

# Tallinn 2035 Development Strategy

Tallinn 2020

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## Vision and strategic goals

### TALLINN. GREEN AND GLOBAL

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Tallinn is a green and global city where people look to the future and value their heritage. Tallinn is one of the leaders of green transformation in Estonia: its economy and lifestyle affect the wellbeing of the population of the entire country. The model for implementing green transformation in Tallinn is an example in the world.

Greenery is always nearby in Tallinn: in avenues, on city squares, in parks, in urban forests, home gardens and beaches. It's safe to play, walk and relax in the neighbourhoods of Tallinn. People feel connected to their home districts and make them more pleasant for themselves. Tallinn is an urban commons for its citizens, who shape its future together.

Tallinn is a living global city where people want to create, develop themselves and act. People experiment with a variety of things, nurture small ideas to make them big without being afraid to make mistakes and learn and draw conclusions. Green and digital innovation merge and success stories known all over the world are born here: mindsets, works and companies. People make their dreams come true here.

Our plans and actions are driven by responsibility for the future. We leave a better city, a better Estonia and a better living environment for the next generations. Tallinn is an example of how sustainability, respect for nature and balanced development go hand in hand and make people's lives better.

*The vision of Tallinn is implemented through six strategic goals, which will be achieved through the cooperation of the entire city organisation and the citizens, communities, entrepreneurs, local authorities in the urban region and state and international*

*partners. Tallinn assesses the efficiency of its policies through the achievement of the strategic goals.*

### STRATEGIC GOALS

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#### 1. **Friendly urban space**

Tallinn is a human scale city close to nature and accessible to everyone and has a compact city centre and diverse district centres. There are many city squares, parks, cafés, small shops and other places that have been designed to be comfortable for people. Viable green and water areas enrich the quality urban space. The open seaside offers various opportunities for activities. The urban space, transport and buildings are all easily accessible to everyone. Being outside alone is safe for everyone, including children and the elderly. People walk and use various micromobility vehicles and everyone's safety is guaranteed. Public transport increases the possibilities for using the urban space. Tallinn is a capital city with one of the cleanest air and lowest noise levels in the world. The Tallinn region is viewed as a whole and the borders between the city and the neighbouring municipalities do not disrupt this comprehensive space.

- Spatially cohesive urban region
- Inviting heart of the city
- 15-minute city
- Shared streets
- Green urban space everywhere
- A city open to the sea

#### **Spatially cohesive urban region**

The Tallinn region forms an integrated urban region, an area for business and everyday activities whose backbone is a network of centres. There are unique and multi-purpose residential areas in and around the centres. Central Tallinn is the most active centre in the region and is also the easiest to access by public transport. The settlement areas surrounding Tallinn have become intertwined with

the city and the spatial transitions are smooth and smart. The street network, the cycle lane network and the green areas connect all regions. Denser development areas emerge by regional centres and public transport hubs near Tallinn and the railway transport opportunities are also used in these areas.

### **Inviting heart of the city**

The centre of Tallinn is a city centre with an accessible street space, high-level architecture and diverse possibilities. It is an attractive place for leisure, work and living. The street space is designed so that it is good to be outdoors in all kinds of weather: there are trees, shelters, places for sitting or having chats while standing. The well-designed street network and the low speed of vehicles invite people to choose between several routes for their daily journeys and offer the joy of discovery, giving people the chance to walk in parks and visit courtyards, squares and the seaside. The façades of new buildings are varied. Street cafés, small shops and service establishments are located on the ground floors of buildings. Every subdistrict in the city centre is unique. It is easy to reach the centre by public transport, by walking or cycling, which decreases the need for car use in the city centre.

### **15-minute city**

Tallinn is a city with many centres where everyday activities and services are within a 15-minute walk for most citizens. Tallinn has larger and smaller centres that have become important places for everyday communication – they are characterised by a high-quality public space and a multitude of activity opportunities and people. There are three types of centres: citywide, district and subdistrict. All of these unique centres are hubs of public space, which are special and attractive places. They have a human scale design, are easily accessible by various forms of mobility and function in harmony with the city centre. Places of residence, workplaces and services are concentrated in larger centres. These are also gateways to the fast public transportation network. One centre may represent several types: it may attract people from

all over the world, it may be the heart of the city district and it may be a meeting place within the community. More centres emerge as the city develops. When shopping centres are developed, it is kept in mind that they are areas of good public space which connect the paths people use for walking instead of dividing them.

### **Shared streets**

A city street is not only a means of mobility, but also a pleasant environment full of diverse possibilities. A well-designed space reduces speeding and other inconsiderate actions. Tallinn streets are designed by their place value, which takes into consideration the nature of the street space, its importance to pedestrians, cyclists and public transport and the safe organisation of road traffic. It is possible to find pleasant places for stopping, spending time and even working in the public urban space. There are many roads and streets in the city that can be used for several forms of mobility, which offer a change in everyday routes and allow people to discover new places and meet people in the city. Convenient, fast and frequent public transport has been organised on the most important arteries. The more local a street is, the calmer its design. Different requirements apply to pedestrian and bicycle traffic, public transport capacity and road maintenance on different types of streets. The pavements important to pedestrians and the core network of cycle lanes are maintained as a priority.

### **Green urban space everywhere**

Greenery can be seen everywhere in the urban space – Tallinn is known for its beautiful avenues, green corridors, parks and urban forests. The people of Tallinn live, study and work within a 4-5-minute walk from the nearest streamlined green and landscaped area. There is greenery in the streets, yards and squares and on buildings: taller and shorter vegetation, container gardens and green walls are used. Greenery is also used in car parks, and pavements with good water permeability are preferred. Industrial wastelands and wild shrub-

lands are in intermediate use, which creates an exciting contrast in the streamlined urban space. People experiment with various ideas, such as combining biology, space and digital solutions. There are multifunctional landscapes in the city, where food production, biodiversity and other natural benefits are combined.

### A city open to the sea

The sea is well perceivable in the city and the diverse coastal areas and small harbours are popular places for recreational activities among the citizens and the city's guests alike. The seaside is open and unobstructed and can be accessed via many streets and paths. Tallinn is a well-known port city with a network of harbours with different functions. The coast of Tallinn Bay is an exciting experience consisting of interesting urban spaces and eye-catching architecture, the harbours, natural beaches and parks and natural areas of minimal human interference. The promenade connecting the beaches and subdistricts is accessible and uninterrupted; attracting attention with its varied design, it also offers citizens many activities. All of this can be seen by going on a sailing trip on Tallinn Bay. Maritime culture, including the culture of seafaring, is part of Tallinn.

## 2. Creative global city

The urban region of Tallinn has become the heart of smart and green economy in Northern Europe, with an excellent living environment as well as fast and convenient connections inside the region and with the rest of the world. The wellbeing of the region is based on knowledge-intensive economy, a good living environment and balanced development, which in turn relies on smart and creative people. There are happy learners and world-class educational institutions, an environment that fosters creativity and responsible entrepreneurship and a community that values a vibrant cultural life. Educational and cultural institutions as well as the public space provide opportunities for lifelong learning. A twin city has developed in cooperation with Helsinki, where people can experiment freely and companies can implement new technology

and business models. Ambitious start-up entrepreneurs and world-class creative people add colour to city life. Historic layers and cultural heritage create the identity of Tallinn, which can also be experienced by future generations.

- The heart of smart economy
- Open learning space
- City of research, innovation and experimentation
- City of creative people and events
- Protected architectural and cultural heritage

### The heart of smart economy

Tallinn and its neighbouring municipalities have developed into a comprehensive urban region that functions as a whole. The integrated urban region has multiplied the fast, convenient and environmentally friendly public transport connections in the region as well as with the rest of Estonia and other countries. The wellbeing of the region is based on knowledge-intensive economy – smart production and services of high added value. Entrepreneurship is responsible – the balance between work and leisure time and caring about the environment attract top specialists to work and live in Tallinn. The gateways to Tallinn – the railway station, the airport, the harbour and the city centres – are well connected with the rest of the urban space. As a result of the development of joint services as well as economic and cultural integration, the Tallinn region and the Helsinki region have developed into a twin capital with 2.5 million residents, whose vibrant economic space is supported by the jointly developed fast connections. Tallinn and Helsinki as a twin capital have increased their economic and cultural appeal throughout the world, which attracts top specialists and digital nomads.

### Open learning space

Lifelong learning is the new reality and a natural part of everyday life that helps people adapt flexibly to the changes occurring in society. Everyone is learning, not only children. The entire education

system is contemporary and fosters creativity and interest in learning and self-development. There are many opportunities for lifelong learning: nursery schools and childcare establishments, schools and universities, cultural and sports institutions, cinema and theatre, facilities for hobbies, exercising and playing. The entire city environment offers diverse opportunities for self-development, gaining new experiences, acquaintances and meetings and acquiring new knowledge and skills. Communities participate in the organisation of lifelong learning. Schools have become community centres that are used for hobbies and adult training in the afternoon and where the young and old and entire families have something to do. Studies are organised at a high level in each school, the teachers working there are smart and emphatic, and children and their parents can be proud of their nearest school. The desire and daily task of educational institutions and teachers is to get children, young people and adult learners interested in discovering and experimenting and in finding new solutions. High-level digital literacy is widespread, and the digital infrastructure supports lifelong learning.

### **City of research, innovation and experimentation**

Tallinn is known as a reputable centre of innovation, where international companies also bring new products and services to the market. This is the place where new initiatives are launched, and new trends are created and set. The people of Tallinn are open to everything new and want to use the latest technology. Labour-intensive business models have been replaced by research-based, nature-friendly and resource-efficient business models, which are supported by the active use of digital technology in the business and public sectors. Tallinn participates in research in order to design the best city of the future. Research, development and educational institutions, entrepreneurs and citizens' associations cooperate closely. New models and services are tested in planning, construction and mobility. The urban space in Tallinn fosters new meetings and joint activities that create a foundation for innovation. New approaches

and new solutions are also being tested in the management of the city without the fear of making mistakes, but with mistakes seen as opportunities for learning and development.

### **City of creative people and events**

Tallinn is a city of creative people that encourages everyone to dip into their talents. Creativity is expressed in simple daily activities as well as in works that influence world culture. The city is also characterised by creative boldness and a desire for freedom. Works of street art adorn the streets of Tallinn; the design of the urban space is playful and subdistrict groups add colour to their neighbourhoods. Tallinn has created the conditions necessary for the development of world-class culture. People from all over the world who are interested in culture have a reason to visit the city: The events calendar of Tallinn offers something for everyone. Something is always going on in the city. Citizens love going to concerts, the theatre, entertainment establishments and sports competitions. Even taking a walk in urban nature can be an event. International conferences increase international awareness of Tallinn. Tallinn has this *je ne sais quoi* that gives it a place among the cultural capitals of this world.

### **Protected architectural and cultural heritage**

Tallinn protects its building heritage and keeps its architectural ensembles as complete as possible. New developments are naturally blended into the surroundings by creating a complete living environment. Areas of cultural and environmental value are accessible and attractive. As a result of protection and care, Tallinn is a city with many historical layers that stands out all over the world. The Old Town of Tallinn is on the UNESCO World Heritage List. The languages and cultural heritage of Estonians and the other nationalities living in Tallinn are protected and developed. Memory institutions are not passive collectors of information but provide opportunities for experiencing our cultural heritage and are part of the open learning space. Tallinn has a world-class library that, as part of the public urban space, is an inspiring place for gatherings,



meetings and activities and a city archive with one of the biggest collections in Europe, which is an important historical research centre.

### 3. *Healthy mobility*

The living environment in Tallinn supports people's good health. Exercising and spending time outdoors is pleasant irrespective of the weather. Most people use fast and accessible public transport, walking or cycling to get around in Tallinn. Mobility has become a user-friendly service that makes it possible to combine different forms of mobility conveniently and economically. Attractive public transport vehicles and weather-proof bus and tram shelters are a natural part of the urban space. Schoolchildren and the elderly, wheelchair users and people with prams or guide dogs can all move without assistance in Tallinn. There are also fast public transport connections in the urban region and people use them more and more. There is considerably less car traffic, it causes less pollution, is calm and free of traffic jams.

- Healthy lifestyles
- Mobility service at a new level
- Life in fresh air
- City accessible to everyone

#### Healthy lifestyles

The environment of Tallinn supports the good mental and physical health of its citizens. It is possible to lead an active life and eat healthy in Tallinn; people's lives are not ruled by alcohol, tobacco and other addictive substances. The working and private lives of the residents of Tallinn are balanced and the time spent with their families and friends is valued. The number of deaths caused by cardiovascular diseases and malignant tumours has decreased. Citizens of all ages enjoy spending their

free time outdoors and being active. A pleasant urban space, the possibility to recharge your batteries in nature, communities doing things together, better health awareness and active mobility opportunities help reduce stress and depression and prevent obesity. The foundation of good health behaviour is laid by good exercise and healthy habits acquired during childhood. The number of accidents decreases every year.

