Tallinn
Development Plan
2014–2020
1. Introduction

The Local Government Organisation Act is the legal basis for the preparation of the Development Plan for Tallinn, pursuant to subsection 37 (1) of which every local government shall have a development plan.

The Tallinn Development Plan has been prepared for the period of 2014–2020. The action plan of the development plan has been prepared until 2017. The development plan is based on the objectives of the Tallinn Development Plan for 2009–2027 (Regulation No. 129). The main objectives of the development plan shall be based on and specify the objectives stated in the development strategy of Tallinn titled “Tallinn 2030.” Furthermore, the Tallinn sectoral and city district development plans, the main views of the Tallinn budget strategy and the comprehensive plan for Tallinn have been taken into account. The recommendations from the strategic environmental assessment report of the development strategy shall be taken into account during the implementation of the objectives listed in the development plan.

The necessary resources for the implementation of the development plan shall be proposed in the city’s budget, making of investments and, if necessary, the taking of loans.

The central objective of the updated development plan shall be a Tallinn that is socially safe and has a clean living environment. Among other things, it shall provide for measures to boost employment in the short term, in the phase of managing the consequences of the financial crisis, and in the long term. In addition to focusing on the capital, the revision of the action plan of Tallinn has also taken into account other trends in the urban region because several solutions for the future of Tallinn can only thrive thanks to the cooperation with neighbouring municipalities and joint investments in the social and technical infrastructure. The harmonious politics of Tallinn and the municipalities of the capital city region, as well as the government, help to perform more successfully the tasks of the development plan, which is aimed ultimately at ensuring the welfare of the residents of the centre of the county and the capital of Estonia and at increasing the global competitiveness of the city.

It is therefore important that the state would support achieving the goals set in the development plan, such as by co-financing objects of national importance.

The development plan consists of an introduction, a short description of the development tasks and options for Tallinn, a formulation of the principles of the vision and management principles for Tallinn, and the action plan. The action plan contains six main objectives, sub-objectives, measures for achieving them, performance indicators, and a list of activities for 2014–2017. A separate part of the development plan shall present risks related to the achievement of the objectives and the options for their mitigation. The work ends with a list of sources used for the preparation of this development plan.

The relationships between the Tallinn Development Plan for 2014-2020 and other central development documents, and the legal binding between the parts of the development plan, have been summarised in Figure 1.

The development plan lists the following urban development priorities by main objectives:

1. The main priority of the business, tourism and employment fields is the creation of a favourable environment for start-ups and creative enterprises. It is also important to support the internationalisation of companies. In the short term, it is important to maintain the labour resources and to flexibly implement Tallinn’s support programs for the city’s residents and entrepreneurs. The expansion of the Lasnamäe Industrial Park and the completion of the Suur-Sõjamäe Industrial Park are among the most important projects. Also important is the development of entrepreneurship-supporting structures, including the carrying out of these events. It is important to encourage cooperation between universities, institutions of professional higher education, vocational schools and enterprises. The main activity to ensure employment growth is the advancement of skills and knowledge and the lowering of barriers to entry into the labour market.

2. The development of education and youth work fields is based on the development of the network of general education schools, and also in the future on the close-to-home principle, according to which the aim is to guarantee every child the possibility to attend a school near their home. Access to general secondary education is ensured for those who are interested. In vocational education, the range of disciplines necessary for the city is increased. In the field of early childhood education, the most important is the development program for municipal preschool institutions, 2013-2021, “A nursery school place for every child.” The plan is to create more than 600 nursery school places per year, amounting to 26 300 places by the end of the period. The Kadrialta St. 23 building is converted into a nursery school. The renovation of the following institutions is also planned: Tallinn Pääsküla Upper Secondary School, Tondi Basic School, Õismäe Russian Lyceum, Tallinn French Lyceum’s gymnasium, Gustav Adolf Upper Secondary School’s gymnasium and primary school building, renovation of the primary school building of the Old Town Educational College, as well as completion of the reconstruction of Tallinn nursery school No. 26 (Kisa St. 6), construction of the Pirta-Kose and Vearise nursery schools, renovation of the Õismäe Rd. 24 nursery school building, and renovation of the Tallinn Mardi nursery school. The activities of the “Peace in the Community” programme shall be continued to bring different ethnic groups closer together and increase mutual trust.

3. In the cultural field, the main objective is a national culture that is modern, evolving and inclusive of the younger generation. In the inclusion of minorities and their participation in cultural life, the orientation of the activities of
minorities towards the wider public and cooperation with other cultural groups is important. In addition to the development of a professional culture that is competitive in Europe, diverse opportunities for amateur cultural activities and support for the activities of citizen’s associations must be ensured. In the cultural heritage field it is important to value the historic cityscape of Tallinn, including the Old Town, which is included on UNESCO’s list of World Heritage Sites, as well as in the increasingly valued historic suburban built-up areas of cultural and environmental value. Strategic investment objects: Tallinn Song Festival Grounds, Russian Cultural Centre, Tallinn Linnahall, city walls and towers, the House of the Brotherhood of the Blackheads, the historic building complex of the City Theatre, Linnamae Orthodox Church, Mustamäe Lutheran Church, Tallinn Creative Hub, Tallinn Zoo, Salme Cultural Centre, departments of the Tallinn Central Library and the Tallinn Russian Museum, and the monuments to Jaan Poska and Jüri Vilms.

4) The priority of social protection, health and safety is the adjustment of the social benefit system to the economic circumstances, similarly to the already implemented first and second aid packages of Tallinn. Municipal construction is continued with the second housing programme, in order to help young people in entering the city’s labour market and in finding a home. To increase the efficacy of prevention work with risk groups, the number of child protection officials in districts will be increased, if necessary, and several new day centres will be opened. To increase the volume of social services, housing at the Iru nursing home will be expanded. In 2014, reconstruction of the Tallinn Support Centre Juks (Kadaka Rd. 153) will be completed, and the Tallinn Children’s Shelter and the Tallinn Family Centre will be reconstructed and expanded. In addition to supplementary pension payments, senior citizens will be given discounts on goods and services. To improve procedural acts, it is important that the remit of the Municipal Police be expanded.

5) In terms of urban space, the priority is the creation of a high-quality urban space that supports an increase in population and the addition of jobs. In the development of the urban space, the objective is to receive the European Green Capital title by 2018, thanks to the creation of an integrated green network and the improvement of the quality of water and air. It is also important to make the city centre more compact, preferentially develop coastal areas and turn former industrial sites into public spaces. In the transport field, the preferential development of public transport is most important, including providing free public transportation for residents of Tallinn, developing the contactless ticket system and developing light traffic routes. Priority infrastructure projects include the construction of the Haabersti intersection, construction of Pärnuvääl and developing the tramway system to Ulemiste and Lasnamäe. The Municipal Engineering Services Department’s goal regarding the planning of road investments is the achievement of the required level with major repairs and reconstruction, pursuant to Regulation No. 94 of the Tallinn City Government, of 2 October 2003, titled “Approval of road and street repair standards of Tallinn”.

6) In the field of local government, the priority is the expansion of the conurbation-based development model. Cooperation with the local governments of Harju County is increased in order to implement this, especially with the neighbouring local governments of Tallinn. Cooperation with Helsinki, Riga and St. Petersburg is important in increasing the international competitiveness of the city. The share of e-services in the provision of public services is increased, in particular, frequently used services and services with a large user base are developed. The objectives of the Tallinn Development Plan for 2014–2020 are implemented by the Tallinn City Government, agencies, city district governments and their agencies, city-owned businesses and cooperation partners. Since Tallinn’s area of influence extends considerably beyond the administrative border, cross-border cooperation must be improved in the implementation of the development plan, above all in Harju County and with the capital region of Finland – Uusimaa.

The development plan was changed in cooperation with city officials, members of the City Council and stakeholders, and it took the submitted proposals into account. The organisational activities were coordinated by the Tallinn City Office. In the preparation of the development plan ideas were used, which are presented in the documents shaping the development of the city and in surveys – in the development strategy, in the sectoral and district development plans and in the comprehensive plan of Tallinn.
2. Central strategic development trends, related tasks and solutions

The following section provides an overview of the most influential trends influencing or having influenced the development of the city. Central development trends, such as population development, economic development and socio-cultural development are observed. Based on the nature of the development trend, the main development activities and general solutions that would enable the execution of tasks in the best possible way are highlighted, while keeping the main objectives in mind.

2.1 Population development

Tallinn is Estonia’s most populous city. According to the Estonian Population Register, in April 2013, 425,249 people lived in the capital, which is 31% of Estonia’s population. During 2008–2013, the population has shown an upward trend in all city districts. The population has grown the fastest in Pirita, the City Centre and Haabersti.

The population in Tallinn is multi-ethnic. Fifty-two per cent of the population are Estonians, 38% Russians, 10% Ukrainians, Belarusians, Jews, Finns, Greeks and other nationalities. The percentage of Estonians is greatest in the city districts of Nõmme, Pirita, Kristiine and the City Centre.

The population growth rate has remained stable in Tallinn, mainly due to the increase in the number of births (Figure 3). In 2011, 4,986 babies were born in Tallinn. According to the population projection for Tallinn for the years 2011-2030, the birth rate in Tallinn will rise to a relatively high level, comparable to the birth rates of the Nordic countries.

The influence of migration on the number of residents and on the structure of population is primarily related to the settlement of larger generations in the capital, to study and work, during the 1980s. The immigration of youth has increased the percentage of younger age groups in the population of the city and has created a favourable basis for the growth of the birth rate and positive population growth. In the near future we must be ready for the beginning of the re-urbanisation process, due to the at times poor building quality of houses in new settlements, the lack of availability of services and poor road conditions, which have served to decrease the attractiveness of suburban living.

Age groups are undergoing significant changes during the period of this development plan. The change in Tallinn, as a whole, arises from the fact that between the large age groups of 0-4 and 20-24, there is a smaller group of 5-19-year-olds. Variability is even greater in the city’s districts. This should be taken into consideration when planning places in nursery schools and schools. For example, the number of 3-6-year-olds and especially the number of 7-14-year-olds increases rapidly at the beginning of the forecast period and then the increase shifts to the upper secondary school level. Also, the number of people retiring increases, but this increase is not so rapid.

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### Figure 2. Central Strategic Development Trends and Solutions

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<tr>
<th>Population development</th>
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<td>Economic development</td>
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<td>Socio-cultural development</td>
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### Figure 3. Natural Growth of the Population of Tallinn, 2008-2011

#### Births and Deaths
- **2008**: 4,986
- **2009**: 4,986
- **2010**: 4,986
- **2011**: 4,986
- **2012**: 4,986
- **2013**: 4,986

#### Change 2008-2013

The policy of Tallinn is multi-ethnic. Fifty-two per cent of the population are Estonians, 38% Russians, 10% Ukrainians, Belarusians, Jews, Finns, Greeks and other nationalities. The percentage of Estonians is greatest in the city districts of Nõmme, Pirita, Kristiine and the City Centre.

### Figure 4. The Age and Sex Distribution of the Population of Tallinn in 2013

#### Men and Women
- **Men**: 188,014
- **Women**: 211,816

### Needs and their fulfilment options

Due to the need to preserve the population of Tallinn, it is important to diversify the living environment of the city. The improvement of residents’ quality of life helps to ensure the continued growth of Tallinn’s population. Above all, this...
mean even greater focus on the diverse needs and desires of the population—creating a better working and business environment, a flexible housing policy that favours diversity, including the municipal housing fund, higher quality and more diverse services and a citizen-friendly living environment.

According to the population forecast for Tallinn, the percentage of those 65 and older will increase from 17% in 2011 to 18% in 2020, and to 20% in 2030. This means that the number of taxpayers may decrease and economic pressure on the city's budget will inevitably increase. Therefore, it is imperative to improve the productivity of the people remaining in the labour market, in order to achieve the same or better standard of living. The prerequisite for this is structural changes in business that aim to increase productivity and achieve higher profits. The city's business policy must encourage such changes.

The ageing of the population will result in an increase in the demand for welfare, medical and recreational services directed towards senior citizens, and will require the redirecting of more resources to creating day-care centres, nursing homes and active hobby activities for this age group. The ever declining working-age population will need to support a growing dependent population group, which also leads to the city having less money to invest in its own development. At the same time, developed countries—where there is a similar trend taking place—may begin to even more intensively invite younger people from other areas to live there, including from Estonia, and that would diminish the working-age population even further.

The city's network of child care institutions and schools must be constantly kept up to date. Since many people working in Tallinn live in the neighbouring settlements, the transport infrastructure must be conurbation-based. It is therefore important to develop a unified public transport standard for the capital region's local governments. Urban development should create conditions that reduce the transport burden, or at least halt its growth. There are two developments should create conditions that reduce the transport burden, or at least halt its growth. There are two options available. Firstly, the development of high-quality and child-friendly residential areas near the business districts of the city centre enables work and everyday life to be blended in a smaller unit of space, maintain a skilled professional workforce and stop the resettlement of young people in the suburbs of Tallinn. Among other things, opportunities must be created in the various areas of Tallinn for the construction of family, semi-detached and terraced homes, to offer the opportunity of creating a home in the city for those who prefer a more private environment. A contribution should also be made to increasing the high-quality concentration of urban space in the city centre and in the intermediate zones between large apartment buildings. To alleviate traffic problems and to save residents' time, it would be useful to disperse business areas outside the city.

The ethnic diversity of a city means that the city should be able to create conditions for the representatives of different ethnic nationalities to promote and consume their culture. On the other hand, the multi-ethnic nature is a resource that has yet to be effectively implemented in the cultural consumption and in the diversification of amateur opportunities for city residents, and for the promotion of tourism. The integration of ethnic groups must be a common theme running through the educational, cultural, and social services.

2. Economic development

Tallinn's share of the country's gross domestic product has grown, with nearly 49% of Estonia's GDP now produced in Tallinn. GDP per capita in Harju County is higher compared to the other Baltic capitals, but remains well below the level of the Nordic metropolitan regions. Rapid growth has been followed by a sharp decline since 2008, and stabilisation and slight growth in 2010 and 2011.

Important engines of economic development have been foreign investments in the capital region's economy. Approximately four-fifths of direct investments in Estonia are made in Tallinn and Harju County. The problems of foreign investors in the Tallinn area began in 2007, in relation to labour shortages and a considerably more rapid growth of cost levels than planned, which culminated in 2008 with the departure of several companies. Due to the economic and financial crisis, the interest of foreign investors in investing in Estonia has significantly decreased since 2008. Partial relief for the reduction in the volume of foreign investments should be provided by the means of the European Union (EU) Structural Funds, in particular to the public sector (and via orders also to the private sector), but also to businesses and to the non-profit sector. The introduction of the euro is expected to increase the investment interest of foreign investors in 2012, according to Statistics Estonia, there were 45,787 economically active enterprises in Tallinn, which is 3014 more than in 2011. Wholesale and retail businesses (21%) dominate in the business structure. These are followed by professional, scientific, and technical and construction businesses (in 2011, respectively 16.5% and 8.4%). Compared to 2010, the number of operating companies has increased in most areas (except in administrative and support service activities). In 2011, the revenue of businesses in Tallinn (with more than 20 employees) accounted for EUR 15.103 billion, which was 56% of all sales revenue in Estonia. In 2011, the corporate capital (EBIT) was EUR 843 million. Since the majority of these are small businesses, the flexible response to market signals is a competitive business advantage.

Due to emigration and competition with higher-salary countries, businesses are finding it difficult to locate skilled workers and engineering and technical personnel. Also, most of the emigrants are 20–29 year-olds. The existing workforce that was freed during the financial crisis is best suited for the development of the service sector. In the labour market there are many half-educated young people and people without a proper professional education or people without retraining, who are working in jobs for which they are unsuited. In business services (information and communication technology (ICT), data processing, design), the good language skills of Estonians and large number of suitable graduates for the workforce continue to play a role that favours investments.
In 2012, the processing industry was once again the largest in Tallinn’s employment structure, followed by wholesale and retail trade, transportation and storage (Figure 7), which have developed rapidly in recent years. However, the creators of new jobs are having difficulties finding a qualified workforce.

In parallel with the development and structural changes of entrepreneurship, incomes have also increased rapidly (Figure 8). The gross wages of the residents of Tallinn is higher than the Estonian and Harju County average. The wages in Tallinn are, however, far from the average level in the Nordic countries. Therefore, in order to increase the competitiveness in the labour market, it is essential to improve the productivity of work. This, in turn, requires serious structural changes in the economy and business, along with the development of labour quality.

Over the past decade, Tallinn’s urban space has become more attractive thanks to the construction of many new buildings (banks, shopping centres, office buildings, apartment buildings, leisure centres, sports facilities and cultural objects), the development of the business district and the upkeep and renovating of old houses. Land use intensity has increased in the city centre and around the main streets in the city. However, there are extensive plots of land in the urban space that are still under-utilised and not maintained.

The housing market has also undergone rapid changes. If 2007 can be considered the peak of rapid growth, then in 2008 a sharp decline caused by the economic crisis began. However, it is noteworthy that the majority of new residential areas are concentrated particularly near the city limits and in close proximity to the coastal area where, due to the high price of land, new urban areas with apartment buildings have also been built.

