

**RESPONSIBLE MANAGEMENT IN THE
CONSTRUCTION OF SPORTS FACILITIES
-
CASE CITY OF JYVÄSKYLÄ**

**Jyväskylä University
School of Business and Economics**

Master's Thesis

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Subject: Responsible Management and Business of Sport
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**JYVÄSKYLÄN YLIOPISTO
UNIVERSITY OF JYVÄSKYLÄ**

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ABSTRACT

Author Nikke Tuhkanen	
Title Responsible Management In The Construction Of Sports Facilities - Case City Of Jyväskylä	
Subject Responsible management and business of sport	Type of work Master´s thesis
Date 11/2023	Number of pages 65 + 2
<p>The aim of the research in this thesis was to find out how responsible management in sports facility construction is seen and implemented in the City of Jyväskylä when new sports facilities are built. Responsibility as a topical issue is now under the spotlight in all activities. When talking about municipal organisation, the importance of considering all dimensions of responsibility in management is even more emphasised. The study also examined what responsible management in the management of sports facilities construction means and what it means for the City of Jyväskylä and how participation is considered at different stages of the project.</p> <p>The research was carried out by interviewing five persons from the City of Jyväskylä who work in the field of sports facility construction, each from the perspective of their own service area and with slightly different responsibilities. The aim was to obtain as much information as possible from within the city organisation for the research questions. The research was conducted as a qualitative study using semi-structured thematic interviews. The interviews were analysed using thematic data analysis and typology. The research was based on previous theory on sports facility construction, responsibility and networks.</p> <p>The results show that the responsible management of sports facility construction is quite well implemented in the City of Jyväskylä. All projects are based on real need, often with a well-defined and often well-researched background. In the most important phase of the projects, the planning, all the main themes of responsibility are very thoroughly considered, economic, social and environmental sustainability. Project manager manages and supervises the project to ensure that the plans are implemented. In the City of Jyväskylä, participative involvement has also been taken into account widely in the various stages of the project, and participative involvement in the construction of sports facilities is being invested in and has gone a great step forward in recent years.</p>	
Key words construction of sports facilities, responsibility and sustainability, participative involvement, networks	
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TIIVISTELMÄ

Tekijä Nikke Tuhkanen	
Työn nimi Vastuullinen johtaminen liikuntapaikkarakentamisessa Jyväskylän kaupungilla	
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<p>Tässä pro gradu -tutkielmassa tutkimuksen tavoitteena oli selvittää, miten vastuullinen johtaminen liikuntapaikkarakentamisessa näyttäytyy ja toteutuu Jyväskylän kaupungilla, kun uusia liikuntapaikkoja rakennetaan. Vastuullisuus ajankohtaisena aiheena on nykyään kaikessa toiminnassa erityisen tarkastelun ala. Puhuttaessa kuntaorganisaatiosta, vastuullisuuden kaikkien ulottuvuuksien huomioiminen johtamisessa korostuu entisestään. Tutkimuksessa tutkittiin lisäksi sitä, että mitä vastuullinen johtaminen liikuntapaikkarakentamisen johtamisessa tarkoittaa ja merkitsee Jyväskylän kaupungille ja miten osallisuus otetaan huomioon hankkeen eri vaiheissa.</p> <p>Tutkimusaineisto kerättiin haastattelemalla viittä eri henkilöä Jyväskylän kaupungilta, jotka työskentelevät liikuntapaikkarakentamisen parissa, jokainen oman palvelualueensa näkökulmasta ja hieman eri vastuilla. Tavoitteena oli saada mahdollisimman laajaa tietoa kaupunkiorganisaation sisältä tutkimuskysymyksiin. Tutkimus toteutettiin laadullisena tutkimuksena puolistrukturoituina teemahaastatteluina. Haastattelut analysoitiin käyttämällä temaattista data-analyysia ja tyypittelemällä. Tutkimuksen pohjalla aiempina teoriana käytettiin liikuntapaikkarakentamista, vastuullisuutta sekä verkostoja.</p> <p>Tulosten perusteella havaittiin, että liikuntapaikkarakentamisen vastuullinen johtaminen toteutuu Jyväskylän kaupungilla melko hyvin. Kaikki projektit perustuvat todelliseen tarpeeseen, joiden taustalla on jo tehty usein tarkat selvitystyöt. Projektien tärkeimmässä vaiheessa, eli suunnittelussa otetaan huomioon hyvin perusteellisesti kaikki vastuullisuuden tärkeimmät teemat eli taloudellinen-, sosiaalinen-, sekä ympäristövuastuullisuus. Projektinjohtaja johtaa ja valvoo hanketta niin, että suunnitelmat toteutuvat. Myös osallisuus on Jyväskylän kaupungilla huomioitu laajasti projektin eri vaiheissa ja osallisuuden ja osallistamiseen liikuntapaikkarakentamisessa panostetaan ja se on mennyt paljon eteenpäin viime vuosina.</p>	
Asiasanat liikuntapaikkarakentaminen, vastuullisuus, osallisuus, verkostot	
Säilytyspaikka Jyväskylän yliopiston kirjasto	

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1 INTRODUCTION

Responsibility is a big trend nowadays and it should be reflected in almost all the activities of both companies and municipal organisations. Responsibility can be brought into operation more and more all the time, but it is especially important to make responsible choices when doing something new for future generations, for example new sports facilities. Much can be done and can be addressed through several different actions. It is therefore important that responsibility is considered from the management level onwards. Responsibility, especially in management, refers to the fact that managers and organisations act ethically and take social and environmental aspects into account in their decision-making. It is not just about individual actions but should be embedded in the culture and strategy of the organisation. (Matten & Moon, 2008) Responsible management requires organisations to be accountable for their actions and their impact on society (Morsing & Schultz, 2006). The concepts and terms of social responsibility have also reared their heads alongside responsibility. Responsibility and social responsibility are often mixed up, but they have different meanings. Sustainability generally refers to responsible behaviour, where an organisation seeks to promote sustainable development and incorporate social and environmental considerations into its decision-making (Liu et al., 2018). Social responsibility, on the other hand, is a subset of sustainability and refers specifically to an organisation's responsibility to society and its members, such as employees, customers and the environment (Crane & Matten, 2016).

Sports facilities are a key prerequisite for physical activity and in the modern world, sports facilities create conditions for physical activity. Sports facilities are places where people can exercise and play sports. These can include sports halls, sports fields, gyms and outdoor trails. Good physical activity conditions and facilities are important for health and well-being, as they can promote physical activity and thus prevent many diseases. (Kokko et al., 2011) Physical activity facilities and conditions have become increasingly important in modern society where sedentary jobs and other passive lifestyles have become more common.

The importance of physical activity for health and well-being is growing, and sports facilities can provide many people with the opportunity to exercise and maintain a healthy lifestyle. (Sallis et al., 2016) The development of the sports facility conditions for engaging in physical activity is based on the general objectives defined by the Sports Law (1054/1998) in Finland (Rajaniemi, 2005). The Act on Physical Activity stipulates that the creation of general conditions for physical activity is the state and municipalities. The state's contribution is more to finance construction projects and to promote research into the construction of sports facilities, while the responsibility for the provision of sports facilities lies largely with the municipalities and cities themselves. (Ministry of Education 2004, 22) The Sports Law in Finland stipulates that the municipality must create conditions for the sports of its residents. One of the most important tasks under this law is that municipalities build and maintain sports facilities and -conditions. (Pelovuori, 2016.)

The City of Jyväskylä is a city of just over 145 000 inhabitants in central Finland and is the seventh largest city in Finland. Today, the city is known for its strong tradition of sport and physical activity, its wide range of sports facilities and its high level of expertise in education and research in sport and physical activity. Jyväskylä has more than 200 sports clubs in over 100 sports, providing recreational and competitive activities for all ages. Jyväskylä has numerous competent and experienced sports clubs to organise sporting events in different sports. (The City of Jyväskylä, 2023) Jyväskylä has been involved in sports activities, sports facility construction and sports management from quite early on, even though the city was still very much a rural area. Jyväskylä's city strategy includes the capital of sport in Finland as one of its main priorities, and the city now has a strong image as a sports city. However, the development of sports activities and sports facilities started long before any sports or sports city brands were even thought of. Jyväskylä was one of the first larger cities in Finland to start systematic sports planning and construction of sports facilities in the early 1970s. The main reasons for this were the establishment of the Faculty of Sport Sciences and the creation of the conditions for this activity. (Huovinen 2007, 16, 103-105) These sports facilities, built in the 70s, 80s and 90s, are still the most important sports facilities in Jyväskylä, and their renovation and replacement is becoming a topical issue (The City of Jyväskylä, 2021).

Jyväskylä has created a physical activity development programme for the period 2022-2030. Development programme is based on the main objectives of the City of Jyväskylä's Capital of Sport in Finland strategy (2017-2021). Of the seven (7) main objectives, four (4) points have been highlighted in particular: the best conditions for physical activity in Finland, the best place to study, train and coach, the most mobile citizens in Finland and a well-known and recognised capital of sports in Finland. The aim of the programme is to outline the main lines of development of Jyväskylä's sports facilities for the period 2022-2030. The plan will be revised annually in connection with the city's budget. The measures

presented in the programme are based on the following policies and documents: the sports facilities service network survey 2021, Jyväskylä sports barometer 2020, Jyväskylä nature sports programme 2020, outdoor fields service network survey - development principles 2021-30, Jyväskylä local sports programme 2013-25, partnership agreement between the City of Jyväskylä and the Finnish Football Association and partnership agreement between the Finnish Olympic Committee, Jyväskylä Sports Academy and the City of Jyväskylä and EduFutura Jyväskylä. the sports facilities development programme consists of a total investment of EUR 100 million in the construction of sports facilities in Jyväskylä between 2022 and 2030. (The City of Jyväskylä, 2021)

The City of Jyväskylä has already branded itself as a capital of sport in Finland during the previous strategy period, and this will now be continued in the renewed strategy. The actions already mentioned in the previous City Strategy period are also strongly reflected in the new City Strategy of the City of Jyväskylä. In Jyväskylä's city strategy, adopted in February 2022, one of the four strategic pillars is the capital of sport in Finland. One of the main objectives is to continue to provide and build the best conditions for physical activity in Finland. (The City of Jyväskylä, 2022) As a result of City Strategy and physical activity development programme, Jyväskylä has invested heavily in sports facilities in recent years and will continue to do so in the coming years.

The City of Jyväskylä has started programming the construction of sports facilities in 2022. The programming includes both public and private projects. The programming of sports facility construction aims, above all, to coordinate the planning and implementation processes for major sports facilities investments and thus contribute to their implementation as planned. The sports facilities that are being programmed are based, among other things, on the the investment programme of the sports services, known potential private sports projects and sites currently being studied by the sports services. The following have been included in the programming projects that have been identified as having potential schematic/land-use change needs or require separate site studies. The programming is drawn up by a working group consisting of the sports services, the facilities service, planning, land and property management and urban planning departments. The programming is reviewed twice a year in the workplace areas TYKKI group, which has been supplemented by the sports services and the employment services. and facilities management. (The City of Jyväskylä, 2022)

In the City of Jyväskylä, investments in the construction of sports facilities are the responsibility of the city's sports services and facilities services. The facilities services are mainly responsible for the real estate and the sports services for the sports facilities themselves. This means that practically all major investments in sports facilities, such as sports halls or swimming pools, belong to the facilities services. There are exceptions, such as the new Finnish baseball stadium

currently under construction. I have personally worked many years and also currently work in the sports services of the City of Jyväskylä, and I am a so-called insider in the organisation. Because of that I have a lot of knowledge and experience in the organisation and investment of sports facility construction in the city organisation of Jyväskylä. I also work on sports facility investments myself. However, in this thesis I will approach the subject as a researcher, but I will make use of the knowledge I already have, like in this chapter when I have described the responsibilities of the City of Jyväskylä in relation to sports facilities and investments in sports facilities.