#### Mobility service at a new level

Mobility is at a new level in Tallinn as well as in the entire urban region. The good mobility service offered<sup>1</sup> allows most citizens to get around easily without a car. Urban traffic is calm and safe, there are fewer traffic jams and less noise in the streets. Fast tram connections are supported by buses, bike sharing, short-term vehicle rental and ride sharing. The city is a global pioneer in the implementation of self-driving technology, integrating it into a complete mobility system. The use of various means of mobility is fast, affordable, comfortable, reliable and environmentally sustainable. The majority of the housing and jobs in the urban region lay in the service area of good public transport, where stops are at most 400 metres away and people don't have to wait long for vehicles to arrive.

#### Life in fresh air

The urban space of Tallinn favours active forms of mobility. A clean, noise free and pollution free city environment supports a mobile lifestyle. The living environment in the city has been designed so that nurseries, schools, shops and leisure facilities are within walking distance for citizens. Tallinners prefer moving around the city year-round. Active mobility is supported by the street space, secure bicycle parking and the green network connecting the entire city. City streets, public transport, cycle lanes, health trails, squares and parks are safe and attractive.

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<sup>1</sup> Mobility service: also mobility as a service. The transport sector is on the threshold of major changes. This means a change in the concept of transport. A comprehensive monthly pass, the opportunity to create and take a journey from point A to point B, i.e. the mobility service, is offered instead of the train, tram, bus, etc. services

that have been used separately so far as well as instead of a person using their own car. The user enters the start and end of the journey and the computer software offers mobility options by combining public transport vehicles and taxi or ride sharing services (source: Ministry of Economic Affairs and Communications).

People can move and exercise near their homes or workplaces – e.g. at the local school, sports field, sports club or city space.

### City accessible to everyone

The city environment is suitable for everyone, including those who move around with mobility aids and prams, children and the elderly. Tallinn proceeds from universal design in all developments and reconstruction<sup>2</sup>. Public buildings, housing and workplaces are accessible to everyone and using pavements, intersections and public transport stops is easy for everyone. Streets and parks hold enough benches with back rests and shelters that can be accessed by wheelchair or with prams and where people can also work remotely. In addition to the physical space, the virtual space, i.e. the information systems and services that are provided electronically, will also be designed accessible to everyone.

#### 4. Green transformation

Sustainability and the green transformation do not concern the natural environment of Tallinn alone, but are a central principle of the entire society and economy. The way of life of the people living in Tallinn is environmentally friendly because they feel responsible for the future: every generation must create and maintain a good living environment for their children. Tallinn will adapt to climate change and reduce greenhouse gas emissions to climate neutrality by the middle of the century. There is clean air and water in the city and the biodiversity of urban nature is protected. The citizens care about the environment, live in a resource-efficient manner and consume according to the principle of circular economy. The knowledge, attitudes and behaviour of the citizens turn Tallinn into a pioneering city with a good living environment.

- Climate-neutral city
- Fertile ground for green innovation

<sup>2</sup> Universal or inclusive design (design for all is also used) is not a new area or speciality of design, but a method of design where the user group whose needs and interests are taken into consideration

- Biodiverse and blossoming urban nature
- Circular economy

### Climate-neutral city

In each of its decisions, Tallinn follows the objective of climate neutrality, reducing carbon emissions by 40% by 2030 (compared with 2007), and will be a climate-neutral capital by 2050. The City of Tallinn is planned in consideration of carbon neutrality. Mobility functions on non-fossil fuels. Buildings are resource-efficient and climate-neutral energy is used in them. Clean energy is used in production. Tallinn adapts to climate change and extreme weather conditions using nature-based solutions and making buildings and infrastructure more climate-resistant. Climate neutrality is regarded as a cross-sectoral topic, which is specified in the development document on sustainable energy economy and climate.

### Fertile ground for green innovation

Green transformation means a change in the mindset and values of the society as a whole. Tallinn has a good environment in which companies, non-governmental organisations, government organisations and residents can launch green innovations. Green innovations may be technological and process-related, organisational and social – it is possible to reduce environmental impact and improve wellbeing with a variety of initiatives. The people of Tallinn act responsibly towards the future and find solutions to the challenges of green transformation together by cooperating with the leaders of this sector and research institutions throughout the world.

### Biodiverse and blossoming urban nature

Tallinn stands out among European capitals with its clean air and species richness thanks to its biodiverse nature and extensive green network. The

by the designers is as broad as possible, irrespective of the age or abilities of the user, and the features and needs caused by the climatic belt are also considered.



cohesive green network – parks, forests and private gardens – increases the biodiversity and offers the city people an exciting natural environment, leisure opportunities and protection against extreme weather conditions. Plants are allowed to blossom. The urban space is designed using green material that is more suitable for biodiversity, especially for pollinators. Overburdening natural biotic communities is avoided in order to give them the chance to recover themselves. Stormwater is treated using innovative and natural solutions so that it can be used for the needs of citizens as well as for increasing the viability of urban nature. Sea-water and all springs, rivers and lakes of Tallinn are in an ecologically good condition. We improve the health of citizens and food safety by increasing natural biodiversity.

### Circular economy

Tallinn has transferred to circular economy<sup>3</sup>. Less waste is generated in the city as a result of more informed production and consumption: the majority of municipal waste is recycled. Among others, less food is thrown away and the city's food circulation system is well thought out. Resource-efficient industrial enterprises use materials sustainably and take responsibility for re-processing their products. The life cycle of each product and service and their recovery have been thought through in consideration of environmental impact. Environmentally friendly materials, which can be recycled well, are produced and consumed in Tallinn. Waste is collected in an environmentally and consumer friendly manner. Collection of waste by type is organised in the places where waste is generated (including in the public space). As a maritime city, Tallinn gives a lot of attention to reducing marine debris.

### 5. Home that includes the street

Home offers protection and security. Home is more than four walls; home starts from the streets or even the subdistrict where people live. Citizens of

all ages have reason to spend time outdoors. There is a home suitable for everyone in Tallinn – the choice of dwellings is diverse and accessible. Enough homes have been adapted for people with special needs, which also enables everyone participation in social life thanks to the accessibility of the urban space. Families enjoy living in Tallinn and children can do many things independently. Homes are mainly planned near centres – with public transport, nursery schools, schools and service facilities. There are green areas and exciting public spaces near all homes. Energy cooperatives work well and turn energy consumers into informed producers. The city sets an example and acts responsibly when building homes, aiming for a complete living environment. There are residential spaces offered by the city in all districts.

- Multi-purpose residential areas
- Unique subdistricts and yards
- Homes that meet people's needs
- Energy-efficient and comfortable homes

### Multi-purpose residential areas

The city plays an active role in shaping the living environment. Tallinn plans the urban space comprehensively, cooperates with private owners and steers investments to the areas of urban space where it wants to foster development – the larger and smaller centres of Tallinn. New residential premises are preferably built near centres, where a quality public space, the necessary public transport connections, cycle lanes, nurseries, schools, hobby schools and other services are close to home. The city and private developers join forces to plan centres that provide services for areas where they don't yet exist, but residential areas are not developed without complete centres.

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<sup>3</sup>The objective of circular economy is to untie economic growth from the use of primary raw materials, creating a production and consumption system with as few losses as possible.

## Unique subdistricts and yards

Each subdistrict of Tallinn has its own face, they are good places to live. Traffic on the streets within subdistricts is calm but life on the streets is exciting – people can play, walk or sit on a bench to rest their feet. The planned housing is preferably in buildings with up to four storeys, and the specific features of the city centre or garden cities are taken into consideration. Small businesses and cafés operate in residential areas. Subdistricts are enriched by unique yards, which are often public or semi-public spaces. Yards in Õismäe, Lasnamäe and Mustamäe have been given a new look and turned into leisure areas with many possibilities. Cars are mostly not parked in front of apartment buildings, but underground or in parking garages. There are active subdistrict groups in the city that participate in shaping the living environment and organise joint activities. Routes between subdistricts are convenient and offer an experience.

## Homes that meet people's needs

The population of Tallinn is growing and new homes are being built. The selection of housing is diverse, allowing every household to find a suitable and affordable home. There are residential spaces of all sizes in all subdistricts, which make it possible to flexibly change homes if living arrangements change. Families enjoy living in Tallinn and children can do many things independently. There are enough homes for people with special needs and elderly people. This means that access to residential buildings is good, the buildings have lifts and the indoor premises are adjusted according to needs. Homes provided by the city at affordable prices are located in various regions of the city.

## Energy-efficient and comfortable homes

Homes in Tallinn have been designed and reconstructed in consideration of energy efficiency and independence. New heat technology and environmentally friendly energy carriers have been taken into use. The uniqueness of each area has been preserved upon the renovation and construction of homes. Cooperative activities<sup>4</sup> make it possible to introduce local energy generation and thereby achieve cleaner energy and higher energy security. Combined energy sources and energy-saving solutions are used, new houses are built as near-zero energy buildings and the indoor climate of homes is good. New wooden architecture has become customary in Tallinn because of the objective of carbon neutrality. There are convenient storage facilities for bikes, pushchairs and prams and micromobility vehicles, preferably at street level, near the residential buildings.

### 6. Kind community

The people in Tallinn are caring and friendly. Different social groups live together in the city's neighbourhoods and get on well with one another. A carefully planned urban space, people who are considerate to one another and the cooperation of authorities give citizens a strong sense of security. There are fewer accidents and minimal crime. People of all nationalities enjoy living in Tallinn. Independent coping and a dignified life are ensured for those in need. Communities play an important role in creating social cohesion and regional security and helping members of the community.

- Strong sense of security
- Integrated society
- Independent coping
- Strong and courageous civil society

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<sup>4</sup> Cooperative activities: the formation of an energy cooperative allows people to produce and consume green energy themselves flexibly and by spreading risks, thereby offering an alternative to individual small-scale production and dependence on large producers. Citizens can actively decide how much energy they produce and which sources are used for this. Bringing energy production to

where the consumers are reduces network losses and dependence on centralised production. This improves the energy security of the entire country. For example, more than half of renewable energy production in Germany and Denmark belongs to communities (en-ergiatalgud.ee).

## Strong sense of security

Friendly fellow citizens and a friendly urban space create a strong sense of security. There are many people in the streets, in parks and by the sea, which helps prevent dangerous situations. It is safe for children to go to school and return home on their own by foot, bike or public transport and play with their friends outdoors. The citizens are friendly and polite and helpful to those in need. Family relationships are good, everyone has a helpful and secure communication network and the opportunity to find support, if necessary. The city is prepared for crises, vital services are guaranteed and crisis management is knowledge-based.

## Integrated society

The people of Tallinn have reason to care about their home city and their fellow citizens. Tallinn's population is linguistically and socio-economically integrated. People of all ages, standards of living and nationalities live together in the same neighbourhoods. This creates a stronger sense of security and vitality and creates great opportunities to meet different people. The citizens are friendly and polite and notice those in need. Different social groups communicate with one another, creating new communities and ideas. Subdistricts with strong identities are attractive to the city's residents and visitors alike. Residential spaces of different sizes and for various needs are planned in all subdistricts of the city. The voices of all social groups can be heard in Tallinn through determined inclusion and service design, including the voices of those who usually do not or cannot express their opinions.

## Independent coping

The ability to manage independently begins with an active attitude towards life, a healthy lifestyle and sufficient income. People can work increasingly flexibly and to an older age, which brings more people to the labour market. The city provides professional support to those who need help in order to cope independently, and this support is based on the person's needs. Citizens are not

afraid to ask for help; help can be obtained easily and in a dignified manner. Preventative and timely help allows citizens to cope independently and creates the preconditions for people to need help only temporarily. Nobody who needs help goes unnoticed. The skills and readiness of the community are used to help those in need. The city also guarantees needs-based and human-centred public services and, if necessary, social assistance to people who need the continuous care of the society. Social welfare institutions are small, people are preferably helped in their homes or are offered homes with supporting services.

## Strong and courageous civil society

Tallinn is the joint property of all of its citizens, who shape its future together. The people of Tallinn are active citizens who stand for democratic values and a cohesive, free and secure society through communities and non-governmental organisations. They take responsibility and contribute to the sustainability of the state. People of different backgrounds and world views meet through joint activities, such as tidying up the surroundings of their homes. "Let's do it!" is their natural attitude every day, not only at the time of the campaign. The city supports non-governmental organisations and involves them in decision-making. Communities know their people, help one another and inspire their members, thereby contributing to good relations and cohesion.

## Implementation of development strategy

### MISSION OF THE CITY ORGANISATION

To make Tallinn the best place to live for the people staying here, a desired destination for people arriving here and a good place of departure for people who start here.

For this purpose, the management of Tallinn as an organisation is human-centred, transparent and cooperative. The city is managed on the basis of a

development strategy and other development documents are based thereon. The development strategy is the social agreement of the citizens on what their city should be like in the future. The city communicates with the public and stakeholders in a manner that is open and understandable, and it is easy for people to communicate with the city in turn. The city organisation is an organisation that learns and works together, it is built in consideration of objectives and performance and its structure adapts over time. The management decisions of the city are based on knowledge and data. New approaches and new solutions are tested.