In absolute terms, the number of new dwellings built in Tallinn in recent years is higher than in the other local governments of Harju County combined (Figure 9). A remarkable difference between Tallinn and the rest of Harju County lies in the size of added dwellings. While the majority of new living spaces in Tallinn have 3 rooms or less, then in the rest of Harju County nearly half of all new housing in residential buildings have four or more rooms. Also, in total numbers, a greater number of larger houses, which are more suitable for families with children, have been built outside of Tallinn than in Tallinn. However, the proportion of smaller apartments in other areas of Harju County has risen only recently, during the real estate boom years.

Along with the rapid growth of housing construction, real estate prices rose sharply until the beginning of 2007, significantly outpacing wage growth. At the beginning of 2008, demand exceeded supply on the real estate market, to a large extent, and real estate prices dropped sharply. The decreased demand has, in particular, influenced real estate projects with a large oversupply in the suburban municipalities; high-quality dwellings in a good location in Tallinn have been influenced to a lesser degree.

In the case of demand on the housing market, the fact that the need for new housing is still high should be taken into account, in so far as in Estonia the living space per person is about two times less than in the more developed European countries. The main restriction is, however, a lower income compared to Western and Northern Europe, and the fact that loans are less available, and the price has increased. So, the need for housing in Tallinn remains high. Since the location, the availability of social infrastructure, the
The main way of going to work in Tallinn is very important and has already led to significant changes in land use functions, movement, and the development of plans by larger land units. Therefore, it is important to initiate preliminary surveys and the drafting of plans by larger land units in cooperation with apartment associations.

Changes in life and work, and the development of land use functions, lead to important changes in the movement of residents. The whole movement environment requires review and the preparation of a comprehensive mobility plan. It can already be seen now that Tallinn is a very important workplace to many residents, and that 20 100 people from Tallinn regularly commute to work in the hinterlands. Eighty-seven per cent of new dwellings are located in the municipalities of the so-called golden circle. During the last 10 years the traffic flow across the city border has more than doubled, reaching approximately 250 000 vehicles per day. Due to the increase in traffic intensity, the average speed of vehicles in the city has decreased. Transportation of the workforce to businesses that moved out of Tallinn also causes problems, since the organisation of public transportation from residential areas to industrial areas near the city is difficult, therefore businesses are forced to provide their employees with transport themselves.

There are some differences between the movement patterns of residents of Tallinn and neighbouring municipalities who are commuting to work. In Tallinn, 43% of the residents mainly use public transportation to go to work, in the surrounding municipalities the number is only 23%. The situation is different in the use of a personal car – 28% of Tallinners drive to work, whereas 42% of the residents of surrounding municipalities do the same. One of the main reasons is certainly the better performance of the public transportation network in Tallinn compared to public transportation in rural municipalities or between rural municipalities and Tallinn. The length of Tallinn’s public transport lines have been remained at roughly the same level over the past few years; however, the number of trips with public transport has increased.

In the case of Tallinn and its nearby rural municipalities, public transport not only allows one to move between work and home, but also ensures the availability of urban leisure opportunities, and fulfils other needs of the residents. For many families who have moved to the suburbs, the infrastructure and services of Tallinn continue to be vital. Therefore, apart from the city are valued. People would rather continue living in the urban lifestyle in which they are accustomed to in more remote houses offering more privacy. Choosing a place of residence is also influenced by the logistical problems arising from mobility needs, since the public transportation connection is somewhat better in towns and settlements located near the city limits.

**Needs and possibilities for their fulfilment**

Economic development and growth are directly reflected in the budget of the city by the income tax that is distributed from the state budget, as well as in the state’s ability to support local investments. The amount of revenue determines the city’s ability to improve the quality of life in the city, provide public services and make the city attractive to residents and investors in different ways. The wishes of residents regarding their choice of residence depends on economic growth. If consumers prefer change, demands on local government services and development activities also change. In growing economies, the expectations of residents towards public services and the development of the city also increase; however, financial problems increase the need for public benefits. Reduction of the local government revenue base in 2009 placed an additional burden on the city to preserve the volume and quality assurance of public services in the coming years.

The need for structural changes in the economy requires that the city’s business policy promotes companies switching to innovative, knowledge-intensive and more value-adding jobs, as well as flexible workforce education and retraining opportunities. It is even more important to create a business environment that is characterised by a flexible labour market and employees’ readiness for change and willingness to take the risk of creating their own company. In the implementing of innovative initiatives, it is important to support the activities of business incubators, including creative incubators. The prerequisite for increasing the value of the urban environment is the increase of knowledge-intensive employment, the balanced placement of living and working spaces, and the availability of different modes of transportation that are as economical and good as possible. Mobility gives employees the opportunity to find a favourable job and the companies have the opportunity to select a workforce.

It is important to continue the building and expansion of municipal markets to support small businesses and create stable markets. Since 2009, the city authority Markets of Tallinn (Tallinna Torud) has opened or reconstructed at least one municipal market each year in different city districts.
Certainly the achievement of a strong position in the international division of labour. For this purpose, it is important to develop unique regional centres, such as Ülemiste City and Tallinn City, and to update the infrastructure of Kopli Peninsula, along with opening the coastal areas to the sea. With new developments, it must be ensured that they do not exert excessive pressure on the Old Town of Tallinn, one of the sites listed on the UNESCO World Heritage List, and that modern solutions would not ruin the observability of the Old Town. The location of high-rise buildings and the thematic plans of areas of cultural and environmental value must be taken into account. In order to get the best spatial and architectural solutions, it is important to organise architectural competitions.

A part of the structural shift in the economy is the reduction of lower cost as a prerequisite for the development of tourism and its disappearance in the long term. Therefore, improving the quality of tourism projects and services, creating new products and active marketing are important. Tallinn should also launch a program to make the city centre more attractive, because most tourists are consumers of the green destinations of the city centre. It is in the interest of an attractive Tallinn to restore the Tallinn Linnahall and the Creative Hub and to develop Kadriorg Park, the Tallinn Zoo and the Tallinn Botanic Garden.

Urban planning must focus more on planning by larger land units, which requires changes in legislation. The city must prevent various conflicts of functions that arise from the intensification of land use, conflicts that, in the shorter or longer term, may weaken competitiveness (i.e. development of commercial buildings in the contact zone of the Old Town vs. Old Town as a tourism product). The intensification of land use represents both a threat and an opportunity to improve tourism. Pressure on established tourist attractions and recreational areas must be avoided. On the other hand, new development projects should be seen as a means to design architectural points of interest, both individual buildings and larger areas (e.g. coastal areas). For the expansion of development activities it is necessary that the state transfer land, in a much greater extent, to municipal ownership.

In order to increase the attractiveness of the city and make the city more attractive to visitors, access to coastal areas and the preservation of areas of cultural and environmental value, and the upkeep of parks and squares, must be ensured. Pursuant to the environmental strategy of Tallinn until 2030, the idea of Tallinn receiving the European Green Capital award by 2018 must be included in the action program.

To slow down the growth of vehicle ownership, alternative modes of transport that are comparable to the usage of a car must be created. It is especially important to improve the accessibility of urban space by increasing the importance of public transport (incl. railways) and the accessibility of light traffic routes. Development of tram traffic and the creation of a quick connection to Lasnamäe and Tallinn Airport help to create a better traffic environment that should be treated in the context of management of urban space and the combined use of different modes of transport. Ways must be found to develop public transport that is more environmentally friendly, while increasing the speed of the public transport vehicles, building public transport lanes and developing the “Park and Ride” system and the unified ticket system of Tallinn and Harju County. In terms of developing public transport, participation in the 7th EU Framework Programme CIVITAS MIMOSA is important.

An important set of measures for the development of Tallinn’s street network is the construction of east-west main roads passing through the Ülemiste junction. The construction of the site’s road network depends on the participation of the state and the Port of Tallinn, and on receiving foreign funding. Recreational and forest areas are to be avoided during the construction of main roads. The construction of the Ülemiste junction, together with the reconstruction of Tartu Highway, is of vital importance. Reconstruction of Pärnu Rd. and Tehnika St., continuing with the reconstruction of Paksi and Väike-Sildamäe St., and the construction of Gonsioni St. with a priority system for public transport, are important. In terms of the development of infrastructure, cooperation with the state is necessary for the construction of the Väo intersection, Tallinn’s small roundabout and the Haabersti intersection, together with expansion of Rannamõisa Rd. and Paldiski Hwy. It is necessary to study the feasibility of a Tallinn-Helsinki international undersea tunnel and update the mobility plan for Tallinn.

In the development of light traffic routes in Tallinn, it is important to continue the building of connecting roads between light traffic routes in city districts and the city centre, incl. the construction of the connected bicycle and pedestrian path in West-Tallinn and participation in the joint projects of neighbouring municipalities titled “Developing the network of light traffic routes in Harju County”. The light traffic routes of neighbouring municipalities must be connected to the city’s network of light traffic routes, and it is also important to ensure a safe network of light traffic routes in the city centre. For the period of the development plan, light traffic routes have been planned along the following sections: Männiku Rd., Ranna Rd., Soo St., Tehnika St., Telliskivi St., Ülemiste intersection light traffic routes, Liis-Tallinn light traffic route (from Akadeemia Rd. to Paldiski Hwy.), and Pelguranna St. (from Paldiski Hwy. to Stroomi Beach).

It is also important to continue the increased construction of pedestrian walkways. Access to schools and nursery schools must be ensured, especially on foot and by bike, so that youngsters would develop the habit of using these means of transport. It is necessary to ensure that people with disabilities have access to cultural and educational institutions and public authorities.

The development of the city’s environment and infrastructure is based on the principles of the guide of the Astangu Vocational Rehabilitation Centre from 2012, titled “Designing and creating an environment that involves everyone”:

- respect – the environment shall respect all different users, no-one should feel excluded, and everyone shall have access;
- safety – the accessible environment shall be risk-free for all users; all elements of the environment shall take safety into account (non-slip floors, no readily detachable elements, etc.);
- healthiness – the environment shall promote a healthy lifestyle and use, and shall not be a threat to someone’s health or cause problems for users with health problems, such as for persons with allergies;
- functionality – the primary functionality of the environment shall be consumable by everyone without any problems;
clarity – all users shall be able to orient in the environment without much effort, therefore all the information must be clear and appropriately placed.

Since Tallinn is a maritime city, the development of the port area is very important, incl. the ensuring of smooth access to ports in the city and in the surrounding areas, creating improved pedestrian access between the passenger ports and the city, and continuing the construction of light traffic routes. The reconstruction of the Port of Aegna and Katarina Quay and tidying of the beaches of Aegna Island are vital for the development of marine tourism. Supporting the development of yacht harbours and small craft quays is also important to the city.

In the interests of the development of Tallinn are the reorganisation of the rail transport service and a reduction in the carriage of dangerous goods. In order to eliminate safety issues at same grade rail and road crossings, it is necessary to reconstruct the Pääsküla and Nõmme crossings and the Tondi railroad crossing as a grade-separated crossing. Residents must be educated on how to prepare for emergencies and how to behave in case of an emergency.

In the collaboration between Tallinn and neighbouring municipalities, the following needs arise: the need to invest in the entry and exit routes to Tallinn, the need to develop sustainable multimodal transport and follow a coordinated housing policy; optimise the educational network; promote leisure and recreation in green spaces; cooperation in domestic and foreign tourism, etc. A meaningful leisure experience requires the reconstruction of the water system around the north-east end of Kadiorg Park, along with the fountains of Snelli pond and the park, the construction of Pirita Beach fortifications, the development of Pirita Beach and the design and construction of rest areas along the Pirita River Landscape Protection Area are necessary.

For the administration of the industrial area around Tallinn, it is necessary to build a network of main roads around Tallinn that, in addition to cars, also includes rail traffic. Construction of the Tallinn railway bypass enables a reduction in the traffic load of the capital city as well as the removal of environmentally hazardous cargo.

In terms of regional economic development, Tallinn in the context of Estonia is a highly competitive economic centre, where the majority of international company headquarters are located. The preservation and strengthening of the logistically central position of Tallinn depends, first and foremost, on the development of infrastructure across the territory of the state as a whole, however, it is not in the direct sphere of activities of the city’s administrative agencies.

The economy in Estonia has been driven by the rapid growth of activities of the city’s administrative agencies. The economy in Tallinn has been driven by the rapid growth of activities of the city’s administrative agencies. The economy in Tallinn has been driven by the rapid growth of activities of the city’s administrative agencies.

Investment projects planned with external funding
Regarding technical infrastructures:
- reconstruction of tram line No. 4 infrastructure;
- construction of the Kalamaja bypass (Kalanama Street);
- construction of FSžvijai (depending on the participation of the state and the Port of Tallinn, and on the receipt of foreign funding);
- construction of light traffic routes;
- finishing the Haabersti intersection;
- reconstruction of Peterburi Road;
- reconstruction of Gonisori Street;
- reconstruction of the Port of Aegna;
- construction of the Suur-Sõjamäe storm water management system;
- developing the tramway system to Ulemiste and Lasnamäe;
- project "Tallinn Tram" (Phase I = reconstruction of the Lasnamäe–Tallinn city centre and Kopli tramway, and the turn around on Laikmaa St.),
- optimisation of the public transport route network;
- Phase II construction works of the J. Smuuli Road railway viaduct and reconstruction of Suur-Sõjamäe St. (Kesk-Sõjamäe St. – city borders),
- construction of the roadway from the Port of Tallinn, incl. reconstruction of the Tuukri/Nafta and Petroleumi St. intersection,
- reconstruction of Narva Hwy. (Russalka intersection – J. Smuuli Rd.),
- reconstruction of J. Smuuli Rd. (Narva Hwy to Peterburi Rd.),
- reconstruction of the Kopli tramways,
- reconstruction of the Pääsküla railway crossing,
- reconstruction of the Nõmme railway crossing;
- construction of Tondi grade-separated junction,
- Regarding environmental objects:
  - preparation of urban storm water management schemes
  - improvement of the maintenance, water supply and other infrastructure in city cemeteries,
  - tidying of the forest stands, parks and green areas in the city.

Regarding the urban infrastructure objects:
- reconstruction of Tammemaare Park and Theatre Square,
- construction of the bastions zone in the Old Town of Tallinn,
- renovation of municipal and social housing and former dormitories (incl. improving their energy efficiency);
- construction and renovation of energy-efficient social housing units,
- family homes under the project Lastele perehääde
- elukeskkond (project that fosters family-like living conditions for children from orphanages). Künni St. 9, Veerse St. 26 and Veerse St. 28,
- establishment of the Tallinn Botanical Garden’s learning garden
Regarding public transport:
- purchase of new energy-efficient trams and trolley buses,
- construction of the Ülemiste transfer terminal.

Regarding safety and law and order:
- reconstruction of street lighting in Tallinn;
- renovation and reconstruction of traffic control devices
- in order to make traffic flow smoother and cause less pollution;
- modernisation of public transport information and communication systems.

2.3 Socio-cultural development

The importance of Tallinn, the country’s largest centre and capital, for residents of other areas of Estonia has been increasing. The impact area of Tallinn is the whole of Estonia, with over 90% of the residents of neighbouring areas somehow related to the capital, in Southeast Estonia, this number decreases to 25%.

Unlike the 1990s, the new century until 2008 was characterised by the overall prosperity and rapid growth of Tallinn’s population. Social inequality has not increased in recent years in Estonia, including Tallinn, rather it has slightly diminished. Nevertheless, the stratification of the population compared to Nordic cities is strong. Large families, single-parent families and families where the parents are unemployed find themselves in an especially difficult position. Since the interim growth in employment has been replaced since 2008 with the growth of unemployment due to the recession, then a growth in the number risk groups and a worsening of coping difficulties is to be predicted.

Compared to other regions of Estonia, in Tallinn the number of people living below the poverty threshold is significantly lower, and the average income is also higher. The social security system of Tallinn has developed in the direction, where the volume of financial aid that is independent of income...
has rapidly grown and the volume of financial aid that is not income dependent has remained almost the same. Most Tallinners assess their health as very good or good (Figure 17). However, as with the whole of Estonia, the average life expectancy of Tallinners is lower than the relevant indicator for the Nordic countries. Among the reasons for this is the lack of public health awareness, as well as the high percentage of persons engaging in high-risk behaviour. Injury mortality and morbidity rates are especially high, for the prevention of which the city’s infrastructure is developed with the aim of ensuring a safe and environmentally friendly urban space, where city residents are included in urban region health teams. In 2013, after evaluating Tallinn’s health promotion activities over a period of two years, the city was accepted as a member of the Safe Community network. This creates the prerequisite for the development of more joint activities and for finding partners in the implementation of better preventive measures.

A second family nurse shall start working in the 262 general practitioners’ offices, primarily to take part in preventive work. To improve the availability of ambulatory primary care the development of 6–7 so-called primary care centres at city-owned hospitals in Tallinn is planned with the objective of better preventive measures.

The economic crisis in Europe has not been overcome by a long shot, and when the labour market situation changes, then Tallinn is going to develop new aid packages for the people and businesses in difficulties. As a short-term measure, the implementation of the unemployed in public work – the maintenance of parks and green areas and the cleaning of sidewalks – shall continue after the expiry of the current aid package. Based on need and available resources, the offering of already well-established social jobs in city offices and agencies shall continue. Labour law counselling and support for the preparation of relevant legal documents shall continue. Clubs for the unemployed engage in preparing the unemployed to become successful job seekers, along with an advanced program for the more successful, with the emphasis on creating your own job with the help of business training and incubation. Competitive companies that are interested in expansion and growth, are offered a grant opportunity for job creation.