1.1 Aim and purpose of the research

Sustainability is still a relatively new trend and has not been studied so much, especially from the social perspective in management or sports facility construction perspectives. This study examines how socially responsible management is reflected and how it is implemented in the city of Jyväskylä when new sports facilities are built. The study will focus specially on the management of contemporary sports projects in the city of Jyväskylä. This research responds to a lack of knowledge and will thus provide new knowledge to fill an existing knowledge gap. This study is a very topical one, which can help to clarify the current situation of socially responsible in the city of Jyväskylä.

The research is carried out as a qualitative study and the research is implemented by interviewing people who are responsible for sports facility construction projects and investments in the City of Jyväskylä or work in management positions for these projects. Interviews were conducted within the city organisation from different service departments, as the construction of sports facilities in Jyväskylä is carried out not only by the sports services, but also by the facilities services.

As with all other construction and projects, there is always a responsible person, the so-called project manager, for sports facility construction projects. When talking about a city organisation, the city often acts as a commissioner for these projects and does not actually build them. Large projects can have many managers or people in charge, as there are often many different organisations and companies involved, each with their own role to play. However, in this study we are looking at the role of the city in managing the construction of sports facilities and in these projects the city acts as the commissioner, so the commissioner's representative is usually the responsible manager. In the study, in addition to project management, the interviewees' tasks may include, for example, needs assessments, project planning and tendering. These responsible persons can be, for example, project managers or representatives of the project contractor.

1.2 Key concepts of the study

The key concepts of the study are sports facilities and sports facility development, management responsibility, especially from a social perspective, and networks. Simply, sports facility construction refers to the design, construction, and maintenance of sports facilities. The aim of sports facility construction is to provide high quality and safe sports facilities that attract people to exercise and thereby contribute to their health and well-being. (Kokko et al., 2011) Social responsibility, on the other hand, is part of the corporate responsibility and refers specifically to an organisation's responsibility to society and its members, such as employees, customers and the environment (Crane & Matten, 2016). When it comes to public sports facilities built with taxpayers' money, social responsibility in project management is particularly important. Participation and networks are also important factors in social responsibility. Participation refers to the ability of community members to participate and influence issues that affect them, while networks are cooperative relationships between people and organisations that aim to achieve common goals. (Kasvio & Heiskanen, 2019) There are many different types of networks with different objectives and approaches. Important networks include social networks, functional networks, innovation networks, ecosystem networks and global networks. (Lamberg et al., 2015)

More key concepts, their theoretical background and previous research are discussed in the theory chapter. The chapter also discusses the concepts from slightly broader perspectives and dimensions.

2 CONSTRUCTION OF SPORTS FACILITIES

The development of the sports facility conditions for engaging in physical activity is based on the general objectives defined by the Sports Law (1054/1998) in Finland (Rajaniemi, 2005). The Act on Physical Activity stipulates that the creation of general conditions for physical activity is the state and municipalities. The state's contribution is more to finance construction projects and to promote research into the construction of sports facilities, while the responsibility for the provision of sports facilities lies largely with the municipalities and cities themselves. (Ministry of Education 2004, 22) The Sports Law in Finland stipulates that the municipality must create conditions for the sports of its residents. One of the most important tasks under this law is that municipalities build and maintain sports facilities and -conditions. (Pelovuori, 2016)

Depending slightly on the decade, it can be said that the implementation of the physical environment for sport, that is the construction and maintenance of sports facilities, has been mainly the responsibility of the public sector, while the third sector has been responsible for the functional and social aspects of sport. Also, the role of the private sector in the planning and implementation of sports facilities and environments has increased. There are many different aspects of sports facility construction, which are explained in more detail in the following chapters.

2.1 Sports facilities

Culley and Pascoe (2009) present a range of sport facilities. These facilities are sports halls, squash courts, gymnasiums, dance studios, swimming pools, ice rinks, integrated sports facilities, sports-led urban generation, stadiums and indoor facilities for outdoor sports. (Culley & Pascoe, 2009) There are many other sporting facilities not covered by Culley and Pascoe and the variety of sporting climates and needs is constantly increasing with modern sports.

An effort has been made to bring together all the different sports facilities and conditions in Finland in the Lipas database that is created and maintained by the University of Jyväskylä. Officially, the Lipas database provides information on Finland's public sports and recreation facilities in an open database, but it also includes a large number of private sports and recreation facilities. According to the Lipas information system, there were 42 219 sports facilities in Finland in August 2022. The majority, more than 15 000 sports facilities, are outdoor sports fields and parks. (Lipas 2022). The Ministry of Education and Culture creates conditions for physical activity and sport by assisting and guiding the construction of sports facilities in Finland. (Ministry of Education and Culture, 2022)

In the Lipas database in 2022, there were 697 sports facilities in Jyväskylä (Lipas, 2022). Jyväskylä has 3,77 sports facilities per 1000 inhabitants. In relation to the number of inhabitants, Jyväskylä therefore has fewer sports facilities than Hämeenlinna, Kuopio, Oulu and Vaasa, but more than in Lahti, Tampere and Turku. Jyväskylä has invested particularly heavily in the construction of sports facilities in the 1980s and 1990s. (The City of Jyväskylä, 2021).

Sports facilities can be classified according to the competitive nature of the sport. Conditions at the top are special and event conditions for competitive and elite sports, in the middle are sports venues and facilities on a rotational basis, and the third, basic level, are low-threshold environments and sports facilities. (Opetusministeriö, SmartSport 2020b.) For example, a sports hall is a place where a particular sport or combination of sports can be practised. The size of a sports hall is determined by balancing the needs and desires of the sport requirements with the needs and desires of the users and the budget. (Culley & Pascoe, 2009, p. 7)

In 2015, the replacement value of sports facilities was estimated at EUR 14.5 billion (Publications of the Finnish State Sports Council, p.8). On the other hand, the replacement value has increased, as the number of sports facilities in 2015 was around 33 000, and has decreased, as sports facilities are also heavily in arrears with repairs (Isoniemi, 2020). VTT has estimated (2014) that EUR 380

million should be spent annually on renovation, of which EUR 143 million is needed for outdoor sports facilities (costs in January 2013). The renovation of sports facilities can help maintain functional, safe and sustainable sports facilities. safe, secure and accessible conditions for users. It is necessary to analyse carefully whether renovation makes sense from an economic and operational point of view, or whether it would be better to invest in a new sports facility project. (Publications of the Finnish State Sports Council 2014, p. 24)

There are many other quality requirements for sports facilities. These can be assessed using a variety of assessment tools and methods. For example, quality requirements relate to the cost of building and maintaining a sports facility, lifecycle cost assessment, various financial calculations and grants for sports facilities, the expected energy consumption and operating costs of a sports facility, environmental factors and various construction plans and documentation. (Pitkäranta, 2021, p. 38)

2.2 Sports facility planning

Sports planning is a multidisciplinary field of research and can also be seen as part of the general discipline of urban planning. Sport planning aims to find answers to the question of how best to organise sporting activities in people's lifetime. As an applied discipline, sport design aims to seek and find new models that increase people's well-being, health and happiness. (Suomi 2012, p. 27)

To understand the importance and transformation of sport and physical activity facilities, it is also necessary to open up the theoretical and practical evolution of physical activity planning. History of sport planning in Finland dates back to the 1930s, since when the state has supported sporting activities. As a scientific field of research, sport planning is more recent, since it was founded in the 1970s at the University of Jyväskylä. (Suomi 1989, p. 9.)

The planning of sports facilities or conditions is not only about the sports facilities or facilities themselves, but also about other factors. These other aspects of planning include the planning of sports facilities, the planning of outdoor recreation and leisure activities, regional and local environment planning, planning of playing fields and ball fields, and planning of sports. Sports planning has long been linked specifically to the planning of sports facilities, but in the 1970s it became increasingly linked to other social planning. In Finland, sports facility planning is carried out at three levels: national, regional, and municipal level. (Huovinen 2007, p. 105-106)

National planning for sports facilities includes the general features of planning and financing. At regional level, planning for sports facilities deals with the

zoning of individual projects and areas and the granting of state aid. Municipalities and cities usually have specific and tight budgets within which they plan their sports facilities. Municipal budgets therefore impose certain restrictions on investment in sports facilities, i.e., what sports facilities and plans can be executed. (Huovinen 2007, p. 106)

Physical activity and sports facility planning, and its idea can be summarised as an attempt to find better ways to meet people's changing needs for physical activity. This should be understood as the process of preparing decisions on sports facility projects and includes all public processes in which information is collected, processed and analysed. These processes also help to ensure that a good decision is made from the point of view of local residents. Sport facility and physical activity planning is therefore closely linked to democratic and municipal decision-making and politics. (Karimäki, 2001, p. 12)

Sports planning can be divided into three main areas: the physical, functional and social environment of physical activity. This division of physical activity planning is reflected in the interconnectedness with other disciplines, such as environmental psychology. (Suomi 1989, 18)

Table 1. Conceptual classification of sports planning (Suomi 1989)

Physical environment	Functional environment	Social environment
Sports facilities, access and transport for sport	Planning sports activities, time, place, duration and content	Organisation of human interaction and a rich and varied environment

Sports planning in general and its theories are of course also strongly linked to the construction and design of sports facilities. Theories and practices of physical activity planning are linked to the political, economic and scientific concepts of their time. The changes that have taken place over time have been reflected in physical activity planning, which has been theorised largely in line with paradigm shifts in urban planning (Olin 1977; Vuolle 1978; Suomi 1989 and 1998). In the 1970s and 1980s, the discipline was developed along these lines, drawing on theories such as welfare and needs theory and systems theory. The background to this has always been the view that planning has been seen largely as a tool for social regulation and control, with the emphasis on science-based problem definition and goal setting.

Ojala (1981, p. 12) has defined the preparation of decision making in physical activity planning from a general problem-solving perspective. In this case, the planning activities include problem awareness, information gathering and analysis, setting objectives and determining means, and evaluating the achievement and impact of the set objectives. This definition applies to planning

in general and does not highlight the specificities of sport planning. Ojala has defined his vision of sporting activity as follows:

"As part of social planning, physical activity planning focuses on the physical activity system". In sport planning, the aim is to improve the functioning of the sport system, sport policy and the whole culture of sport. the most appropriate sports services for society, and conditions. The primary function of sport services and facilities is to meet the physical and other human needs of society, which in turn leads to changes in the physical activity of the population. Monitoring and research will seek to identify these changes and their impact through the provision of sport and physical activity services and social planning."