### Framework of the city organisation

In its activities, the city is driven by the expectations and needs of the citizens and development ambitions of the city, which have been set forth in the city's development strategy as a social agree

ment. The city's policymaking and management decisions are evidence-based, and international and national goals are also taken into consideration. The development strategy words the vision and strategic goals for the city and describes their achievement through the city's fields of activity – which of the city's activities form fields of action and how they help achieve the strategic goals. The city provides user-centric services in a variety of fields, which support the achievement of the city's strategic goals.

### Links between strategic goals and areas

Strategic goals cover all fields of action. Each area contributes to the achievement of several, often all, strategic goals. An overview of the links between strategic goals and areas is given in the following table, which shows the estimated extent to which specific areas contribute to the achievement of strategic goals.

Area	Strategic goals					
	Friendly urban space	Creative global city	Home that includes the street	Green transformation	Kind community	Healthy mobility
Culture	**	***	*	*	**	*
Education and youth work	*	***	*	**	**	*
Sports and physical activity	*	**	*	*	**	***
Social welfare	**	*	**	*	***	**
Health and healthcare	*	**	*	*	**	***
Preservation and development of city property	***	*	***	***	**	**
Business environment	*	***	*	**	**	*
Mobility	***	***	**	***	*	***
Urban landscape	***	*	***	***	*	**
Utility networks	**	**	***	**	-	**
Environmental protection	**	**	**	***	*	**
Urban planning	***	**	***	***	**	***
Municipal order	*	**	*	**	***	*
Management and support services	***	***	***	***	***	***

(\*\*\* area contributes to a very large extent; \*\* area contributes to a large extent; \* area contributes to a small extent.)

## City's system of development documents

The city's development strategy sets strategic goals for nearly 15 years. Usually, the priorities for implementing the development strategy are reviewed after the local government elections and the section of action programmes and courses of action are updated above all. As a rule, strategic goals are set for 8-10 years, but they may be amended or modified during that time. While theoretically, the development strategy provides the grounds in preparation for district master plans, in practice, both documents are prepared in consideration of each other: the provisions of the master plans are taken into consideration when the development strategy is prepared. However, amendment of master plans is initiated if development directions are adopted with the development strategy that are not reflected in the master plans. The strategic goals set in the city's development strategy are detailed and implemented through the activities set forth in various specific development documents. The operational programme and budget strategy of the city's development strategy are prepared for a period of 4-5 years - the operational programme describes the paths and programmes for action towards achieving the strategic goals and the budget strategy is a financial plan for their implementation.

**Cross-sectoral horizontal development documents** specify the strategic goals and provide specific guidelines for the preparation of area development plans. Such development documents are: a roadmap for innovative solutions, the plan for sustainable energy economy, adaptation to climate change, and the development trends of circular economy and accessibility. The span of these topics may grow over time.

**The area development plans** specify the goals set in the development strategy and their implementation. They are prepared for the areas defined in the development strategy. An area development plan may cover one or several areas of activity of the city. An area may have a development plan if

the goals of the area are not defined in sufficient detail in the city's development strategy. All of the city's areas of activity must have an **operational programme**, which provides an action plan for the achievement of the established goals that is more detailed than the operational programme of the development strategy. The operational programme for an area includes a list of the city's activities with deadlines, desired results and responsible parties for at least the next four budgetary years.

If necessary, **other development documents** (e.g. **programmes, plans**) are also prepared for the achievement of one or several sub-goals of the area or for detailing horizontal topics (support services).

The links between the development documents of the city are described in the following figure.





## Monitoring

The development strategy sets objectives for the city as a whole, not only for the city as a local authority. Above all, this applies to the level of strategic goals. This means that the strategic goals of the city are based on the UN Sustainable Development Goals, the Green Paper of the European Union among other international agreements as well as the objectives of the Estonian state. Thus, the achievement of these goals not only depends on the local government, but on all stakeholders: the state, enterprises, non-profit associations and residents. Therefore, the indicators agreed at the level of the state are ordinarily used to assess the achievement of these targets. The most important indicators that are monitored in order to assess the achievement of goals are set out in the explanatory of the strategy. As these goals are complex, generally, no one or two indicators exist that fully describe the progress made in the achievement of the goal. Statistics are also monitored, surveys and polls may be ordered and so on. The assessment of the progress made in the achievement of a goal will be given to the new city council after the local government elections with advice on whether the goals need to be changed or specified.

Similarly, to strategic goals, more indicators are observed upon the assessment of the objectives of areas than are brought out as indicators. The entity responsible for the specific area monitors them every year and an overview with an assessment of the achievement of strategic goals is presented to the council.

The implementation of action programmes is assessed in the management report, which is part of the city's annual report. The methodology for the assessment of action programmes is constantly updated, taking into consideration the development of the capability to assess services.

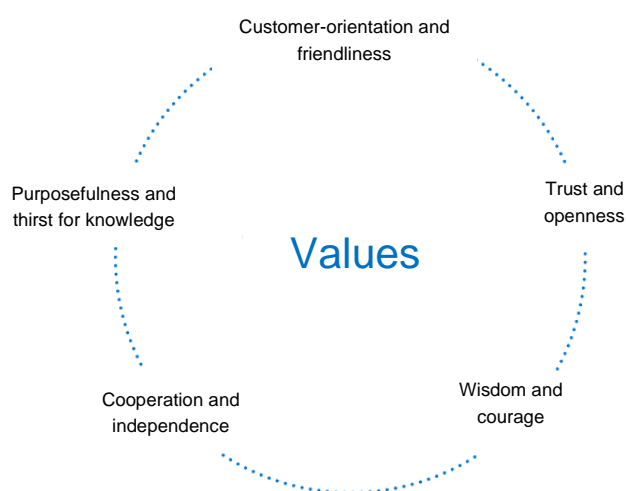
## Services

The provision of services is the main activity of the city organisation. Services means direct and indirect public services as well as services provided for

the functioning of the organisation. This means that the exercising of public authority is also regarded as the provision of a service. Services are designed and provided by the service design principle, which means that services are human-centred and user-friendly, relevant and valuable for the user as well as efficient and sustainable from the service provider's viewpoint.

## Values of the city organisation

The city organisation operates in the value space indicated in the following figure.



A city that looks to the future and is inclusive can only be created through cooperation based on trust. Trust emerges with shared **values** and when each representative of the city organisation – from the executives to the employees – bears these values.

The city organisation values **orientation on goals and a thirst for knowledge**. Orientation on goals also means effectiveness. The objective for the city is to create value for its residents. Every employee who wants to demonstrate excellent performance, and works hard to achieve the shared goals, creates trust and gives the city a good reputation. Every employee, especially every executive, is a mirror of the organisation and an ambassador for the city's values.

**Cooperation and independence** are important in everyday work. The city is looking for cooperation



partners and co-workers based on its goals. People in the city's organisation see opportunities, look for innovative solutions, implement new practices and experiment, learn and develop, implement goals, are helpful and communicate openly. They cooperate with citizens' associations, enterprises and cultural and research institutions. An employee of the city can take smart risks, find solutions and has the courage to take responsibility. They question the activities that don't serve citizens and create no added value for them.

**Wisdom and courage** help create a city that looks to the future. Decisions are also made when the situation is unclear. The city organisation takes the time to clarify the root causes of problems. Solutions are found and decisions are made based on facts, not opinions or assumptions. People are not afraid to experiment because they know that a small mistake is cheaper than a big mistake and experimenting is a valuable learning process for the organisation. Every employee of the city considers self-development important and contributes to this every day.

The city's employees are trustworthy and keep an open mind. They are experts in their respective fields who know how to listen and reflect and keep their calm in difficult situations. The city's employees treat everyone equally and with respect, irrespective of their position, standard of living, gender or nationality and possible disagreements. An opponent is not regarded as an enemy, but their positions are heard in order to learn from them. The city's employees are genuinely interested in how citizens feel when living and going about their business in the city every day, what they want and what they strive for. Requesting feedback from citizens and partners is a natural part of the work of the city's employees. This makes it possible to find the best solutions for Tallinn as a whole, its residents and guests and the companies, associations and organisations operating in the city by providing professional and caring services.

## Action programmes of city management and support services

The eight action programmes of city management and the support services are applied for the implementation of the development strategy.

- AP1: Human-centred service design
- AP2: Data-based management
- AP3: Strategic and financial planning
- AP4: Clear communication
- AP5: Quality management and competent employees
- AP6: Regional and international cooperation
- AP7: Civil statistics and population services
- AP8: Archive services

### AP1: HUMAN-CENTRED SERVICE DESIGN

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The city organisation provides human-centred services, considering the needs and expectations of citizens. Services are provided based on an integrated service management concept, according to which the structure of the city organisation is built. All services of the city must pass the service design process. The service design process is coordinated across the city. City agencies that provide services are centrally supported in development, improvement and analysis of existing services and the development of new ones. The relevance of and compliance with the requirements of the services is checked every year and the services are redesigned, if necessary. The feedback received from stakeholders and the city's employees is used to analyse which services include excess bureaucracy, where service quality needs to be improved and where the content of the service needs to be changed. Tallinn's digital services are known all over the world; inspiring and leading by example.

**Key courses of action:** 1) central coordination of services (including development of a uniform service management concept and establishment of a centre of excellence and a roundtable for services); 2) development of client-centric e-services and

their introduction to citizens; 3) central provision of the city's basic IT infrastructure, information security and workstation services; 4) central provision of other support services (e.g. law and procurements) to the entire city organisation; and 5) implementation of environmental and quality management systems.

## AP2: DATA-BASED MANAGEMENT

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Open data is convenient to use, accessible to everyone and safe. As much open data about the city is given into public use as possible. Data is clearly visualised and help people make critical choices: where to make their home, where to establish their company and what options are there for getting something done in their neighbourhood. The city collects data in a user-friendly manner, requesting data only once. Sharing objective and timely information is also the basis for successful inclusion of the public and stakeholders. The city collects as little data as possible and as much data as is necessary, storing the data prudently and following data protection rules. The management decisions of the city rely on wide-ranging data and decisions are also explained based on data. The city has a 3D model describing the organisation of transport, energy use, the physical environment and services as well as the processes essential for the city, which helps explain choices to citizens in a clear manner. Data analysis is a part of service design. City agencies have contemporary business analysis capability. The achievement of strategic goals as well as satisfaction with services and the efficiency of their provision are monitored based on data.

**Key courses of action:** 1) development of the 3D model of Tallinn (digital twin); 2) efficient protection of personal data and other non-public information; 3) effective consolidation of the information belonging to the city and originating from external data sources and making this accessible; and 4) making the information required for management decisions easily and understandably accessible to decision-makers.

## AP3: STRATEGIC AND FINANCIAL PLANNING

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The city's governance is based on the social agreement between citizens, expressed in the development strategy. The development strategy is the base for master plans and sectoral development documents. Planning is a constant process during which plans are updated based on monitoring outcomes. The decision-making process is open and includes citizens. The city constantly keeps the public informed of its progress towards the achievement of its goals. The city cooperates with partners who express the interests of communities and resident groups, whether they are sub-district groups, professional associations, companies or other organisations. Development, goals and actions are planned according to the city's financial position and financing capability. Financial planning is based on strategic goals. The budget strategy and sectoral development documents proceed from the development strategy, which in turn is the basis for preparing the budget. The financing of municipal agencies is based on performance and cost models, which ensure that the agencies have enough resources for everyday management and service development. Financial management is done in a competence centre, which guarantees the financial support required for management decisions of different levels and the organisation of quality financial management and accounting and provides quality accounting, tax accounting and financial planning services to the city organisation.

**Key courses of action:** 1) an up-to-date system and monitoring of the city's development documents; 2) provision of financial services to entities belonging to the city's consolidation group; 3) organisation of roundtables and cooperation assemblies of city residents and citizens' associations and their participation in decision-making processes; and 4) supporting the activities of non-profit associations, implementation of an inclusive budget.

## AP4: CLEAR COMMUNICATION

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The city has its own identity and is spoken about in a language of stories. The city is uniform in its messages and uses the most suitable and up-to-date channels for informing citizens. Necessary information and services reach people, not vice versa. Being in dialogue with citizens is a part of public communication and a part of each city employee's job.

**Key courses of action:** 1) preservation and development of the city's visual identity; 2) organisation of the preparation and distribution of information materials about services; 3) organisation of assembling printed matter introducing the city; 4) a citywide weekly publication; and 5) making Tallinn more noticeable in foreign media.

## AP5: QUALITY MANAGEMENT AND COMPETENT EMPLOYEES

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The task of the city organisation is to guarantee human-centric, optimal and smartly managed services for the city's residents, visitors and employees in addition to the good management of the city's property. The management and development of basic and support services have been concentrated in competence centres to guarantee an even quality. The city organisation is structured by goals. Dedicated and motivated teams ensure the uniformly high quality of governance. The managers of the city organisation are selected by way of competitions for fixed terms of office and they are regularly assessed. Tallinn is perceived as an organisation that is free of corruption and has a modern management culture.

