This prosperity has been aided by an economic situation that has proven relatively stable despite the global financial crisis. At the same time, the City has been pursuing various programmes of sustainable urban development e.g. with respect to resource-efficient energy models, in its housing policy and in the area of mobility.

In order to maintain the successful development of the city in the future – in an increasingly challenging environment – the City Council has been aligning its long-term activities with overarching strategies (“Zurich 2025 Strategies”) since 2007. In 2011 the City Council revised these strategies and brought them up to date. In 2014 an appraisal was performed to look at whether the goals have been reached and how relevant they still are for the development of the city.

On the basis of these reviews, the City Council has now drafted new strategies that are outlined in this publication. These address key challenges that the City of Zurich will face in eight different areas over the next twenty years and offer possible solutions (“strategic objectives”). The City Council intends for this to amplify the strengths of the City of Zurich and diminish the weaknesses. But this will only succeed if politics, business, culture and society all work together. A collaboration of this nature needs comprehensible, legitimate and attractive strategic objectives that encourage vibrant, democratic exchange and that also serve as a basis for other municipal strategies.

The “Zurich Strategies 2035” provide the City Council with long-term direction and orientation for its activities, also helping it determine which work areas to focus on.

Zurich, March 2015
Zurich City Council



Zurich – sus- tainable today and tomorrow: a summary of challenges and objectives

Given that the challenges that the City of Zurich will encounter over the coming years are already taking shape, the “Zurich Strategies 2035” focus on prospects for development that appear plausible from today’s perspective. They are summarised in this introductory chapter and grouped into three main questions that were used to structure the City Council’s existing strategies: **“What will we live on today and tomorrow?”**, **“How do we maintain our quality of life?”** and **“How do we organise ourselves?”**. The strategic objectives are also grouped under these three key questions. They will be introduced and explained in more detail later on.

What will we live on today and tomorrow?

The City of Zurich is the heart of a flourishing metropolitan area. Its international flair and economic muscle are coupled with a high quality of life for which it is famed around the world, an education and research landscape that is internationally competitive and a culturally diverse and tolerant society. The City Council is keen to safeguard these qualities for the future. This will only succeed if public finances remain stable in the long term.

Zurich has experienced significant growth since the turn of the millennium, crossing the 400,000 population threshold in 2014. Zurich has excellent advantages to offer as a location for business, culture, science and creativity, and functions as a hub for world-leading companies as well as for those with a national, regional and local emphasis from a wide variety of sectors. This makes it an attractive place to work for people from all over the world.

In view of the prime importance of the financial sector to Zurich’s economy, the City Council works with the Canton to create favourable general conditions and a functioning financial sector. It also fosters the creative industry with its workforce of about 33,000; this includes the important information and communication technologies (ICT) sector. In the area of life sciences, the City Council supports health-related research by ETH and Zurich University; it also helps make the findings of cutting-edge research usable for the provision of a high quality of healthcare. To strengthen the city’s position as a centre for knowledge and research, it promotes the transfer of technologies from universities into real-world business practice. A diversified business location requires commercial and industrial sectors and businesses that serve the public in the neigh-

bourhoods. Yet in mixed zones, commercial businesses are under increasing threat of being squeezed out in favour of uses with higher value creation. To prevent this, the City Council makes use of planning tools and instruments in the building code to protect the space for neighbourhood-oriented trade and commercial-industrial firms.

Zurich is the most popular travel destination in Switzerland for international visitors, a fact that is of great economic significance. Through the Integrated Location and Destination Marketing (ISDM) programme, launched in 2011 in cooperation with the Canton of Zurich and the Zurich Tourism, the City Council supports the active promotion of Zurich's many outstanding qualities at home and abroad.

Strategic objectives

- Zurich is among the leading business locations in the world and offers attractive conditions for companies to operate in.
- Zurich is a business location that features a diversified industrial structure.
- Zurich is a business location that is home to a skilled workforce.
- The City of Zurich's public finances enjoy long-term stability.

How do we maintain our quality of life?

The City of Zurich pursues sustainable development. It guarantees good underlying conditions for business; it offers attractive infrastructural facilities and services; it safeguards a high quality of living, of urban development and of environment; it promotes social cohesion and fosters a cosmopolitan outlook.

An appropriate strategic approach in all political fields might include measures to diversify business, harness the strength of the scientific and cultural location, increase inner residential density and respond to demographic change – to name but a few.

Zurich welcomes people from over 170 nations and is pleased when they integrate. A proactive housing and social policy prevents the polarisation of society and contributes to a good social mix in the residential neighbourhoods. The City Council has set itself the goal of increasing the proportion of social housing apartments

among all rental apartments from 25 percent to 33 percent by 2050. This basic principle of housing policy was supported by a substantial majority of Zurich's voters in 2011, giving the Council a clear mandate to fulfil.

Zurich guarantees all residents a high standard of safety, attractive public spaces, and sufficient green and open spaces in the residential neighbourhoods, which are becoming increasingly dense. The City Council will do what it can to preserve the different characters of the city neighbourhoods, and to maintain the scenic and natural qualities of the city. The City also seeks to provide a high standard of digital infrastructure and services for residents and businesses alike.

The City of Zurich received another important mandate in 2008 when a clear majority of the population voted for the goal of the 2000-Watt Society to be written into the Municipal Code. The City Council has therefore set itself the long-term goal of cutting energy consumption to 2000 watts per resident, and by 2050, of reducing CO2 emissions to one tonne per person per year. To this end, the City Council promotes renewable energies and energy efficiency, and will forego any new investments in nuclear power stations. Within the scope of various strategies (Environment Master Plan, Climate Analysis, Energy Master Plan, "Urban Traffic 2025"), the City Council ensures effective and coordinated planning efforts relating to settlement, traffic and energy policy in other areas too, always following the principle of sustainability. Both the residential population and business sector benefit from effective, high-quality traffic management in Zurich.