The definition is very comprehensive and, as a practical approach to physical activity planning. The practical aim of physical activity planning is to provide functional sports facilities and services. The theoretical and practical dimensions of physical activity planning are set out in in the following figure. The figure also includes planning as applied research, as many of the theoretical concepts and methods have been previously as described earlier, are derived from more general research in the field of planning.

2.2.1 Sports planning history in Finland

The roots of Finnish sports planning go back to the development of modern sport in the 1920s. Initially, the construction of sports facilities was mainly concerned with the technical construction of sports institutes. In addition to the construction of the sports school network, from the 20th century until the Second World War, sports facilities construction and planning mainly involved athletics and other sports fields which were located in highly populated urban areas. (Suomi, 1998, p. 11) Rajaniemi (2005) and Karimäki (2001, p. 11) agree that developments in urban planning and the welfare state have influenced physical activity planning. In addition, the development of legislation has also had an impact on urban planning and has also been reflected in sports planning and the construction of sports facilities.

According to Karimäki (2001, p. 11) the modern sport planning started in the 1960s and then the decentralisation model was mainly used for sports planning. In practice, decentralisation of physical activity planning therefore meant that physical activity services and facilities were located close to people and neighbourhoods. (Suomi, 1998, p. 11-12)

An example of standardisation and strong central government control in the history of sports planning is the county-specific sports plans, which were approved by the sports board of every county in Finland from 1979 onwards (Klemola, 1995, p. 192). However, the economic recession of the early 1990s eroded the consistency that had already been established and, as a result, the role

of the provinces in guiding sports development changed. Today, centralised planning is increasingly being replaced by self-managed local processes based on municipal, regional and sub-regional project planning. (Karimäki, 2001, p. 12) For example, the City of Jyväskylä's programme for the development of sports facilities is a good example of the trend in modern sports planning towards self-directed local processes.

2.2.2 Sports planning history in the City of Jyväskylä

Jyväskylä has been involved in sports activities, sports facility construction and sports management from quite early on, even though the city was still very much a rural area. Jyväskylä's city strategy includes the capital of sport in Finland as one of its main priorities, and the city now has a strong image as a sports city. However, the development of sports activities and sports facilities started long before any sports or sports city brands were even thought of. Jyväskylä was one of the first larger cities in Finland to start systematic sports planning and construction of sports facilities in the early 1970s. The main reasons for this were the establishment of the Faculty of Sport Sciences and the creation of the conditions for this activity. (Huovinen 2007, 16, 103-105) These sports facilities, built in the 70s, 80s and 90s, are still the most important sports facilities in Jyväskylä, and their renovation and replacement is becoming a topical issue (The City of Jyväskylä, 2021).

Jyväskylä has created a physical activity development programme for the period 2022-2030. Development programme is based on the main objectives of the City of Jyväskylä's Capital of Sport in Finland strategy (2017-2021). Of the seven (7) main objectives, four (4) points have been highlighted in particular: the best conditions for physical activity in Finland, the best place to study, train and coach, the most mobile citizens in Finland and a well-known and recognised capital of sports in Finland. The aim of the programme is to outline the main lines of development of Jyväskylä's sports facilities for the period 2022-2030. The plan will be revised annually in connection with the city's budget. The measures presented in the programme are based on the following policies and documents: the sports facilities service network survey 2021, Jyväskylä sports barometer 2020, Jyväskylä nature sports programme 2020, outdoor fields service network survey - development principles 2021-30, Jyväskylä local sports programme 2013-25, partnership agreement between the City of Jyväskylä and the Finnish Football Association and partnership agreement between the Finnish Olympic Committee, Jyväskylä Sports Academy and the City of Jyväskylä and EduFutura Jyväskylä. the sports facilities development programme consists of a total investment of EUR 100 million in the construction of sports facilities in Jyväskylä between 2022 and 2030. (The City of Jyväskylä, 2021)

The City of Jyväskylä has started programming the construction of sports facilities in 2022. The programming includes both public and private projects. The programming of sports facility construction aims, above all, to coordinate the planning and implementation processes for major sports facilities investments and thus contribute to their implementation as planned. The sports facilities that are being programmed are based, among other things, on the investment programme of the sports services, known potential private sports projects and sites currently being studied by the sports services. The following have been included in the programming projects that have been identified as having potential schematic/land-use change needs or require separate site studies. The programming is drawn up by a working group consisting of the sports services, the facilities service, planning, land and property management and urban planning departments. The programming is reviewed twice a year in the workplace areas TYKKI group, which has been supplemented by the sports services and the employment services. and facilities management. (The City of Jyväskylä, 2022)

2.3 Sports facility ownerships

Traditionally sports facilities have been owned and governed by public authorities, but the situation appears to be changing. The management and ownership of sports facilities has many different possibilities. Facilities managed by their owners, head or main tenants, non-profit organisations or private management companies. A common easy division in the ownership of sports facilities is that they are owned and managed either by a public organisation or by a private organisation. (Farmer etc., 1996, p. 58) The ownership of sports facilities has been in flux in recent decades. In 1980, the public sector owned 95 percent of all sports facilities, but by the end of the decade the public sector owned only 75 percent. (Kokkonen, 2010., p. 179) According to the website of the Ministry of Education and Culture, there are nearly 41 000 registered sports facilities in Finland, of which around 72 percent are owned by municipalities. Private sports facilities, which are mainly private sports facilities, mainly in towns and cities, complement the municipalities offer of sports facilities. (Ministry of Education and Culture, 2022)

The ownership of sports facilities affects the prices of sports facilities and the motives for managing and operating sports facilities. Non-profit organisations usually operate under a committee or board of directors, which acts as a management tool. The board is usually exempt from various government policies and procedures and, at least initially, this provides an efficient operating environment. As their name suggests, non-profit organisations do not seek to make a profit from their activities related to the management of sports facilities. The private organisation and management option operates purely from the point of view of financial profit. All contracts include some form of incentive payment

or risk arrangement designed to increase revenue and reduce risk. The private organisation and management have the flexibility to negotiate contracts that determine the type and number of events and to create, for example, more favourable relationships with event organisers or other users of the facilities. (Farmer etc., 1996, p. 58)

2.4 Hybridisation in sports facility construction

Traditional sports facility construction usually refers to a situation where a city or municipal sports department carries out a needs assessment for a sports facility, designs the facility itself or buys a design service, puts the developer out to tender and finances the facility or sports facility mainly itself or partly with state subsidies. In this case, the state also plays a major steering role. The construction of sports facilities, that is the concrete implementation of sports facilities, is changing in various ways from a relatively straightforward construction contract commissioned by the public sector as described above to a multi-dimensional cooperation with private companies and financiers. This new type of sports facility construction is not based on a budget allocated by the public sector, and the choice of contractor is not necessarily a traditional tendering process for a building contract on the basis of the lowest overall cost, but a complex process aimed at finding a long-term partner or partners and the best possible benefit/quality/cost ratio for all parties involved. At the same time, the construction of sports facilities is increasingly being combined into a complex of areas combining a wide range of activities. (Haimi 2021, p. 22-23) Hybridisation is also an emerging trend in sports facility construction in Finland and, for example, the city of Espoo has decided on a policy that the city will no longer fund sports facility construction. The city of Espoo has not built any new publicly funded sports facilities for decades. (Länsiväylä, 2023)

The same trends in public administration have also affected the provision of sporting activities and services, as illustrated in Table 2 below. For example, the new public management has increased the importance of hybrid sports projects in municipal sports activities (Karimäki 2020, p. 55). The orientation document on sports facility construction, formed by the State Sports Council, encourages collaboration between different actors and sectors. State subsidies for sports facility construction are guided by an emphasis on cooperation between different sectors and actors. (Ministry of Education and Culture 2014, p. 67)

Table 2. Administrative trends and sports services (Karimäki 2020, p. 55)

	Traditional public administration	New public management	New public governance
Starting point	The Physical Activity Act (1980) division of labour	Adaptation of activities and limited resources	Getting the "big picture" and own role in it
Ways of organising	Sport has its own authority	Outsourcing or partial outsourcing of sport services	Mobility environments development
Public sector policy model	Construction of sports facilities	Subscriber-producer models	Hybrid projects
Developing physical activity	Assistance to sports clubs	Closer regional cooperation (e.g. on maintenance of routes)	Sport as a strategy a strategic choice

The hybridisation of sports and sports facilities can refer, firstly, to the fact that their implementation relies on cooperation between the private and public sectors and, secondly, that they combine - at least at the level of objectives - business (sports) facilities, housing, education, research and health services with sport and physical activity conditions. The leisure industry is also involved in a number of projects, mainly focusing on arenas. In the field of sport and physical education, the integration of different activities in the same area can be seen as creating significant synergies between activities, creating a more interesting urban space and promoting the role of sport and physical education regionally and nationally. New or renovated sports stadiums enabled by projects can also contribute to the satisfaction of local residents, the success of sports clubs and the image of the city. (Alpenberg, 2020)

2.5 Management of sports facility construction

Management and leadership can be seen an activity aimed at achieving a desired goal or result, and these goals are achieved through good management. In society, and especially in working life, many things and tasks can be done through leadership. Without good and skilful leadership, communities would function inefficiently and often chaotically. The success of companies or organisations is very much based on good management, and the hallmarks of successful management are the same in companies, public organisations and the third sector. The key characteristics and contents of good management have varied widely over the ages, and in recent times renewal, efficiency and people-orientation have been the values that have been emphasised and highlighted in good management. In simple terms, successful leadership can be summarised as when a group of people have achieved their goals with the support of leadership, while developing themselves and their organisation in a motivated and prosperous way. (Viitala & Jylhä, 2019)

Managing the construction of sports facilities is a broad and complex process that includes design, construction, financing, project management and cooperation with various stakeholders and networks (Koivisto, 2017). The key objective of management is to ensure that the project progresses progressively and achieves its objectives on time and within budget.

When managing the construction of sports facilities, it is important to take into account many different factors, such as building regulations, design principles, user needs, environmental impacts and financial resources. It is also important to ensure that the project progresses smoothly and that the different parties involved are aware of their role in the success of the project. One important aspect of sports facility management is user involvement. This means that the building is designed and built with the needs of the users in mind. User orientation is reflected, for example, in the fact that the building is accessible and safe to use for different age groups. (Salminen, 2016.) Another important aspect is sustainable development. In the construction of sports facilities, it is important to take into account the environmental impact and to try to reduce the environmental impact of the construction. Sustainable development is reflected, for example, in the environmentally friendly choice of building materials and the energy efficiency of the building. (Ministry of the Environment, 2019.)

Managing the construction of sports facilities is challenging but important to ensure their safety, functionality and sustainability. Successful management requires good project management, clear communication and collaboration with multiple stakeholders and networks. (Koivisto, 2017.)