**Key courses of action:** 1) development of a human-centric city organisation; 2) implementation of central recruitment; 3) recruitment of results-oriented, competent and experienced executives; 4) target-oriented development of teams; 5) improvement of management and data quality; 6) implementation of performance appraisals of execu-

tives; 7) updating the salaries policy; 8) development of an inspiring working environment; and 9) development of the city employee portal.

## AP6: REGIONAL AND INTERNATIONAL COOPERATION

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Tallinn cooperates actively mainly with Harju County and its local authorities in order to achieve a cohesive and well-functioning urban region. Cooperation is also developed with other local authorities and the state for achieving the development goals of Estonia. International cooperation supports the achievement of Tallinn's strategic goals and contributes to increasing international awareness of the city as well as the competitiveness of the city and the urban region. The focus is on cities in the neighbouring region (the Nordic countries, Latvia, Lithuania, Russia) as well as on the capitals and metropolises of the European Union and partner cities that share cultural and economic interests with Tallinn. The city participates actively in international cooperation projects, especially in the research and development projects financed directly by the European Union, acting as a leading partner in them.

**Key courses of action:** 1) development of cooperation with the local authorities of Harju County; 2) development of cooperation with cities in the Baltic Sea region, primarily with Helsinki, Riga and St Petersburg, the capitals and metropolises of the European Union as well as other partner cities; 3) participation and representation of the interests of Tallinn in the development of the urban policy of the European Union, including through the European urban network EUROCITIES; 4) gaining the international experience required for developing the priority areas of the city and sharing Tallinn's best practices for the purposes of building the international image of the city; and 5) development of a competence centre for international projects.

## AP7: CIVIL STATISTICS AND POPULATION SERVICES

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Tallinn is creating a family-friendly environment. The population and integration policy of Tallinn is human-centred and supports the development of various communities. Family and population services are provided comprehensively and professionally, they are accessible to everyone in Estonian, Russian and English both on the premises of the Tallinn Vital Statistics Department and in the International House of Estonia. The expansion of e-services makes the use of these services more convenient. Tallinn contributes to making knowledge-based decisions in matters concerning civil status and raises the awareness of residents. Family and population services are introduced, and advice is given in these issues in cooperation with the private sector.

**Key courses of action:** 1) vital statistics services; 2) population services; 3) raising the awareness of Tallinn residents about family and population procedures; 4) valuing people who start families and have children; 5) events introducing family values and history; and 6) provision of vital statistics and population services in foreign languages.

## AP8: ARCHIVING, RESEARCHING AND INTRODUCING THE HISTORY OF TALLINN

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Tallinn takes responsibility and care in the preservation of the city's memory – hundreds of years of archival heritage. The objective of the archival service is to collect, preserve and ensure the usability of information that reflects the development of the Estonian capital, proves the rights and transactions of individuals and is necessary for the work of municipal agencies. In the era of transition to paper-free document management, where the share of digital documents is increasing, the emphasis is on the development of digital archiving and ensuring the respective competency of the city organisation.

Tallinn promotes the scientific research and popularisation of the city's multicultural history by contributing to the strengthening of community identity and historical knowledge. An increasing share of the archive materials of Tallinn is digitally accessible to people all over the world.

**Key courses of action:** 1) advising the city organisation in the field of archiving and document management; 2) collection and preservation of documents that need to be preserved in municipal agencies; 3) development of digital archiving in accordance with national and international trends; 4) improvement of e-services; 5) organisation of scientific research of the history of the city; and 6) introducing the history of the city.

## Fields of activity of the city

### 1. Business environment

I. This field contributes to a very large extent to the achievement of the strategic goal 'Creative global city' and to a large extent to the achievement of the strategic goals 'Kind community', 'Green transformation' and 'Friendly urban space'.

**Creative global city** – Increasing interest and awareness in business as well as creating the image of an open city helps develop smart production and services of high added value. An attractive operating environment, international conferences and major events attract the best people to Tallinn and increase international awareness of Tallinn. All of this contributes to the development of business, research and innovation and allows Tallinn and Helsinki together to become the heart of smart economy in Northern Europe and an environment for testing innovative solutions.

**Kind community** – An entrepreneurial lifestyle, the promotion of business and the creation of sustainable jobs create better possibilities for coping independently and help create a strong sense of security.

**Green transformation** – The use of innovative and smart solutions promotes eco-innovation by contributing to the mitigation of and adaptation to climate change and the creation of a good living environment. The balanced and sustainable development of tourism contributes to it having the smallest possible ecological footprint.

**Friendly urban space** – Tourists are also clients of companies in the service and creative sector. As a result, there are more unique retail and service companies, cultural events and entertainment opportunities for citizens and guests alike, which also enrich the urban space.

## II. Principles for implementation of the field

**Entrepreneurship, innovation and creativity.** Entrepreneurship, innovation and the commercialisation and testing of new technology and business models are supported. The creative potential of the residents of Tallinn makes it possible to offer distinctive and unique experiences. Innovative and smart solutions are used to increase the competitiveness of the destination, preserve the rich historical and cultural heritage of the city, inspire people to discover the city, disperse the burden of tourism and motivate guests to make environmentally friendly solutions.

**Ambition and internationality.** The development of companies is supported and their courage to export is increased.

**Responsibility and sustainability.** Environmentally friendly and responsible business is promoted. The development of tourism in Tallinn is balanced: the guests of the city gain pleasant experiences and the locals feel the beneficial impact of tourism.

**Physical environment that favours business.** Investments are made in a human-friendly urban space that supports the development of companies and promotes innovation.

**Cooperation.** Development and marketing activities are carried out in cooperation with the city, the state, entrepreneurs, research institutions and local communities.

## III. Vision of the field: A city where the future is today

Tallinn as the capital region is well known both in Estonia and abroad as a centre of smart enterprise, where new technology and business models and flexible forms of working are used. A flexible but stable legal and tax environment that makes it possible to implement new business models and an attractive living and operating environment promote the arrival of talent, investments and international companies to the city. Tallinn is an attractive tourist destination that exceeds the expectations of



visitors. Tourism in Tallinn is sustainable: tourism does not damage the environment or the local historical and cultural heritage and creates value for the local community. Innovative, adaptable and skilled people are implemented in the creation of new value that helps increase the wellbeing of citizens. Companies focused on growth and foreign markets cooperate with research institutions in order to develop new products and services. The City of Tallinn is an internationally renowned, enthusiastic leader and tester of innovative solutions. International conferences help Tallinn to become more well known internationally as a competence centre in various fields.

#### IV. Goals of the field

##### 1. The residents of Tallinn are entrepreneurial and well-paid and local companies are ambitious.

*Encouraging citizens to be entrepreneurial and engage in innovative business ventures promotes the realisation of the growth potential of companies. Many new companies are established in Tallinn that are characterised by high added value and an increasing capacity to start using new technology and implement innovations. High added value enables companies to earn more profit, pay higher salaries and thereby improve the standard of living.*

##### Indicators:

- Companies per 1000 residents (the share of companies and the contribution of the companies of global e-residents are also observed).

*Starting level:* 24 companies per 1000 residents (1 January 2019)

*Target level:* average annual growth rate of +2%

- Average gross salary in Tallinn

*Starting level:* 1611 euros (Q4 2019, source: Statistics Estonia PA004: average gross salary, labour expenses and hours worked by county (quarters))

*Target level:* average annual growth rate of +3%

##### 2. Tallinn companies are competitive in global value chains when they work together.

The companies operating in the city are competitive both on domestic and foreign markets, including their export capacity will improve and foreign investments will increase. The focus is on knowledge-intensive economy, which is supported by digitalisation, good education and the good language skills of the people of Tallinn. Cooperation and development are cluster-based and include implementation of university expertise. Companies integrated into global value chains also attract national suppliers. The improvement of productivity has increased acquisitions of fixed assets and investments made by companies in people and R&D (intangible assets, e.g. acquisition of software, training of employees, development of the organisation and business processes, reputation building, design, R&D). The private sector, the public sector, the third sector and research institutions cooperate successfully.

##### Indicators:

- Share of export in turnover.

*Starting level:* 3.4% (2019, source: Entrepreneurship Statistics of the Tax and Customs Board)

*Target level:* average annual growth rate of +5%

- Companies with a global reach whose head office or development centre is in Tallinn and whose staff costs amount to 5 million euros per year.

*Starting level:* 40 companies (2019, source: Entrepreneurship Statistics of the Tax and Customs Board)

*Target level:* on average +1 company per year

##### 3. Tallinn is also internationally known as an innovative environment.

The nature of work and people's expectations regarding work have changed considerably by 2035. Mobility, flexibility, self-realisation opportunities and social relationships are valued above a stable



workplace. Tallinn takes these needs into consideration, the living and business environment in the city is competitive compared with other European countries and cities and attracts foreign workers who have the necessary skills, knowledge and experience to offer the city. Tallinn is well known as a breeding ground for start-ups and a meeting place for digital nomads.

**Indicators:**

- Number of residents working in start-ups.

*Starting level:* 5200 (Q4 2019, source: Startup Estonia)

*Target level:* average annual growth rate of +7%

- Competitive position and success in international competitions.

*Starting level:* II–III place in the European Capital of Innovation contest (2017)

*Target level:* place among the top twenty digital and sustainable cities or in competitions (e.g. European Green Capital, European Digital City Index, CityKeys, Expat City Ranking)

**4. Tallinn is an internationally known and valued visitor destination all year round.**

Tallinn attracts visitors as a city of exciting contrasts where historical and cultural heritage of various eras can be seen, and which has been given new life as a result of creativity and innovation. Tallinn is made attractive by the medieval Old Town, which is on the UNESCO World Heritage list, different neighbourhoods, clean and varied urban nature, diverse cultural events that take place all year round and local food. There is reason to visit Tallinn all year round. As a modern, environmentally conscious and innovative capital, Tallinn offers ideal opportunities for the organisation of conferences, motivation trips and events. Tallinn is an attractive filming location for foreign producers. Tallinn is hospitable.

The number of foreign tourists staying overnight in Tallinn increases, especially during the low season, the destination countries of foreign tourists become more diverse, trips become longer, foreign visitors spend more money in Tallinn and the satisfaction of foreign visitors is high.

**Indicators:**

- Number of overnight stays by foreign tourists at accommodation establishments.

*Starting level:* 2.8 mln (2019)

*Target level:* 4.2 mln (2035)

- Number of overnight stays by Estonian residents at accommodation establishments.

*Starting level:* 0.47 mln (2019)

*Target level:* 0.7 mln (2035)

- Number of foreign visitors who stay overnight.

*Starting level:* 2.15 mln (2019)

*Target level:* 3.1 mln (2035)

- Satisfaction of foreign visitors.

*Initial level:* 8.8 out of 10 (2019)

*Target level:* 9 out of 10 (2035)

- Export of travel services.

*Starting level:* 1 bn euros (2019)

*Target level:* 2 bn euros (2035)

- Revenue per foreign visitor by target group.

*Starting level:* the indicator will be developed in 2021

*Target level:* will be set after the starting level has been determined

## V. Five action programmes will be implemented to achieve the objectives:

- AP1: Entrepreneurial lifestyle, entrepreneurs with ambitions of growth, top-level knowledge and skills
- AP2: An environment open to internationalisation and cooperation between sectoral stakeholders
- AP3: Smart city programme
- AP4: Attractive physical environment for the development of entrepreneurship
- AP5: Recognised tourism destination and balanced development of tourism

### AP1: ENTREPRENEURIAL LIFESTYLE, ENTREPRENEURS WITH AMBITIONS OF GROWTH, TOP-LEVEL KNOWLEDGE AND SKILLS

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Support for entrepreneurship and cleverness starts via playful activities in kindergarten (robotics, study games) and continues at school. Independence and an entrepreneurial spirit, decision-making capacity and enthusiasm are fostered in children. Students in Tallinn schools are taught business at a high level. Students are enterprising and active in the establishment of student companies; one hundred student companies are established every year. Organisations that support entrepreneurship offer people interested in entrepreneurship and operating companies the opportunity to develop and update their business models, improve their management, sales and marketing skills and thereby increase their development capacity. Participation in entrepreneurship events is active (around 2500 participants per year). Approximately one hundred companies are established every year with the support of business consultants. Students participate in business idea development programmes at universities.

**Key courses of action:** 1) increasing interest in entrepreneurship (in cooperation with the Tallinn Education Department, Tallinn Business Village, educational programme 'Entrepreneurial School',

the Junior Achievement entrepreneurship education programme with a fair of student companies); 2) providing business advisory services and improving the knowledge and skills of entrepreneurs; 3) supporting contests of new business ideas and the (pre-)incubation programmes of universities ('Edu ja tegu' programme) and business incubators (creative incubator, Start-up Incubator); 4) supporting the capability and growth of companies for operation on the local market and entering foreign markets, implementing digital solutions, developing products/services of higher added value and promoting cooperation with professional institutions and higher education institutions; and 5) strengthening the initiatives of organisations that support entrepreneurship by supporting non-profit activities.