Strategic objectives

- All municipal activities take a long-term perspective.
- Constructional densification is approached in a socially responsible and ecologically compatible way.
- Zurich has a wide range of housing to offer a diverse population.
- Additional demand for mobility is to be satisfied with public transport, pedestrian and bicycle traffic.
- Zurich offers safety and solidarity.
- All municipal activities are aligned to the city's social diversity.

- Zurich fosters prospects and opportunities for teenagers and young adults.
- Zurich supports the health and quality of life of the population.
- Zurich's cultural programme offers diversity, quality and contemporary relevance.
- The city's environmental and energy policy is guided by true-cost pricing and the "polluter pays" principle.
- Settlement development also takes into account local renewable energy potential.
- The City of Zurich is well on the way to becoming a 2000-Watt Society.
- Zurich has a reliable and easily accessible digital infrastructure.
- Services provided by the City and participation processes are supported digitally.
- Zurich is one of the world's top locations for ICT services.

How do we organise ourselves?

The City of Zurich is a committed partner in many different collaborations. It acts in association with other official bodies, with private enterprise and non-governmental organisations, as well as with grass-roots groups in the city and with property owners – always in the interest of solutions that benefit all those involved.

The City nurtures its relationships within the Zurich metropolitan area, with the Canton of Zurich and with other cantons and cities in Switzerland, Europe and around the world. Here it makes the most of its strengths, benefits from the experiences of others and shares its own insights in return.

The City of Zurich prizes its standing as an attractive centre with a vibrant cultural scene that can be enjoyed around the clock and draws people in from a wide catchment area. Problematic by-products of a 24-hour society are proactively tackled and minimised as far as possible.

As a city of knowledge and culture, for Zurich education is key. The City Council promotes equal opportunities with a variety of educational programmes; these include interventions for pre-kindergarten age groups. It also supports promising school models and

day schools that make it easier for people to combine their job and family in everyday life. The City Council facilitates access to culture and sport for as many people as possible, and promotes their provision at all levels.

The municipal administration aligns the scope and strategic direction of its services, as well as its structures and processes, to the needs of the residents of Zurich and companies based there. It recognises the importance of continually measuring and improving the quality of its services.

Strategic objectives

- The interests of the City of Zurich are represented effectively.
- The regional context is consistently factored in and contributed to.
- Specific city-related costs are fairly compensated.
- Municipal services meet regulatory requirements which are modified by society and its organisation.
- The administration's structures and processes are as closely aligned as possible to its responsibilities.
- The City of Zurich is an attractive employer.

What will
we live on
today and
tomorrow?



Attractive business location

Challenges

Zurich as a business location is geared towards the financial centre. In the wake of the financial crisis of 2008, new regulations in the finance sector will lead to structural changes that constitute a challenge for the City too. Greater diversification in the structure of the commercial and industrial sectors, therefore, is crucial for the City of Zurich.

Structural changes in the financial sector mean that the banks are tending to generate lower revenues, which has a range of consequences for upstream and downstream sectors. In addition, the outlook for the relationship between Switzerland and Europe is unclear. This legal uncertainty weakens the competitiveness of Zurich as a location.

Although the financial centre will doubtless continue to be important for the economy of the City of Zurich in the future, other industry clusters with growth potential are needed to make Zurich more resistant to economic fluctuations. For instance, the **growing health market** is opening up options for hospitals, companies from the healthcare sector and the fields of medtech and biotech. The City Council ensures that these potentials are exploited by municipal institutions and other players in the healthcare sector, guaranteeing a high quality of medical care for Zurich's population and further enhancing the attractiveness of the City.

The **competition for pre-eminence as a business location** is increasingly being fought out by major cities at a global level. Zurich competes with other locations for companies, ideas and talent. A proactive stance is called for if the city is to be successful not only in retaining companies and labour, but also in attracting new ones. A unique mix of quality of life, stability, a highly qualified and motivated workforce, outstanding training and research institutions plus excellent infrastructural facilities – all this makes Zurich internationally attractive as a location. The comparatively low tax burden is another feature that remains attractive in the long term. The diminishing financial flexibility of the City of Zurich makes it increasingly challenging to maintain the attractiveness of the location in all its facets, especially when it comes to realising major projects. Zurich is a strong business location and at the same time an attractive place to live, and that is how it needs

to stay. Security, a cosmopolitan outlook and good social integration are all relevant factors in the equation – as are the rich and varied offerings in arts, culture and gastronomy. This vibrancy of our city benefits tourism too.

Seminal technologies and areas of knowledge are researched in Zurich. The implementation of the findings in entrepreneurial practice offers hitherto unexplored opportunities. The fields of information and communication technologies (ICT), clean tech and new materials hold enormous untapped potential – as does the area of interdisciplinary research, in which Zurich plays a leading role. This transfer of knowledge occurs in established companies as well as in new ones. It also enables medium-sized industrial and commercial companies to offer jobs and training for a host of different vocation profiles.

With its globally renowned universities and colleges and superb vocational training programmes, the city is an important training location. Future challenges to be faced include that of providing free access to basic education and ensuring that its quality is maintained. **Basic and ongoing vocational training**, though, are also gaining importance in a rapidly changing employment landscape. In future, particular attention will need to be paid to scientific and technical disciplines, as the shortage of young talent here is a source of concern. The dual training system is a particular advantage that the Swiss educational landscape has to offer, giving young people a very practice-based introduction to working life. In various sectors and functions, however, there are already signs of a **shortage of skilled workers**, such as in healthcare, research and the technological disciplines (e.g. ICT, engineering sciences).

Strategic objectives



- **Zurich is among the leading business locations in the world and offers attractive conditions for companies to operate in.**

The City strives to maintain a leading position in terms of location quality and quality of life going forward. Besides the classic location factors such as infrastructure and security, for the City Council it is a priority to safeguard space in the urban area for all kinds of different lifestyles. The City of Zurich offers an environment conducive to the success of local companies. A targeted, reasonable regulatory density and efficient administrative processes contribute to the attractiveness of Zurich for international companies too, and lay a good foundation for economic growth. The City of Zurich pursues specific location marketing abroad and fosters international networks.