2.6 Management of sports facilities

Administrative and management skills are crucial to the success or failure of any sporting or public space (Farmer etc., 1996, p. 55). Sports facilities are usually managed by the facility manager or another manager responsible for managing sports facilities. Managing sports facilities involves a wide range of tasks such as planning, leasing, facility design, project management, capital management, marketing of facilities and real estate, and managing the building, facilities and its operations. Most important of all, however, is that the sports facilities are well-maintained, work well for users and, above all, are safe for the purpose for which they are intended. (Fried, 2005, p. 24)

There are options for owner management that can be applied to both the public and private sectors. Where a sports facility is owned and managed by the state or region, there are a number of different regulations and procedures that restrict and affect the operating environment and management of the facilities. (Farmer etc., 1996, p. 58)

Organisational management is part of the work of facility manager or equivalent. When talking about sports facilities, there are four basic elements or things that should always be taken into account in the management of an organisation. These four major functions are planning, organizing, leading and coordinating. Planning involves designing and prioritising objectives and the means to achieve results and objectives. Planning itself can also be divided into many different areas such as strategic planning, business planning, project planning and staff planning. Organising simply involves the manager identifying the resources available and organising the activities so that the objectives set can be achieved in the most resource-efficient way possible. Often a sports facility manager has to organise staff, different stakeholders such as teams and athletes, different events and partners. Organisational leadership and leading involves guiding and influencing the sports organisation and its staff. Coordination of activities simply means controlling and monitoring resources and processes to ensure that goals and objectives are effectively achieved. (Schwarz etc. 2010, p. 67-68)

In sports facility management tasks of facility manager includes also meeting the needs of tenants, providing good, safe and clean facilities and environment for users, providing or enabling a range of ancillary services, marketing, partnerships and public image and public relations. (Laventhol & Horwath, 1989) These tasks, listed here as part of the building manager's job duties, can be seen as something of a cornerstone in the list of tasks the manager and facilities manager are expected to do in that role. However, the tasks and responsibilities can often vary depending, for example, on the organisation and the size of the facilities being managed. (Fried, 2005, p. 26)

2.7 Financing of sports facilities

Laventhol and Horwath (1989) state that operational efficiency and productivity are determined by the purpose of the building, the owner and user, and the management style. In their view, the financial success of sports facilities is usually based on rental practices and interest rates, lease agreements, timing and planning of use, maintenance and management agreements, on-site parking facilities, staff, their selection and training and, of course, operating costs. (Laventhol & Horwath, 1989)

Financing can be defined as the act of providing money, or raising money, to buy a business. In other words, in practice, the aim is to raise capital. In the case of sports facilities, the twenty-first century has seen many significant changes in the financing of sports investment and, in many cases, when discussing the financing of sports facilities or facilities, many different options, models and issues are presented. (Schwarz etc, 2010, p. 31)

The roots of sports policy and planning in Finland go back to the 1920s, when the country's government began to support the activities of sports organisations by allocating money for sports and the construction of sports facilities. The size of these grants had a direct and significant impact on the planning of sport. In the 1940s, the situation changed when the national lottery company Veikkaus Oy was established. The proceeds from betting were distributed to sport and sporting activities and work for sport. Veikkaus profits have played a very important role in the development of sport and physical education in Finland. However, over the years the number of recipients of Veikkaus grants has increased, and thus the share of sports and athletics in the grants awarded has also decreased. (Huovinen 2007, p. 100)

Today, most sports facility construction projects require and seek external financial support, and one of the most important providers of this support is the state through the Ministry of Education and Culture. In 2021, the state budget earmarked funding for physical education 166 million in the Ministry of Education in 2021. The vast majority of the budget, around 91 percent, was allocated from was generated from Finnish gambling revenues, from Veikkaus. (Liikanen, E. Hyssälä, L. Kivistö, L. Soininvaara, O. Wideroos, U-M. & Pekkarinen, T. 2021, p. 70.) In year 2022, the Finnish Ministry of Education and Culture allocated 28 292 000 million euros to build and subsidies sports facilities. A total of 18 655 000 € was granted for projects with a cost of more than 700 000 € to be decided by the Ministry of Education and Culture, with a total of 23 projects receiving grants. 9 637 000 € was allocated to the Regional State Administrative Agencies for smaller sports facilities projects to be decided by the Regional State Administrative Agencies. (Council of Finnish State, 2022)

3 RESPONSIBILITY AND SUSTAINABILITY

Sustainability and sustainable development are old concepts, often linked to social development and environmental protection. Although awareness has existed for several decades, sustainability issues and measures have been gaining momentum in recent years. Sustainability often refers to the responsibility of a company, organisation or individual for its actions in environmental, social and economic terms. Sustainable development means that society must develop in such a way that not only the needs of the present are met, but also the needs of future generations. Sustainable development requires that the economy, society and the environment be taken into account at all stages of development. (WCED, 1987)

Many different terms are used to describe responsibility, but they often boil down to the same thing. In business in particular, people talk about ethics, flexibility, sustainability and profitability. In business, this can be summed up as doing business without messing up or destroying our living environment for future generations. It also means respecting our current living environment. In business, The Conference Board's definition of sustainability as the pursuit of a business growth strategy that creates long-term value for shareholders by exploiting opportunities and managing risks related to the company's environmental and social impacts is widely used. This definition encompasses the two sides familiar from business - risks and opportunities. (Hedström, 2018)

Responsibility and sustainable development are societal challenges that require cooperation and commitment from all actors. Responsible action and sustainable development are also a competitive advantage for companies and organisations, as responsibility and sustainability are increasingly important in the choices of consumers and investors. (Kasvio & Heiskanen, 2019) According to Gilbert and Hedström, sustainability today can be divided into four broad categories. These "buckets" as they call, are Environmental Stewardship, Social Responsibility, Governance and Strategy and Execution. (Hedström, 2018)

3.1 Social responsibility

Social responsibility refers to the responsibility of an organisation or individual for its actions in terms of the well-being of society and sustainable development. Social responsibility has become increasingly important for companies and organisations in recent decades, as more and more consumers and investors have started to pay attention to corporate social responsibility. (Carroll, 1999) In concrete terms, social responsibility can mean, for example, respecting human

rights in the workplace, promoting equal treatment, reducing social inequalities and adopting environmentally friendly practices (Visser, 2010).

Social responsibility is also an increasingly important part of the management of companies and organisations. Managers need to be aware of their organisation's social responsibility and promote it within their organisation. (Waldman & Siegel, 2008)

Studies have shown that socially responsible companies often perform better than irresponsible ones. For example, Mohr, Webb and Harris (2001) state that "socially responsible companies can improve their long-term profitability by increasing their brand equity, improving their reputation and reducing the risk associated with a lack of environmental or social responsibility" (p. 73).

3.1.1 Corporate social responsibility

Sustainable development has been part of the debate since the 1980s. The most important definition of sustainable development is probably that launched by the Brundtland Commission in 1987: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (WCED, 1987) The concept of sustainable development includes both the environmental, social and economic dimensions of business. These three aspects have a major impact on the content of current corporate social responsibility.

Companies are now expected to act responsibly in all their activities. This is both encouraged and pressured from many directions. (Welford and Frost, 2006; Engle, 2006) Corporate Social Responsibility (CSR) is the responsibility of a company to consider and manage the impact of its business activities on society, people and the environment. This means, among other things, responsible practices aimed at promoting sustainable development and improving social well-being. (Carroll, 1991) In this pyramid below, Carroll gives a four-part definition of CSR, according to which a responsible company must meet economic, legal, ethical and charitable expectations.



Figure 1. Carroll's corporate social responsibility pyramid (AQA, 2017)

Companies create jobs and pay taxes in society, while society and its public organisations provide the social structure, educated workforce, security and other business enablers. Public authorities also regulate the functioning of a completely free market, aiming, among other things, at a level playing field for businesses and preventing abuses. Businesses need social structures and services, and society and its people need successful business activities to generate welfare. (Juutinen, 2010)

Research on CSR has focused on the importance of responsible behaviour for a company's reputation, stakeholder relations and financial performance, among other things. Studies have found that companies that pay attention to their CSR can achieve economic benefits and long-term success. (Orlitzky et. al., 2003)

3.1.2 Socially responsible management

It is the manager's job to enable his or her staff to succeed. In management, the manager creates the conditions for success through his/her own actions, together with the staff he/she leads. It is also their job to manage and develop their organisation's competences. A good manager coaches his or her employees to develop. (Salminen, 2014)

Socially responsible management requires managers to take responsibility into account in business strategies and decision-making. Leaders need to be aware of the social, environmental, and economic impacts of the organisation and their importance to the success of the organisation. In addition, managers must be prepared to make decisions that are sustainable and support the well-being of society and the environment, even if these decisions may be less economically viable in the short term. (Rosenbach & Taylor, 2006) Socially responsible management can also include diversity, promoting equality, working with communities and charitable activities (Bryson et. al., 2013). For management to be socially responsible, the three main pillars of CSR must be taken into account. The table below sets out the key elements of the CSR pillars.

Table 3. Key contents of the CSR pillars (Toivonen, 2013, p. 23)

Economic responsibility	Social responsibility	Environmental responsibility
Profitability, competitiveness, efficiency	Staff well-being and skills development	Protection of water, air and soil
Meeting revenue expectations	Product safety and consumer protection	Combating climate change
Economic development of society producing prosperity	Good practice and cooperation with stakeholders and networks	Biodiversity safeguarding
Economic prerequisites for both social and environmental responsibility	Relations with local communities and support for activities in the public interest	Efficient and sustainable use of natural resources

3.2 Environmental sustainability

The destruction of our habitats and ecosystems is an ecological, technological and socio-cultural problem, but it can also be seen as a psychological problem (Steg & Vleg, 2009). Environmentally responsible behaviour can be seen to play a significant role in in facing future problems and challenges. Environmental responsibility has emerged as a key issue today as societies and businesses realise the importance of the environment and the need to protect it for future generations. Environmental responsibility covers a wide range of measures and practices aimed at reducing the adverse impacts of human activities on nature and the environment. (Mason, 2004) Environmental sustainability needs the right kind of leadership and management, knowledgeable and understanding of environmental responsibility, to succeed. According to Redekop, achieving

environmental sustainability is quickly becoming one of the great leadership challenges of our time. It is becoming clear that there are no so-called easy solutions to the environmental problems we face. Therefore, coping with these ever-increasing environmental problems requires an in-depth examination from many different perspectives and continuous innovation. Economic, technical, social, biological, historical, cultural and spiritual aspects must be taken into account. (Redekop, 2010)

3.3 Economic responsibility

The main principles of financial responsibility may vary between private and public organisations, depending on the nature of their activities and their objectives. It is important to note that both private and public organisations can adopt the principles of economic responsibility, but their focus and application may vary depending on their context and objectives.

Private organisations are primarily motivated by the pursuit of profit and increasing shareholder value. This means that financial responsibility efforts are often focused on ensuring the profitability and financial success of the business. (Smith & Lenssen, 2017) Private organisations are also often highly competitive and seek to improve their competitiveness in the market. This can lead companies to focus on innovation, efficiency and product development within a framework of financial responsibility. (Porter & Kramer, 2011) The basic role of enterprises can be approached from several different angles. Harmaala and Jallinoja (2012) summarise the purpose of a company as being to generate the best possible return on the capital invested by its owners. Firms usually seek profit by producing products and services and offering them in their chosen markets. The Limited Liability Companies Act states in simple terms that the purpose of a company is to generate profits for its shareholders (Limited Liability Companies Act, 2012).