In order to deal with the aforementioned risk groups, Tallinn shall continue to provide support for young people, the unemployed, in order to facilitate re-entry into professional life, and people with coping difficulties, according to their appointment with doctors, midwives or other specialists.

Under the programme “A nursery school place for every child” new nursery schools are built and the existing ones renovated. During the period 2014–2017, it is also planned to improve the learning conditions at all general education schools. Tallinn values the work of educators and deems it necessary to equalise the minimum levels of the salaries of educators being paid by the city with the minimum level of salaries of those educators being paid by the state. More resources than ever before are being directed to citizen education, where hobby education and activities, as well as youth work, play an important role. Youth participation in urban life is more broadly supported by programs, projects and the implementation of new forms of participation. Extra-curricular activities play a vital role in the development of a young person into a multi-faceted, well-educated and active citizen. This requires the existence of a suitable and contemporary infrastructure.

The aim of the housing policy is to make housing available to all residents of Tallinn. There are 4200 dwellings in the CSFs housing fund, out of which approximately 3500 are habitable. The city-owned housing fund accounts for 2% of the total city housing fund. The size and convenience depend increasingly on income. Access to housing for the poorest families has deteriorated. Housing research has shown that far too little attention has been paid to social target groups in the provision of municipal rental housing. Surveys show that the alternative of renting housing from the city is considered important, however, in the future, people would prefer to privately own their own housing. Regardless of the stage of life or age group, the perceived need to rent an apartment from the city may, on the one hand, be an economic inevitability, but on the other hand a reassuring option, regardless of whether this is a choice or a momentary necessity. On the basis of the social need for municipal rental housing, and also considering the fact that most people believe the ideal to be personal ownership of a dwelling, it may be predicted that by the end of the 2020s Tallinn’s share of municipal rental housing will be 7.5% of the total housing fund.

To reduce ethnic gaps, the readiness is created in schools to teach children with different mother tongues and cultural backgrounds. Pupils of Russian-language schools must be offered different opportunities for the better acquisition of Estonian. The importance of youth work in the integration of youngsters from different nationalities is also increased.

Youth participation in urban life is more broadly supported by programs, projects and implementation of new forms of participation. The average life expectancy in Estonia, including in Tallinn, is 7–8 years shorter than in the Western European countries. This means that the local government has to pay a lot more attention to raising people’s health awareness and creating opportunities for supporting health in the urban environment (nature and hiking trails, sports fields and halls) and

**Figure 16. Social benefits dependent and independent of family income, 2005–2012**

<table>
<thead>
<tr>
<th>Year</th>
<th>Social benefits dependent on the family income</th>
<th>Social benefits independent on the family income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>1.00</td>
<td>2.00</td>
</tr>
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</tr>
<tr>
<td>2012</td>
<td>8.00</td>
<td>9.00</td>
</tr>
</tbody>
</table>

**Figure 17. Tallinners’ self-assessment of their health status, 2008–2012**

- Very good or good
- Nor good or bad
- Bad or very bad

- 2008
- 2009
- 2010
- 2011
- 2012

Needs and their fulfilment options

In mitigating the effects of the financial crisis, the centre of attention is on youth unemployment, the long-term unemployed and people with coping difficulties. Tallinn has already implemented two aid packages for the residents and businesses of the city, focused on six important areas: reducing unemployment, support and social aid, counselling, reduction of heating costs, supporting entrepreneurship and consumer protection, in order to maintain the employment of residents and create as many jobs as possible. Within the framework of the second aid package salary subsidies and the creation of social jobs were implemented, attention was paid to the establishment of industrial parks and business incubators and programs for youth. To help those who have lost employment get back to work, the city has supported the establishment of clubs for the unemployed since 2009. Since 2012, these clubs have been active in every district.

The average life expectancy in Estonia, including in Tallinn, is 7–8 years shorter than in the Western European countries. This means that the local government has to pay a lot more attention to raising people’s health awareness and creating opportunities for supporting health in the urban environment (nature and hiking trails, sports fields and halls) and
in ensuring a healthy environment (cleaner air, less noise, clean drinking water, clean bodies of water, elimination of residual pollution, etc.). Health promotion specialists have started working in city districts. In collaboration with the state, a network has been created for the counselling and rehabilitation of people wanting to quit using drugs, the network offers drug rehabilitation services and counselling and includes family physicians and health care institutions. In order to increase the awareness of the population concerning health awareness, the construction and renovation of public saunas is supported, information events, health days and weeks are organised in urban regions, institutions, schools and nursery schools, together with city-wide campaigns. Construction of the new municipal saunas is planned for the buildings at Raua St. 23 and Valdėve St. 13. The priorities for the coming years are the following: improving the technical basis of emergency medical services, empower the activities of health councils at schools and provide healthcare professionals with training in counselling. For the implementation of the Estonian National Health Plan, a health coalition has been formed and a health fund has been established. The aforementioned fund enables support for the health promotion projects of city districts, private and non-governmental sectors, to shape and change the health behaviour of residents. Targeted grants must also be used on economically disadvantaged residents, since they are also the biggest health risk groups. Particular attention should be paid to the alcohol policy, to expand the prevention activities at workplaces and schools and to make abstinence a way of life. New sports centres are being built to promote sporting activities, the health programme Tallinn ligubi (Tallinn on the Move) is being continued and it is requested that the maximum age for state money for sports would to be extended to 26 years of age. The city aims to expand opportunities for recreational and competitive sporting activities and for engaging in sports.

The diversity of lifestyles and values leads to the diversification of needs for services and products. Emphasising the importance of so-called soft values creates the need to introduce and implement the principles of responsible businesses, where the public authorities have an important role to play. Changes in lifestyle and values increases the demand for amateur and cultural self-expression opportunities, but this fragments the participants of the organised events. The social stratification of the population works in the same direction and with even more negative results. Stratification is related to the culture’s absorption capacity, but also to the demand for culture – both are much smaller in the poorer sections of the population than in the richer sections. Therefore, the richness and diversity of the culture depends significantly on the functioning of economic and social policy. Also, the different values and tastes of nationalities fragment cultural life; an efficient integration policy, however, enables them to be used to enrich cultural life. Community houses that are in good condition would enable the promotion of amateur cultural activities and the integration of nationalities, or the promotion of a particular ethnic culture. Better involvement of residents in cultural life creates a better basis for understanding cultures and for the spreading of European values.

International cooperation and joining the networks of different fields is important in culture, to increase coherence with the whole of European culture and develop cultural connections in the Baltic Sea region and with Russia, and in doing so not forgetting the specific historical character of Tallinn. The preservation of national traditions is important, so that national culture does not become museum-like, but would instead be modern, would develop and would also “speak” to the younger segment of the population. The inclusion of minorities and their participation in cultural life is important for reducing the reclusion of minorities in their own culture. The orientation of the activities of minorities towards the broader public and cooperation with other cultural groups are also important. In addition to the development of professional culture that is competitive in Europe, diverse opportunities for cultural activities, support for the activities of citizens’ associations, community-centred initiatives must be ensured, and care should also be taken that cultural activities would link the different layers of society.

The following continue to be a priority:

- increasing the opportunities for cultural and leisure activities near the city centre of Tallinn, at the seaside;
- creation of a modern pedestrian- and bicycle-friendly urban space in the area of the city centre, building streets for pedestrians;
- development of the Culture kilometre all the way to the promenade;
- reconstruction of city-owned cultural, memory and recreational institutions, expansion of the public library network;
- development of the interdisciplinary, multifunctional and modern cultural centre Tallinn Creative Hub, linking it with other cultural objects in the immediate vicinity.

In the field of cultural heritage, it is important to place value on the historic cityscape of Tallinn, including the Old Town listed on UNESCO’s list of World Heritage Sites, as well as historic neighbourhoods of cultural and environmental value that are greater attention both locally and internationally. It is important to raise public awareness and involve residents in maintaining the built-up environment by supporting research and restoration of monuments and areas of cultural and environmental value, and by continuing with various projects, such as the Künkurenessass (Church Renaissance) and the Vana majas koral (Fix this old house!) projects. The most important investment objects are the following: Tallinn Song Festival Grounds, Russian Cultural Centre, Tallinn Linnahall, city walls and towers, the House of the Brotherhood of the Blackheads, the historic building complex of the City Theatre, Laama Orthodox Church, Mustamäe Lutheran Church, Tallinn Creative Hub, Tallinn Zoo, Salme Cultural Centre, departments of the Tallinn Central Library and the Tallinn Russian Museum, building of the St. Canute’s Guild, Jaan Poska and Juri Vims monuments.

**Investment projects planned with external funding**

- complete renovation of schools, extensions and alterations (Tallinn Pääsküla Upper Secondary School, Tondi Basic School, Õismäe Russian Lyceum, Tallinn French Lyceum’s gymnasium, Gustav Adolf Upper Secondary School’s gymnasium and renovation of the primary school building, renovation of the primary school building of the Old Town Educational College, renovation of the workshops of the Tallinn Kopli Vocational School and the acquisition of technical equipment, etc.);
- construction and renovation of nursery schools (the reconstruction of the Tallinn nursery school No. 26 (Kiisa St. 6), reconstruction of the Käidula St. 23 building into a nursery school, construction of the Pirta-Kose and Vereere nursery schools, renovation of the Õismäe Rd. 24 nursery school building, renovation of the Tallinn Mardi nursery school, etc.);
- construction and renovation of sports and youth work facilities (construction of the Tondiraba Sports Centre, construction of the Sõle Sports Complex, reconstruction of the Kalev Sports Hall, renovation of the Lasnamäe Youth Centre, renovation of the Nõmme Youth House);
- construction and renovation of social welfare and health care institution buildings (extension of the Lasnamäe Social Centre, construction of the new building of the Iru nursing home, reconstruction of the Tallinn Children’s Shelter, organisation of the reconstruction of the Tallinn Support Centre Juk, reconstruction of the Paljassare Social Home);
- supported living unit of the Mental Health Centre (Pelguranna St. 35);
- housing service for people with disabilities (Maleva St. 16);
- renovation of the music school building of the Old Town Educational College;
- construction and renovation of cultural objects (construction of the workshop complex of the Tallinn City Theatre on the Suur-Sõjamäe St. 44d lot, renovation of the historical buildings of the Tallinn City Theatre (La St. 23, 25 and Aida St. 6, 8, 9, 10), major repairs to the Eduard Vilde Museum and renewal of the exhibition, major repairs in the Tallinn City Museum Children’s Museum and renewal of the exhibition, reconstruction of the Mustamäe Cultural Centre Kaja, reconstruction of the hobby education building of the Lindakivi Cultural Centre, reconstruction of the foreign and Russian literature department of the Tallinn Central Library, erection of the Fallen Officer’s memorial in Tondi, and the Baltic Way Memorial);
- reconstruction of the Uus St. 19 (2 Vene St. 28 building (the so-called Sleeping Beauty Castle) together with the Brenen tower);
- reconstruction of the Tallinna Linnahall, an architectural and cultural heritage site.

**In tourism-related areas:**

- construction of the polar bear exhibit at the Tallinn Zoo;
- reconstruction of the Tallinn Song Festival Grounds;
- renovation of the bears and wolves exhibition at the Tallinn Zoo;
- construction of the third phase of the first stage of Afrocanium (the house for thin-skinned animals);
- construction of the second stage of Africanium (house for giraffes);
- continuing the reconstruction of the Kadiorg Park.
3. Development vision for Tallinn

Tallinn is the capital of the Republic of Estonia – a city of multicultural, industrious and creative people, a unique cultural sign and seaside gateway to history.

Tallinn is an internationally attractive destination and the leader of a competitive new economy in an innovative, balanced and safe urban environment – love at first sight – an active and reliable partner.

The development vision is made more specific by six main objectives, which are formulated in the strategy of "Tallinn 2030".

1. an entrepreneurial, sought after on the labour market, and well-paid Tallinner – Tallinn with a highly productive economy;
2. a mentally and physically active Tallinner – Tallinn with diverse activities and full of experiences;
3. a safely growing Tallinner with versatile development and lifelong learning experience – an educated, capable and open Tallinn;
4. a Tallinner who is taken care of, protected and helped – a (socially) safe Tallinn, with managed risks;
5. a Tallinner, who sustainably connects and values home, work and recreation – Tallinn with a comfortable, inspiring and environmentally sound urban space;
6. Tallinners, who run the local government democratically and purposefully – Tallinn with effective city agencies that have knowledge-based management and a good service culture.

Furthermore, secondary objectives to each main objective were prepared, the achievement of which was associated with the city’s budget strategy for the coming years (Figure 18).
4. Development principles of Tallinn

To achieve the future image of Tallinn, the following principles are considered a priority in the development activities of the city’s management structure:

- welfare of Tallinners;
- ensuring the competitiveness of the city with respect to other cities and regions;
- environmental integrity and sustainability of the development;
- core social values;
- balanced development;
- democratic and knowledge-based local government;
- enhancing the role of the local government in the provision of public services;
- combining the perspective of overcoming the short-term crisis and the long-term perspective.
5. Development model for Tallinn

In the planning of the development of the city of Tallinn and in the development activities the development trends of Tallinn and its surroundings (development plan Part 2), the development vision of the capital (Part 3), and the principles of achieving it (Part 4) are taken into account. It is even more important to create a link between the planned measures and activities, and the social and legal nature of the city.

Each Tallinner is a part of Tallinn as a social unit. At the same time, this social unit is more than just a sum of its individual residents—it is more or less a coherent territorial community. The requests and needs of individuals must be taken into account when directing the development of the city, as well as the overall goals of the city as a whole. It is convenient to distinguish between the development objectives and needs of Tallinners and Tallinn on a more specific level, taking into account the various aspects of residents’ life. Tallinn’s development planning is based on a resident as someone who is working, studying, actively resting, socially coping, creating, valuing and sustaining the environment and organising communal life. Although the importance of these various aspects may vary from person to person, the aforementioned areas are equally important for the coherent and balanced development of Tallinn. Consequently, the development plan has six main objectives, in aspiring towards which Tallinn will be brought closer to the described vision.

In legal terms, Tallinn is a local government unit of Estonia that organises the provision of public services to its residents within the framework of legislation and shapes the urban environment actively and/or through a regulatory environment. Local government authorities—the City Council and the City Government—manage the city, using for that purpose the independent budget of the city. The city’s development plan serves as a strategic and tactical basis for the organisation of life in the city.

Although in the Estonian administrative system the local government has the right to voluntarily take on tasks, it is, however, limited due to the large number of compulsory tasks provided by the law and due to limited resources. Hence, firstly the need arises to focus the objectives of the development plan in such a way that the aspiration, on the one hand, would contribute to the achievement of the city’s future goals and, on the other hand, would ensure the best performance of statutory duties. Therefore, under every main objective in the development plan, secondary objectives have been outlined. If the main objectives yield the desired results on the qualitative level, then the secondary objectives of the development plan provide an opportunity to quantitatively measure and monitor the efficiency of development activities and indicate whether, and the extent to which, the main objectives are being approached.