- **The Zurich business location features a diversified industrial structure.**

The financial centre remains a significant economic mainstay for Zurich. The City continues to do its utmost to ensure that favourable conditions prevail in Zurich for the financial centre to flourish. Alongside this, other successful industrial clusters are evolving that have the potential to inspire: these include small and medium-sized enterprises, which help ensure that Zurich possesses a robust economic foundation that is firmly rooted in the economic region beyond the city's borders. Because of this, the City of Zurich is still committed to supporting start-ups, continuing strategies to foster innovative industrial clusters, thereby ensuring a diversified business location. The remaining industrial zones in the city, but also the innovation park in Dübendorf, are places where ground-breaking developments can take place. All this safeguards tax revenues from legal entities in the long term and contributes to stable public finances.

- **The Zurich business location is home to a skilled workforce.**

In a highly developed, export-oriented economy such as Switzerland, companies are reliant on the availability of skilled labour. The Zurich labour market is attractive in that technical experts can be recruited here. Likewise, Switzerland's liberal labour laws are advantageous for companies. The City is valued

as an attractive place for all levels of vocational training, from apprenticeships to ongoing professional development, both for Zurich natives and national and international professionals. With all the qualities the location has to offer, people are happy to relocate to Zurich with their family. The City seeks to maintain and enhance these local qualities. In particular it supports the optimum deployment of the workforce by offering a good range of childcare options outside the family such as daycare provision for schoolchildren.

Stable public finances

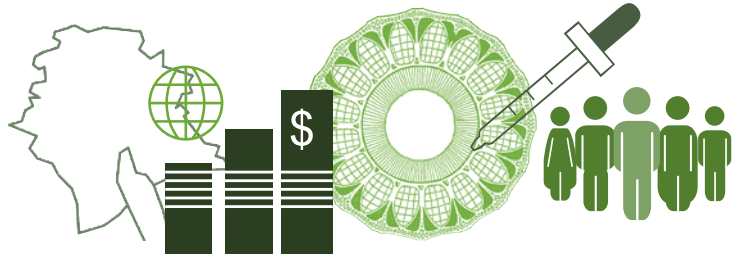
Challenges

Stable public finances are a vital prerequisite for the City of Zurich to be able to cope with the challenges it faces – not only to finance current municipal responsibilities, but also with a view to fostering ongoing economic development. In addition to a good population mix, this helps secure a sound financial basis for future tasks.

In the medium to long term, **expenditure and revenues in the city budget must be in balance**. However, the development of tax revenues is always uncertain. The reasons can be many and various: national and international economic fluctuations, course corrections in financial and tax policy at a higher level, or the economic impact of political decisions, such as those affecting the relationship of Switzerland to Europe or the rest of the international arena.

Not only is their revenue uncertain, but public authorities are also faced with increasing responsibilities, caused among other things by a growing population. Moreover, expectations are rising with regard to the expansion of the infrastructure, private and public transport, social and housing policy, the provision of healthcare and education. It is very expensive to maintain and renew the existing infrastructure in order to preserve its value in the long term. As if this weren't enough, the Confederation and the Canton continue to pass more costs on to the cities and municipalities.

Against this background, a sustainable financial policy is one of the most pressing challenges. The **good stewardship** of funds is crucial to ensuring that the City can fulfil its tasks. A financial policy of this kind is not an end in itself, but serves to achieve higher objectives. The strategic objectives of the City Council can only be achieved if sufficient financial scope is available for commensurate measures.



Strategic objectives

→ The public finances of the City of Zurich are stable in the long term.

The City of Zurich pursues a sustainable financial policy to keep the City's public finances stable and balanced in the long term, ensuring that the political manoeuvrability is preserved for future generations. Healthy public finances are imperative to safeguard the provision of municipal services and to be able to respond to new political challenges. The financial policy of the City of Zurich is conducive to economic development and nurtures attractive conditions that make Zurich a good place to live and do business in.

Particularly important are investments in all aspects of the infrastructure and measures that are long-term in nature and vital to the city's future; the area of education would be one example. Similarly, the City works hard to promote competitiveness and thus preserve the value of its businesses in liberalised markets (electricity, gas, healthcare, old-age care).

How do we
maintain
our quality
of life?



Sustainable growth

Challenges

The City of Zurich is growing. Since 1997 the residential population has been continually on the rise; in 2013 it increased by 1.2 percent and in 2014 it crossed the threshold of 400,000 inhabitants for the first time in many years.

This **growth** is forecast to continue – with phases of even more rapid growth. The Canton of Zurich anticipates a population increase of 280,000 persons by 2040, and has specified that 80 percent of this growth should take place in urban regions, to preserve the scarce resource that is land. For the City of Zurich this would mean a population increase of some 80,000 persons by 2040, not to mention growing numbers of jobs. This growth confronts the City of Zurich with many different challenges in the coming years, because the increase in residents and jobs has both **positive and negative consequences**. The city benefits from its growing significance and from greater diversity, as well as from an increasing number of economic and cultural innovations. At the same time, there is growing competition between different uses. Leisure spaces are also disappearing, as are a number of familiar landmarks. The rapid pace of change can cause uncertainty and fear.

In view of this, the **high-quality densification** of existing residential areas has to be the central strategy of the municipal structural and utilisation plans. The conversion of former industrial sites to new uses is for the most part complete. The pressure of urban development and renewal now needs to be absorbed by a city-wide process of densification, though it should vary in intensity depending on the area and always seek to preserve the inherent **identity and individuality of the city's neighbourhoods**. Another priority is to minimise **noise conflicts and conflicts of use**.