Public organisations are responsible for providing services to society and its members. Their financial accountability is particularly emphasised in their ability to provide high quality and efficient public services such as health, education, and infrastructure. (Bovaird & Löffler, 2009) Public organisations also often have a duty to promote equality and justice in society. Their fiscal responsibility can take the form of providing social programmes, supporting the disadvantaged and reducing social inequalities. (Den Hond & de Bakker, 2007)

3.4 Responsible decision-making in municipalities

Municipal government is based on the autonomy of the inhabitants of the municipality and the decision-making authority of the municipality is exercised by the municipal council. The council decides on the long-term objectives of the municipality's activities and finances in a municipal strategy. Councillors and deputy councillors are elected every four years in the municipality in municipal elections. (Municipal law, 2015)

In addition to the council, the municipality is required by law to have a municipal council and an inspection board. In addition, the council may set up other bodies such as committees, boards and sections. The council also elects the mayor. (Municipal law, 2015)

The residents and users of the municipality's services have the right to participate in and influence the municipality's activities. The council must ensure that there are varied and effective opportunities for participation. Residents of the municipality and associations and foundations operating within the municipality have the right to take initiatives in matters concerning the municipality's activities. (Ministry of Finance, 2023)

When talking about municipal and responsible decision-making, it is good to remember to take into account the principles of good governance. The Constitution of Finland already includes a requirement for good administration, the criteria for which are described in the Administrative Code. The starting point is that the administration must comply with general principles of law. (VTV, 2023.) Chapter 2 of the Administrative Law Act lays down the criteria for good administration. These include, among other things, the legal principles of administration, which guide the authority's decision making and other handling of the matter. The legal principles of good administration are the principles of equality, purpose limitation, objectivity, proportionality and legitimate expectations.

The principle of equality requires that those dealing with the administration are treated equally. For example, you cannot discriminate on the basis of gender, age or ethnic origin.

The principle of purpose limitation means that public power should only be used for what it is legally intended. A public authority must not exceed its powers. It is also a legal principle of the administration that it should serve and advise citizens properly and use good language. Public authorities must also cooperate with each other.

The principle of objectivity, on the other hand, requires the authority to act impartially at all times. In order to achieve this, the Administrative Code contains

provisions on disqualification. Officials must recognise the situations in which they must recuse themselves from decision-making.

The principle of proportionality requires the authority to measure its actions correctly in relation to the desired end result, to remain reasonable and lastly, the principle of legitimate expectations means that citizens have the right to expect the public authorities to take decisions in accordance with the rule of law, in a predictable and consistent manner. Decisions in similar administrative matters must be identical.



Figure 2. The principles of a good governance (VTV, 2023)

The legal principles of governance are first and foremost legal safeguards, and there is much more to good governance than that. These include the principle of service and service adequacy, the duty to provide advice, the requirement to use good and appropriate language and the duty of cooperation between public authorities. The provisions on good administration oblige public authorities to organise their activities in such a way that those who deal with them receive appropriate administrative services and that they carry out their tasks as

efficiently as possible. It is very important to recognise that the principles of good administration must be taken into account in all aspects of public administration, not only in the handling and decision-making of administrative matters. (Union of Local Authorities, 2017)

4 NETWORK

Networking and networks generally refer to the fact that people have different kinds of relationships, through which they form networks. These relationships can be close or loose, contractual or inherited, permanent or temporary, interactive or one-sided, and may be based, for example, on material exchange or emotional support. All the same, relationships position each actor in such a way that the set of actors and the ties between them can be called a social network. (Wasserman & Faust, 1994)

Networks are a set of connections between different actors. For example, a network can be an organisational network, where firms or other organisations come together to cooperate or to achieve a common goal (Koka & Prescott, 2002). A network can also be a social network, where individuals or groups form links with each other (Scott, 2000). Networks can be useful for cooperation, knowledge sharing and resource use. They can also help develop new ideas and innovations (Provan & Kenis, 2008). Understanding and managing networks can be important for the success of organisations.

The bases of networks come naturally from the interactions between people. When people interact with each other repeatedly, they form an interpersonal relationship. In other words, there is not yet an interactional relationship between the parties in any given communication situation. In cooperation, a collaborative relationship is formed between the parties. Cooperative relationships can be viewed as interactional relationships, where cooperation takes place through interaction between people. However, not all interactions are collaborative, and there are many types of relationships where there is no objective cooperation. (Galvin & Cooper 2003, 1-3; Littlejohn 1999, p. 252; Rogers 1998, 72-75; Sias 2009, 2; Sias et. al., 2002)

The building and maintaining of interactive relationships can be described as a negotiation process that takes place through interaction. Ongoing, often unconscious, negotiation about the nature of the relationship makes interactions

dynamic, changing entities (Rogers 1998, 77). The relationship changes and evolves through interaction as the parties to the relationship respond to changes. Each interactional relationship has its own identity that distinguishes it from other relationships. (Burlleson, Metts & Kirch 2000)

A workplace relationship usually refers to the interactions between people at work. Workplace interactions include relationships between supervisors and subordinates, colleagues and relationships between colleagues, workers, and employees. Work-life interactions are characterised by task-centredness, i.e. they are usually built around the performance of a work-related task. In addition to task-centredness, work-life interactions are also defined by meaningfulness and continuity. Only when an interaction has some meaning for oneself and when the interaction is repeated, one can speak of an interaction relationship. (Gabarro 1990, p. 81)

4.1.1 The concept of New Public Governance in modern networking

Finland's political and administrative practices underwent significant changes in the 1990s. In central government, the New Public Management (NPM) doctrine shifted from corporatist practices towards managerialist practices, the idea being to apply the lessons of business management to the public sector. (Temmes 2008) Economic growth had slowed down and public administration was accused of bureaucratisation and inefficiency (see Hood 1995). admiration and idealisation of the market. Public sector organisations were sought to management models of private companies, with the focus on market-, customer- and leader-centred actions. (see Pollit & Dan 2011; Pollit 2007; Yliaska 2014, p. 523.) Everything should have been measurable, calculable and manageable (Patomäki 2007, p. 29).

The management model played an important role in the reform of Finnish public administration in the 1980s and 1990s (Temmes 1998; Temmes & Kiviniemi 1995, p. 16). The reform of performance management, the reform of the state share and the free association reform, the reform of business establishments and the and the incorporation of public enterprises were the main projects of the administrative reform (Temmes & Kiviniemi 1995, p. 18-19).

In recent years, the concept of a new public administration based on the networking logic of a pluralist society has been increasingly used. The NPG seeks to go beyond the narrow perspectives of the new public governance doctrine, to find sufficiently detailed ways to describe the realities of public governance and to create a toolbox of community-based objectives for the realisation of socio-political phenomena. (Anttiroiko 2015) In the new public governance, attention is focused on process and outcome in a broader sense. In this way, the input-output approach of the new public administration doctrine is seen as a much more holistic whole. In this context, a strict market-oriented focus on results is

replaced by collaborative, networked and partnership-based relationships, with an emphasis on trust and community values. (Osborne 2006)

4.1.2 Networks of the Finnish sports movement

In Finland, the Council of Finnish State set out the guidelines for promoting physical activity in a decision of principle in 2009. A direct quote from the decision is as follows:

The importance of competitive and elite sport will be clarified and the role of public administration in elite sport will be clarified. This will require an evaluation of the implementation of the proposals of the High-Level Sports Group (2004a), strengthening the ethical and sustainable dimension, a review of the relationship between sport and the rest of sporting culture, and a clarification of the role of the State as a partner of those responsible for sport. (OPM 2009a, p. 5)

The above quote is one of the 12 objectives outlined by the Council of State at the time. It can also be seen from this quote that an important step in the need for change in the sport system, already identified at that time, is cooperation between different actors and stakeholders. (Lehtonen, 2017)

When talking about the networks of sport and the sport system, it can be said that they are relatively extensive. In the big picture, the sport and physical activity system includes both sport non-governmental organisation and public sector actors at national, regional, and local level, as well as private sector actors. In addition, the system can also include families and households separately, the so-called fourth sector, which is as a participant in the system. (Heikkala 1998, 11; Koski & Heikkala 1998, p. 16) Several different models and interpretations of the sport and physical activity system are possible. If the description of the system is to be comprehensive, it must also include several ministries and areas of activity, since urban planning and social and health services have a number of different roles to play and have their own functions that affect people's physical activity. However, these tasks may not always be identified. The elite sport system alone could be described as an entity consisting solely of the Olympic Committee, the Finnish Institute of High Performance Sport (KIHU), sports academies, sports federations and sports institutes. (Lehtonen, 2017)

In the sports system, too, the various organisations and the state administration are linked to each other in various social and political contexts. individuals in different social positions. The different arenas in which the socio-political debate on sport and physical activity takes place must also be taken into account. (Anttiroiko, 2015)

4.2 Participative involvement

Participation is seen as important both (intrinsic value) and in its impact (instrumental value). In itself, participation is in line with democratic principles and a just and equitable. It is in itself a principle of democracy and a prerequisite for fair decision-making, and it contributes to empowering individuals for citizenship and promoting social learning. Democratic ideals such as equality and genuine debate require participation. (Hourdequin ym. 2012)

According to the Finnish Constitution (1999), individuals have the right to participate in and influence the development of society and their living environment. The role of public authorities is to promote the individual's opportunities to participate in society and to influence decisions that affect individuals. (Finnish Constitution, 1999) According to the Municipal Act, residents and service users have the right to participate in and influence the activities of the municipality. The city council must ensure that there are varied and effective opportunities for participation. It is up to the municipality to decide how to fulfil this duty. Legal councils such as councils for the elderly, disabled and young people can also be actively involved in customer participation work. (Municipal law, 2015) The Law on Sport also mentions the importance of participatory work (Sports law, 2015).

Several cities and municipalities have also set up their own inclusion programmes to promote the participation of their citizens. In 2019, 24 Finnish cities and municipalities had their own inclusion programmes, according to a survey by THL. This includes the City of Jyväskylä. (Department of Health and Welfare Promotion, 2019)

The relationship of citizens to public power and political decision-making has been mainly dealt with in terms of participation and involvement. This theme is constantly on the political agenda, and the emergence of new channels for participation and the development of information and communication technologies and the rapid development of information and communication technologies are changing the way participatory policies are made and monitored. (Rättilä & Rinne 2017, p. 99) The questions about participation and involvement issues are key points in public sector organisations (Asunta & Mikkola 2019, p. 75). Due to the socio-political turnaround in recent decades, the concept of participation has been approached from many perspectives, also in the social debate. Participation and its concepts help to understand participation in different communities and increase the sense of belonging to them.

Ideally, the participation experienced by the individual leads to action that supports the organisation's objectives. According to Laajalahti and Pennanen (2019, p. 29-30), participation refers to an external activation and inclusion

process in which the citizen is encouraged to interact, is involved in brainstorming, development and decision-making and where he or she is offered responsibility and opportunities for influence. Involvement can be thought of as encompassing the individual's own life, the living environment, the community, services, society and their influencing processes, and interactions (Isola et. al., 2017, p. 323)

Participation can also be seen to be reflected through different roles. Individual can be a participant as a citizen, a resident, a user of services or a customer. Customer participation refers to the possibility for a service user to participate in the planning and implementation of services, while the participation of local participation at the level of the local government level refers to the strengthening of civil society and development of local democracy. (Kohonen & Tiala 2002, p. 6) Liberalism, managerialism and communism can be seen as the theories behind citizen participation (Ståhlberg, 1996; Kettunen, 2004). According to liberalism, civil society and the political-administrative system, such as the state and the municipality, must be separate and it is important for the system to guarantee citizens' rights (Kettunen 2004, p. 69-70).