### AP2: AN ENVIRONMENT OPEN TO INTERNATIONALISATION AND COOPERATION BETWEEN SECTORAL STAKEHOLDERS

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Tallinn has the image of an innovative city that welcomes talent. There are good opportunities and connections in the city for facilitating the mobility of talent and the spread of knowledge. The twin city of Tallinn and Helsinki has developed into the heart of smart economy in Northern Europe, where workforce moves flexibly in both directions. All of the information and services foreign nationals and their employers need for living and working in Estonia has been made accessible. Tallinn is in the top 20 of the Expat City Ranking.

**Key courses of action:** 1) services for foreign specialists and new immigrants (recruitment and adaptation programme of the International House); 2) creation of synergy between innovation centres (Ülemiste City, Tallinn Science Park Tehnopol, research institutions); 3) establishment of connections (Rail Baltic terminal, tram connections with city gates); 4) international marketing activities aimed at increasing awareness of Tallinn; and 5) stimulation of the development of entrepreneurship clusters and international networking (including creative and circular economy) and promotion of

cooperation between the parties to the ecosystem of innovation.

### AP3: SMART CITY PROGRAMME

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The international ambition of Tallinn is **to become a leading centre of smart cities and innovation** among the smaller capital cities of the world. Another objective of the city is to set an example for other cities in the Baltic Sea region **in the digital development of local authorities**. To this end, the city deals centrally with the **management and empowerment of innovation**, including enhancing competencies and supporting innovative solutions.

**Key courses of action:** 1) creation of data-based digital city governance; 2) increasing the proportion of urban digital services in public services and updating them; 3) increasing the role of the city as a local authority in ordering and initiating innovation via innovative public procurements, public service design, demo projects, etc.; 4) fostering the development of new solutions of future technology and their (test) implementation in the city environment (e.g. pilot projects of self-driving cars, over-the-air free Internet, smart solutions for the residents and guests of Tallinn); and 5) implementation of the joint projects of Tallinn and Helsinki.

### AP4: ATTRACTIVE PHYSICAL ENVIRONMENT FOR THE DEVELOPMENT OF ENTREPRENEURSHIP

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Good connections and a quality public space have been developed in larger business and industrial parks and business incubators provide quality services for the development of new ambitious business models and sustainable development to companies. Tallinn is one of the owners of the Tallinn Business Incubators Foundation, Tallinn Science Park Tehnopol and Tallinna Tööstusparkide AS (industrial parks). They are attractive operating locations of high added value for technology, production and creative companies. The city earns income by favouring the business environment as

well as the companies in which the city has a holding.

**Key courses of action:** 1) development of business incubators; 2) development of associations of business and industrial parks (*implemented with action programmes 1 and 2 in mobility, city planning will also contribute*); 3) development of the Tallinn Science Park Tehnopol as a smart city testing environment; and 4) organisation of business development projects that support entrepreneurship, are profitable and generate added value for the city (e.g. Tallinn Film Wonderland, new areas of the technology business).

### AP5: RECOGNISED TOURISM DESTINATION AND BALANCED DEVELOPMENT OF TOURISM

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Tallinn is an internationally well-known and highly valued destination of recreational and business tourism in the Baltic Sea region that attracts tourists all year round. Awareness of the destination is increased by means of international communication and marketing on strategically important target markets and to important target groups.

Smart solutions help show and experience the rich historical and cultural heritage of Tallinn to the maximum. Tourist information is accessible and personalised.

The development and marketing of tourism is based on data, analyses and monitoring. Local tourism companies are environmentally conscious, familiar with the principles of universal design, aware of responsible and sustainable business and apply this knowledge in the development of tourism services. The hospitable destination is safe and accessible to everyone. The burden of tourist visits is dispersed. The people of Tallinn are hospitable, the increase in the number of tourists will not reduce their satisfaction. A memorable visit inspires people to return to Tallinn and recommend it to their friends.

Various sectors of the city organisation contribute to the implementation of the action programme:

culture, sports and physical activity; mobility; city planning and environmental protection. The state and the private sector also have a very important role.

**Key courses of action:** 1) maintaining the positive image of a tourism destination and increasing international awareness of Tallinn as a destination for city breaks any time of the year; 2) increasing awareness of Tallinn as a destination of conference tourism and motivational trips; 3) organising data-based and balanced development of tourism; 4) offering memorable and convenient city visits with the Tallinn Card; and 5) guaranteeing the accessibility of quality tourist information services.

## **2. Education and youth work**

**I. This field contributes to a very large extent to the achievement of the strategic goal 'Creative global city' and to a large extent to the achievement of the strategic goals 'Friendly urban space', 'Green transformation' and 'Kind community'.**

**Creative global city** – All action programmes in the field contribute to the development of the open learning space in Tallinn. The diverse and integrated education network of the city, supported by state upper secondary schools and other educational opportunities offered by the state and the private sector, contributes to learning being lifelong and visible in the physical and virtual space of the city. Offering diverse opportunities for learning, self-realisation and discovering creative and development potential helps increase entrepreneurship and creativity. Opportunities for acquiring basic and general education in English support foreigners who have arrived here. The entire learning process supports general digital literacy.

**Green transformation** – Integration of the topic of the environment in education and youth work will improve the environmental awareness of citizens: they care about the environment, live by using resources sparingly and consume by the principle of circular economy.

**Kind community** – Supporting individual development, establishment of a comprehensive network of support and trust for young people at risk of exclusion, good general skills and top-level knowledge contribute to independent and dignified coping. Supporting and encouraging young people to actively participate in social life and decision-making processes contributes to the development of a strong and bold civil society and the integration of society. The development of opportunities to study in Estonian contributes to the preservation of the Estonian language and the integration of society.

**Friendly urban space** – Taking young people's needs into consideration and including them in the creating of urban space supports the development of a friendly urban space.

## **II. Principles for implementation of the field**

**Responsibility.** Various parties take responsibility for the development and implementation of the individual learning path. Acquisition of education is the task of the learner, but parents, teachers, support specialists, youth workers, supervisors and area managers are also responsible for the provision of education. An individual learning path is developed with the support of a comprehensive responsible network based on the interests, readiness and abilities of the learner. Interaction is achieved through targeted and systematic networking.

**Openness and diversity.** Tallinn is an open and diverse learning space. Institutions that offer formal as well as informal education cooperate in the public and private sectors. Empowered cooperation works between learners, teachers, parents, youth workers, community representatives and other interrelated parties both at the national and international level. Diversity is valued, educational and youth work institutions are unique and various models and methods are used in development activities. Participation of young people in decisions concerning them and developing the skills of young people for making informed choices and decisions and actively participate in social life are considered

important. The rights of young people are protected, and active civic participation is supported.

**Innovation.** The educational and youth work institutions of Tallinn implement innovative approaches and a changing learning approach. Innovation is supported at all levels of education and in all educational institutions. The focus is on the knowledge-based and future-oriented use of so-called new skills, including technological literacy, as well as social skills and knowledge. The education provided in Tallinn is competitive and youth work is innovative and considers the actual situation and needs of young people. The experience of informal studies is taken into consideration in formal education and working life.

### III. Vision of the field: The learners in Tallinn are happy.

A happy learner is aware of their strengths, desires and opportunities, which form the foundation for the design of a creative and flexible learning path with diverse choices. The quality of the learning path lays the foundation for the competitiveness of the learner in the future.

The prerequisite for attaining the vision is that learners are responsible. They are supported and empowered in designing and completing the learning path and in developing as a person. A successful individual learning path starts with happy people: competent and dedicated heads of educational and youth work institutions, teachers, youth workers and support specialists as well as families and developers of the education policy. An appropriate cooperation network with an inspiring and balanced learning environment is the base for the development of a happy learner.

### IV. Goals of the field:

#### 1. Every learner develops the best in themselves.

Learners acquire good general skills and top-level knowledge by making choices based on their strengths, desires and interests.

#### Indicators:

- The subjective wellbeing (happiness) of learners and the competence and competitiveness of learners.

The starting and target levels will be set in 2021 in order to specify the assessment methodology.

- Share of young people who are satisfied with youth work services.

*Starting level:* the indicator will be reviewed in 2021.

*Target level:* at least 80%. The starting and target levels will be set in 2021 in order to specify the methodology for measuring satisfaction.

#### 2. Learners have an inspiring and supporting learning environment.

A safe and contemporary open space for self-development is guaranteed to learners in all regions of Tallinn.

#### Indicators:

- Satisfaction of learners with their learning environment.

The starting and target levels will be set in 2021 in order to specify the assessment methodology.

#### 3. Young people participate actively in social life.

Young people are active, proactive and entrepreneurial citizens who participate in the decisions that concern themselves and the entire society.

#### Indicators:

- Share of candidates aged 18-26 among the candidates in the local government council elections.

*Starting level:* 8.3% (based on 2017 elections)

*Target level:* 15% (2035)



## V. Seven action programmes are implemented to achieve the objectives:

- AP1: Top-level management
- AP2: Competent and dedicated teacher
- AP3: Development of students with special educational needs
- AP4: Inspiring and innovative learning
- AP5: Individual learning path
- AP6: Balanced and diverse education network
- AP7: Modern and developing youth work

### AP1: TOP-LEVEL MANAGEMENT

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The heads of the educational institutions of Tallinn are motivated and innovative leaders who have good management skills and knowledge of the future directions of education. The organisational culture of the institutions is open and cooperative and supports development. Daily management of education is based on the conscious setting of targets. The heads of education create an environment that supports the individual development and happy learning path of each learner. All educational institutions operate according to agreed values and the head is the person who carries these values. Cooperation and rotation take place between the heads of educational institutions as well as with the private sector. Top specialists recruit managers and develop the next generation. Top-level management also covers the improvement of the management capacity of the Education Department as the agency responsible for the achievement of the field's goals.

**Key courses of action:** 1) development and training programmes of heads of education; development of the management teams of educational institutions; 2) recruitment of heads of education; monitoring the development of educational institutions; 3) implementation of new management models; 4) improvement of the capacity of the Education Department; 5) motivation and cooperation of heads of education; 6) international cooperation; and 7) bully-free school/nursery school.

### AP2: COMPETENT AND DEDICATED TEACHER

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Dedicated teachers who implement the changing learning approach work in the educational institutions of Tallinn. Teachers use modern teaching methods and inspire students. The next generation of teachers is guaranteed in all areas and their work is valued. Teachers have time for self-education and cooperation. The homeroom teacher plays a central role in supporting the development of learners.

**Key courses of action:** 1) contemporary teacher training; 2) valuing the teaching profession; 3) recruitment of new teachers; and 4) designing the organisation of the study process; empowerment of the institution of homeroom teacher.

### AP3: DEVELOPMENT OF STUDENTS WITH SPECIAL EDUCATIONAL NEEDS

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Suitable educational opportunities have been created for all students with special educational needs. Tallinn has an integrated and competent support network. Children with special educational needs are provided with the necessary support at every level of education. A centre of excellence has been developed that supports educational institutions in dealing with children with special educational needs and implementing inclusive education. The next generation of motivated and professional support specialists is ensured. There are specialists working in educational institutions who are able to implement inclusive education. Gifted children are systematically developed.

**Key courses of action:** 1) educational opportunities for students with special educational needs; 2) implementation of a comprehensive system of support services; 3) development of support specialists; 4) improvement of the capacity of educational institutions in respect of special educational needs; and 5) programme for gifted students.



## AP4: INSPIRING AND INNOVATIVE LEARNING

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The educational institutions of Tallinn consistently implement knowledge-based innovations and carefully develop new and future skills. Area-specific centres of excellence, which are open to different educational institutions, have been developed. Success stories and good examples are available to everyone. Institutions have the tools that support the changing learning approach. Natural and exact sciences and entrepreneurship are developed, new learning and teaching models are designed and implemented.

**Key courses of action:** 1) knowledge-based innovations and pilot projects; 2) development of competence centres; 3) updating teaching materials and technological applications; 4) development of natural and exact sciences and entrepreneurship; and 5) designing the study process, new learning and teaching models.

## AP5: INDIVIDUAL LEARNING PATH

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An individual learning path model, which covers formal and informal education and vocational and higher education, is implemented in Tallinn. Learners are guaranteed professional support in designing their individual learning paths and making choices. Education information is in a common system that supports all learners. Opportunities for learning in Estonian have been systematically developed. Parents and the community cooperate efficiently.

**Key courses of action:** 1) designing an individual learning path; 2) developing a common information space in the field of education; 3) developing cooperation with parents and the community; and 4) developing possibilities for learning in Estonian.

## AP6: BALANCED AND DIVERSE EDUCATION NETWORK

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Tallinn has a diverse and integrated education network; good basic education is available close to home. The city responds flexibly and quickly to

changes in demand and finds solutions for all learners. State upper secondary schools and other educational opportunities offered by the state and the private sector diversify the city's education network. Learning environments are safe and modern and support the implementation of the changing learning approach. It is possible to acquire basic and general education in English in the city.