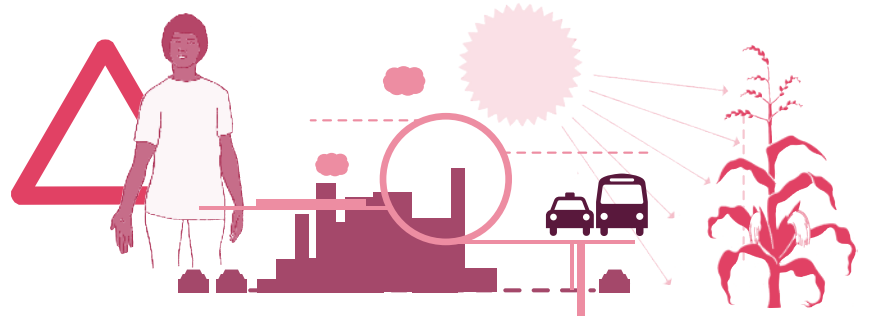
Because efficient **infrastructural facilities** and a high quality of **recreational spaces** are key to the quality of life in the city, it is important that they evolve in step with the growth. These include a municipal traffic system that is as environmentally compatible as possible, but also schools, hospitals and shopping and leisure facilities. The **reliable supply of basic services** must be guaranteed, comprising not just water and electricity supply, garbage disposal and recycling, but also police, fire and rescue services.

The average age of the city's residents is becoming ever younger; at the same time its numbers of senior citizens are increasing. Differentiated strategies are needed to safeguard adequate **healthcare** and safe, attractive public **spaces for old and young**.

Today the City of Zurich is an attractive and desirable place to do business and live in, but the price of living is often high and finding an apartment can be a challenge. The City wants to continue to offer **housing for everyone** going forward, because the diversity of its population is the spice of urban life and forms the basis of the social and economic importance of the cities. This will only work if there is a wide range of housing available for different lifestyles, life phases and budgets. Working against this goal are the principles of the yield-oriented real estate sector, which can lead to **social-spatial displacement and segregation** and ultimately to social alienation. Crowding-out processes can also be observed on the market for business premises. In mixed zones, **commercial uses are under pressure**, as they are unable to pay as much as residential and high-earning businesses such as financial and consultancy services.

A careful use of resources is the prerequisite to cope with the many different challenges of the growth of population and workplaces. Residential floorspace per person, individual mobility behaviour and personal consumer habits are key factors in sustainable development and therefore some of the most urgent challenges facing the City of Zurich.

The City of Zurich is growing, and that is desirable from an urban planning point of view. Indeed, important legal groundwork was laid for this way back with the Building and Zoning Code of 1999. Whether the growth potential will one day actually become reality, however, is by no means certain. The crisis of the 1990s is a reminder of the fact that the City of Zurich's current appeal cannot be taken for granted.



Strategic objectives

→ All municipal activities take a long-term perspective.

The prosperity of the City of Zurich can be influenced locally only to a limited extent. The attractiveness and well-being of the city are largely determined by economic and migration-policy developments at a national and international level. This context can change very swiftly and also deteriorate. In light of this, it is not advisable to align municipal policies to short-term trends; investments are associated with long-lasting subsequent costs. This is why the City of Zurich plans for the long term and takes a precautionary approach, meaning that all municipal projects must withstand scrutiny under various development scenarios.

→ Constructional densification is approached in a socially responsible and ecologically compatible way.

The City of Zurich is worthy of its role as the biggest Swiss city and an important economic centre. In order to help deal with population growth as anticipated by the Canton, the City of Zurich pursues a differentiated and sustainable densification strategy. This focuses on quality of life for residents, with a well-equipped infrastructure, good local amenities, reliable municipal services, and attractive leisure areas. It favours a precautionary approach to the environment as well as a high quality of urban development and architecture.

→ Zurich offers a wide range of housing varieties for a diverse population

The City Council is especially committed to helping population groups who struggle to find an affordable apartment on the tough housing market. In doing so, it complements the profit-oriented housing market and works against crowding-out and segregation trends. However, there is no way that the City's housing policy can fundamentally relieve the general housing shortage. Owing to the attractiveness of the city, new apartments are quickly absorbed by the market.

→ Additional demand for mobility is to be satisfied with public transport, pedestrian and bicycle traffic.

In order to cope with growing mobility requirements in limited space with minimal disruptive impact on the sensitive surroundings, the extra demand is to be satisfied with eco-compatible and space-saving modes of transport. Thus the City of Zurich consistently prioritises and promotes the availability and attractiveness of public transport and that of pedestrian and bicycle traffic, choosing not to increase the capacity of the road network for personal motorised transport. Far-sighted planning and an innovative traffic management system ensure a safe, efficient and high-capacity traffic system. Forward-thinking approaches such as home-office workplaces or the structuring of lesson times of large educational institutions ensure that the available capacities can be optimally utilised.

Social solidarity

Challenges

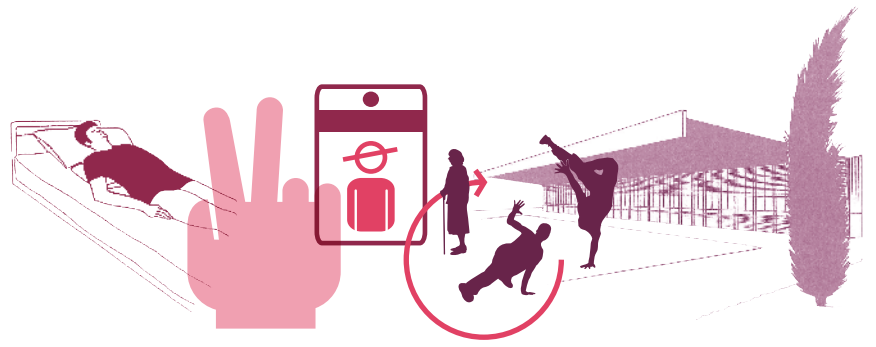
The City of Zurich is presented with a huge opportunity to draw on the diverse skills and experience of the population to benefit business, culture in the city and social stability. The importance of social solidarity in this respect cannot be understated – both as a value and a goal to be aspired to.

activities and culture are utterly essential to the formation of identity.