All of the above methods are correct and valid and have been used to concretise the concept of inclusion and its related concepts of proximity and opposition. As well as the diversity of perspectives. Phenomena can be named, described, classified and structured through concepts. (Ronkainen et. al. 2011, p. 51) In this millennium, participation has become one of the most important concepts in democracy research and its value has been emphasised in particular by the development of deliberative democracy. (Meriluoto & Litmanen 2019, p. 8)

In the social science literature, there are several different types of models and classifications to describe the totality of inclusion. The models have similarities and differences depending on the perspective and theoretical tradition, but what they have in common is common to them all is the articulation of the complexity of inclusion and understanding of the complexity of participation. This master's thesis examines participation in municipal decision-making and sports facility construction in particular. Therefore, I will now present the most relevant model of participation for this study, which describes the different forms of citizen participation.

In the nationwide participation project that operated in Finland between 1997 and 2002, the forms of participation of local residents in participation have been grouped into four different forms of participation. These are action participation, information participation, planning participation and decision-making participation. (Kohonen & Tiala 2002, p. 6)

Active participation is about citizens and local residents acting in their own living environment (Kohonen & Tiala 2002). It requires accessibility and genuine

opportunities for action, with a strong emphasis on the social aspect. In addition to being together and participating, participation enables citizens to experience a sense of involvement. (Kivinen et al., 2020)

Information participation involves the right of citizens to be heard, as well as the right to be informed. Information should be accessible and comprehensible in order to achieve this. (Kivinen et al. 2020, p. 272-273) Information participation includes participation that is easy to implement as forms that are easily accessible, such as communication, consultation, questionnaires and service commitments. (Kohonen & Tiala 2002.) Due to the fragmented nature of the Finnish social and health service system, it has been argued that information and easy access to information must be provided using both traditional and newer communication channels. For example, telephone services, service guidance, interpretation and websites can help to promote information inclusion. (Kivinen et al., 2020)

Planning participation is a deeper interaction between the organisation and the citizen, especially in relation to preparation, than information participation (Kohonen & Tiala, 2020). It recognises the expertise of citizens. Effective communication about plans and ongoing projects is an important part of planning participation in order to genuinely involve citizens in projects and planning processes. (Kivinen et al., 2020)

The last section presents participation in decision-making, which is the involvement of citizens in decisions concerning, for example, services or their own living area (Kohonen & Tiala 2002, p. 6). It implies enabling administrative structures and trust. In decision-making participation, decision-making power and responsibility, for example for the implementation of services, are shared with citizens, who are also offered support in decision-making where necessary. (Kivinen et al., 2020)

5 RESEARCH QUESTIONS AND METHODOLOGY

In this chapter, the research methodology and the method of data collection and analysis are described in more detail. It is also explained in this chapters why the study uses qualitative methodology and methods.

This study sought answers to three research questions. The main research questions were that How responsible management is realized and implemented in the City of Jyväskylä when new sports facilities are built? The other two research questions, the so-called additional questions, were as follows: What does responsible management mean in management of new sports facility projects, especially in the City of Jyväskylä? And, how has participate involvement at different stages of the project been taken into account in the construction and management of sports facilities in the City of Jyväskylä?

The key to doing research is to get as close to the truth as possible. This applies to both quantitative and qualitative research (Metsämuuronen, 2003). The research method used in this study is qualitative. Qualitative research is characterised by its hypothesis-free nature, which means that there are no predetermined assumptions about the results of the research, but rather that something new is learned from the research. (Eskola & Suoranta, 1998) This study does not set out any preconceived assumptions but aims to discover partly new information. The research also aims to describe a specific phenomenon or issue, and in this case, it is the management of responsible sports facility construction in the City of Jyväskylä. On the other hand, Metsämuuronen (2003) states that nowadays a researcher rarely finds any exceptionally new information without someone having previously discovered before. However, the key to scientific knowledge is that new knowledge is based on old knowledge, which serves as a basis for research. (Metsämuuronen, 2003) The sources of old knowledge in this study are the written sources and studies related to sports facilities, sports facility construction, responsibility and sustainability, and networks.

In this study the qualitative research method was chosen because it offers the best way to understand the research problem. It is important to get to know as much as possible about the practices and people of the organisation under study, in terms of the research questions and the research problem. Qualitative methodology, by its very nature, is the most suitable research method for this study.

5.1 Data collection

The data for the study was collected using semi-structured thematic interviews. In a semi-structured interview, the questions are predefined, but there are no answer options, and the interviewee answers in his or her own words. Thematic interviews, on the other hand, involve the definition of themes, but there are no predefined questions. (Eskola & Suoranta, 1998) Another advantage of the interview is that the researcher can repeat the questions and open up ambiguities in the interview situation (Tuomi & Sarajärvi, 2002). This study is in practice an intermediate between these two different styles, allowing for the possibility of interpreting as the interview progresses, there may be additional questions or the order of the questions may change the order of the interview, while staying within the thematic boundaries. This is to maintain a conversational and free atmosphere to make the interviews as natural as possible.

The data was collected individually by interviewing people who work for the City of Jyväskylä. A total of five (5) interviews were conducted and the duration of the interviews ranged from 45 minutes to 75 minutes. Interviews were conducted and recorded digitally using Microsoft Teams. The interviews were conducted as semi-structured thematic interviews to ensure consistency in each interview. The themes were based on the theoretical framework of the study and there were five (5) themes in the interviews. The themes were sports facility construction, responsibility and sustainability, leadership, networks, and participative involvement. Themes were defined in advance and each theme had more specific questions and discussion topics based on the theme of the discussion topic. Based on the responses received, it was possible to emphasise the different priorities of the theme. The interview also provided a space for discussion, which also allowed access to so-called tacit knowledge. It might have been difficult to detect through purely structured questions.

5.2 Thematic interview as research method

The study has been carried out as a qualitative study. The methodology used is thematic interviews. Interviews have been chosen as the data collection method because of its flexibility. Aaltio and Puusa describe the interviews as flexible because of this, that the researcher can ask the interviewees to explain or clarify their answers. (Aaltio & Puusa 2020, p. 103–106) The idea behind thematic interviews is that the questions asked are not overly locked in, but the interviewer has the opportunity to change their form if necessary and according to the situation (Hyvärinen et al., 2017, p. 21). In this study, thematic interviews were also a good choice, as the interviewees came from all over the city organisation, and each person looked at the research problem from a slightly different perspective. In terms of conducting the research, the thematic interview was also perceived as the most effective way to address the themes that the research questions sought answers to.

The idea of a thematic interview is to get the information you want to find out and the best way to do this is to ask people directly. Valli and Aarnos (2018) have described thematic interviews as follows: "The thematic interview should be selected as a research method to serve the purpose of the research, rather than first having to be conducted in a way that serves the purpose of the research. The research method should be chosen for the purpose of the survey, rather than first deciding to conduct interviews and then wondering what they could be used to investigate. The interview is a kind of conversation in which the researcher tries to find out what the interviewees are concerned with in the research topic". (Valli & Aarnos, 2018, p. 35-39)

In thematic interviews, the participation of the interviewer in the discussion is nowadays even considered preferable and is not considered to be harmful to the research. It is important, for example, to respond to the interviewees' speech and answers in a conversational way, to be present and to be involved in the discussion. It also frees the respondent to talk about their experiences in a broader and deeper way. However, it is important to make a clear distinction between thematic interviews and spontaneous discussion. Interviews are conducted for the purpose of targeted data collection, which is often recorded and transcribed. Thematic interviews fall somewhere between fully structured and unstructured interviews, and thus differs from questionnaire and form interviews. (Valli & Aarnos 2018, p. 35-39)

According to Eskola and Suoranta (1998), a thematic interview is a kind of conversation, although it is initiated and led by the researcher. The idea of the interview is very simple and rational. (Eskola & Suoranta 1998, p. 86) In thematic interviews, the interviewee has some kind of a short list of topics and not necessarily ready-made questions. Thematic interviews create a more structured

interview situation than open-ended interviews, but on the other hand it also gives the interviewee more opportunities for a structured interview. (Eskola & Suoranta 1998) In thematic interviews, you can't ask just any question. The questions should be appropriate to the research problem and the answers should be meaningful. (Tuomi & Sarajärvi, 2018, p. 83-85) This means that the answers must be relevant to the outcome and useful in answering the research questions.

By its nature, the thematic interview is well suited as the interview and implementation method for this study. The research involves interviewing people working in different service units of the case organisation, that is the City of Jyväskylä, and therefore asking exactly the same questions to different people will not provide the right answers. For example, someone on the planning side will look at things from a different perspective than someone on the inclusion or sports services side, for example. Thematic interviewing provides the appropriate flexibility in the interview situation needed when interviewing people in different positions and service units in the organisation. The themes and questions of thematic interviews may differ slightly for different people depending on the person's position in the organisation. (Valli & Aarnos 2018, p. 35-39) Therefore, thematic interviews are an appropriate method for data collection in this study.

The purpose of the interview is to find out what is on someone's mind or what are their experiences and opinions on the subject. This is a conversation that takes place at the initiative of the interviewer, the researcher, using predetermined themes and questions. The idea of the interview is to be simple and consistent. (Eskola & Suoranta 1998) The data for the study was collected by interviewing people from different service units of the City of Jyväskylä. The interviewees either work in the field of sports facility construction and management or their work is closely related to the research topic and its themes. The data is collected through remote interviews and the interviews were recorded in the Microsoft Teams application to simplify their transcription afterwards.

5.3 Selecting the interviewees

The selected interviewees had to be representative of the topic of this study. As the case study was specifically about responsible management in the construction of sports facilities in the City of Jyväskylä, the interviewees were selected from across the city organisation in order to obtain the broadest possible coverage of the entire Jyväskylä city organisation. Three of the interviewees work specifically in the field of sports facilities construction, planning and management, and two other interviewees are involved in the research topic within their own areas of responsibility (planning and participation) and contributed to answering the research questions. The interviewees represented a

total of four different service units within the Jyväskylä city organisation. These service units are sports services, facility services, the service guidance and development unit of the cultural services and land-use planning.

Table 4 describes the interview numbers and the service units represented in the interviews. In their answers, the interviewees represent the City of Jyväskylä from the perspective of their own service unit, while also highlighting their own experiences related to the interview topics.

Table 4. Interview numbers and service units.