Secondly, based on the nature of urban life and public duties, the achievement of development plan objectives must be considered in a complex manner, associating them with the allocation of funds necessary for the achievement. A set of measures and activities is foreseen in the development plan to ensure the achievement of each secondary objective. They include the provided services and products, as well as projects needing investments, with which an improvement of the condition for provision of products and services in intended.
**Figure 19. Development targets**

| 1. main goal: a safely growing Tallinn with diverse development and lifelong learning experience – an educated, capable and open Tallinn |
| SO 3.1 | Children, 1.5 to 7 years of age, who have been registered in the Tallinn residents’ register, are guaranteed the opportunity to acquire preschool education in preschools with modern study and play environments |
| SO 3.2 | All children residing in Tallinn are guaranteed equal opportunities for contemporary level basic education, and secondary education is available for those who wish it |
| SO 3.3 | Vocational education that is based on the needs of the labour market |
| SO 3.4 | A flexible, cooperative and well-functioning information and career centre and network of youth centres in the city that are based on the needs of youngsters |
| SO 3.5 | Flexible and versatile opportunities for hobby education and recreational activities have been created for children and youngsters |
| SO 3.6 | Modern and accessible sporting facilities and a wide range of sporting events |

| 2. main goal: a mentally and physically active Tallinner – Tallinn with diverse activities and full of experiences |
| SO 2.1 | The needs of the residents are met with cultural amateur and self-development opportunities |
| SO 2.2 | Opportunities have been created for creative individuals to introduce their work and for residents to experience the art |
| SO 2.3 | Preserved and valued historical legacy in the urban space |
| SO 2.4 | A flexible, cooperative and well-functioning information and career centre and network of youth centres in the city that are based on the needs of youngsters |
| SO 2.5 | Modern and accessible sporting facilities and a wide range of sporting events |

| 3. main goal: an entrepreneurial, sought after on the labour market, and well-paid Tallinner – Tallinn with a highly productive economy |
| SO 1.1 | High activity of entrepreneurship |
| SO 1.2 | Knowledge-intensive, internationally competitive business |
| SO 1.3 | High and high-quality employment of the population |
| SO 1.4 | Tallinn is an internationally renowned city offering high-quality tourism |

| 4. main goal: a Tallinner who is taken care of, protected and helped – a (socially) safe Tallinn with managed risks |
| SO 4.1 | People with disabilities are guaranteed access and support to public and private services, opportunities have been created for coping and active life. |
| SO 4.2 | The care and coping of the elderly is guaranteed, as well as support to the families of the elderly with difficulties in coping |
| SO 4.3 | Children are socially protected, help is guaranteed for families at risk and children without parental care, children with behavioural problems have rehabilitation opportunities |
| SO 4.4 | Social assistance and social rehabilitation opportunities are guaranteed for economically underprivileged adults and adults in risk groups |
| SO 4.5 | The residents behave health-consciously and all Tallinners have access to high-quality health care services |
| SO 4.6 | Measures for preventing emergency situations and alleviating their consequences have been developed |
| SO 4.7 | Reduced crime, increased compliance with the law by residents and a secure urban space |

| 5. main goal: a Tallinner, who sustainably connects and values home, work and recreation – Tallinn with a comfortable, inspiring and environmentally sound urban space |
| SO 5.1 | Roads have been integrated into a coherent conurbation-based whole that is a comfortable, safe and energy-efficient environment that gives Tallinners good access to their homes, workplaces, service and shopping centres and recreational areas |
| SO 5.2 | The urban space is cared for and well-maintained and a sustainable waste management is functioning |
| SO 5.3 | Focused urban housing policy and ensuring housing from the municipal housing fund for those in need |
| SO 5.4 | The services of the technical infrastructure are of high quality, accessible to the residents of the city, and meet the safety and environmental protection requirements |
| SO 5.5 | The good condition of the natural environment and sustainable use of natural resources |
| SO 5.6 | The city’s administrative agencies use the opportunities offered by modern IT infrastructure in their work and offer residents a wide range of e-services |

| 6. main goal: Tallinners, who run the local government democratically and purposefully – Tallinn with effective city agencies that have knowledge-based management and a good service culture |
| SO 6.1 | A comprehensive and coordinated system of development documents |
| SO 6.2 | Urban land use is sustainable, supports the development of the city and takes a balanced account of public and private interests |
| SO 6.3 | Availability of high-quality financial information for management decisions that support the sustainable development of the city |
| SO 6.4 | City administration staff is able to provide high-quality public services and organise the execution of tasks |
| SO 6.5 | The city’s administrative agencies use the opportunities offered by modern IT infrastructure in their work and offer residents a wide range of e-services |
| SO 6.6 | The residents are well-informed about what is happening in the city, the cooperation is effective and the residents are involved |
Action plan of the development plan

Figure 22. Bicycle lanes in Tallinn

- Nõmme linnaosa
- Kesklina linnaosa
- Lasnamäe linnaosa
- Pirita linnaosa
- Haabersti linnaosa
- Põhja-Tallinna linnaosa
- Kristiine linnaosa
- Mustamäe linnaosa

RATTATEED TALLINNAS 2013

*Existing cycle track

*Prospective cycle track

*The network of cycle tracks in the city centre is settled in a separate thematic plan.
Action plan of the development plan

In the short term, there are plans to implement the following measures and activities for the development of Tallinn. The possible financial volumes for achieving these objectives are reflected in the budget strategy of the city of Tallinn and specific allocations for the implementation of the development plan are designated in the annual budget of the city of Tallinn.

1. Main objective: an entrepreneurial, in demand on the labour market, and well-paid Tallinner – Tallinn with a highly productive economy

Secondary objective 1.1 High activity of entrepreneurship

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
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</thead>
<tbody>
<tr>
<td>Number of companies that successfully leave the business incubators (Kopli, Creative and Ülemiste incubators, respectively)</td>
<td>3 + 4 + 3 3 + 4 + 4 4 + 5 + 5 4 + 5 + 5</td>
<td>City Enterprise Board</td>
</tr>
<tr>
<td>Number of counselled business plans</td>
<td>210 210 220 220</td>
<td>City Enterprise Board</td>
</tr>
</tbody>
</table>

Measure 1: valuing entrepreneurship
Organiser of the implementation of the measure: City Enterprise Board

Main activities for achieving the goals
• Promoting entrepreneurship, organising relevant events and supporting the carrying out of these events
• Organising entrepreneurship competitions

Measure 2: increasing entrepreneurial activity
Organiser of the implementation of the measure: City Enterprise Board

Main activities for achieving the goals
• Increasing the general awareness of business with the help of websites and publications
• Business consulting in the information centre, in cooperation with Enterprise Estonia
• Organising a short training (what is not offered in the market (market failure))
• Grant for the creation of new jobs
• Exhibition grant

Measure 3: development of business support structures
Organiser of the implementation of the measure: City Enterprise Board

Main activities for achieving the goals
• Establishment and management of business incubators and supporting their activities (incl. creative incubators)

Secondary objective 1.2 Knowledge-intensive, internationally competitive business

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of enterprises in the technology parks (Tehnopol and Ülemiste City, respectively)</td>
<td>190 + 300</td>
<td>City Enterprise Board</td>
</tr>
<tr>
<td>Number of employees in the enterprises of technology parks (Tehnopol and Ülemiste City, respectively)</td>
<td>2700 + 5000</td>
<td>City Enterprise Board</td>
</tr>
<tr>
<td>Number of clusters / new consortia</td>
<td>10 12 13 15</td>
<td>City Enterprise Board</td>
</tr>
<tr>
<td>Number of new products/services developed and implemented by clusters / new consortia</td>
<td>16 30 30 30</td>
<td>City Enterprise Board</td>
</tr>
</tbody>
</table>

Measure 1: raising the competence of entrepreneurs
Organiser of the implementation of the measure: City Enterprise Board

Main activities for achieving the goals
• Improving the innovation culture and raising the awareness of entrepreneurs, in collaboration with institutions of higher education, competence centres, and research and development organisations

Measure 2: creating conditions for the development of knowledge-intensive and high-throughput entrepreneurship
Organiser of the implementation of the measure: City Enterprise Board, Culture and Heritage Department

Main activities for achieving the goals
• Supporting the development of technology parks (Tehnopol, Ülemiste City)
• Cluster support
• Development of clusters, establishment of cluster centres

Measure 3: development of business cooperation
Organiser of the implementation of the measure: City Enterprise Board

Main activities for achieving the goals
• Collaboration with professional associations, the Estonian Chamber of Commerce and other support structures
• Collaboration with Enterprise Estonia
• Participation in the European Union cooperation projects for the promotion of entrepreneurship
• Organising foreign visits

Secondary objective 1.3 High and high-quality employment of the population

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of jobs created with the grants for the creation of new jobs</td>
<td>110 110 120 120</td>
<td>City Enterprise Board</td>
</tr>
<tr>
<td>Number of employees in the enterprises of Tallinn industrial parks</td>
<td>1670 1820 * *</td>
<td>City Enterprise Board</td>
</tr>
</tbody>
</table>

* – no data was predicted
Secondary objective 1.4 Tallinn is an internationally renowned city offering high-quality tourism

Performance indicators | Result values | Responsible for the achievement of the targeted results
---|---|---
Number of overnight stays by foreign tourists at accommodation establishments of Tallinn (million nights) | 2.87 3.02 3.16 3.32 | City Enterprise Board
Export of travel services in Tallinn (in millions of euros) | 857 885 913 942 | City Enterprise Board

Measure 1: development of conference tourism
Organiser of the implementation of the measure: City Enterprise Board
Main activities for achieving the goals
- Introducing Tallinn as a destination for conference tourism
- Conference tourism operators training

Measure 2: development of cultural tourism
Organiser of the implementation of the measure: City Enterprise Board, Culture and Heritage Department
Main activities for achieving the goals
- Development of the cultural tourism project the Tallinn Card
- Making at least one of the festivals in Tallinn internationally so known that it would be uniquely associated with Tallinn (like the Savonlinna Opera Festival, the Venice Biennale)
Secondary objective 2.1 The needs of the residents are met with cultural amateur and self-development opportunities

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of visits to public libraries, including electronic visits</td>
<td>1 380 000 1 390 000 1 400 000 1 410 000</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of items borrowed from libraries</td>
<td>1 780 000 1 780 000 1 850 000 1 900 000</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of hobby groups active in cultural centres</td>
<td>280 270 270 270</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of participants in the hobby groups active in cultural centres</td>
<td>6 500 6 500 6 500 6 500</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of trainings for readers, events popularising books and exhibitions in public libraries</td>
<td>4 000 4 000 4 000 4 000</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of Tallinn City Museum visitors</td>
<td>180 000 200 000 200 000 200 000</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of tours in the Tallinn City Museum</td>
<td>2 400 2 500 2 500 2 500</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of events organised in the Tallinn City Museum</td>
<td>2 800 3 000 3 000 3 000</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of Zoo visitors</td>
<td>300 000 300 000 300 000 300 000</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of tours organised in the zoo</td>
<td>300 350 350 350</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of hobby groups active at the zoo</td>
<td>14 24 24 24</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of students in the Tallinn Folk University (Tallinna Rahvuskiikool)</td>
<td>2 400 2 700 2 700 2 700</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of Tallinn Botanical Garden visits</td>
<td>52 000 54 000 56 000 56 000</td>
<td>Environment Department</td>
</tr>
<tr>
<td>Number of tours organised in the Tallinn Botanical Garden</td>
<td>310 320 350 350</td>
<td>Environment Department</td>
</tr>
</tbody>
</table>

Measure 1: development of the library service, supporting the self-improvement of residents by ensuring access to literature and written, visual or audio information

Organiser of the implementation of the measure: Culture and Heritage Department

Main activities for achieving the goals: Culture and Heritage Department
- Supplementing libraries with new media
- Developing the information technology based opportunities of libraries
- Offering the library service outside the library buildings (home and mobile collection services) and developing the library bus services, incl. services for target groups with special needs and for medical and care institutions
- Repair and reconstruction of library facilities (renovation of the foreign and Russian literature department of the Tallinn Central Library at Linnualaa Street 40)
- Building a new library in Lasnamäe
- Renovation of library branches in city districts
- Organising events that promote literature and library service

Measure 2: creating opportunities for diverse recreational and social activities

Organiser of the implementation of the measure: Culture and Heritage Department

Main activities for achieving the goals
- Supporting the activities of amateur and hobby clubs
- Supporting hobby collectives
- Supporting hobby collectives participating in the Song and Dance Festival
- Supporting the activities of ethnic minority organisations
- Supporting cultural projects aimed at amateur collectives
- Organising and financing cultural and recreational centres in the city
- Renovation and development of cultural centres in each district (renovation of Russian (Vene Kultuurikeskus) and Salme Cultural Centre, starting the construction of the extension of Nõmme Cultural Centre, expansion of Mustamäe Cultural Centre “Kaja”, reconstruction of Pira Leisure Centre)
- Development of leisure and cultural centres in each district
- Supporting the activities of Tallinn Song Festival Grounds Foundation (SA Tallinna Lauluväljak)
- Reconstruction of the Tallinn Song Festival Grounds

Measure 3: developing the activities of museums: heritage collection, preservation and presentation to people

Organiser of the implementation of the measure: Culture and Heritage Department, City Archives

Main activities for achieving the goals
- Renewing the permanent exposition of cultural heritage
- Organising exhibitions with the collections of museums and partners
- Organising cultural heritage events
- Service for professional and amateur researchers
- Supplementing the collection of the Tallinn City Museum
- Restoration of the House of the Brotherhood of the Blackheads (Pikk St. 26)
- Hobuveski (Lai St. 47) reconstruction, so that it could be used for cultural events all year round
- Establishing the Tallinn Russian Museum
- Renovating the Eduard Vilde Museum building (Roheline aas 3) and creating an exhibition
- Renovating the Tallinn City Museum Children’s Museum building (Kotzebue St. 16) and creating an exhibition
- Building a repository for the Tallinn City Museum
- Supporting and developing the activities of the Estonian Open Air Museum
- Digitising of Estonia’s oldest documented cultural heritage and providing on-line access to it
- Preparation and publishing of the History of Tallinn booklet

Measure 4: developing the activities of the zoo and offering a recreational opportunity close to nature

Organiser of the implementation of the measure: Culture and Heritage Department

Main activities for achieving the goals
- Improving the living and breeding conditions of animals (reconstruction of the rhinoceros’ and hippopotamus’ section of the house)
- Popularisation of nature and environmental knowledge
- Upgrading the Tallinn Zoo technology park
- Establishing the Tallinn Zoo Environmental Education Centre
- Construction of new exhibitions and facilities at the zoo (construction of the polar bear exhibition; construction of the Boreali exhibition (bears, wolves, mountain lions); construction of the Phase II of the Africanum (graffes)

Measure 5: creating informal education opportunities for adults

Organiser of the implementation of the measure: Culture and Heritage Department

Main activities for achieving the goals
- Supporting informal education courses and lectures (Tallinna Rahvasõilikool, Kodulooma Maja, etc.)
- Organising exhibitions and other informal education events
Secondary objective 2.2 Opportunities have been created for creative individuals to introduce their work and for residents to experience the art.

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of performances in the Tallinn City Theatre (Tallinna Linnateater)</td>
<td>410 410 410 410</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of concerts organised by the Tallinn Philharmonic Society</td>
<td>75 75 75 75</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Number of visitors to the concerts of the Tallinn Philharmonic Society</td>
<td>25 000 25 000 25 000 25 000</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Grants awarded (in euros) for the organisation of cultural projects</td>
<td>640 000 645 000 650 000 650 000</td>
<td>Culture and Heritage Department</td>
</tr>
</tbody>
</table>

Measure 6: turning the Tallinn Botanical Garden into an attractive recreational centre

Organiser of the implementation of the measure: Environment Department

Main activities for achieving the goals
- Popularisation of nature and environmental knowledge
- Creation of conditions that are necessary for the functioning and exposing of collections, incl. construction of necessary technical facilities for servicing the collections
- Reconstruction of the exhibition and conference hall of the Tallinn Botanical Garden and the supplying of equipment
- Restructuring outdoor collections and the reconstruction of facilities
- Creating opportunities for city residents to enjoy active recreation

Secondary objective 2.3 Preserved and valued historical legacy in the urban space

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restoration of churches</td>
<td>1 1 1</td>
<td>Culture and Heritage Department</td>
</tr>
<tr>
<td>Restoration of the towers of the Old Town wall</td>
<td>1 1</td>
<td>Culture and Heritage Department</td>
</tr>
</tbody>
</table>

Measure 1: valuation and ensuring the maintenance of historical and architectural monuments and heritage conservation areas

Organiser of the implementation of the measure: Culture and Heritage Department, City Planning Department

Main activities for achieving the goals
- Preparation of the protection obligation notice
- Preparing restoration projects
- Preparing special conditions for heritage conservation
- Marking and installing signs on monuments
- Organising communication regarding heritage conservation
- Restoration of bastions and opening their underground passageways
- Restoration of Freedom Square’s (Vabaduse väljak) side of the Ingeri bastion and the opening of the bastion
- Supporting the restoration of churches
- Restoration and opening of the Neitsitorn and Tallitorn towers to guests
- Restoration and opening of the Bremen tower (Bremeni torn) to guests
- Restoration and opening of the Plate tower (Plate torn) to guests
- Restoration of the Wismar ravelin
- Restoration of the objects at Peter the Great’s naval fortress
- Reconstruction and construction of monumental objects
- Development and communication of the 3D application of the Old Town

Measure 2: protection and maintenance of areas of cultural and environmental value

Organiser of the implementation of the measure: Culture and Heritage Department

Main activities for achieving the goals
- Support projects for renovating houses in areas of cultural and environmental value
- Promotion and protection of areas of cultural and environmental value, and support for the promotion of sustainable renovation
- Inventory of areas and buildings of cultural and environmental value

3. Main objective: a safely growing Tallinner with versatile development and lifelong learning experience – an educated, capable and open Tallinn

Secondary objective 3.1. Children, 1.5 to 7 years of age, who have been registered in the Tallinn residents’ register, are guaranteed the opportunity to acquire preschool education in preschools with modern study and play environments

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of children, 1.5 to 7 years of age, registered in the Tallinn residents’ register, who are guaranteed a place in a nursery school</td>
<td>23 950 25 150 25 900 26 300</td>
<td>Education Department</td>
</tr>
</tbody>
</table>
Percentage of children speaking another language and attending a language immersion group out of the total number of children attending nursery school

<table>
<thead>
<tr>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.40%</td>
<td>2.60%</td>
<td>2.80%</td>
<td>3.00%</td>
</tr>
</tbody>
</table>

Education Department

Organiser of the implementation of the measure: Education Department, Social Welfare and Health Care Department

Main activities for achieving the goals

- Progession of the number of necessary nursery school places
- Provision of childcare services and primary education
- Building nursery schools and nursery school rooms for new groups under the program “A nursery school place for every child”
- Repair, renovation and reconstruction of nursery schools (incl. outdoor areas)
- Deepening and expanding the learning of Estonian and implementation of the language immersion method in Russian-language nursery schools
- Supporting child day-care
- Implementation of the programme “Fire safe nursery school”
- Organising citywide events and competitions for children
- Organising the Tallinn educational institutions quality prize competition

Secondary objective 3.2 All children residing in Tallinn are guaranteed equal opportunities for contemporary level basic education, and secondary education is available for those who wish it