Solidarity cannot be taken for granted in an increasingly individualistic world marked by **social and cultural rifts**. The worlds in which the younger and older generations live are drifting apart; mutual understanding between those with locally based and those with globally oriented lifestyles is declining; and the solidarity of privileged social strata with disadvantaged groups is being put to the test. The **diversity of living circumstances** in the City of Zurich leads to **widely differing requirements**. For example, providing medical and social care for the growing numbers of elderly residents presents particular demands. Young people, on the other hand, have great need of leisure spaces and differentiated educational options. This results in tensions between the differing expectations placed on municipal services. Additionally, differing requirements are leading increasingly to new security-related issues and to **conflicts of use**. The impact of what is referred to as '24-hour society' is a current example.

The **social diversity** of the city lends significance to issues of economic, cultural and social **integration**, not only with respect to minorities with a migration background, but also when it comes to potential social tensions within the population as a whole. Rising numbers of long-term unemployed, more population groups living mainly in seclusion, increasing financial pressure on the middle classes and multiple first languages within a single school class are just a few of the issues. What is more, given the high percentage of the population with no voting rights, the city is confronted with an increasing **deficit of democracy**.

Generally speaking, the **civil engagement** of the population is on the decline. While people's expectations of public service are rising, the willingness to make personal contributions to the local community and to strike a balance with conflicting interests is dwindling. This also raises the question of how a unifying identity as a "Zuricher" can be preserved or strengthened in the population. Factors such as school, clubs and associations, neighbourhood



Strategic objectives

→ Zurich is a safe and caring city.

The population of the city of Zurich feels safe and makes use of public space, with its many different options for getting around, enjoying recreation and meeting people. Conflicts of use are resolved pragmatically, non-violently and before they get out of hand. The people who live in the city of Zurich connect with each other via neighbourly contacts, activities in clubs and associations, or the pursuit of leisure and civic engagement. They play an active part in shaping the life of the city. Anyone who is unable to provide material and social security for themselves and manage their everyday life autonomously benefits from solidarity and support.

With its own city police department and other structures associated with its duties (city magistrates' office, Security Intervention Prevention (SIP) etc.) Zurich has institutions to guarantee security in daily life and combat urban crime effectively. The city's rescue and fire departments guarantee the basic provision of services within the city and beyond the municipal boundaries too.

→ All municipal activities are aligned to the city's social diversity.

The City of Zurich treats the many different lifestyles and traditions of its citizens with openness, respect and tolerance. People and population groups are given the necessary space to structure their lives in accordance with their needs. Yet they are considerate of the interests of others, open to newcomers and engage in dialogue with those who think differently.

As a service-provider and employer the City of Zurich takes into account the opportunities and the challenges of a pluralistic, dynamic society. It recognises the potential of a socially diverse society and draws benefit from it. It serves as a role model and is characterised by dependability, esteem and innovation. Demographic and social developments are identified and taken into account early on by the City of Zurich. A good example of this is the forward-thinking municipal old-age policy, which not only covers current needs but also takes anticipated changes into account in any planning.

→ Zurich fosters prospects and opportunities for teenagers and young adults.

The City of Zurich pays particular attention to the education of teenagers and young adults. It creates an environment that ensures equal opportunities for all, offering early intervention and school education, as well as day programmes and temporary solutions for young people who are outside of the education system.

→ Zurich supports the health and quality of life of the population.

The City of Zurich understands health as more than the absence of disease. It works actively to preserve and promote the natural foundations of life and nurture the physical, mental and social well-being of the entire population. The municipal offerings and contributions to healthcare are characterised by the following features: high quality, good accessibility, economic efficiency and a supply chain that is well suited to its purpose, being regularly realigned to changing requirements. The integrated provision is assured by the harmonious collaboration of internal and external service providers and comprises community-based socio-medical services as well as a wide range of sporting and exercise activities.

→ Zurich's cultural programme offers diversity, quality and contemporary relevance.

Cultural activity helps create an open and vibrant society, affording insights into others' lives and making it possible to see things from a different perspective. Thus it is part of an education process without which a civil society cannot evolve positively. The City of Zurich wants as many people as possible to participate in a wide range of different high-quality cultural offerings, thereby facilitating exchange and debates that reflect the contrasting perspectives of a pluralistic population.

Sustainable energy and protection of the environment

Challenges

High environmental quality and a sustainable energy supply are important strengths of Zurich as a place to live and do business that must be safeguarded for future generations. With this the City also makes a contribution to climate protection.

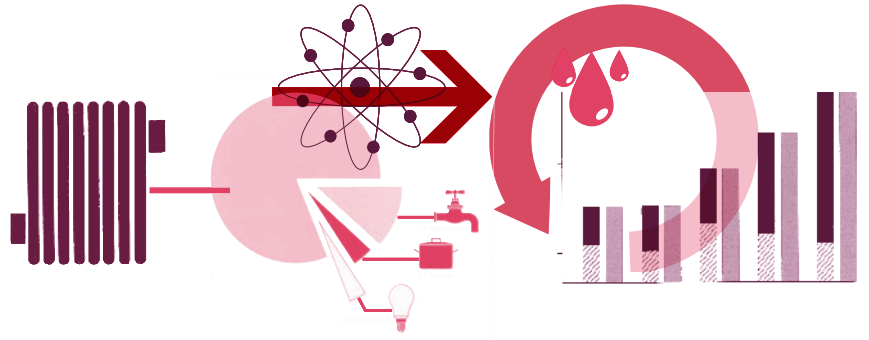
The concept of the **2000-Watt Society** unites the energy policy's objective of reducing energy consumption with the ecological target of cutting CO₂ emissions. In 2008 a large majority of voters came out in favour of this pioneering perspective. At the same time it was decided that the City of Zurich should forego any new investments in nuclear power. This presents the City of Zurich with some major challenges. Investments need to be made in facilities that produce renewable energy to compensate for the loss of energy from nuclear power plants. At the same time, the municipal energy suppliers need to gain a foothold in markets that are already liberalised for major customers, or such that are generally opening up and are dominated by international competitors with partly non-renewable products.