**Key courses of action:** 1) comprehensive planning of the education network; 2) modernisation of educational institutions; 3) creation of opportunities for international education; and 4) designing the space for open learning.

## AP7: MODERN AND DEVELOPING YOUTH WORK

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Young people participate actively in social life, their skills allow them to cope in a rapidly changing world. Different parties are aware of how to include young people efficiently at the earliest age possible and at different levels.

Youth work focuses on young people and their interests and needs. Contemporary and diverse youth work services enrich and support the daily lives of young people and create opportunities for unlocking and discovering their potential. The youth work service is suitable for the age and abilities of young people, takes into consideration the diverse needs and interests of young people, creates equal opportunities, promotes an environmentally friendly mindset, ensures the development of social skills and helps reduce the risk of social exclusion. Youth work offers good opportunities for experimenting, succeeding as well as making mistakes and emphasises the opportunity to learn from experience. Youth work also contributes to lifelong learning, develops future work skills and contributes to the consideration of the results of informal studies in the curricula of formal education and working life.

Equipment and infrastructure that are modern and meet the expectations and needs of young people are used to provide youth work services. The active environments of youth work institutions and the

urban space are diverse and safe; they support learning and help prevent the risk-taking behaviour of young people. The specialists working in the field of youth work are valued and professional.

**Key courses of action:** 1) empowerment and inclusion of young people in decisions; 2) contemporary youth work services that develop young people; 3) staff, infrastructure and resources that support quality youth work; and 4) noticing and supporting young people with limited opportunities.

### **3. Environmental protection**

**I. This field contributes to a very large extent to the achievement of the strategic goal 'Green transformation' and to a large extent to the achievement of the strategic goals 'Friendly urban space', 'Home that includes the street', 'Healthy mobility' and 'Creative global city'.**

**Green transformation** – Collection and management of information about the natural environment and the development of guidelines help plan the preservation of biodiversity and diverse urban nature and mitigate climate change. Improving environmental awareness inspires people to behave sustainably. Waste management contributes to resource-efficient living.

**Friendly urban space and Home that includes the street** – Cleaner air, cleaner bodies of water and less noise make streets and neighbourhoods attractive. The increase in environmental awareness also inspires citizens to make the urban space and the neighbourhoods more attractive.

**Healthy mobility** – Clean air and water and noise reduction have a good impact on the mental and physical health of citizens. Species-rich and accessible green areas encourage people to be outdoors.

**Creative global city** – Diverse urban nature and a clean environment make Tallinn attractive to tourists, citizens and investors.

## **II. Principles for implementation of the field**

**Natural benefits ensure quality of life.** Everyone wants to live in a biodiverse environment surrounded by greenery. An urban environment like this offers natural benefits that improve the quality of people's lives in the areas surrounding their homes as well as in public urban space. Quality street greenery as well as land- and water-based ecosystems reduce air pollution and the problems caused by rainwater and also dampen noise, which is why the pressure on nature must be reduced and the quality of water and air improved.

**Common species should remain common.** It is important to ensure that the plant and animal species citizens encounter every day, as well as the rare species that have found habitats in the green areas of Tallinn, remain in good condition.

**"If you don't know, you don't respect; if you don't respect, you don't care or love" (Fred Jüssi).** It is important to raise the awareness of citizens in making decisions and choices that concern the surrounding environment. Citizens must therefore be given more information about nature and the natural values of Tallinn so that people can experience and see them with their own eyes.

**Waste hierarchy and waste prevention principle.** The generation of waste must be prevented first and foremost. Reuse of waste must be preferred in waste management. If this is not possible, waste must be recycled. Other reuse must be reduced, and it is advisable to avoid elimination of waste, including depositing.

**III. Vision of the field: Tallinn is a city of environmentally aware people that offers many natural benefits.**

The environment is valued in Tallinn; sustainable use of the environment prevails. Tallinn's residents value the diverse natural environment, understand the links between nature and human activity, and behave responsibly. People know that natural resources must be used sustainably, and the good condition of the environment must be preserved. The living environment in Tallinn is pleasant. Peo-

ple of all ages can acquire good environmental education in the contemporary environmental education centres and the purposeful financing of environmental education and its expedient development are ensured.

#### IV. Goals of the field

##### 1. Nature in Tallinn is diverse, and the urban environment is healthy.

A diverse and good urban environment provides natural benefits (food, drinking water, pollination, flood barrier, climate control, etc.), which ensure the good quality of life and satisfaction of citizens – this distinguishes Tallinn from many other capitals. Without leaving the city, residents and visitors of Tallinn can spend their free time by the sea, lakes and rivers and visit old forests, diverse meadows and mire communities.

##### Indicators:

- The target levels of all indicators of the action programmes have been achieved.

##### 2. Waste management is sustainable.

The environmental risk arising from waste generation and waste has decreased, waste is recycled to the maximum or reused in other ways. Waste management in Tallinn is at a better level than elsewhere in Estonia.

##### Indicators:

- Percentage of municipal waste growth in the percentage of gross domestic product (GDP) growth.

*Starting level:* under ½ of GDP growth percentage (2015)

*Target level:* under ½ of GDP growth percentage (annually)

- Share of municipal waste recycling.

*Starting level:* 50% (2020)

*Target level:* over 65% (2030)

#### V. Six action programmes are implemented to achieve the objectives:

- AP1: Diverse and rich urban nature
- AP2: Clean water
- AP3: Clean air
- AP4: Less noise
- AP5: Waste management
- AP6: Environmentally aware citizens

##### AP1: DIVERSE AND RICH URBAN NATURE

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Tallinn has a good overview of biodiversity, the status of habitats and the activities required for maintaining biodiversity and natural benefits, including as a result of the impact of climate change. Habitats are connected to one another and the most valuable areas have been taken under protection. The status of indicator species is regularly monitored, and the common species citizens encounter almost every day that make them happy have spread all over the city. The protected areas of Tallinn and all other green areas are properly maintained. The area of protected areas has increased. Biotic communities are taken into consideration when daily maintenance, design and planning decisions are made.

The action programme of the smart lifecycle of greenery in the area of urban landscapes contributes directly to the implementation of the action programme.

**Key courses of action:** 1) inventory of habitats; 2) organisation of the conservation of protected areas and individual objects; 3) improvement of the status of species and habitats; 4) monitoring the status of protected and common species; and 5) considering the principles of protection and compensation of habitats upon planning and designing.

##### AP2: CLEAN WATER

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The impact of climate change on the condition of surface and groundwater, water consumption, the threat of flooding and the increase in coastal erosion of the coast will be taken into consideration.

Tallinn has a good overview of the quality of surface water and groundwater and the activities necessary for maintaining and improving their status. Tallinn has a good overview of the risks of flooding and coastal erosion and the activities required to avoid and reduce them. The ecological, physical and chemical status of the coastal waters and freshwater bodies of Tallinn has improved due to more efficient surveillance, cleaner rainwater and reduction of the pollution load. The majority of groundwater resources are protected, and the quality of reserves is guaranteed. The quality of bathing water meets requirements during the entire bathing season. The release of pathogens, nutrients and hazardous substances into water systems that use surface water as drinking water is prevented. The cleanliness of rainwater discharged into receiving bodies of water is ensured so that it does not deteriorate the ecological status of the water bodies.

The area of utility networks (via the action programmes of water supply, sewage systems and rainwater sewerage) and the area of mobility (through street cleaning) contribute directly to the implementation of the action programme.

**Key courses of action:** 1) monitoring and assessment of the status of bodies of water; 2) monitoring of the quality of wastewater; 3) improvement of the status of bodies of water; and 4) improvement of surveillance in order to end the unauthorised discharge of wastewater into bodies of water.

### AP3: CLEAN AIR

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The quality of ambient air in Tallinn has improved and this is also positively reflected in the health of citizens. The measures taken in the residential areas where particular matter (PM) pollution is the worst have improved air quality. Citizens know more about the generation and reduction of air pollution (transport, heating, bonfires). The level of ambient air pollution corresponds to the established limits and target values and a radon-safe living environment is ensured for residents of Tallinn indoors.

The programme is implemented first and foremost by the areas of mobility (through reducing transport emissions and cleaning streets), utility networks (through the expansion of district heating) and urban planning (establishment of environmental conditions for detailed plans where the risk of radon is taken into consideration).

**Key courses of action:** 1) constant monitoring of the pollutants spreading in ambient air and performance of surveys.

### AP4: LESS NOISE

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The number of residents who suffer from noise limit exceedings has decreased, as the measures taken have been efficient. Tallinn has determined quiet areas that are protected from noise and has improved the residents' access to these areas. The city has prepared a strategic noise chart and an action plan for noise reduction that will be implemented as a result of projects and plans.

The action programme is primarily implemented by three areas: mobility, urban planning and city property. The area of mobility takes care of increasing the share of bicycle traffic, redirecting heavy-duty vehicles away from the city centre and reducing the speed limit, calms traffic in residential areas and reduces the share of passenger cars in the city centre. The area of urban planning deals with the separation of noise-resistant areas (commercial and industrial land) from noise-sensitive areas (residential and social land). The task of the area of city property is to build more noise-resistant new buildings, protect existing buildings against noise and improve the sound insulation of new and existing apartment buildings next to main roads.

**Key courses of action:** 1) updating and implementing the strategic noise chart and action plan; and 2) improving the accessibility of quiet areas.

### AP5: WASTE MANAGEMENT

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Waste generation has decreased, recovery is promoted, and a consumer-friendly infrastructure has



been created for this purpose. Prevention and reduction of waste generation depends mainly on people's awareness and consumer habits. Both city structures as well as private persons and companies contribute to the prevention of waste generation. The city can contribute to the prevention and reduction of waste generation by creating better possibilities for returning reusable items, organising outreach campaigns and implementing environmental management systems. All city structures have been transferred to the paper-free organisation of work. The main waste generated in households can be disposed of nearby. Each city district has a waste station of adequate size with a reuse centre, and construction waste is recovered as much as possible. Collection of waste by type is guaranteed everywhere, which reduces the share of deposited municipal waste. Waste transport functions efficiently everywhere in the city. Diversification of the possibilities for the collection of waste by type and the optimisation of the waste transport and handling network will minimise the share of waste exiting the circular economy. The Tallinn Waste Plan specifies the indicators, target levels and activity trends for the waste management objective.

**Key courses of action:** 1) efficient operation of organised waste transport; 2) expansion of networks for collection of municipal waste; 3) release of substantial quantities of waste collected by type into circulation; 4) finding uses for the land of former landfills; 5) outreach concerning waste; and 6) improvement of the efficiency of city supervision over waste holders and waste handlers.

## **AP6: ENVIRONMENTALLY AWARE CITIZENS**

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The environmental awareness of the residents of the Tallinn region has improved. Environmentally aware people make their decisions in consideration of good practices, scientifically proven positions and relevant environmental information. Risk groups are aware of the health risks caused by climate change. Citizens receive up-to-date information about environmentally friendly behaviour

online and through campaigns. The network of environmental education centres has been developed with Tallinn Zoo, Kadriorg Park and the Tallinn Botanical Gardens. Environmental education is provided at all levels of education and in adult education. Residents are involved in the promotion of environmental education and in making environmental decisions. A network of community, training and rental gardens has been created in the city.

The objectives of the action programme are implemented, among others, by the field of education (inspiring and innovative learning, individual learning path, a balanced and diverse education network, modern and developing youth work).

**Key courses of action:** 1) creating possibilities for learning about nature and for environmental education in city institutions (including establishment of training gardens); 2) improving opportunities for environmental education in informal education and in-service training outside city institutions (including establishment of community gardens); 3) informing residents about current environmental issues (including impact of climate change); 4) supporting the initiatives of citizens that raise environmental awareness; 5) planning the location and development of new environmental education centres; and 6) development of innovative solutions to raise environmental awareness, including implementation of technological solutions.

## **4. Municipal order**

**I. This field contributes to a very large extent to the achievement of the strategic goal 'Kind community' and to a large extent to the achievement of the strategic goals 'Creative global city', 'Home that includes the street' and 'Green transformation'.**

**Kind community** – Prevention raises awareness of how everyone can contribute to the creation of their own security as well as the security of others. The presence of law enforcement officers increases security: people can get help flexibly and quickly.

**Creative global city** – The safe and clean environment makes the city pleasant in the eyes of both locals and people temporarily staying here. The presence of the municipal police at public events guarantees security and order at the events held in the city.

**Home that includes the street and Green transformation** – Prevention work, including raising the awareness of city residents and monitoring adherence to the established rules, contributes to the creation of a clean and healthy environment.

## II. Principles for implementation of the field

The principles of the National Internal Security Development Plan 2020-2030 are followed:

- Security starts from us.
- Ensuring security is comprehensive and requires the efforts of everyone.
- The most reasonable approach is to prevent threats.
- It is important to reach the causes of problems on a knowledge-basis and to solve them in cooperation with one another.
- Up-to-date, effective, smart and optimal solutions are used to solve problems.