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary school drop-out rates (number of drop-outs from grades 7-9, out of all pupils in grades 7-9)</td>
<td>0.65% 0.60% 0.60% 0.55%</td>
<td>Education Department</td>
</tr>
<tr>
<td>Number of students per computer</td>
<td>21 21 21 21</td>
<td>Education Department</td>
</tr>
<tr>
<td>Number of teachers per computer</td>
<td>1.22 1.22 1.22 1.22</td>
<td>Education Department</td>
</tr>
<tr>
<td>Percentage of high school graduates among pupils that started in the 10th grade</td>
<td>86% 87% 88% 90%</td>
<td>Education Department</td>
</tr>
<tr>
<td>Primary school graduates continuing their education (%)</td>
<td>96% 97% 97% 98%</td>
<td>Education Department</td>
</tr>
</tbody>
</table>

Organiser of the implementation of the measure: Education Department

Main activities for achieving the goals

- Organising competitions that support the development of the learning environment, and recognising the institutions
- Taking into account the needs of people with special needs when building or renovating school buildings
- Organising the quality competition between educational institutions of Tallinn

Measure 2: improving the quality of teaching, motivating pupils and expanding their options

Organiser of the implementation of the measure: Education Department

Main activities for achieving the goals

- Organising events to recognise the best graduates
- Organising competitions for pupils and Olympiads, and recognising the best participants
- Organising sporting events and recognising the best student athletes
- Implementation of the international curriculum in one school in Tallinn
- Supporting pupils’ individual needs, inclusion of pupils with special educational needs
- Supporting coping in a multicultural learning environment

Measure 3: improving the flexibility of the educational system, enabling a smooth transition from one educational level to another

Organiser of the implementation of the measure: Education Department, Social Welfare and Health Care Department

Main activities for achieving the goals

- Expansion and deepening of teaching in Estonian in Russian-language schools
- Implementation of the language immersion method in Russian-language schools
- Cooperation between general education schools and the educational institutions of the city
- Development of general education institutions and introducing learning possibilities
- Providing vocational training to people without basic education
- Creating flexible learning opportunities for students who do not fulfil the compulsory school attendance obligation

Measure 4: promoting the motivation and professional development of teachers

Organiser of the implementation of the measure: Education Department

Main activities for achieving the goals

- Organising events to recognise the best graduates
- Organising competitions, trainings, conferences and recognition events
- Enabling teachers to participate in advanced training and professional conferences
- Implementation of programs for the methodical support of teachers
- Supporting the development of digital competences in employees of educational institutions
- Organising the activities of the Tallinn Teachers’ House

Secondary objective 3.3 Vocational education that is based on the needs of the labour market

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of drop-outs from the Kopli Vocational School of Tallinn</td>
<td>26% 25% 25% 24%</td>
<td>Education Department</td>
</tr>
</tbody>
</table>

Organiser of the implementation of the measure: Education Department

Main activities for achieving the goals

- Specification of study fields and opening of new fields in cooperation with businesses and according to the needs of the labour market
Secondary objective 3.4 A flexible, cooperative and well-functioning information and career centre and network of youth centres in the city that are based on the needs of youngsters

### Measure 1: development of a network of youth centres and the offering of activities therein for young people

**Performance indicators**

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of youth centres</td>
<td>11</td>
<td>Sports and Youth Department</td>
</tr>
<tr>
<td>Youth centre opening hours (in hours)</td>
<td>15 000</td>
<td>Sports and Youth Department</td>
</tr>
<tr>
<td>Number of youth centre visitors</td>
<td>85 000</td>
<td>Sports and Youth Department</td>
</tr>
<tr>
<td>Total number of youth information contacts</td>
<td>235 000</td>
<td>Sports and Youth Department</td>
</tr>
<tr>
<td>Number of activities in youth centres that encourage entry into the labour market, incl. activities supporting volunteer work</td>
<td>100</td>
<td>Sports and Youth Department</td>
</tr>
<tr>
<td>Total number of career counselling beneficiaries</td>
<td>7 000</td>
<td>Sports and Youth Department</td>
</tr>
<tr>
<td>Implementation of outreach youth work (in hours)</td>
<td>2 400</td>
<td>Sports and Youth Department</td>
</tr>
</tbody>
</table>

**Main activities for achieving the goals**

- Implementation of the open youth work method in youth centres
- Combining non-formal and formal education
- Launching the city centre youth centre (Raua St. 23) and a youth hostel
- Popularisation of volunteering and philanthropy
- Defining the service that the youth centres are offering in the city and the implementation of quality management
- Working with unemployed young people
- Introducing the work of the youth centres in the community, regional cooperation
- Development and organisation of outreach youth work
- Renovation of the Haabersti, Lasnamäe, Mustamäe, Kristiine and Pääsküla youth centres
- Providing youth centres with the IT tools necessary for learning activities, incl. the creation of an e-learning environment
- Opening new youth centres in Lasnamäe and Mustamäe
- Developing specialised youth centres

### Measure 2: youth information and counselling

**Organiser of the implementation of the measure:** Sports and Youth Department

**Main activities for achieving the goals**

- Organising the work in the information and career centre
- Organising career information and counselling
- Developing youth work in the virtual environment
- Organising information events in schools, youth centres and as public events
- Preparation and dissemination of brochures
- Developing primary and e-counselling

### Measure 3: promoting the motivation and professional development of youth workers

**Organiser of the implementation of the measure:** Sports and Youth Department

**Main activities for achieving the goals**

- In-service training for youth workers
- Organising youth work conferences, information events and seminars
- Conducting youth work studies and analyses, and presentation of the results to youth workers
- Taking the youth worker professional certification system into account in the city, and implementing the associated uniform salary system
- Organising the youth worker recognition event
- Developing and implementing a quality assurance system for youth work institutions in the city

### Measure 4: supporting youth participation

**Organiser of the implementation of the measure:** Sports and Youth Department, Education Department, city district governments

**Main activities for achieving the goals**

- Organising youth camps
- Organising the activities of Opilasmäe
- Organising the youth project competition
- Supporting youth associations
- Organising competitions for recognising young people
- Implementation of regional youth events and projects
- Involving youngsters with special needs in city life through projects and programs
- Organising the activities of the Tallinn Youth Council and the Youth City Council

**Secondary objective 3.5 Flexible and versatile opportunities for hobby education and recreational activities have been created for children and youngsters**

**Performance indicators**

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of pupils active in hobby education institutions</td>
<td>11 200</td>
<td>Education Department</td>
</tr>
<tr>
<td>Number of pupils active in hobby groups</td>
<td>26 700</td>
<td>Education Department</td>
</tr>
</tbody>
</table>

**Measure 1: ensuring the availability of hobby education and recreational activities to residents, regardless of the type of the service provider**

**Organiser of the implementation of the measure:** Education Department

**Main activities for achieving the goals**

- Providing hobby education service
- Supporting the activities and acquisition of equipment for hobby groups in educational institutions with the project "100 hobby groups”

**Measure 2: improving the conditions for providing hobby education and activities**

**Organiser of the implementation of the measure:** Education Department

**Main activities for achieving the goals**

- Renovation of the music school building of the Old Town Educational College (Aia St. 13) (an application for co-financing from EU Structural Funds has been submitted)
Secondary objective 3.6 Modern and accessible sporting facilities and a wide range of sporting events

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values 2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of sport enthusiasts receiving support for sporting activities</td>
<td>20 000</td>
<td>20 500</td>
<td>21 000</td>
<td>21 000</td>
</tr>
<tr>
<td>Number of trainers receiving support for sporting activities</td>
<td>480</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Number of competitions on the “Tallinn liigub!” (Tallinn is moving!”) calendar</td>
<td>210</td>
<td>220</td>
<td>230</td>
<td>240</td>
</tr>
<tr>
<td>Number of participants in the “Tallinn liigub!” (Tallinn is moving!”) events</td>
<td>240 000</td>
<td>250 000</td>
<td>260 000</td>
<td>270 000</td>
</tr>
</tbody>
</table>

Responsible for the achievement of the targeted results:
- Sports and Youth Department
- Environment Department
Measure 1: providing transportation service for people with disabilities
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Organising regular transportation to educational and care institutions
- Organising special bus transport service
- Arranging transportation to work for wheelchair users
- Organising the taxi service with vouchers
- Organising the taxi service (incl. the wheelchair bus) under favourable conditions

Measure 2: providing sign language interpretation services
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Organising the provision of sign language interpretation services
- Supporting the studies of sign language interpreters

Measure 3: providing the personal assistant service
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Organising the provision of the personal assistant service, increasing the service volume

Measure 4: creating supported employment and operational opportunities
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Developing services in the Tallinn City Activity Centre for Disabled People
- Supporting work centres for people with disabilities

Measure 5: providing counselling services for people with disabilities and their families
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Organising the provision of the counselling service

Measure 6: creating activity opportunities for people with mental and multiple disabilities and reducing the possible coping difficulties of these families
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Organising the provision of daily activity services considering the specifics of the disability
- Organising the provision of the day-care service
- Organising the reconstruction of Tallinn Support Centre Jukse (Ehitajate tee 82 rooms)
- Construction of an extension for the Tallinn Mental Health Centre
- Ordering a project for the yard of the Kao Day-care Centre (Maleva St. 16)

Measure 7: provision of services for supporting the families of people with disabilities
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Provision of care service for children and adults
- Arranging day-care service for children with disabilities during school holidays

• Arranging an around-the-clock care service for children with disabilities in summer camps
• Organising sign language courses for the families of children with hearing impairments
• Arranging the provision of a counselling hotline service
• Arranging the provision of a reading service for the visually impaired

Measure 8: provision of services for people with special psychological needs
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Arranging the provision of the support service for everyday life
- Arranging the provision of the employment support service
- Arranging the provision of the supported living service
- Arranging the provision of the personal assistant service
- Arranging the provision of the community living service

Measure 9: provision of services promoting the coping of people with disabilities
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Building social housing units that are adjusted to the special needs arising from the disability

Measure 10: allocation and payment of aid for people with disabilities
Organiser of the implementation of the measure: city district governments, Social Welfare and Health Care Department

Main activities for achieving the goals
- Coping allowance
- Support for the partial reimbursement of rehabilitation services
- Support for the partial reimbursement of the cost of acquisition of aids
- Support for the partial reimbursement of the cost of prescription drugs and vaccination
- Allowance for the caretaker of the person with disabilities
- Support for the reimbursement of the cost of adjusting the living space of people with disabilities

Secondary objective 4.2 The care and coping of the elderly is guaranteed, as well as support to the families of the elderly with difficulties in coping

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planned number of places in general care homes</td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
<td>Planned number of places in the day-care service for the elderly suffering from dementia</td>
<td>32</td>
<td>32</td>
</tr>
<tr>
<td>Number of customers of the alarm button service</td>
<td>450</td>
<td>450</td>
</tr>
<tr>
<td>Number of customers of the home care service</td>
<td>1880</td>
<td>1890</td>
</tr>
<tr>
<td>Number of day-care centre units (in city districts)</td>
<td>12</td>
<td>12</td>
</tr>
</tbody>
</table>
**Measure 1: around-the-clock care of the elderly in a general care home**

Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

**Main activities for achieving the goals**
- Construction and reconstruction of social welfare and health care institutions
- Organising the provision of the general care home service
- The construction of a new house for the Inu Nursing Home

**Number of children in foster families**

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Social Welfare and Health Care Department, city district governments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>90</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

**Planned number of places in replacement homes**

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Social Welfare and Health Care Department, city district governments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td></td>
</tr>
</tbody>
</table>

**Planned number of availabilities for rehabilitation services**

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Social Welfare and Health Care Department, city district governments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td></td>
</tr>
</tbody>
</table>

**Number of child protection officials in city districts**

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Social Welfare and Health Care Department, city district governments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>66</td>
<td>70</td>
<td>73</td>
<td>75</td>
<td></td>
</tr>
</tbody>
</table>

**Secondary objective 4.3 Children are socially protected, help is guaranteed for families at risk and children without parental care, children with behavioural problems have rehabilitation opportunities**

**Performance indicators**

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of persons who received the counselling service (in the Tallinn Family Centre and in the day centres of city districts)</td>
<td>3800 3900 3900 3900</td>
<td>Social Welfare and Health Care Department, city district governments</td>
</tr>
<tr>
<td>Number of persons receiving psychological counselling in children and youth counselling centres</td>
<td>352 352 352 352</td>
<td>Social Welfare and Health Care Department</td>
</tr>
<tr>
<td>Number of families receiving family-centred assistance in the Tallinn Family Centre</td>
<td>140 160 160 160</td>
<td>Social Welfare and Health Care Department</td>
</tr>
<tr>
<td>Planned number of places for children and mothers with children in the shelters for children and families</td>
<td>59 59 59 59</td>
<td>Social Welfare and Health Care Department</td>
</tr>
</tbody>
</table>

**Measure 2: providing support for the families of the elderly**

Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

**Main activities for achieving the goals**
- Organising the provision of day-care service for people suffering from dementia
- Creating day-care opportunities for the elderly with an increased need for care

**Measure 3: providing services that encourage the coping of the elderly**

Organiser of the implementation of the measure: city district governments, Social Welfare and Health Care Department

**Main activities for achieving the goals**
- Organising adjustments to the homes of the elderly
- Arranging the provision of the day-care service
- Organising the provision of the alarm button service, incl. developing the service
- Organising the provision of home care services

**Number of child protection officials in city districts**

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Social Welfare and Health Care Department, city district governments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

**Number of day centres (city agencies) providing services for children and families**

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Social Welfare and Health Care Department</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td></td>
</tr>
</tbody>
</table>

**Result values**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of child protection officials in city districts</td>
<td>66</td>
<td>70</td>
<td>73</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>Number of day centres (city agencies) providing services for children and families</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

**Measure 4: allocation and disbursement of aid for the elderly**

Organiser of the implementation of the measure: city district governments, Social Welfare and Health Care Department

**Main activities for achieving the goals**
- Coping allowance
- Support for the partial reimbursement of rehabilitation and nursing services
- Support for the partial reimbursement of the cost of acquisition of aids
- Support for the partial reimbursement of the cost of prescription drugs and vaccination
- Pension supplement payments

**Measure 5: provision of shelter service for unattended children without parental care and for the victims of family violence**

Organiser of the implementation of the measure: Social Welfare and Health Care Department

**Main activities for achieving the goals**
- Arranging the provision of the family-centred support service
- Arranging the regular work of support groups
- Organising the support person service for children with disabilities
- Expansion of the Tallinn Family Centre to the first floor of Asula St. 11

**Performance indicators**

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of children in foster families</td>
<td>90 100 100 100</td>
<td>Social Welfare and Health Care Department, city district governments</td>
</tr>
<tr>
<td>Planned number of places in replacement homes</td>
<td>200 200 200 200</td>
<td>Social Welfare and Health Care Department</td>
</tr>
<tr>
<td>Planned number of availabilities for rehabilitation services</td>
<td>80 80 80 80</td>
<td>Social Welfare and Health Care Department</td>
</tr>
<tr>
<td>Number of child protection officials in city districts</td>
<td>66 70 73 75</td>
<td>city district governments</td>
</tr>
<tr>
<td>Number of day centres (city agencies) providing services for children and families</td>
<td>8 9 10 10</td>
<td>city district governments, Social Welfare and Health Care Department</td>
</tr>
<tr>
<td>Provision of Infant Care packages (%)</td>
<td>100 100 100 100</td>
<td>Social Welfare and Health Care Department</td>
</tr>
</tbody>
</table>
**Secondary objective 4.4 Social assistance and social rehabilitation opportunities are guaranteed for economically underprivileged adults and adults in risk groups**

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planned number of places in the re-socialisation and rehabilitation service</td>
<td>600 600 600 600</td>
<td>Social Welfare and Health Care Department</td>
</tr>
<tr>
<td>Planned number of places for the provision of emergency social services</td>
<td>140 140 140 140</td>
<td>Social Welfare and Health Care Department</td>
</tr>
</tbody>
</table>

**Measure 1: provision of re-socialisation and rehabilitation services to the disadvantaged**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organisation of the re-socialisation and rehabilitation service
- Organisation of the debt counselling service

**Measure 2: provision of emergency social services (housing, shelter)**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organisation of the emergency social service in housing facilities and shelters
- Repairs and purchase of furnishings for homeless shelters

**Measure 3: provision of food services**
Organiser of the implementation of the measure: Social Welfare and Health Care Department, Tallinn Social Work Centre, city district governments

Main activities for achieving the goals
- Provision of food services for people with difficulties coping

**Measure 4: social and legal counselling of people with low income**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organisation of the legal counselling service

**Measure 5: improving the availability of housing, utilities and health care services to low-income individuals**
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Organisation of services that promote coping
- The organisation of a social program for the people involved in the liquidation of the Chernobyl catastrophe

**Measure 6: provision of emergency social services to persons facing a socially helpless situation**
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- The organisation of provision of social services

**Measure 7: provision of crisis counselling services in order to maintain mental health and the ability to work**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organisation of crisis counselling services

**Measure 8: allocation of allowances and payments for people in risk groups**
Organiser of the implementation of the measure: city district governments, Social Welfare and Health Care Department

Main activities for achieving the goals
- Coping allowance
- Support for the partial reimbursement of the cost of prescription drugs and vaccination

---

**Measure 6: care for children without parental care in families**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organising care in a foster family

**Measure 7: care for children without parental care in orphanages**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organising the provision of the substitution home service
- Construction of new housing units (11 units in total)