The desired reduction of energy consumption also presents a complex challenge and necessitates a fundamental change in how energy is used. At 4200 watts, the **primary energy consumption per person** in the city today is still more than double the target of 2000 watts. Savings made thanks to improvements and technical innovations are often cancelled out by increased or varying forms of consumption, or by incorrect usage. This makes it all the more important to bring about a **shift in values** towards being more content with less. This shift is neatly summed up in the concept of eco-**sufficiency**.

Today in the City of Zurich, where roughly 40 percent of energy is consumed by the **operation of buildings**, energy refurbishments and the renewal of building stock as appropriate have become all the more important. But this also raises questions with regard to the financing and social compatibility of refurbishments and renewals – for the owners as well as for the City. In other words, there is an important social dimension to the alternative energy rev-

olution – in housing because of its existential significance and likewise in the area of mobility.

The further improvement of **air quality** also remains a huge task in view of the fact that the City of Zurich is one of the areas with the highest air-pollution levels in the canton, especially in particulate matter, nitrogen dioxide and ozone. Currently at 5.2 tonnes per person per year, the City of Zurich is still far from its goal of slashing average CO₂ emissions to just one tonne by 2050. The consequences of **climate change** will make increasing demands on the City of Zurich. Besides erosion damage and changes in the water balance, cities such as Zurich are particularly affected by the impact of climate change on global **migration**. But also on a completely different level, the climate is a challenge due to local heat islands in the dense urban cityscape.



Strategic objectives

- **The city's environmental and energy policy is guided by true-cost pricing and the "polluter pays" principle.**

In addition to the precautionary principle in the area of environment and energy – reducing consumption and avoiding pollution through efficiency and sufficiency – the City of Zurich is increasingly pursuing the "polluter pays" principle in the scope of its powers. The cost of environmental pollution should, if possible, be charged to the polluter.

- **Settlement development also takes into account local renewable energy potential.**

The spatial distribution of utilisations and constructions, as well as the architecture and furnishing of buildings, have long-term consequences and therefore great significance for energy policy. The City of Zurich is increasingly incorporating energy-planning considerations in development planning. With the rejection of non-renewable energy sources, locally available energy potential is becoming more important.

- **The City of Zurich is well on the way to becoming a 2000-Watt Society.**

The population and businesses of the City of Zurich make a contribution to global climate protection. In the long term, the primary energy consumption per person in the city area will be brought down to 2000 watts and CO₂ emissions to one tonne by the year 2050. To achieve this goal, the City Council is promoting renewable energies and energy efficiency and will not renew its interests in nuclear power stations.

Digital city

Challenges

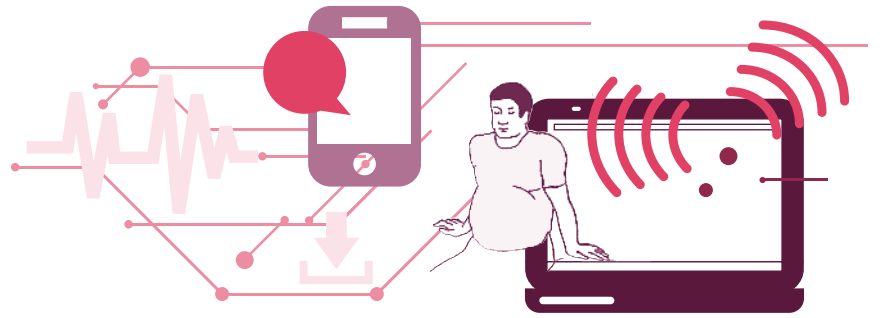
The rapid developments towards digitalisation have had radical consequences for the City of Zurich both as a place to live and as a business location. The City Council is faced with the challenge of being able to respond to the digital world with its decisions and implementation structures in a timely, purposeful and constructive manner.

Progressive digitalisation is merging data and process workflows into ever **more complex systems**. Such systems are in many cases innovative and efficient – but sometimes also intolerant of errors. Individual wrong decisions can set off reactions that have far-reaching economic effects and negative social and ecological consequences, ultimately affecting municipal infrastructure facilities such as transport, electricity, water and security.

The digital world generates an enormous volume of data that is growing exponentially. **Storing and processing this data** is of no less strategic importance for business locations than the developing of products based on digital technology. As the home of internationally renowned universities as well as major ICT companies, a large proportion of the workforce are highly qualified. This, along with its politically stable system, puts the City of Zurich in a good position to harness the associated potential to create added value. However, this also brings with it a raft of social and economic policy challenges. Many people are worried by the inadequate **protection of their private sphere** and insufficient options for exercising control over their personal data.

The digital revolution is also changing the relationship between public authorities and the population. The City of Zurich must therefore look into whether and how the responsibilities and services of the **public service** can be improved with the new technical possibilities at their disposal. The ongoing development of e-government as part of the municipal IT strategy is an important issue here.

One of the questions that this raises is to what extent social-media platforms can be used to foster greater involvement by the population in participation processes; another is how the “digital divide” can be bridged to such an extent that all population groups can use the digital services.



Strategic objectives

→ Zurich has a reliable and easily accessible digital infrastructure.

Both private individuals and businesses in the City of Zurich have a modern, reliable, safe and cost-effective basic digital infrastructure at their disposal. Companies, their employees and indeed the entire population benefit from good digital offerings and from fit-for-purpose regulations on data protection and data control.