Interview number	Service unit	Date	Duration	Form	Pages of transcription
Interview 1	Sports services	25.4.2023/ 27.4.2023	75 min	MS Teams	40
Interview 2	Facility services	5.5.2023	36 min	MS Teams	19
Interview 3	Sport services	5.5.2023	63 min	MS Teams	36
Interview 4	Development unit of the cultural services	8.5.2023	50 min	MS Teams	25
Interview 5	Land-use planning services	4.5.2023	37 min	MS Teams	18

5.4 Analysis of the interview data

To carry out a qualitative data analysis, one must first familiarise oneself with the data by reading the interview transcripts again. Thematic data analysis is a flexible method that can be used to explore complex phenomena and to identify findings from the data that contribute to the creation of knowledge around the research problem. (Eskola & Suoranta, 1998)

After the data was collected, the data was processed using thematization and typification. Tuomi and Sarajärvi (2018) state that thematisation is the process of dividing the data into smaller parts and themes in order to find insights related to specific themes. In its simplicity, the material was broken down into the five (5) themes mentioned previously: sports facility construction, responsibility and sustainability, leadership, networks and participative involvement. Typification

is again a question of grouping the data and responses into different types. Typology can be based on a systematic search for general features or anomalies. (Eskola & Suoranta 1998, p. 182) Typologies can be seen as a good tool for illustrating qualitative data and theoretical understanding. However, the weakness of typologies is that they are never unambiguous, and the same data can be typified in many ways. (Roos 1987, p. 63) The survey data was therefore analysed through themes and by typifying the similarities but also the differences in the interviewees' responses that emerged from the data.

6 RESEARCH FINDINGS

This chapter reviews the results of the study. The results were obtained through thematic interviews with people working in the fields of sports facility construction, land use planning and inclusion across different service areas of the Jyväskylä city organisation.

In the subsections, I first present the results through the themes used in the interviews, with the first subsection focusing on sports facility construction, the second on responsibility, the third on leadership, the fourth on networks and the fifth on involvement. In these subsections, each theme is explored through the research questions. The final subsections then deal directly with the research questions. Conclusions on the results, suggestions for further developments and an evaluation of the study are presented in the final chapter.

Subsections of the chapter are structured according to the research questions. The first subsection takes a closer look at how responsible management is taken into account in the construction of sports facilities in the City of Jyväskylä. The second sub-section will look in more detail at what responsible management actually means in sports facility construction projects and the third sub-section will focus on participation and its different stages in sports facility construction processes and projects. Conclusions on the results, suggestions for further developments and an evaluation of the study are presented in the final chapter.

6.1 Most active construction of sports facilities in decades

Interviews revealed that the current situation of sports facility construction in Jyväskylä is very active and that there is a lot going on in the field of sports facility construction at the moment. Major projects are currently under construction, such as the new baseball stadium or the renovation of the AaltoAlvari aquatic centre. There is also a legal decision on a new football hall, which is currently in the planning phase. In addition to these, several smaller projects are pending, and several others are in the project planning phase and will be submitted for decision in the future.

“If we look at my own career, I've been working in sports services for 15 years and I don't think there's ever been as much building as there is at the moment.” (Interview 1)

“At the moment, the situation in the construction of sports facilities is quite good. There are bigger and smaller projects that are coming up all the time and are also being implemented and planned. Ongoing projects include the Huhtasuo football hall, the renovation and extension of the AaltoAlvari swimming hall, a new Finnish baseball stadium and various local sports facilities.” (Interview 2)

There are simple reasons for the active construction of sports facilities in Jyväskylä. Firstly, the construction of sports facilities in Jyväskylä has been much slower in recent decades, and this has resulted in a large repair debt for sports facilities. Over the decades, the sports sector has also changed a lot, with many different and more diverse and broader needs from the users' side. Jyväskylä currently has more than 300 sports facilities maintained by the city. The service network is therefore large, and it is a big operation to repair a large repair backlog and meet new needs at the same time.

All these projects listed above and plans already underway are based on a careful service network study, which has identified the needs in Jyväskylä's service network in terms of physical activity facilities. On this basis, a programme for the development of sports facilities has been created. So, there is a preparatory process behind everything, and the need behind the projects in particular was much emphasised in the interviews.

“The point of the whole thing is long-term planning to bring projects to the decision-making stage. I believe that sport services as an actor have a key role to play in identifying needs.” (Interview 1)

“Of course, the first step is that a need arises and some kind of need is identified, and then the need is further clarified in the form of a needs assessment. This is done in cooperation with the various service departments and, when it comes to the

construction of sports facilities, the sports services and the facilities services in particular work together.” (Interview 2)

“The construction of sports facilities requires very careful needs assessment and project planning, so that what will be built serves different user groups in the long term and in as varied a way as possible. Allowing enough time for the process and good preparation in advance often leads to the best possible outcome.” (Interview 3)

What emerged from the interviews is that although construction of sports facilities is very active at the moment, it is all based on careful needs assessment and planning. This is the starting point for all sports facility construction, at least in the City of Jyväskylä's approach.

6.2 Responsibility is fairly well understood in the city of Jyväskylä - there is still room for improvement in the guidance system

When it comes to a public organisation and working with everyone's money, the different themes and issues of accountability are particularly important and are also very wide-ranging. The interviewees showed that the City of Jyväskylä has a very broad understanding of responsibility and, according to the interviews, it is taken into account quite well. Of course, there is also a lot of room for improvement, but the interviews showed that the City of Jyväskylä is well aware of the main principles of responsibility, which are social, economic and environmental responsibility.

“Sustainability has an economic, social and environmental dimension. These form the whole of sustainability.” (Interview 1)

When talking about the construction of sports facilities and its responsibility, perhaps the need and the need for a needs assessment were raised most in the interviews. For example, all the ongoing projects described in this chapter are all based on a careful service network study, which has identified the needs in Jyväskylä's service network in terms of physical activity facilities. On this basis, a programme for the development of sports facilities has been created. As we have already noted, all construction of sports facilities is based on careful planning and processes. Careful planning is essential when considering the different aspects of sustainability.

“Sports services play a key role in identifying the needs of citizens in terms of physical activity conditions.” (Interview 1)

The interviews showed that the main themes of responsibility are moderately well considered in the City of Jyväskylä in general and in the construction of sports facilities in particular. Sustainability is taken into account in particular in the project planning phase, which is the most significant step in the sustainability of sports facilities construction. Through good project planning, sustainability issues and questions can be easily taken into account during the implementation phase.

“When considering responsibility, project planning is the most important stage in the construction process.” (Interview 2)

In many cases, the themes of responsibility are also strongly interlinked, as in this case. For example, the construction of sports facilities in the city of Jyväskylä takes into account energy efficiency and the circular economy, which influence, for example, material choices and different construction solutions. This is therefore also ecological, but also economic and social responsibility. The City of Jyväskylä aims to pay particular attention to life cycle thinking, i.e. to ensure that the investment is responsible throughout its life cycle. Responsibility is not always so simple and dependent on individual choices in every case and situation, but one must also be able to assess and see the big picture over the whole life cycle.

When you are a public organisation and you are working with public money, the different themes and issues of responsibility are particularly important and there is a very wide range of them. However, the interviews also highlighted the reality that in many cases, the ability to make economic decisions can conflict with what is the most ecologically viable course of action. In such cases, choices and decisions have to be made between economic responsibility and ecological responsibility.

Of course, there are all the legal issues involved in any kind of responsible construction of sports facilities. These include building permits, urban design issues, accessibility standards, environmental reports, land use planning etc. These will always guide the construction process and you cannot get away from them. Compliance with the law is of course very basic when it comes to responsibility in general and these issues also came up in the interviews.

Although the research interviews showed that the city has a reasonably good understanding of sustainability and that the themes and principles of sustainability are already well considered in the construction of sports facilities, at least one clear lack was also found, which each interview showed. The City of Jyväskylä does not have any specific and clear guidelines on how responsibility should be taken into account in the construction of sports facilities and its different stages. There may be some smaller guidelines, but there is no single and clear set of guidelines. There is obviously a place for improvement here, which

could help to facilitate the implementation of sustainability in construction projects.

“There is certainly a need for improvement, there are guidelines, but there is not necessarily a single clear set of guidelines.” (Interview 2)

“There are no ready-made guidelines on sustainability for the construction of sports facilities alone.” (Interview 3)

6.3 Political decision-making is key in the context of managing responsibilities and leadership

When we talk about the city and the public actor that the City of Jyväskylä is, the final responsibility for decision-making and management always lies with the political decision-makers. As service sector managers, public officials also play an important role in the management of sports facilities construction projects. They are responsible for the financial planning of the service areas, which is ultimately set by the political decision-making process. When considering the construction of sports facilities and new projects, the public officials, among other things, submit new projects to the decision-making process and investment programmes, through which the projects can potentially be taken forward in concrete terms. Decision-making may involve several discussions at different decision-making levels, often seeking guidance from the political decision-maker. Finally, project decisions in political decision-making are taken according to the definitions in the administrative statute, meaning that who is the decision-making body at which point can then take a final decision. Once the formal project decisions have gone through the decision-making bodies, the management of sports facility projects is usually transferred to the project manager or the person responsible for the project. It is usually up to the officials themselves to decide who in their department should be responsible for the actual implementation and management of the projects. Of course, in many cases these people are already involved in the preparatory phase of projects.

Whoever takes over the management of the project will see it through to the end. However, in all these activities, the ultimate responsibility lies with the political decision-makers, who are ultimately responsible for all these projects, even if they are not the actual project managers. The interviews revealed also that the political decision-makers in Jyväskylä are well aware of the themes of sustainability and its links with management and are therefore able to draw attention to these aspects at different stages of the project, if necessary.

“Jyväskylä's decision-makers are also well aware of matters relating to responsibility and at the latest they raise these points when talking about sports facility construction projects.” (Interview 3)

Political decision-making is key to all of this, but project managers who are actually working on a project also have a lot to take into account when talking about responsible management. The main points raised in the interviews related to responsible management were needs approach, resource wisdom and understanding and managing the larger picture. People management was also highly valued.

“If you want a good result, it requires a leader to understand different entities, and above all to coordinate the ideas of different people. Project management is ultimately about managing people.” (Interview 1)

The study also highlighted the fact that the management model in general has become clearer in recent years and that there has been a certain cultural change in construction projects. This in itself is a major factor when it comes to responsible management.

6.4 Networks play an important role in sports facility construction

The interviews revealed very well the quite extensive networks of the city of Jyväskylä. No sports facility, for example, is developed solely by the sports services or, the facilities services, but always with the involvement of a wider range of expertise and networks to ensure that the future sports facility is the best possible for the needs for which it is being built.

There were indeed many networks. These include other municipalities and cities, various companies in cooperation with which projects are carried out and implemented, users of sports facilities, that is local citizens, and sports clubs. In addition, of course, the city's own internal networks and various working groups also play a very important role in sports facility construction projects. Of course, there are various networks of experts within the City of Jyväskylä, which are put to good use. For example, the expertise of the planning, street and parks and facilities services is often needed when it comes to sports facilities. Jyväskylä also has a working group on sports facility planning, which focuses specifically on future sports facility construction projects.

Networks are all important it is very difficult to say which network is somehow more important than another. The specifics of a project will go a long way to determining which networks are perhaps the most important for that particular project. In any case, all networks are needed. In any case, it is often the case that all networks are needed.

“All networks are needed, but the network itself is such a broad concept that you need the right parts. All networks are needed for a successful project.” (Interview 1)

As far as networks are concerned, the need to make better use of the national network emerged as an area for development. The network at the level of the responsible officers and managers works quite well, but networking at the operational level could further improve the results.

6.5 The importance of participative involvement is becoming more and more important in the construction of sports facilities

Participation as a theme has been growing strongly in 2020s also in the City of Jyväskylä. The study highlighted many good and interesting points and perspectives on participative involvement that should be taken into account, especially in municipal organisations.