**Measure 8: provision of services promoting the coping of children and families**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Provision of the community-based day-care service
- Family-centred support service
- Purchasing day-care and other services that support the coping of families, from non-governmental organisations

**Measure 9: allocation and payment of child and family support**
Organiser of the implementation of the measure: city district governments, Social Welfare and Health Care Department

Main activities for achieving the goals
- Coping allowance
- Financial aid for the families of children with disabilities for the partial compensation of rehabilitation services
- Support for the partial reimbursement of the cost of acquisition of aids
- Support for the partial reimbursement of the cost of prescription drugs and vaccination
- Financial aid for the partial compensation of camp vouchers
- Financial aid when the child completes primary and secondary school and partial compensation of costs related to starting school
- Partial compensation of children’s hobby-related expenses and other extraordinary expenses
- Allowance for large families (three or more children) on the Republic of Estonia’s Independence Day
- Home childcare allowance
- Childbirth allowance
- Child support for starting school for the first time
- Childbirth allowance in case of a multiple birth (three or more)
- Disabled child allowance
- Start in independent life allowance

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**Measure 1: provision of re-socialisation and rehabilitation services to the disadvantaged**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organisation of the re-socialisation and rehabilitation service
- Organisation of the debt counselling service

**Measure 2: provision of emergency social services (housing, shelter)**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organisation of the emergency social service in housing facilities and shelters
- Repairs and purchase of furnishings for homeless shelters

**Measure 3: provision of food services**
Organiser of the implementation of the measure: Social Welfare and Health Care Department, Tallinn Social Work Centre, city district governments

Main activities for achieving the goals
- Provision of food services for people with difficulties coping

**Measure 4: social and legal counselling of people with low income**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organisation of the legal counselling service

**Measure 5: improving the availability of housing, utilities and health care services to low-income individuals**
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- Organisation of services that promote coping
- The organisation of a social program for the people involved in the liquidation of the Chernobyl catastrophe

**Measure 6: provision of emergency social services to persons facing a socially helpless situation**
Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments

Main activities for achieving the goals
- The organisation of provision of social services

**Measure 7: provision of crisis counselling services in order to maintain mental health and the ability to work**
Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organisation of crisis counselling services

**Measure 8: allocation of allowances and payments for people in risk groups**
Organiser of the implementation of the measure: city district governments, Social Welfare and Health Care Department

Main activities for achieving the goals
- Coping allowance
- Support for the partial reimbursement of the cost of prescription drugs and vaccination
Secondary objective 4.5 The residents behave health-consciously and all Tallinners have access to high-quality health services

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of practice lists of family physicians that meet the requirements</td>
<td>262 262 264 264</td>
<td>Social Welfare and Health Care Department</td>
</tr>
<tr>
<td>Percentage of pupils undergoing regular health examinations compared to the total number of pupils (%) (examination every other year)</td>
<td>51 52 55 56</td>
<td>Social Welfare and Health Care Department</td>
</tr>
<tr>
<td>Number of persons infected with tuberculosis</td>
<td>99 95 93 82</td>
<td>Social Welfare and Health Care Department</td>
</tr>
<tr>
<td>Number of people with AIDS and HIV</td>
<td>204 202 199 196</td>
<td>Social Welfare and Health Care Department</td>
</tr>
</tbody>
</table>

Measure 1: health promotion based on the Tallinn public health development plan 2008-2015

Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments, Education Department, City Property Department

Main activities for achieving the goals
- Promoting a healthy lifestyle
- Creation of health-promoting networks and coordination of their activities
- Raising awareness about diseases, incl. prevention of infectious diseases
- Prevention of drug use and rehabilitation activities of addicts
- Reducing risk behaviour among injection drug users
- Prevention targeted at children and youngsters to reduce disease risk factors
- Supporting HIV/AIDS counselling

Measure 2: promotion of health care at schools

Organiser of the implementation of the measure: Social Welfare and Health Care Department, city district governments, Education Department, Foundation for Health Care at Schools

Main activities for achieving the goals
- Cooperation between the health promoters of the city districts and the schools of Tallinn in the implementation of measures of the Tallinn public health development plan
- Integration of the pupils' health and health behaviour data information system with the e-Health system

Measure 3: improving the quality of the general practitioner service

Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Expansion of the Tallinn family health centre (Tallinna Munitsipaalperearstikeskuse OÜ)
- Organising information events for family doctors and nurses

Measure 4: development of ambulance services

Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Supporting the provision of emergency medical services by supplementing the use of information technology tools
- Implementation of the bicycle ambulance service to provide city residents and visitors with better emergency medical care and to be better prepared for crisis situations in summer

Secondary objective 4.6 Measures for preventing emergency situations and alleviating their consequences have been developed

Measure 5: improving the treatment of addictions

Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Organisation of substitution therapy and rehabilitation of opiate-addicted persons, involving those close to the addict in various awareness projects

Measure 6: promotion of nursing care services

Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Supporting the home nursing support service
- Supporting the nursing care service

Measure 7: improving access to health care services

Organiser of the implementation of the measure: Social Welfare and Health Care Department

Main activities for achieving the goals
- Participation in covering health care costs for uninsured persons
- Compensation of pharmaceutical expenses for disadvantaged people
- Financing the partial waiver of the visit fee for children

Performance indicators

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of pupils undergoing regular health examinations compared to the total number of pupils (%) (examination every other year)</td>
<td>51 52 55 56</td>
<td>Social Welfare and Health Care Department</td>
</tr>
</tbody>
</table>

Measure 2: increasing the disaster response preparedness of residents, companies and institutions

Organiser of the implementation of the measure: Municipal Engineering Services Department

Main activities for achieving the goals
- In case of major accidents that lead to emergency situations, the Tallinn Crisis Committee and the crisis management team of the committee are activated
- Publication of the results of the emergency situation risk assessment on the Tallinn website
- Development of early warning systems in collaboration with dangerous enterprises
- Organisation of cooperation with volunteer organisations and volunteers
**Measure 3: responding to accidents and emergency situations**

**Organiser of the implementation of the measure:** Municipal Engineering Services Department

**Main activities for achieving the goals**

- Monitoring of rescue events based on the 24 h telephone-based surveillance of the crisis committee and taking appropriate action when needed. Development of the 24 /7 crisis management unit
- Ensuring the operation of the 1345 hotline
- Organising the beach guard service on public beaches
- Ordering the execution of local rescue tasks from the Rescue Centre

**Secondary objective 4.7 Reduced crime, increased compliance with the law by residents and a secure urban space**

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of misdemeanour proceedings</td>
<td>53 000 53 000 53 000 53 000</td>
<td>Municipal Police Department</td>
</tr>
<tr>
<td>Construction supervision and more efficient detection of environmental violations (number of cases)</td>
<td>125 125 125 125</td>
<td>Municipal Police Department</td>
</tr>
<tr>
<td>Enhanced control of compliance with the Waste Act and management of hazardous waste (number of cases)</td>
<td>140 140 140 140</td>
<td>Municipal Police Department</td>
</tr>
<tr>
<td>Youth-oriented prevention work at schools (number of classes)</td>
<td>100 100 100 100</td>
<td>Municipal Police Department</td>
</tr>
<tr>
<td>Raising parents’ awareness (number of times at schools)</td>
<td>40 40 40 40</td>
<td>Municipal Police Department</td>
</tr>
</tbody>
</table>

**Measure 4: prevention of family violence and social rehabilitation service for the victims of violence**

**Organiser of the implementation of the measure:** city district governments

**Main activities for achieving the goals**

- Better timing of prevention – focusing on the timely support of the family and on the crime preventing collaboration between the school, the home and the child protection services
- Creation of functioning networks for the handling of family violence cases
- Improving the skills of professionals working with child protection services and with domestic violence problems through participation in trainings

**Measure 5: early detection of youth problems and helping troubled youth**

**Organiser of the implementation of the measure:** Education Department, city district governments

**Main activities for achieving the goals**

- Realisation of educational social programs
- Improving the skills of special youth work specialists through trainings
- Improving the availability of sanctions to ensure better organisation of the management of the case
- Implementation of the early-intervention principle when noticing the problems of children and their families

5. Main objective: a Tallinner, who sustainably connects and values home, work and recreation – Tallinn with a comfortable, inspiring and environmentally sound urban space

**Secondary objective 5.1 Roads have been integrated into a coherent conurbation-based whole that is a comfortable, safe and energy-efficient environment that gives Tallinners good access to their homes, workplaces, service and shopping centres and recreational areas**

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of users of public transport (million users)</td>
<td>168 171 175 178</td>
<td>Transport Department</td>
</tr>
<tr>
<td>Share of public transport (%) in the distribution of modes of travel</td>
<td>240 240 240 240</td>
<td>Transport Department</td>
</tr>
<tr>
<td>Number of public paid parking spots on the streets of Tallinn</td>
<td>6400 7000 7000 7000</td>
<td>Transport Department</td>
</tr>
<tr>
<td>Proportion of modern and sustainable street lighting out of all street lights (%)</td>
<td>99,5 99,7 99,9 100</td>
<td>Municipal Engineering Services Department</td>
</tr>
<tr>
<td>Percentage of illuminated roads out of the total length of roads (%)</td>
<td>100 100 100 100</td>
<td>Municipal Engineering Services Department</td>
</tr>
<tr>
<td>Total length of bicycle and pedestrian paths (km)</td>
<td>227 232 237 242</td>
<td>Municipal Engineering Services Department</td>
</tr>
<tr>
<td>Total length of roadways (km)</td>
<td>1030 1035 1040 1045</td>
<td>Municipal Engineering Services Department</td>
</tr>
</tbody>
</table>

**Measure 1: development of public transport and its alignment with the needs of residents and businesses**

**Organiser of the implementation of the measure:** Transport Department

**Main activities for achieving the goals**

- Organisation of public transport
- Ordering surveys and projects related to public transport
• Expansion of the rail network between city districts
• Establishment of the public transport control centre (dispatcher service)
• Developing the real-time public transport information system
• Developing the school bus service
• Renewal of the public transportation fleet, taking the needs of people with disabilities, the elderly and children into account
• Optimisation of public transport routes and schedules
• Development of public transport infrastructure
• Organising free public transport, taking the accompanying increase in volume into account

Measure 2: maintenance and development of the road network
Organiser of the implementation of the measure: Municipal Engineering Services Department

Main activities for achieving the goals
- Management of the road register, collection and use of data for the development of the road network
- Year-round maintenance and repair of road structures
- Cleaning of road structures
- Maintenance of pedestrian tunnels
- Maintenance and repair of street lighting systems
- Repairs and reconstruction of roads and streets
- Construction of new roads and multi-level junctions
- Reconstruction of the Haabersti intersection
- Reconstruction of Peterburi Rd.
- Construction of Põhjaväl
- Finishing the reconstruction of the Ülemiste junction and Tartu Hwy.
- Reconstruction of Gonsiori St.
- Reconstruction of Suur-Sõjamäe St. (Kesk-Sõjamäe St. – city limits)
- Restoration of Mustamäe Rd. (Paldiski Rd. – Linnu Rd.)
- Restoration of Astangu St.
- Purane St. (J. Smuuli Rd. – Vana-Kuuli St.) restoration
- Construction of light traffic routes and connecting these with Harju County’s light traffic routes
- Construction and renovation of the street lighting system

Measure 3: promotion of parking management
Organiser of the implementation of the measure: Transport Department

Main activities for achieving the goals
- Management of parking in the city’s paid parking areas, efficient use of parking spaces, incl. increasing the number of parking spots intended for vehicles of people with disabilities
- Development of the “Park and Ride” system
- Expansion of the public paid parking area in the city

Measure 4: improvement of traffic management and monitoring
Organiser of the implementation of the measure: Transport Department

Main activities for achieving the goals
- Ensuring the good condition of traffic control devices
- Ensuring the operation of traffic light systems and traffic control centres
- Ensuring the operation of traffic light systems and traffic control centres
- Ensuring the good condition of traffic video monitoring system and the weather monitoring system
- Marking the roads
- Ordering traffic management studies, preparing traffic safety analysis and statistics
- Development of traffic and transport information systems and applications
- Improving traffic monitoring and advocacy, traffic education and communication

Secondary objective 5.2 The urban space is cared for and well-maintained and a sustainable waste management is functioning

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of properly cared for urban green areas maintained by the city</td>
<td>85% 85% 90% 90%</td>
<td>Environment Department</td>
</tr>
<tr>
<td>Registered city parks and green areas, web-based landscaping information system</td>
<td>85% 100% 100% 100%</td>
<td>Environment Department</td>
</tr>
<tr>
<td>Uniformly maintained and kept urban forests</td>
<td>55% 60% 65% 70%</td>
<td>Environment Department</td>
</tr>
<tr>
<td>A well-established tree planting, replacement and renewal program (number of trees and bushes)</td>
<td>1600 1600 1600 1600</td>
<td>Environment Department</td>
</tr>
<tr>
<td>Number of registered urban trees in city parks, green areas and streets</td>
<td>25% 35% 50% 60%</td>
<td>Environment Department</td>
</tr>
<tr>
<td>Number of operational fountains (incl. the reconstructed and the built ones)</td>
<td>41 41 41 41</td>
<td>Municipal Engineering Services Department</td>
</tr>
</tbody>
</table>
Measure 1: maintenance and reconstruction of urban green spaces
Organiser of the implementation of the measure: Environment Department, Municipal Engineering Services Department, City Planning Department, city district governments

Main activities for achieving the goals
- Maintenance and upkeep of the parks, green spaces and forests in the city
- Registering green spaces and implementation of a web-based information system, updating the information
- Registering urban trees and calculating their volume
- Increasing the number of flower beds in the city and renewing old inventory (vases, towers)
- Preparation of a renewal plan for the alleys and planting areas of the city, organisation of plantings based on the replacement-planting program
- Maintenance, planting and, where appropriate, elimination of plants and plant groups in green areas
- Maintenance and running repairs of facilities on green areas
- Reconstruction of the Kadiorg Park, incl. completion of the Japanese garden
- Reconstruction of recreational areas, parks, green areas and their facilities in city districts (Suurkal Park, Tondilloo green area, Harjumäe Square, Fali Park, Tammsaare Park, Tuvi Park, Lembitu Park and Parditiigi)
- Construction of new parks and recreational areas
- Reconstruction of Roheline Turg, together with recording the memory of the artist Ants Laikmaa
- Development of the open field and greenhouse collection of the Tallinn Botanical Garden
- Turning Paljassaare into an attractive living and recreational environment and an area of eco-tourism
- Turning the Raku-Männiku Lakes into a recreational area
- Uphelp of city forests and creating opportunities for active recreation there
- Implementation of safety measures in urban forests
- Employing park and forest rangers

Measure 2: maintenance of cemeteries and provision of cemetery services
Organiser of the implementation of the measure: Environment Department, Municipal Engineering Services Department, City Property Department, city district governments

Main activities for achieving the goals
- Maintenance of cemeteries and the buildings and facilities located there, incl. the maintenance of cultural and heritage sites
- Provision of funeral (incl. specific) service
- Employing cemetery guards
- Reconstruction and construction of the technical infrastructure of cemeteries
- Establishment of new cemeteries and the extension of existing cemeteries (extension of the Liiva Cemetery and renovation of the Siselinna Cemetery)
- Commencement of the elimination of the Liiva Cemetery quarry-landfill site

Measure 3: organisation of animal protection
Organiser of the implementation of the measure: Environment Department

Main activities for achieving the goals
- Organisation of the registration of dogs in the city in a central register
- Organisation of the capture, keeping and returning of stray animals to their owners or giving them a new home
- Maintenance of dog walking grounds and swimming spots
- Construction of dog training courses

Measure 4: creating prerequisites for the separate collection of waste
Organiser of the implementation of the measure: Environment Department

Main activities for achieving the goals
- Organising the collection of sorted waste
- Organising the collection of hazardous waste
- Organising the collection of packaging waste
- Maintenance requirements for packaging waste collection sites
- Development of composting fields and waste stations (establishment of the Liiva, Pärnamäe and Rahumäe waste stations
- Supporting the construction of waste bin shelters
- Organisation of waste surveys
- Distribution of waste-related information to residents and businesses

Measure 5: ensuring the upkeep of bathing and recreational beaches
Organiser of the implementation of the measure: city district governments

Main activities for achieving the goals
- Organising the cleaning of bathing and recreational beaches
- Purification of sand in bathing areas
- Maintenance of inventory and small design elements, safety checks and running repairs

Measure 6: reconditioning of buildings and plots
Organiser of the implementation of the measure: Environment Department, Municipal Engineering Services Department, City Property Department

Main activities for achieving the goals
- Organising the Maintenance Month (Heakorrakuu) events
- Support for apartment associations for the maintenance of outdoor areas
- Renovation grant for apartment associations for the improvement of energy efficiency
- Organising maintenance of ownerless buildings and facilities
- Organisation of the dismantling of unauthorised buildings and ruins
- Demolition of dilapidated and unused buildings that affect the urban landscape, handling of the resulting waste and land improvement
- Organising the removal of graffiti, etc., from the walls of buildings belonging to the city

Measure 7: increasing the value of the built-up environment
Organiser of the implementation of the measure: Culture and Heritage Department, Environment Department, City Planning Department, Municipal Engineering Services Department