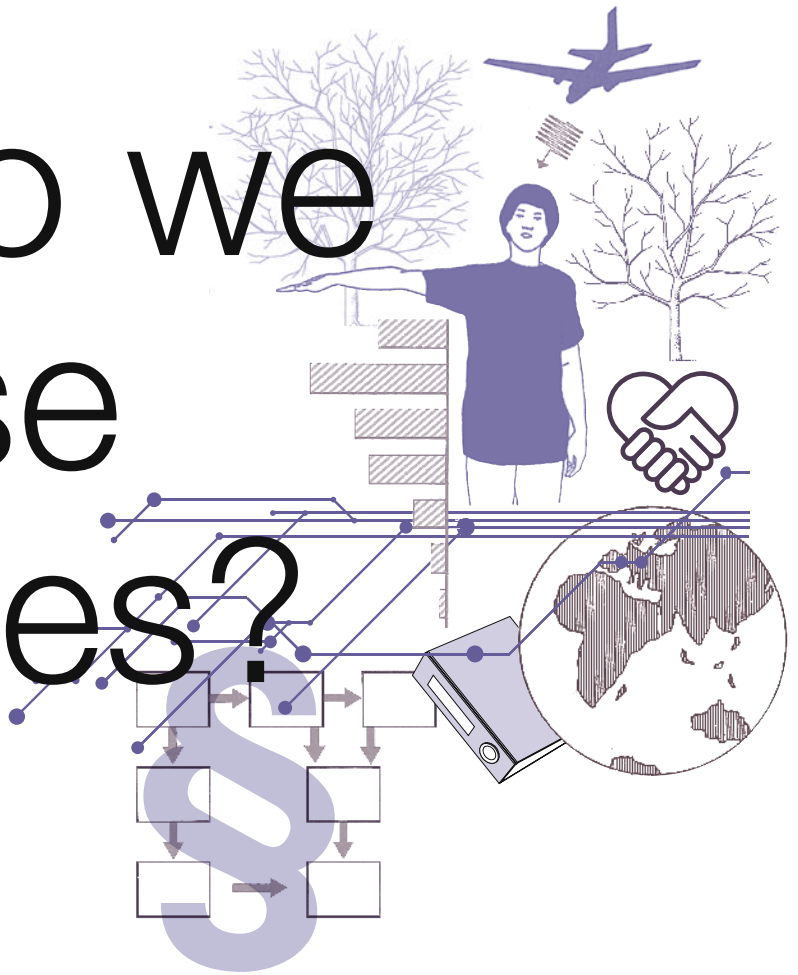
→ Services provided by the City and participation processes are supported digitally.

The Zurich City Council makes available reliable and transparent data and information in a form that is easy to use. The services and participation processes of the City of Zurich are expanded through the use and development of digital offerings and reach all population groups.

→ Zurich is one of the world's top locations for ICT companies.

Both locally and internationally active enterprises with expertise in information and communication technology find ideal business conditions in the City of Zurich. Among other things, these include a skilled workforce, a vibrant start-up scene, an infrastructure built to purpose and an actively nurtured cooperation between City, business and science.

How do we organise ourselves?



Cooperative representation of interests

Challenges

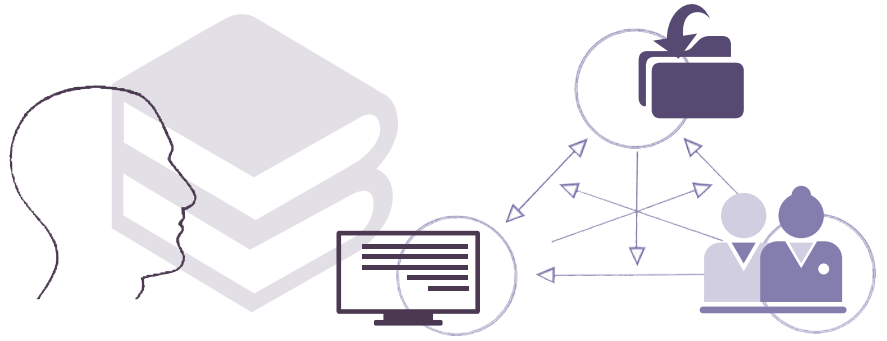
As the urban heart of Switzerland's biggest economic region, Zurich constitutes a "global city". The city's strength lies in a dense network of important relationships – regional, cantonal, national and international. This is why the City cooperates with public organisations and private enterprises at the different regional, cantonal and federal levels.

of collaboration are needed in the tangled web of narrow local competencies

A key factor in these relationships is the desire for an active, collaborative partnership that focuses on solutions to benefit everyone. However, the **options for co-determination open to the City of Zurich** in the regional, cantonal and above all national context are still too limited for the city to be able to submit its own interests and concerns in any sustained way. Even the new "Cities Article" in the Federal Constitution has made very little difference there. Although the Confederation is obliged to take account of the special position of the cities and urban areas, when it comes to its interests at a national level, the City of Zurich **is still unable to make itself heard sufficiently**. Regulations passed down from the Confederation to the municipalities via the canton restrict the City of Zurich's scope of action ever further. This stands in direct conflict with Zurich's growing economic and social significance. This means that one of the most pressing tasks for the coming years is to present a confident, self-assured image as the most important business location and biggest residential city in Switzerland. In the upcoming decisions on company taxation, on energy supply, and on health and migration policy, the City of Zurich's voice must be heard.

The federal system of cooperation likewise presents a challenge at a regional and cantonal level. The solidarity and complex cooperation between the City and its environs as well as between the City and the Canton are continually being put to the test. Differing interests have to be brought into balance. There are many social, economic and political differences between the City of Zurich and its surrounding urban area which need to be dealt with carefully: this presents a challenge for all those involved. Although the forecast growth of the cities will have positive synergistic effects, it will also engender increasing **costs that are specifically city-related**. This makes for a particularly sensitive relationship between the City and the Canton of Zurich with its regulatory powers. **New forms**

Strategic objectives



→ The interests of the City of Zurich are represented effectively.