## III. Vision of the field: Together we will make Tallinn the safest and cleanest capital in Europe.

### IV. Goals of the field

#### 1. Tallinn is safe.

Thanks to the cooperation between people and city and state authorities (Police and Border Guard Board, Rescue Board, Emergency Response Centre, etc.), the safety of city residents and visitors is ensured via the reduction of offences and accidents. The awareness of the population regarding how to act in dangerous situations has increased. The priorities in the field of municipal order in the achievement of this objective are related to traffic, public order and trade. Risks are assessed and managed and preparations are made for resolving

crises and mitigating possible consequences in cooperation with the necessary parties. Decisive action is taken in the case of crises in order to protect lives, health and the environment and support city residents and guests.

#### Indicators:

- Number of positions of municipal police vs number of offences.

*Starting level:* 117/24 313 (2019)

*Target level:* 138/24 000 (2025)

#### 2. The city is clean.

The objective arises from the objective of the area of property maintenance: "The city is clean, green and attractive". The field of municipal order contributes to property owners keeping their realty (including the streets) clean by exercising supervision.

#### Indicators:

- Satisfaction of city residents with cleanliness of the city (*see the field of urban landscape*).

*Starting level:* measuring will begin in 2020

*Target level:* will be set after the starting level has been determined

## V. Three action programmes are implemented to achieve the objectives:

- AP1: Presence
- AP2: Prevention
- AP3: Supervision

### AP1: PRESENCE

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The city's municipal police are visible and accessible to citizens and guests. People's trust in the municipal police is increasing. People can use several channels to contact the municipal police flexibly and operatively. Responses to contacts as well as unexpected events are prompt and all questions and emergencies are resolved professionally.



**Key courses of action:** 1) helpline and other electronic channels; 2) support points in each city district, accessibility to citizens (nearby); 3) 24-hour patrolling; and 4) participation in public performances and events.

## AP2: PREVENTION

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Everyone maintains and values the cleanliness and safety of the city. The citizen's and visitor's awareness of security and cleanliness of the city has increased, and the number of offences is decreasing. Measures that prevent emergencies and mitigate their consequences have been developed and preparedness for emergencies has improved: the city, the Rescue Board and other authorities, including healthcare institutions, cooperate in order to achieve this. Communities play an important role in prevention.

**Key courses of action:** 1) working with young people (misbehaviour, traffic safety); 2) property maintenance (scrap metal, homeless people, dilapidated houses); 3) work with local people (communities); 4) work with the guests of the city; 5) public beaches; and 6) increasing preparedness for and preparation of residents for emergencies (including updating the risk analysis of emergencies).

## AP3: SUPERVISION

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The number of offences and complaints filed by citizens has decreased and supervision is exercised more than before. The citizens and guests of the city follow the rules established in the city.

Surveillance on public transport helps ensure that passengers who use public transport have the right to use it. Supervision of taxis helps ensure that the providers of taxi services have the required permits. Supervision of adherence to parking requirements of the Traffic Act helps reduce violations of parking requirements. Inspection of adherence to the requirements of the Tallinn property maintenance and waste management rules helps make the city cleaner. Supervision of trading requirements ensures that people do not trade in the

street in places not designated for this purpose and that they have the documents necessary for trading.

Supervision of how the requirements of the rules on keeping dogs and cats are complied with in Tallinn ensures that pet owners are aware of the rules and adhere to them. Supervision of public order contributes to adherence to the requirements of public order by the residents and guests of the city.

**Key courses of action:** 1) public transport; 2) public order; 3) parking; 4) property maintenance; 5) pets; and 6) street trade.

## 5. Culture

**I. This field contributes to a very large extent to the achievement of the strategic goal 'Creative global city' and to a large extent to the achievement of the strategic goals 'Kind community' and 'Friendly urban space'.**

**Creative global city** – The versatile cultural landscape contributes to the development of people's creativity and invites tourists and talent to Tallinn.

**Kind community** – Good opportunities for activities increase contact between people and increase the integration of society. Valuing the cultures of different nationalities creates cohesion between the ethnic groups living in Tallinn.

**Friendly urban space** – Cultural institutions and events make the urban space more interesting. They create reasons for being in the city; therefore, there are more people in the urban space, which in turn makes the city more attractive.

## II. Principles for implementation of the field

**Equal opportunities regardless of the social, age or cultural characteristics of people** – Cultural activities are easy to access.

**Different ways of engaging in culture are valued** – Professional higher education, folk culture and recreational activities are supported.

### **The development of digital culture is supported**

– Digitalised cultural heritage will be made accessible to the next generations and new, digitally created, distributed and consumed content is supported.

### **Local and international creators of culture are involved**

– Cooperation with national, private and third-sector creators of culture is pursued in the development of the field of culture. Professional organisers of culture are used for the implementation of events initiated to mark the topics and historical events important for the city.

**Responsible organisation of culture** – Cultural events are organised in an environmentally conscious and economically and socially sustainable manner.

### **III. Vision of the field: City air promotes creativity.**

Culture is the creator of the wellbeing of citizens and the guide for the city's development. The cultural space of Tallinn promotes creativity, people here value innovation and cooperation, the atmosphere is inspiring and free of prejudice. Competent specialists work in the field of culture; there is a constant dialogue between local and international creators; the opinions of creators of culture and creative entrepreneurs are taken into consideration in many fields (city planning, education and youth work, social welfare and health and healthcare).

An open and innovative city connects different values, movements and forms of expression. Every citizen has been given opportunities for self-realisation and creative activities, communities actively promote the cultural life of their neighbourhoods, Tallinn as the capital of Estonia guarantees the environment and tools for the development of the field by increasing the visibility of the city and the state in international competition.

Tallinn values its rich historical and cultural heritage, both material and spiritual: The Old Town, historical buildings, monuments and parks are in good order, works of art and museum exhibits are attrac-

tively presented in contemporary memory institutions, the tradition of the Song and Dance Festival offers joy and a great experience to new generations of dancers and singers as well as to the guests of the celebrations.

### **IV. Goals of the field**

#### **1. All people in Tallinn can develop their creativity.**

Creativity and cooperation are an important resource for problem solving and being successful in 21<sup>st</sup>-century society. In order to ensure the development of Tallinn as a creative and global city, the conditions necessary for the cultural self-realisation of citizens are taken into consideration when planning the public space. Creators of culture and their traditional and new initiatives in various fields of culture are valued and highlighted in communication and shape the reputation of Tallinn at the local and international level. Tallinn is a highly valued working and living environment among creative people.

#### **Indicators:**

- Employment in the arts, entertainment and recreation sector in Tallinn.

*Starting level:* 7800 (Tallinn in numbers 2020)

*Target level:* average annual growth rate of +1%

#### **2. The cultural events and leisure facilities in Tallinn are attractive and accessible to the citizens and visitors.**

Professional organisation of culture and active citizens' initiatives enrich the city's cultural calendar and make Tallinn an attractive living environment. Opportunities for quality recreation have been created in the public spaces near people's homes and in cultural institutions. Cultural events are accessible and meet the expectations of the residents. The satisfaction with leisure opportunities for the residents and guests of Tallinn will increase.

#### Indicators:

- Satisfaction with cultural leisure opportunities in Tallinn.

*Starting level:* will be set in 2021 (Tallinn satisfaction survey)

*Target level:* will be set after the starting level has been determined

### 3. Urban space is the second living room.

The public space in Tallinn – streets, squares, beaches and green areas – is like a second living room for citizens, where conditions have been created for cultural life and various activities that can be pursued every day and all year round. Infrastructure and communications have been smartly organised in the centres and meeting places of different regions, which makes it possible to organise both traditional and experimental public events securely and flexibly. An information technology application is used, which allows street architects to register their public performances in a convenient and transparent manner. It is pleasant and safe to move around in Tallinn. The prerequisite for attaining this goal is that the proposals of creators of culture and the needs of the local community are considered in the development visions of the city and in the planning of its infrastructure.

#### Indicators:

- Satisfaction with cultural leisure opportunities in urban space near home.

*Starting level:* will be set in 2021 (satisfaction survey)

*Target level:* will be set after the starting level has been determined

- The other objectives of the sector have been met if the target levels of indicators of the third action programme have been met.

### V. Six action programmes are implemented to achieve the objectives:

- AP1: Rich and accessible cultural calendar

- AP2: Accessible memory and lifelong learning
- AP3: Diverse opportunities for cultural activities
- AP4: City of Song and Dance Festivals
- AP5: Culturally integrated Tallinn
- AP6: Citizens' associations add colour to neighbourhoods

### AP1: RICH AND ACCESSIBLE CULTURAL CALENDAR

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Many professionally organised cultural events take place in Tallinn, the cultural calendar offers something for everyone all year round irrespective of the person's age, gender, nationality, interests or social background. Many international festivals take place in Tallinn and important contemporary cultural, memory and recreational institutions are located here. The sea is one of the dominants in Tallinn – the seaside is part of the active urban space and an inspiring environment rich in opportunities for organisers of culture. Visiting cultural events is easy for everyone and the cultural infrastructure is accessible. The cultural services provided by the city consider the situation on the cultural landscape and meet the expectations of the residents. Tallinn is a popular tourist destination, and the city's tourist attractions and cultural calendar offer experiences both for domestic and foreign tourists.

**Key courses of action:** 1) supporting the organisation of cultural events and projects taking place in Tallinn; 2) supporting and developing important cultural sites and top-level cultural events; 3) cooperation at the international level, 4) improvement of the accessibility of information on cultural events; 5) improvement of the accessibility of culture to school-age children; and 6) integration of cultural services, cooperation with the state and private sectors and citizens' associations.

## AP2: ACCESSIBLE MEMORY AND LIFELONG LEARNING

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In the 21<sup>st</sup> century, creativity – the creation of new connections – is a mainstay that distinguishes wealthy and happy societies from poor and stagnant ones. Memory institutions are no longer passive collectors of information but provide opportunities for experiencing our cultural heritage and create preconditions for constant innovation. Museums, libraries, the zoo and botanical gardens, the folk university and other course organisers are contemporary infrastructures of lifelong learning, which offer residents and guests various opportunities to discover, learn, enjoy and create. The number of visits to institutions offering memory and cultural education and people's satisfaction with them increases.

**Key courses of action:** 1) development of the network of libraries and museums; 2) collection, preservation and research of cultural heritage; 3) digitisation of cultural heritage and making it accessible in new channels; and 4) modernisation of services, design of new services, cooperation in international projects.

## AP3: DIVERSE OPPORTUNITIES FOR CULTURAL ACTIVITIES

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World-class works of art are created, and professional cultural services are offered in Tallinn. In addition to professional creators of culture, whose self-realisation and entrepreneurship is supported by the city in every way possible, there are hobby centres in Tallinn where people have plenty of opportunity to practice their hobbies. User-friendly solutions for the cross-usage of premises meant for hobby activities have been created in the infrastructure belonging to the city, including school buildings. Possibilities have been created for giving new life to empty buildings and plots – the urban space and infrastructure are in the service of active and smart citizens. Cultural hobbies develop people's creativity, are a part of lifelong learning and preserve the habit of learning. Common inter-

ests also bring together groups of different nationalities and social and economic backgrounds, helping to establish stronger friendships and cohesion.

**Key courses of action:** 1) creation of diverse opportunities for hobbies and recreational activities; 2) improvement of the network of cultural centres and updating of services; 3) planning public urban space suitable for cultural activities; 4) international cooperation, participation in foreign projects; and 5) cooperation with citizens' associations and delegation of services.

## AP4: CITY OF SONG AND DANCE FESTIVALS

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The tradition of song and dance festivals, which belongs on the UNESCO Intangible Cultural Heritage List, is an inseparable part of the national identity of Estonians. This big event needs separate attention and planning due to the long preparation process.

The nationwide song and dance festivals are grand achievements of national culture and will be organised in Tallinn in a hundred years' time as well. The infrastructure required for the organisation of the celebrations has been well developed and meets the needs of the performers and spectators. Choral singing, folk dancing and playing musical instruments are still popular among the people of Tallinn and people's desire to participate in the celebrations is big. The instructors of the collectives participating in the preparation process are highly motivated and valued in society.

**Key courses of action:** 1) supporting the collectives participating in the Song and Dance Festival; and 2) systematic and equal remuneration of the supervisors of school collectives participating in the Song and Dance Festival.

## AP5: CULTURALLY INTEGRATED TALLINN

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Culture brings people of different backgrounds together. It is good to live, develop, create and pro-

mote culture in Tallinn for both Estonians and representatives of the other nationalities living here. The cultural institutions of Tallinn support the joint activities of people with different language and cultural backgrounds, creation and participation in culture, introduce the cultural activities of ethnic minorities to the public, consider the needs of new immigrants and help them adapt seamlessly to the local conditions and integrate into the society and the culture.