Main activities for achieving the goals
- Appreciation of areas with architectural monuments and of areas of cultural and environmental value pursuant to the plans and other guiding acts
- Cooperation with developers in high-quality development
- Construction and repairing of children’s playgrounds
- Construction of family playgrounds
- Construction of fountains
- Appreciation of areas with architectural monuments and of areas of cultural and environmental value pursuant to the plans and other guiding acts

Secondary objective 5.3 Focused urban housing policy and ensuring housing from the municipal housing fund for those in need

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of dwellings in residential buildings owned by the city</td>
<td>2321 2321 2321 2421</td>
<td>City Property Department</td>
</tr>
<tr>
<td>Number of dwellings from the private sector</td>
<td>1895 1895 1895 1895</td>
<td>City Property Department</td>
</tr>
<tr>
<td>Number of social housing units</td>
<td>6 6 6 6</td>
<td>City Property Department</td>
</tr>
</tbody>
</table>

Measure 1: developing the maintenance, upkeep and accounting of municipal housing
Organiser of the implementation of the measure: City Property Department, city district governments

Main activities for achieving the goals
- Maintenance, technical servicing and upkeep in single dwellings owned by the city
Main activities for achieving the goals
- Maintenance, technical servicing and upkeep in social housing units owned by the city
- Maintenance of single apartments owned by the city
- Improvement of maintenance and implementation of IT opportunities in the provision of the service

Measure 2: guaranteeing municipal housing for those who need help with the improvement of their living conditions
Organiser of the implementation of the measure: City Property Department

Main activities for achieving the goals
- Renting housing in city-owned single dwellings to those who need to improve their living conditions
- Renting housing in city-owned social housing units to those who need to improve their living conditions
- Building municipal dwellings for employees of institutions administrated by the city, rescuers and police officers, young families (Tallinn’s second residential building program)
- Supplementing the municipal residential building fund (people with disabilities and special needs)
- Building of social accommodation units and social housing according to need
- Implementation of the reconstruction program for dormitory-type buildings

Secondary objective 5.4 The services of the technical infrastructure are of high quality, accessible to the residents of the city, and meet the safety and environmental protection requirements

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of households using the public water supply service out of all households</td>
<td>2014 100%</td>
<td>Municipal Engineering Services Department</td>
</tr>
<tr>
<td>2015 100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of households using the public sewer service out of all households</td>
<td>2014 99.90%</td>
<td>Municipal Engineering Services Department</td>
</tr>
<tr>
<td>2015 99.91%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 99.92%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 99.93%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Length of streets with a storm water sewerage system (incl. drainage and combined sewerage) out of the total length of all streets</td>
<td>2014 77%</td>
<td>Municipal Engineering Services Department</td>
</tr>
<tr>
<td>2015 78%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 78%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 79%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Measure 3: supporting activities aimed at the improvement of the housing fund
Organiser of the implementation of the measure: City Property Department

Main activities for achieving the goals
- Interest-rate subsidies for apartment associations
- Supporting the participation of managers of apartment associations in trainings
- Supporting the activities of the apartment association’s information centre

Secondary objective 5.5 The good condition of the natural environment and sustainable use of natural resources

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous ambient air quality monitoring</td>
<td>2014 100%</td>
<td>Environment Department</td>
</tr>
<tr>
<td>2015 100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Measure 2: ensuring the drainage of storm water and surface water
Organiser of the implementation of the measure: Municipal Engineering Services Department, Environment Department, City Planning Department

Main activities for achieving the goals
- Organising the monitoring of storm water
- Preparing catchment-based storm and surface water drainage solutions and models for the development of storm water systems according to the plan
- Installing new pipelines in areas where there are none
- Construction of separated sewers in areas with combined sewers
- Identification of flood zones
- Reconstruction of non-compliant pipes or ditches/channels
- Establishment of treatment facilities
- Development of the bases for storm water drainage service fees and the implementation of these fees
- Preparation of storm water and drainage guidelines
- Implementation of activities provided in the storm water strategy

Measure 3: increasing the sustainability of energy systems
Organiser of the implementation of the measure: Municipal Engineering Services Department, Environment Department

Main activities for achieving the goals
- Renovation of district heating systems
- Supporting the power line voltage change in some districts
- Implementation of the sustainable energy action plan

Measure 1: Promoting the sustainable use of water
Organiser of the implementation of the measure: Environment Department, Municipal Engineering Services Department

Main activities for achieving the goals
- Preventing the deterioration of the condition of aquatic ecosystems and terrestrial ecosystems that depend on them, while protecting and improving their condition, organising the preservation of water-related aquatic biodiversity
- Preparation of a Tallinn water resource protection plan to determine the aquatic areas that are necessary for the administrative territory of Tallinn and to determine possible preservation and improvement measures for improving the condition of water
- Organising the monitoring of the aquatic environment, creating a database and making it available to city residents
- Studies and monitoring of potential flood risks
- Public awareness on sustainable water consumption and its advocacy
- Determining the impact of waves generated by high-speed ferries as potential hydromorphological impact factors that can have negative effects on the ecosystem

Measure 2: protecting an important natural resource – the groundwater
Organiser of the implementation of the measure: Environment Department

Main activities for achieving the goals
- Organising the protection of groundwater against pollution by dangerous substances, organising the adoption of harmful objects so these would meet the environmental standards or organising the elimination of these objects
• Organisation of the proper elimination of old and unused bore wells and sites with residual contamination and, where appropriate, organising the purification of soil and groundwater
• The final selection of emergency reserve wells and solving the ownership, maintenance and monitoring issues
• Developing principles for using bodies of groundwater and sharing water resources. Sustainable use of water intakes and taking consumer interests into account
• Conservation of natural riverbeds during development activities

### Measure 3: protection of urban bodies of water and wetlands
Organiser of the implementation of the measure: Environment Department

Main activities for achieving the goals:
- Organising protection of the direct catchment of Lake Ülemiste
- Preparation of a protection and usage plan for the whole catchment area of Pirita River, in cooperation with other local governments in the area
- Organising joint protection for the Lake Ülemiste and the Raku-Männiku sand area
- Organising the preparation of a plan of operational measures for the improvement of the condition of Lake Harju and its shore area

### Measure 4: limiting the spread of air pollutants and reducing urban noise
Organiser of the implementation of the measure: Environment Department

Main activities for achieving the goals:
- Organising the research necessary for achieving good ambient air quality
- Organising the preparation of the strategic ambient noise map and the ambient noise reduction action plan, and the implementation of measures
- Preparing an action plan in cooperation with the Ministry of the Environment for the reduction of fine solid particles and organising the implementation of measures
- Monitoring and analysis of the ambient pollution and noise levels
- Preparing an action plan in cooperation with the Ministry of the Environment for the reduction of fine solid particles and organising the implementation of measures

### Measure 5: Conservation of biodiversity
Organiser of the implementation of the measure: Environment Department

Main activities for achieving the goals:
- Preservation and improvement of the diversity and coherence of landscapes and habitats through a planning process
- Improving supervision over the use of valuable landscapes
- Development and enhancement of biota monitoring
- On-going environmental education and environmental awareness programs for residents

6. Main objective: Tallinners, who run the local government democratically and purposefully – Tallinn with effective city agencies that have knowledge-based management and a good service culture

### Secondary objective 6.1 A comprehensive and coordinated system of development documents

#### Performance indicators

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of approved development documents</td>
<td>100% 100% 100% 100%</td>
<td>City Office</td>
</tr>
</tbody>
</table>

### Measure 1: creation, updating and implementation of a development documentation system in development activities and development of e-services
Organiser of the implementation of the measure: City Office

**Main activities for achieving the goals**
- Organising the preparation of the city’s strategic documents and activity plan development documents
- Coordination and monitoring of the international projects of the city’s administrative agencies
- Registering public services, preparing quality requirements and descriptions of services
- Coordination of the programming of EU and budgetary investment means
- Management of public databases

### Measure 2: research and analyses supporting planning and development activities
Organiser of the implementation of the measure: City Office

**Main activities for achieving the goals**
- Organisation of studies for the identification of the needs, attitudes and satisfaction of the population
- Organisation of research and analysis of the urban environment
- Collecting, organising and analysing data regarding statistical indicators characterising the city, and publishing the results.

### Secondary objective 6.2 Urban land use is sustainable, supports the development of the city and takes a balanced account of public and private interests

#### Performance indicators

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of housing having received a building permit and authorisation for use in Tallinn, compared to other local governments in Harju County</td>
<td>75% 75% 75% 75%</td>
<td>City Planning Department</td>
</tr>
<tr>
<td>Building rights given with the detailed plans and locations determined for meeting the building demand, incl. the housing demand for the following 5 years</td>
<td>yes yes yes yes</td>
<td>City Planning Department</td>
</tr>
<tr>
<td>Land reserve reserved in the comprehensive plans for developing housing, businesses, main street networks and recreational areas over the next 10-15 years</td>
<td>yes yes yes yes</td>
<td>City Planning Department</td>
</tr>
</tbody>
</table>

### Measure 1: geomatic works
Organiser of the implementation of the measure: City Planning Department

**Main activities for achieving the goals**
- Organisation of topography, cartography and geoinformatic works, releasing data
- Organisation of geodesy and land surveying works
- Monitoring of the points of the geodetic network and the administrative boundary of the city, and organisation of creation and maintenance works
- Organisation of place names and addresses
- Proceeding of land readjustment activities of administrative, settlement and land units and immovable property
- Determining the intended use of cadastral units
- Keeping geomatics registers
Main activities for achieving the goals

- Organising the preparation of plans
- Carrying out research during the preparation of plans
- Continuous statistics and monitoring and analysis of real estate trends
- Informing the general public of the contents of established comprehensive and thematic plans
- Organisation of the Strategic Environmental Assessment of plans

Measure 3: procedure for detailed planning

Organiser of the implementation of the measure: City Planning Department

Main activities for achieving the goals

- Preparation of detailed plans for the development of city's administrative agencies and infrastructure facilities
- Organisation of the preparation of detailed plans that are pending in the interests of other natural or legal persons

Measure 4: land-use planning pursuant to the development needs of the city

Organiser of the implementation of the measure: City Property Department

Main activities for achieving the goals

- Completion of the ownership and land reform
- Municipalisation of publicly used streets, green and forest land, parks, botanical gardens and beach areas, land under lakes and sanitary zone land
- Municipalisation of plots of facilities belonging to the city, incl. town wall and towers
- Municipalisation of land necessary for development and performance of tasks of the city based on the established plans, incl. building municipal housings, education, social and culture institutions, servicing residential areas, building roads and infrastructure, building sports and recreational facilities and playgrounds, developing small enterprises and manufacturing

Measure 5: using the land resources in urban areas in the public interest

Organiser of the implementation of the measure: City Property Department, City Planning Department

Main activities for achieving the goals

- Production of data that serves as the basis for land taxation, development of the land tax register
- Granting city-owned land long-term use by the private sector, pursuant to public interest

Secondary objective 6.3 Availability of high-quality financial information for management decisions that support the sustainable development of the city

Performance indicators

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>The auditor’s assessment of the city’s financial statements</td>
<td></td>
<td>City Office, City Financial Service</td>
</tr>
<tr>
<td>City credit rating</td>
<td>Operational at least 99% of working hours and at least 90% of hours outside working hours</td>
<td>City Office, City Financial Service</td>
</tr>
<tr>
<td>City’s accounting centre is created</td>
<td></td>
<td>City Office, City Financial Service</td>
</tr>
<tr>
<td>Forwarding operational financial information to different managerial levels of the city</td>
<td></td>
<td>City Office, City Financial Service</td>
</tr>
</tbody>
</table>

Measure 1: ensuring sound financial reporting

Organiser of the implementation of the measure: City Office, City Financial Service

Main activities for achieving the goals

- Mapping the information needs of managers of different levels, generalisation of the results and, consequently, ensuring planning and accounting based on the data centre
- Improvement of the activities of the city’s accounting centres with the help of uniform working practices, the implementation of methodological bases, updates and the implementation of customer service principles
- Providing accounting service to entities of the consolidation group for accounting with the help of uniform software

Measure 2: objectives-oriented budgeting

Organiser of the implementation of the measure: City Office, City Financial Service

Main activities for achieving the goals

- Preparation of medium-term financial forecasts
- Refinement of the budget structure and additional structuring by time during the planning and the execution phases
- Continually linking the budgetary resources to the objectives of the financial year and to the achievement of results, specification of the city’s product plan and linking this to cost accounting
- Providing budgeting service to city’s administrative agencies and entities of the consolidation group, where appropriate

Measure 3: optimal cash flow management

Organiser of the implementation of the measure: City Office, City Financial Service

Main activities for achieving the goals

- High-quality cash-flow planning and management, timely execution of payments
- City liquidity management, incl. taking out budgetary and cash borrowings, arranging bridge financing
- Monitoring and analysis of the investment environment and investment of the city’s available funds to earn maximum financial returns within the risk limits imposed by legislation
- Implementation of a uniform request management procedure in city organisations
- Direct debit service extension in city organisations
- Organisations of secure cash handling, incl. the implementation of a cash system in the city’s administrative agencies
- Increasing the payment efficiency and speed, incl. the introduction of an electronic processing system for invoices and carrying out payments via an automatic banking interface
- Implementation of financial risk management within the consolidation group

Measure 4: guaranteeing the functioning and development of a single financial information system for the city

Organiser of the implementation of the measure: City Office, City Financial Service

Main activities for achieving the goals

- Management of the budgeting, accounting, money management and other business processes in Tallinn’s financial information system and the offering of software user support
Secondary objective 6.4 City administration staff is able to provide high-quality public services and organise the execution of tasks

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of new employees who successfully completed the probationary period</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>City Office</td>
</tr>
<tr>
<td>Percentage of employees having undergone a training</td>
<td>91%</td>
<td>91%</td>
<td>91%</td>
<td>92%</td>
<td>City Office</td>
</tr>
<tr>
<td>Training volume per employee</td>
<td>0.2 of the salary</td>
<td>0.2 of the salary</td>
<td>0.2 of the salary</td>
<td>0.2 of the salary</td>
<td>City Office</td>
</tr>
<tr>
<td>Compliance of the working conditions of the officials with EU requirements</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>City Office</td>
</tr>
<tr>
<td>Number of employees referred to health examination</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>City Office</td>
</tr>
</tbody>
</table>

Secondary objective 6.5 The city's administrative agencies use the opportunities offered by modern IT infrastructure in their work and offer residents a wide range of e-services

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>Result values</th>
<th>Responsible for the achievement of the targeted results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintaining the level of availability of free wireless Internet connection in the city (areas)</td>
<td>≥ 30</td>
<td>City Office</td>
</tr>
<tr>
<td>Increase in the number of users of the self-service environment (% of the number recipients of invoices from the city)</td>
<td>5%</td>
<td>City Office</td>
</tr>
<tr>
<td>Number of subscribers to the SMS-notification service</td>
<td>30%</td>
<td>City Office</td>
</tr>
</tbody>
</table>
Main activities for achieving the goals

- Further development of the unified IT infrastructure for the city's administrative agencies
- Expansion and development of the unified centralised IT infrastructure in the city's administrative agencies
- Organising the IT support service for the city's administrative agencies
- Management of information systems and the offering of technical support for their operation
- Continuing cooperation with developers and managers of state information systems
- Creation and development of a centralised IT infrastructure, IT support service and information systems for the city's administrative agencies
- Constant development of the audio and video systems for the sessions of the Tallinn City Council and Tallinn City Government, to guarantee the management transparency
- Digital processing of documents
- Ensuring the availability of information and communication technology equipment in libraries, to allow for the organisation of computer training for residents and the development of e-service centres
- Providing consultations in libraries regarding the usage of public and e-services
- Creation of a city health information system for schools and interfacing it with the national e-Health system
- Initiation and participation in state and local government joint projects
- Creating an information technology development strategy for the city's administrative agencies, and its continuous renewal and implementation

Measure 1: development of the IT infrastructure and IT services for serving the city's public servants

Organiser of the implementation of the measure: City Office

<table>
<thead>
<tr>
<th>Performance indicators</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of TV and radio programs reflecting the urban life</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

Result values

<table>
<thead>
<tr>
<th>Responsible for the achievement of the targeted results</th>
<th>City Office</th>
</tr>
</thead>
</table>

Secondary objective 6.6 The residents are well-informed about what is happening in the city, the cooperation is effective and the residents are involved

Measure 1: preparation and dissemination of information and PR materials

Organiser of the implementation of the measure: City Office

Main activities for achieving the goals

- Organising the preparation and distribution of information materials introducing services
- Organising the preparation of publications representing the city
- Organising the design and production of PR products

Measure 2: increasing the involvement of city residents

Organiser of the implementation of the measure: departments, city district government, City Office

Main activities for achieving the goals

- Round tables of city residents, citizen’s associations and bodies for cooperation, and their involvement in the decision-making process
- Continuing the activities of the “Peace in the community” programme
- Supporting the activities of residents and citizen’s associations (volunteer fire department)

Measure 3: reflecting city life in the media

Organiser of the implementation of the measure: City Office

Main activities for achieving the goals

- Purchasing the production of programmes and airtime from media channels
- Production of programmes for Tallinn TV
- Publishing city district newspapers
- Publishing a city-wide weekly newspaper
- Publishing the production of programmes and airtime from media channels
- Production of programmes for Tallinn TV
- Greater cooperation between the various branches of the city media in content production and distribution, i.e. cross-media development
- Increasing the visibility of Tallinn in foreign media

Measure 4: promoting foreign cooperation and communication

Organiser of the implementation of the measure: City Office

Main activities for achieving the goals

- Development of Tallinn’s European Union office
- Active participation in the deepening of cooperation in the Baltic Sea region through the institutions of the European Union
- Introduction of development ideas, projects and contacts
- Implementation of updates, mediation of contacts and participation in cooperative networks
- Participation in international projects
Main risks associated with the implementation of the main objectives of the development plan and the options for their mitigation

Risks are impacts, arising from the development of Tallinn or from the external environment, that can remarkably affect the vision and the achievement of the main objectives set in the development plan. The awareness and mitigation of risks supports the implementation of the development plan. In the implementation of the Development Plan for Tallinn 2014-2020, the following important risks shall be considered.