Zurich is keen to strengthen the political influence of cities at a national level, so that municipal issues are given the appropriate weight on the national agenda. The City of Zurich is an active and important member of the Swiss Cities Association (SSV) and as such brings its interests to bear in the political decision-making process at a cantonal and federal level. The City of Zurich strives to ensure that cities group their concerns together when it comes to changes to legislative foundations, or financial and fiscal policy reforms that could lead to additional burdens or reduced income for cities' budgets. Key strategic decisions in the area of climate and energy policy are also taken at a federal level with the involvement of the cantons. This is despite the fact that nearly 60 percent of the Swiss population get their electricity from a municipal energy supplier. Cities and municipalities must be more involved in shaping the future of energy and should ensure that they actively exchange their views. With the insight gained from pursuing a forward-thinking climate, energy and environmental policy for many years already, the City of Zurich is reinforcing at a federal level its aspiration to be able to exert a greater influence on the shape of the national climate, energy and environmental policy.

The City of Zurich is committed to engaging in targeted cooperations. At a cantonal level it works with other cities and agglomerations to help improve coordination and governance of functional and public spaces. Regular contact between the City and Canton serve to facilitate the mutual exchange of information and cement relationships. In important issues of regional development, the City of Zurich actively represents its interests by submitting strategic proposals.

→ The regional context is consistently factored in and contributed to.

As the urban core of a growing metropolitan area, the City of Zurich is spatially and functionally intertwined with the surrounding area. Dependencies and interactions will only become stronger as the anticipated growth takes place. The attractiveness of the Zurich

agglomeration as a place to live and do business can be guaranteed in association with the other municipalities in the region and partners in the Zurich metropolitan area. To this end the City of Zurich cooperates closely with regional institutions such as Regional Planning for Zurich and the Surrounding Area (RZU) and the Metropolitan Area Association.

→ Specific municipal costs receive fair compensation.

Financial equalisation in the Canton of Zurich accommodates the differing situations of smaller municipalities and larger centres such as Zurich and Winterthur, ensuring a balance between financially weak and financially strong municipalities. Rapid population growth and the transfer of costs to the municipalities mean a disproportionate growth in costs for the cities. To counter this, the City of Zurich lobbies the Confederation and the Canton to secure the fair distribution of these costs via cantonal and national financial equalisation procedures.

Internal organisation

Challenges

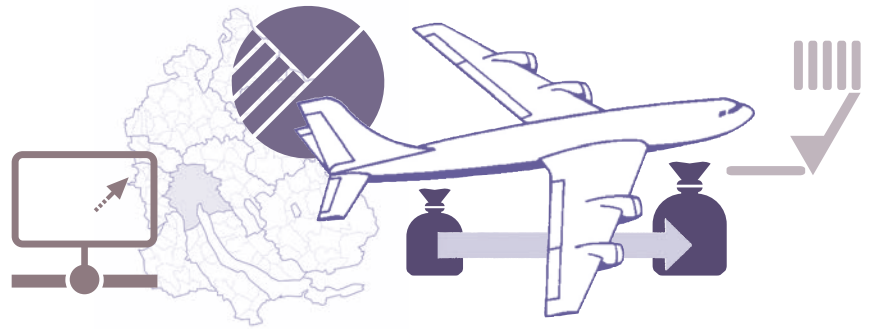
As a large, complex organisation, the administration of the City of Zurich is challenged by the rapid transformation of the city, both in its buildings and from a social, regulatory and technological point of view. Its mandate is to be able to offer up-to-date solutions in a timely manner. In order to satisfy this requirement, it aligns itself to the strategic challenges both in its organisational structure and its corporate culture.

Municipal remits are also subject to increasing cantonal and federal regulatory oversight; their implementation is becoming ever more complex. The further development of corporate culture in the administration must therefore build on **innovative and lean processes** and solution-oriented **cooperation** in and between the departments. For this to succeed, politicians must set clear and communicable priorities and take a fact-based approach to the relationship of the executive and legislative powers. Additionally, all sections of the population are entitled to expect open communication and a willingness to engage in dialogue.

The management level often does not have enough time for strategic activities; also, internal administrative processes can sometimes be cumbersome. The increasingly **complex organisational forms** needed to handle the city's cross-functional projects and large-scale projects are riddled with challenges, as are the sometimes **outdated legal forms of municipal operations**. Due to the deregulation of markets, the offerings of individual municipal departments are exposed to an increasingly competitive environment for which their organisational structures are not adequately equipped. The market orientation of individual City departments exacerbates the conflict of roles between sovereign control, supervision and the city's economic interests. New challenges are also arising in the city's schools, above all in the commitment to embed the provision of daycare in schools.

Also facing challenges is the **City in its role as an employer**, due to a skills shortage which is acute in some fields. The municipal healthcare system and technical departments in particular are finding it hard to recruit and retain enough well trained, dedicated and flexible personnel. Moreover, flexible working models and career opportunities are not fully established throughout the City of Zurich.

Strategic objectives



- **Municipal services cater to the needs of society, its organisation to modified regulatory requirements.**

The general conditions for the rendering of municipal services are shaped to a great degree by federal and cantonal regulations and by the national and international environment. Both the public service as a whole and the nature of services provided must be swiftly and flexibly adapted to social and regulatory requirements. This includes an adequate structuring of the legal form of municipal operations.

- **Structures and processes in the administration are optimally aligned to its tasks.**

The City Council runs an effective administration that is in touch with the people. The increasingly interdisciplinary tasks and complex, cross-functional projects are efficiently handled by the city administration with an effective, goal-oriented approach. Political transparency is ensured in the setting of priorities, and clear-cut directives define the scope of activities of the departments and divisions. Clear organisational structures enable decisions to be made directly and swiftly; an effective compliance monitoring system enhances the administration's ability to learn and improve.

- **The City of Zurich is an attractive employer.**

The City of Zurich has a great need for specialised, well-qualified expert employees and management staff. As an employer, the City remains attractive to all employees, pursuing an HR strategy that includes flexible work models, training and career options, as well as graded salary and compensation structures that do justice to the various demands of different positions. With the Equality Plan, it has committed to establishing true gender equality in the city administration and the City of Zurich.

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