“In municipal and public projects, whether it's building sports facilities or whatever else, but when projects are funded with public money, participative involvement is really the cornerstone of the entire project. It is extremely important that these future users, as well as local residents, have a voice in the projects, because after all, it is for them that sports facilities are built.” (Interview 1)

“If we think of a municipality, we cannot involve or participate in activities without the individual's own will to do so. The starting point for participation is therefore that the individual himself or herself wants to have an impact.” (Interview 4)

The City of Jyväskylä has an involvement programme and an own organisation for participation, which is also based on legislative issues to implement participative involvement. The Involvement Programme and the legislation itself impose certain obligations on the City of Jyväskylä in relation to participative involvement. The City of Jyväskylä also has a number of inclusion experts on its payroll, who are used across different service areas. The City of Jyväskylä has sectoral participation teams, each with representatives from a service area. Inclusion and participative involvement experts are there to help the different sectors to make inclusion a reality. For example, when talking about the construction of sports facilities, an inclusion expert from the education services will support the project leader in how to go about implementing involvement in the project in question.

The study also showed that in recent years, the City of Jyväskylä has paid more attention to participation in the construction of sports facilities and that local residents, different actors and networks are actively involved in the construction

of sports facilities. Transparency and planning are important elements of responsibility, but they are also key to the participation of citizens. This is particularly important when it comes to the construction of sports facilities, which often receives a lot of media coverage, and many projects are the subject of a lot of emotion in one way or another.

The study pointed to the importance of identifying the right stakeholders and networks at the project planning stage, involving the right people for the project in order to achieve the best outcome. When considering the most important networks for sports facility construction in terms of participation, the study highlighted citizens, i.e. the users, and the internal stakeholders, i.e. the different departments of the service area, such as land use services or planning. Users and citizens are, of course, a very broad concept and include, for example, inhabitants of the area, sports clubs or schools. It is therefore particularly important to identify the key participants for each project. User involvement is very important because, for example, the needs of different users can be very different. It is also very important to consider issues such as accessibility, and usually the best experts on accessibility can also be found through participation.

Participative involvement throughout the project is important, but the most significant input is considered to be at the beginning of the project, during the study and design phase. At this stage, networks should be involved as widely as possible, as well-done studies and plans are crucial to the outcome of the project as a whole. As the project progresses, there will of course be more involvement of construction professionals, authorities and consultants, but also, for example, consultation with users during the construction phase.

7 DISCUSSION AND CONCLUSIONS

This chapter discusses the implementation, results and reliability of the study. It also discusses the possibilities for further research on the topic and draws conclusions from the study. It also reviews the results in the light of the framework of the literature and answers the research questions.

7.1 Responsible management of sports facility construction in the City of Jyväskylä

The study showed that responsibility is well taken into account in the management of construction of sports facilities in the City of Jyväskylä. The interviews revealed well that, at least in the Jyväskylä city organisation, people working on sports facility construction projects and in management positions are well aware and recognise the principles of responsible management.

In the City of Jyväskylä, responsibility in the management of sports facility construction consists of several different aspects that are actively taken into account. These different aspects and phases can be roughly divided into three, those before the actual construction project is decided going to start in the decision-making levels, those during the actual construction and those after the construction project is completed and the new facilities are ready. In this study, more cornerstones of responsible management and important aspects of management came to the fore before and during the start of the project. Of course, many of these things are important, after the new sports facilities has been completed and these certain responsible management choices, that have been made during the construction and planning of the project, will only be realized for the users when the project and the new facilities are ready. After all, responsibility, especially when it comes to the construction of sports facilities, is very much about, for example, life cycle thinking, which can be seen in e.g. in

material and energy solution choices, and concretely over the years from the economic perspective.

In the construction of sports facilities, everything always starts with the need. Without the right need, there is no point in building new facilities. This is, of course, a very basic premise from the point of view of responsibility and this was also raised in every interview. The need for new sports facilities is often the result of careful analysis, based on research and real need.

Once a need has been identified, projects always start with careful planning. Planning usually takes time and takes into account everything possible. In responsible management, careful planning is the key to achieving the best possible outcome. In fact, all the basic principles of sustainability are already taken into account at the planning stage, as these must be in place before the project is taken to the final decision-making stage.

Once the project has been formally decided, the project leader will lead the project to the finish line, so to speak. Through his or her own leadership, he or she ensures that the project is carried out as planned and therefore responsibly. The project manager is often assisted by several other experts and, of course, by the authorities, who ultimately check all the things that legally require official controls.

7.2 Participative involvement is important and constantly improving

Inclusion and participative involvement are very important nowadays, especially when we are talking about municipal activities that operate with taxpayers' money. The importance of participation has grown a lot in recent years and in the City of Jyväskylä, participation of different stakeholders in the construction of sports facilities is also quite active and diligent at different stages of the projects.

When it comes to the construction of sports facilities, the main stakeholders involved in projects are the future users of the facilities, that is sports clubs, local residents and schools. The involvement of the different services within the city is also often very important. Based on the interviews, the greatest need for participative involvement is at the planning stage. This is also the stage where the number of participants is higher. Contractors, public authorities and internal stakeholders are the main stakeholders involved during projects. However, users are also involved during the implementation phase, as appropriate, and are kept informed of the progress of the project.

In the City of Jyväskylä, participative involvement has gone a long way at the city level in recent years and it is also something that is invested in and perceived as important. Participative involvement is already very well used in the construction of sports facilities, with dedicated involvement officers in the service areas helping project managers with questions on participation and with the participation processes themselves. On the basis of the research, it can therefore be said that participative involvement in the construction of sports facilities is currently being implemented quite well in the City of Jyväskylä.

7.3 Assessment of the research

Based on this study, responsible management in sports facility construction can be summarised as follows: In the City of Jyväskylä, the management of sports facility construction is responsible from the time the need is identified until the project is completed. Projects are managed responsibly, drawing on a variety of information, studies and experts. Management draws on extensive networks and involves stakeholders and future users. The City of Jyväskylä is aware of the three main principles of sustainability and projects follow them as closely as possible. The city, operating as a municipality with taxpayers' money, is very careful to ensure that all project-related activities are carried out in accordance with the correct legal provisions and guidelines, and that all permits and approvals are in order. A municipal operator must act responsibly in all its activities and based on this study, responsible management of sports facility construction in Jyväskylä is better than ever and is constantly improving in the right direction.

The study highlighted issues that could be developed in the future to improve responsible management in the construction of sports facilities. Perhaps even the most easily remedied lack that came up in the interviews is that the City of Jyväskylä does not have clear and concrete guidelines on how to implement responsibility and social responsibility in the management and management of sports facility construction projects. A lot is known about responsibility, and it is taken into account quite well, but there is no clear manual on the subject. So, this would clearly be an area for development that could still be quite easily implemented. Interviewees were also of the opinion that it would be good to have such a guidance manual.

7.4 Suggestions for future research in the field

If I think about this research and the further development of the study, the themes of responsibility and how they are implemented in the construction of sports facilities in the City of Jyväskylä could perhaps be explored much more deeply and specifically. Further research could, for example, look more closely at the implementation of different aspects of responsibility in concrete terms. For example, regarding financial responsibility, the actual costs compared to the budget or the sustainability of completed sports facilities could be studied from an economic point of view. From the point of view of environmental responsibility, you could look at different material choices, emissions during construction or, for example, how the nature on the site of a new sports facility or in the surrounding area has been taken into account. Social responsibility could easily be studied from different perspectives, such as equality or participation.

The topic could also be further explored from the perspective of individual projects and how responsible management has been implemented in a particular project. Based on further research, it might also be possible to create a kind of scoring or measurement model to monitor the implementation of responsible management in the construction of sports facilities. Such monitoring and measurement would provide valuable information and would also help in future investments in sports facilities. When talking about responsibility, it would also be interesting to consider the significance of the money invested in sports facilities in the big picture and from a public health perspective, for example.

So, there is certainly plenty of scope for further research on this topic. Although the study found that the City of Jyväskylä has a fairly good handle on the management of sports facility construction, it can be viewed with some criticism. The subject has not been studied before, so all the information obtained was new and useful. However, the study only provided a snapshot of a really big picture, and any further research could focus on these different areas of the responsible management in the construction of sports facilities in the City of Jyväskylä in a better and more detailed way.

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APPENDICES

APPENDIX 1: Framework for semi-structured thematic interviews

Original questions translated in English.

1) Construction of sports facilities

- Construction of sports facilities in Jyväskylä. What is the current situation of sports facilities construction in the city of Jyväskylä?
- What projects are underway?
- What projects are planned for the future?
- What are the approaches and guidelines for construction?
- How is the management of sports facility construction going in construction projects?

Supporting questions:

- Of the upcoming projects, which ones have already progressed through the decision-making process to the point where they are certain to be implemented? Which are still at the project planning stage?
- How are the processes for sports facility construction in the City of Jyväskylä progressing?
- Ownership of existing and future sports facilities?
- What kind of constraints are involved in the construction of sports facilities?
- How is the financial side of sports facility construction managed, what kind of financing models are in use?

2) Responsibility

- What do you think responsibility means in the City of Jyväskylä?
- How is it taken into account?
- How is responsibility taken into account, especially when talking about sports facility construction and its management?
- How is sustainability reflected in construction projects?
- What do you understand by sustainability?
- Does the City of Jyväskylä have clear guidelines on how responsibility and social responsibility are to be observed and how they are to be taken into account in the management and leadership of sports facility construction projects?

Supporting questions:

- What are the different sustainability themes/principles used by the City of Jyväskylä or taken into account in the different stages of the sports facility construction process?
- How is sustainability reflected in the decision-making processes of sports facility construction, or is it not reflected at all?
- The spill-over effects of sustainability?

3) Management and leadership

- Who leads sports facility construction projects in the City of Jyväskylä? Who decides and who is responsible for the projects and their management?
- How is the management of sports facility construction projects organised in the City of Jyväskylä?
- Are all sports facility construction projects organised and managed in the same way or are there differences?
- If so, what are the differences and what are the reasons for them?
- What is your understanding of responsible management? What does accountability in management mean to you?

Supporting questions:

- Do projects have a single 'responsible manager' or are there several managers in a project? How is it structured and are there differences between projects?
- How much is management determined by so-called official and legal issues?
- What are the main points that you think should be taken into account when managing projects?

4) Networks

- What networks does the City of Jyväskylä have in relation to sports facilities and projects in particular?
- What are the most important networks, partners and stakeholders?
- What are the necessary networks when it comes to sports facilities construction and management?

Supporting questions:

- Are there differences between projects in terms of which networks are relevant?
- Are all networks necessarily needed for every project?
- Does the need for networks vary over the course of projects and at different stages?

5) Participative involvement

- What do you think inclusion means?
- How is inclusion taken into account in the City of Jyväskylä?
- How is participation taken into account in the construction and management of sports facilities?
- How do you understand the relationship between inclusion and accountability?

Supporting questions:

- Who are the most important stakeholders and networks for inclusion? Who should be particularly involved when talking about sports facility construction? And who is already involved?
- What are the concrete benefits and experiences of participation in the City of Jyväskylä? In general and in sports facility construction.