Due to the changes in the size and age composition of Tallinn’s population, the capital’s population replacement is deteriorating. This in turn affects the quality and availability of provided services, since the receipt of individual income tax in the city budget decreases and the part of social costs for guaranteeing the coping of the population increases. In that case, the required financial resources for implementing the development plan become higher than planned.

Risk mitigation options:
- stimulating population reproduction, by paying, above all, attention to families with children and stimulating an increase in the birth rate.
- intensifying the use of urban space, obtaining land and diversifying the choice of housing types;
- stimulating the creation of environmentally sustainable jobs that add value and supporting the preparation of specialists;
- following the sustainable development principles in urban life to guarantee the best possible quality of life for Tallinners;
- increased involvement of residents and the non-profit sector in organising local life, increasing the social responsibility of people and enterprises;
- making planning activities more knowledge-based, more strategic and the solutions more systematic, increasing cooperation with neighbouring municipalities and involving developers to ensure a balanced development of the conurbation.

Continuing decline in the number of jobs, increasing unemployment.

Risk mitigation options:
- supporting the creation of new jobs;
- establishing industrial parks and incubators, supporting the development of business support structures;
- valuing and supporting the creation of new value-adding green jobs;
- supporting specialist training;
- recognition of socially responsible entrepreneurs;
- international introduction of the business environment and investment needs of Tallinn.

The city budget of Tallinn fails to reach the forecast amount, meaning there are not enough resources for the implementation of the development plan. In this case, part of the works planned in the development plan shall take place later or be postponed to a later unspecified date.

Risk mitigation options:
- fostering a long-term and conservative, purposeful fiscal policy striving for cost effectiveness, sustainable and expedient use of resources and the introduction of cost accounting in the municipal institutions providing fee-charging services;
- assurance of high-quality and operational financial (management) information on all management levels of the city, and the widest possible deployment of the integrated financial system in all areas of activity of the city;
- more efficient use of city property, better implementation of local taxes and increasing the revenues from provided city services;
- considering the decisions of the City Government and the Council, and the assessment of liabilities and risks arising from these.
Lag between the provision of local public services and the justified expectations of the people. Infrastructure investment growth may lead to the appreciation of the price of construction works and these prices may rise instead of the expected decline. This situation is supported by rising energy prices. The City Government must spend more, and therefore the number of planned activities must be decreased and the allocation of money changed in order to reduce the volume of investments. The volume of projects co-financed with the help of foreign projects remains more modest than expected.

Risk mitigation options:
- People different financiers and experts are involved in the seeking of solutions for the construction of the social and technical infrastructure and several income sources are increased (governmental, private and non-profit sector);
- Regulation of the legal status of Tallinn as a capital on the national level to create better conditions for the performance of tasks arising from contracts under public law;
- Submission of project applications for financing major objects of infrastructure by means of the state budget and EU structural funds;
- Preparation of public service standards to guarantee clarity in respect to planning human resources, financial means and other resources necessary for the provision of services, and to guarantee the uniform quality of city-wide services;
- Advocacy, so that people living in Tallinn would register their residence in the Estonia’s Population Register;
- Updating the management structure of the city, consolidating the support services of public offices (accounting, information technology support, purchase procurements, document office and government office, investment planning, management and construction procurements, personnel management, legal services, management of external projects, property management, sales coordination, uniform pricing, etc.), preparing service standards for positions of specialists, increasing professional responsibility and valuing the work of officials;
- Expanding the provision of e-services, provision and development of services based on the needs of customers, designing a uniform sales and marketing strategy;
- Profound preparation of foreign projects.

A gap between interest groups slows down the fruitful dialogue in the community and does not allow for entry into long-term agreements in the area of city development.

Risk mitigation options:
- Honest and straightforward communication by politicians with people and interest groups, consistent and public interest oriented activity of the City Council and the government, the aim of which is to increase participatory democracy, the transparency of the decision-making process and justification of decisions;
- Supporting citizen initiatives that accelerate the development of the city, integration of people with different cultural backgrounds into the society;
- Building an image for the city and informing the public about what is happening in the city.

Uncontrolled expansion of urban sprawl, involving the inexpedient use of urban space, excessive load on the natural environment and infrastructure, inefficiency of providing public services and excessive dimensioning of competitive relations in the activities of local governments. Means at the disposal of the city do not increase in accordance with the speed of the increase of means necessary for investments. The increased loan burden suppresses the financial capability of the city and sets limits on investments.

Risk mitigation options:
- Developing a conurbation based city policy for Tallinn that values, more than ever, collaboration with neighbouring local governments and the state based on development needs;
- Increasing the importance of long-term planning compared to the laissez faire-model (’Let us do, leave us be” principle), the city’s increased participation as an initiator of development activities and as a partner for the state, the private and non-profit sector, incl. participation in shaping the policy of using state land and applying different financing models for investments and provision of public services when implementing solutions that match the intentions of conurbation;
- More intensive use of the urban area and making city districts more diverse, raising awareness of people regarding the quality of urban life and the urban environment;
- Preparing measures for the modernisation of residential areas suffering a decrease in the quality of life.

Increased effects of global warming and the resulting deterioration of the living environment in Tallinn

Risk mitigation options:
- Consistent communication with city residents through the media and other information channels about the necessity for a sustainable and environmentally friendly way of life and the providing of appropriate sources of information;
- Continuous development of sustainable attitudes in city residents of all ages – from children to the elderly: raising awareness in nursery schools and schools, organising or supporting the organisation of events, involving the elderly in the dissemination of information and in the organisation of relevant events;
- After the climate change adaption framework has been created on the European Union level, Estonia, including Tallinn, shall compile local climate change adaption strategies;
- Consistent implementation of the commitments stated in the Covenant of Mayors of the European Union, signed by the Mayor (to minimise the causes of climate change and to mitigate the consequences of current activities);
- Increasing climate change response preparedness, which means the analysis of possible negative future scenarios and, if necessary, the preparation of additional studies and long-term impact estimations;
- Candidacy for the European Green Capital Award.
7. Updating the development plan

The city’s administrative agencies implement the objectives provided in the development plan. The efficiency of the development work primarily depends on its originators and implementers – on the purposeful activity of officials working in Tallinn’s administrative agencies and their collaboration partners. Tallinn’s City Council confirms the funds of Tallinn allocated to implementation of measures and activities according to the financial opportunities of the city. The forecasted financial resources of the city budget for the following years, which can be used for implementing the objectives of the development plan, become clear in a yearly updated city budget strategy.

The success of implementing the main goals of the development plan is assessed once a year, according to the Regulation No. 13, 25 February 2010, by the Tallinn City Council titled “Procedure for processing the development documents of Tallinn” (“Tallinna arengudokumentide mene
tlemise kord”) and other legislative acts. The Development Service of the Tallinn City Office shall prepare a report on the achievement of last year’s goals and shall submit this for approval to the City Council.

If needed, the survey characterising the development of the capital city, the sub objectives and measures for achieving them are specified.
8. Financial obligations exceeding the duration of the development plan

### Loans and bonds (thousand €)

<table>
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<tr>
<th></th>
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<tbody>
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<td>Nordic Investment Bank</td>
<td>2003</td>
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<td>Nordea Bank Finland Plc</td>
<td>2003</td>
<td>2021</td>
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<td>Hypovereinsbank</td>
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<td>2014</td>
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<td>2015</td>
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<tr>
<td>Svensk Exportkredit</td>
<td>2006</td>
<td>2021</td>
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<tr>
<td>Dexia Banque</td>
<td>2007</td>
<td>2027</td>
<td>19 660.0</td>
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<tr>
<td>EIB loan</td>
<td>2008</td>
<td>2028</td>
<td>26 909.5</td>
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<tr>
<td>Nordea Bank Finland Plc</td>
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<td>2012</td>
<td>31 400.0</td>
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<tr>
<td>Nordea Bank Finland Plc</td>
<td>2010</td>
<td>2020</td>
<td>13 805.0</td>
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<tr>
<td>Nordea Bank Finland Plc</td>
<td>2011</td>
<td>2021</td>
<td>13 800.0</td>
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</table>

### PPP balance sheet liabilities (thousand €)

<table>
<thead>
<tr>
<th>Partner</th>
<th>Start</th>
<th>End</th>
<th>Principal balance as of 31.12.2012</th>
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<tr>
<td>Vivatex Holding 5 PPP schools</td>
<td>2006</td>
<td>2036</td>
<td>22 567</td>
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<tr>
<td>BCA Centre 5 PPP schools</td>
<td>2006</td>
<td>2036</td>
<td>20 148</td>
</tr>
<tr>
<td>Riigi Kinnisvara AS 4 PPP schools</td>
<td>2005</td>
<td>2035</td>
<td>17 037</td>
</tr>
</tbody>
</table>

Source: Financial Service of the Tallinn City Office
References

1. Aalborg +10 – Inspiring Futures. A strategic document supporting sustainable development and strategic planning targeted towards European cities and other municipalities.
6. Estonian National Strategy on Sustainable Development titled “Säästev Eesti 21” (Sustainable Estonia 21);
8. Kesklõuna City District Development plan for 2012-2016;
10. Action plan for the “Peace in the community” programme up to 2013;
14. Lasnamäe City District Development Plan for 2009-2013;
18. Pinta City District Development Plan for 2012–2016;
19. Policy “Tallinn 2030”;”;
20. Statistical yearbook “Tallinn arvudes” (Tallinn in numbers) 2013;
21. Procedures for handling the development documents of Tallinn;
22. Development plan for Tallinn, 2009–2027;
27. The second housing programme of Tallinn;
28. Tallinn sustainable energy action plan for the period 2011-2021;
29. Tallinn landscaping development plan;
30. Improving the management of Tallinn. Tallinn University of Technology;
32. Tallinn environmental education development plan, 2008–2014;
33. Environmental strategy for Tallinn, 2030;
34. Tallinn traffic trends for the period 2005-2014;
35. Tallinn’s second aid package for residents and businesses, 2011–2012;
37. Financial management model for Tallinn;
40. Tallinn health development plan, 2007–2015;
41. Tallinn water supply and sewage development plan, 2010–2021;
42. Comprehensive plan for Tallinn;
Annex 1.
The most important projects of 2013 by fields

**Transportation**
- Starting the reconstruction of the infrastructure of the No. 4 tramline
- Free public transport for residents of the city
- Expansion of the priority system of public vehicles
- Further development of the “Park and Ride” system
- Finishing the activities of the international project CIVITAS MIMOSA 11 action

**Roads and streets**
- Completion of the Ülemiste junction on time in October 2013, incl. construction of the II phase of the road tunnel, the construction of the Jarvevana-Tehnika connecting road and the construction of the tunnel for the Filtri Rd. light traffic route, building the tunnel for Tartu Hwy. and reconstruction of Tartu Hwy. Opening the Jarvevana Rd. for traffic, in full, in the spring of 2013
- Building facade lighting for the Lasnamägi Russian Orthodox church
- Major repairs and reconstruction of roads: Männiku Rd. (Valdeku St. – city limits), Tehnika St. (Pärnu Hwy. – Toompuiestee), Soo St. (Põhja Rd. – Toostuse St.), Telliskivi St. (Kopli St. – Ristiku St.), Harju St. and Kullassepa St., Kreutzwaldi St. (Kunderi St. – Tartu Hwy.), creating access to the Mõita St. 43 family house, reconstruction of the road between Nõmme Rd. 19, 23 and Vindi St. 18
- Reconstruction of streets and sidewalks of the quarter

**Upkeep**
- Continuing to support apartment associations with projects for the renovation of facades (titled Fassaadid korda) and cleaning of yards (titled Hoovid korda)
- Construction of the Paepargi fountain and pedestrian bridge
- Placing the Merimetsa forested area, Pääsküla bog, Alley on Tehnika St. and Rävala Alley, together with the theatre park, under local protection
- Establishment of new plantings Pärnu Hwy. (approx. 50 trees)
- Organising the Maintenance Month
- Maintenance plan for Lillep Park
Public order
Continuation of school security (internal security with prevention of children’s misbehaviour) — in at least 6 schools
School, Pirita Upper Secondary School of Finance, Tallinn 37th Secondary School and Lasnamäe Basic School)
Cooperation with the Agricultural Board to control markets and street trading
Deployment of the tow truck for the removal of improperly parked cars, to improve the parking situation

Education
Creating 744 new nursery school places,
incl. the full renovation and reopening of the Kihnu St. 1 nursery school (12 new groups)
Using existing rooms in nursery schools to open new groups (15 new groups)
opening 6 new groups in 3 institutions, where the space is created by the addition of modules
112 new places have been created in the Tallinn nurcery school Vikerraar
Full renovation of Kadioru German Upper Secondary School (Gonsiori St. 38)
Full renovation of Ehte School of the Humanities (Ehte St. 6)
Finishing the full renovation of Õismäe School (Vilde Rd. 120)
Starting the construction of the extension of Merivaja School and reconstruction of heat generation
Participation in the project of the EL Interreg VA program titled “E-mathematics — raising the competence with novel
learning methods and ICT”
Increasing the minimum salary of all teaching staff hired by the city by 1 May and the salaries of preschool institutions
by 1 August 2013
Participation in the project of the Comenius Regio program titled “A project for the improvement of key competences,
with extracurricular activities and collaboration in a creative learning environment”
Participation in the project of the URBACT II program titled “PREVENT”
Implementation of the maintenance plan of the Tallinn municipal general education network, 2013–2021

Sport and leisure
Commencement of the construction of the Tondiraba Ice Arena (Varaku St. 14)
Commencement of the construction of the building for recreational sports in the Pirita Sports Centre — expected
completion of the construction, September 2013
Building of the multifunctional Haabersti pneuomshall (Ehitajate Rd. 141) — expected completion, September 2013

Youth work
Launching a city-wide outreach youth work service
Opening sustainable implementation of a virtual youth work environment (within the framework of the international
project Youth Space, the international project is ending in 2013)
Development of a youth work quality assurance model for city districts
Launching a support programme for unemployed youngster in youth centres
Youth Vision Conference
Harmonisation of the salaries of the city’s youth workers (regarding the introduction of minimum salary rates) from 1
August 2013

Culture
Opening the Neitsitorn
Increasing the salaries of the employees of Tallinn Philharmonic Society, Tallinn Central Library, Tallinn City Museum and the
Tallinn City Theatre
Reconstruction of the Creative Hub, finishing Enterprise Estonia’s projects

Social welfare
In 2013, the construction of family housing for the Tallinn Orphanage continues
In 2013, the building of the Varre St. housing unit of the Tallinn Social Centre shall be completed and the unit opened
Construction of the Children’s Mental Health Centre building, as an extension to the Tallinn Children’s Hospital (depend-
ing on the receipt of external funding)
Salary increase for all social workers in Tallinn, from the 1 March 2013
In addition to the pension supplement payments, the senior citizens are given discounts on drugs in the amount of
EUR 52

Health care
Expansion of the Tallinn Munitspaalpereastikeskus OU to Haabersti

Business environment
Continued support for young people, the unemployed for their re-entry into professional life and people in coping
difficulties, according to the situation on the labour market. Organising job fairs
International cooperation projects: CrossInnovation (until the end of 2014) and Mehhatroonikum (until the August of
2013)
On-going activities: presentation of Tallinn as a vacation and conference tourism destination (participation in interna-
tional marketing events, international media tours, trips for tour operators, management of the Tallinn tourist infor-
mation site, online marketing, social media marketing, marketing campaigns, Tallinn Card)
Year-round information service 7 days a week at the Tallinn Tourist Information Centre
On-going activities: informing entrepreneurs, counselling, support, collaboration with support structures
Entrepreneurship day (for the 10th time in 2013) participation in the investment and real estate fair MIPIM
In 2013, a meat and fish building with cold counters and a cafe is built in the Mustamäe market

Environmental protection
Organising the Environmental Month

Urban economy
Re-opening of the Raua St. sauna (Raua St. 23), also the sauna facilities in the Valdeku St. 13 building will be ready
Launching the project Roheoline öu (Green yard)

City support services
Integration of additional services of sporting and culture institutions of the city with the contact-less card of Tallinn,
and determining the cooperation opportunities with the contact-less cards of Helsinki, Riga and St. Petersburg
Preparation of the development plan for the Old Town
Continuing the “Peace in the community” programme, incl. organising a project competition
Continuing the management of accounting services and the reorganisation of accounting institutions, transition to
the electronic processing of source documents in all city agencies
Finishing the digitalisation of the Tallinn address book’s pages
Issuing of a collection of documents that is based on the materials of the Tallinn City Archive and a book about Tallinn
titled Tallinna lugemik (Textbook of Tallinn)