Cultural events of ethnic minorities, which are highly appreciated by the audiences and bring people together, are held in Tallinn. These events allow people to perceive Tallinn as a multinational global city. Tallinn has broad horizons, is open and interested in the world and the relationships between communities are based on support and trust.

**Key courses of action:** 1) supporting the cultural events that introduce the cultures of ethnic minorities; 2) supporting the activities of the cultural associations of ethnic minorities; 3) supporting the activities of the Russian Cultural Centre and the International Union of National Cultural Associations Lyre; and 4) development of services supporting the adaptation of new immigrants, improvement of outreach, cooperation with the state and third sector.

## AP6: CITIZENS' ASSOCIATIONS ADD COLOUR TO NEIGHBOURHOODS

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Tallinn is made diverse by its compact (regional) centres with quality space and numerous functions, which are attractive and offer communication and activity opportunities all year round. Active subdistrict groups and citizens' associations operate in different regions, which organise interesting events for the residents of their neighbourhoods and guests: subdistrict festivals, fairs, sports competitions, family events, etc. The city government cooperates closely with local entrepreneurs and residents. Subdistrict groups are organisers of cultural life who contribute to the development of their neighbourhoods and the city. They create a sense

of place, strengthen the feeling of unity and increase the value of the region.

**Key courses of action:** 1) cooperation with citizens' associations and foundations, supporting and introducing their activities; and 2) supporting the events organised by citizens' associations and foundations.

## 6. Mobility

**I. This field contributes to a very large extent to the achievement of the strategic goals 'Healthy mobility' and 'Friendly urban space' and to a large extent to the achievement of the strategic goals 'Home that includes the street', 'Green transformation' and 'Creative global city'.**

**Healthy mobility** – Increasing the share of active types of mobility in city traffic improves people's health. Good connections and the implementation of universal design principles ensure that everyone can access their destinations.

**Friendly urban space** – Increasing the share of sustainable types of mobility, safer traffic and the balanced division of street space as well as well-designed streets make for a human scale urban environment. The connection centres of public transport will be designed as parts of quality urban space.

**Green transformation** – Increasing the share of sustainable types of mobility and switching to alternative fuels reduces CO<sub>2</sub> emissions and stress on the natural environment.

**Home that includes the street** – Reducing parking and speeds in calm traffic areas and promoting environmentally friendly types of mobility makes for more attractive space and cleaner air. Good public transport and light traffic connections increase the value of homes.

**Creative global city** – Good intra-city and regional connections promote entrepreneurship and good international connections improve the competitiveness of Tallinn.

## II. Principles for implementation of the field



### **Organisation of mobility<sup>5</sup> before investments.**

Before large-scale investments are made, mobility management measures are implemented for the improvement of mobility options (e.g. new developments that require the movement of large numbers of people are planned in the proximity of well-functioning public transport or developed with new public transport connections). Streets are planned according to what type of mobility should be increased.

### **III. Vision of the field: Healthy mobility.**

Mobility opportunities that support health and are accessible and convenient are guaranteed throughout the urban region of Tallinn. A pleasant environment for walking and cycling allows people to perform their everyday activities in fresh air. Fast transport routes have been established in the main traffic corridors with big capacities and convenient connection points, where people can continue their journeys in smaller buses and use the last-mile micromobility services,<sup>6</sup>. The provision of these services significantly improves the user-friendliness of public transport in Tallinn. Calm and safe car traffic makes it possible to travel without major obstacles. A well-designed urban space and balanced mobility opportunities turn Tallinn into a green and creative global city with healthy people.

### **IV. Goals of the field**

#### **1. The division of types of mobility in the Tallinn region is balanced.**

Urban space and well organised public transport promote active and sustainable mobility – walking, cycling and public transport. Mobility infrastructure – city streets, public transport, cycle lanes, health trails, squares and parks – is attractive. As a result,

everyone can choose the most suitable means depending on their journey: short distances by walking and cycling, longer ones between centres by public transport and journeys outside centres by combining different types of mobility or by car. A journey by public transport takes no more than half an hour on average or no longer than 20 minutes between city centres and other centres<sup>7</sup>. Walkability is supported by mobility services at a new level. They are affordable, convenient, reliable and environmentally friendly and allow people to move between the main residential, working and study areas of Tallinn within a reasonable time. Most of the homes, jobs, city squares and parks are located in areas with very good public transport connections, i.e. the stops are not farther than 400 metres away.

#### **Indicators:**

- Share of movement by public transport, on foot or by bicycle in the Tallinn urban region.

*Starting level:* will be set in 2021

*Target level:* 50% (2025), 70% (2035)

- Change in greenhouse gas emissions from transport in Tallinn in comparison with 2007

*Starting level:* -1% (2015)

*Target level:* -40% (2030)

- Average duration of trip between centres by public transport

*Starting level:* will be set in 2021

*Target level:* will be set in 2021

#### **2. The mobility infrastructure of the Tallinn region is accessible, and the destinations are well connected for all types of mobility.**

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<sup>5</sup> Organisation of mobility is a set of measures aimed at reducing the demand for mobility (primarily car rides with just one passenger). These are so-called soft activities that do not require large-scale investments.

<sup>6</sup> Micromobility includes a number of light and small mobile equipment (bicycles, electric bikes, electric scooters, electric skateboards), which usually go no faster than 25 km/h. Offering them

as a service means that they are shared and easily rented or that people can park their mobile equipment safely at the connection centres. The last mile refers to the first or last (the shortest) part of the journey.

<sup>7</sup> A centre is a hub where people can change from one type of public transport to another and move in different directions.

The fact that streets, pavements, public transport stops and the main network of bicycle lanes are accessible to everyone at all times throughout their lives contributes to integral and accessible journeys. Accessible means that all people, including those using wheelchairs or guide dogs or are out with pushchairs or prams, can use the infrastructure, especially the streets and public transport, independently. Tactile surfaces for visually impaired people are used on pavements and pedestrian crossings and smart city solutions for ease of movement are also used on the main roads. All new and reconstructed city streets comply with accessibility requirements and the biggest obstacles to movement will be removed from the existing streets. All public transport vehicles, public transport stops and hubs are also accessible to pushchair, pram and wheelchair users.

**Indicators:**

- Share of people who are very satisfied with the accessibility of the main network of streets, pavements, public transport stops and bicycle lanes all year round.

*Starting level:* will be set based on 2020 data

*Target level:* will be set after the starting level has been determined

- Share of students of general education schools who go to school, hobby schools and training facilities independently

*Starting level:* 87% (schools, 2019), 86% (hobby schools and training facilities, 2019)

*Target level:* 90% (2035)

**3. The mobility environment of the Tallinn region is safe.**

The principle Tallinn follows in the organisation of mobility is that nobody should be killed in traffic. Most road users feel that the mobility environment in Tallinn is safe, the number of accidents and traffic losses are decreasing. A pleasantly designed urban space and good organisation of traffic reduce the number of cases of speeding and careless attitudes towards other road users and allows

pedestrians and cyclists to move comfortably as well. Roads and pavements that are in good order and maintained all year round make movement safer. People who use different means of transport (including pedestrians) are clearly separated from one another so that pedestrians and cyclists can also move safely and smoothly without being forced to move from one side of the road to the other, and safety on smaller streets is guaranteed with traffic calming measures and speed limits.

**Indicators:**

- The number of traffic accidents with human victims decreases by half.

*Starting level:* 505 (2019)

*Target level:* <253 (2035)

- Share of residents who feel that the mobility environment in Tallinn is safe.

*Starting level:* will be set based on the citizens satisfaction survey of 2020

*Target level:* will be set after the starting level has been determined

**V. Eight action programmes are implemented to achieve the objectives:**

- AP1: Complete and safe street space
- AP2: Fast and convenient public transport
- AP3: Convenient cycling
- AP4: New technology and services
- AP5: Regional and international mobility
- AP6: Parking suitable for the city environment
- AP7: Sustainable financing
- AP8: Traffic control and planning

**AP1: COMPLETE AND SAFE STREET SPACE**

The street space has been designed and is maintained in a manner that enables all types of mobility and ensures access for all road users. The principle of nine street types (see the scheme), which takes into consideration the nature and importance

of the locality, is thereby followed. The most important goal is to improve the quality and safety of the existing street network, especially pavements and bicycle lanes, while the street network has become denser. There is enough greenery in the city, which reduces the impact on the transport system by extreme weather conditions, floods caused by stormwater and heat islands. The design of streets meets the requirements of universal design and calms traffic. The condition and level of maintenance of the streets largely correspond to requirements. The main network of bicycle lanes has been built by 2035.

**Key courses of action:** 1) comprehensive planning of streets and roads considering various types of mobility, reconstruction of streets and construction of new streets proceeding from the principle of nine street types; 2) maintenance that considers the locality value of the streets and the preferred types of mobility; 3) uniform planning of mobility solutions for new residential areas, schools and workplaces, centres and social infrastructure; 4) purchase of land in places strategically important from the point of view of balanced mobility; and 5) creation of a safe mobility environment.

# PLACE VALUE

## Principles of nine street types in Tallinn

		<b>Road</b>	<b>Street</b>	<b>Place</b>
<b>TRAFFIC INTENSITY</b> ↑	<b>Citywide</b>	<u>Citywide road</u> <ul style="list-style-type: none"> <li>✓ SPEED <math>\geq</math> 50 km/h</li> <li>✓ Road engineer</li> <li>✓ Multi-level pedestrian crossings are also permitted</li> <li>✓ Bicycle lanes are separated</li> </ul>	<u>Citywide street</u> <ul style="list-style-type: none"> <li>✓ SPEED <math>\leq</math> 50 km/h</li> <li>✓ Road engineer + architect</li> <li>✓ Cars are guaranteed access to adjacent businesses</li> <li>✓ Parallel parking is permitted as an exception</li> <li>✓ The maximum distance between pedestrian crossings on all pedestrian paths is no longer than ~200 m</li> <li>✓ Bicycle lanes are separated</li> </ul>	<u>Citywide place</u> <ul style="list-style-type: none"> <li>✓ SPEED 40-30 km/h</li> <li>✓ Architect + road engineer</li> <li>✓ Pedestrian paths are paved</li> <li>✓ The maximum distance between pedestrian crossings on all pedestrian paths is no longer than ~100 m</li> <li>✓ Cars are guaranteed access to adjacent businesses</li> <li>✓ Parallel parking is permitted</li> </ul>
	<b>Regional</b>	<u>Regional road</u> <ul style="list-style-type: none"> <li>✓ SPEED <math>\leq</math> 50 km/h</li> <li>✓ Road engineer</li> <li>✓ Cars are guaranteed access to adjacent businesses</li> <li>✓ Parallel parking is permitted as an exception</li> </ul>	<u>Regional street</u> <ul style="list-style-type: none"> <li>✓ SPEED <math>\leq</math> 40 km/h</li> <li>✓ Road engineer + architect</li> <li>✓ Cars are guaranteed access to adjacent businesses</li> <li>✓ Parallel parking is permitted</li> </ul>	<u>Regional place</u> <ul style="list-style-type: none"> <li>✓ SPEED 30 km/h</li> <li>✓ Architect + road engineer</li> <li>✓ Pedestrian paths are paved</li> <li>✓ The maximum distance between pedestrian crossings on all pedestrian paths is not longer than ~100 m</li> <li>✓ Parallel parking is permitted</li> </ul>
	<b>Local</b>	<u>Local road</u> <ul style="list-style-type: none"> <li>✓ SPEED <math>\leq</math> 50 km/h</li> <li>✓ Road engineer</li> <li>✓ Parallel parking is permitted</li> </ul>	<u>Local street</u> <ul style="list-style-type: none"> <li>✓ SPEED <math>\leq</math> 30 km/h</li> <li>✓ Road engineer + architect</li> <li>✓ Parallel parking is permitted</li> <li>✓ Shared space or free street crossing</li> </ul>	<u>Local place</u> <ul style="list-style-type: none"> <li>✓ SPEED 20-10 km/h</li> <li>✓ Architect</li> <li>✓ The entire street space is paved</li> <li>✓ Car-free area or shared space</li> </ul>

## AP2: FAST AND CONVENIENT PUBLIC TRANSPORT

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Public transport is a part of good urban space. It is a pleasant experience for passengers and gives most people the chance to be free of the obligations and expenses related to cars. Instead of a personal car, the people of Tallinn prefer high-speed public transport connections, which are the backbone of city traffic, for travelling between the centres of the city. The average journey between the city centre and other centres of the city by public transport usually doesn't last more than 20 minutes. There are convenient and clearly marked connection possibilities between the main routes (including railway). The user experience offered by public transport (service, indoor climate, cleanliness, design, light) is pleasant in all seasons and the information about schedules is communicated in real time, as a result of which people are increasingly more satisfied with the convenience of public transport. Public transport corresponds to the principles of universal design. In cooperation with neighbouring local governments and the state, the city has created a single regional fare system and route network. The travel cards of the Tallinn region can be used in other cities of Estonia and Helsinki and vice versa. Most homes and jobs are located in excellent public transport service areas. This means that the public transport stops are not farther than 400 m from most homes, jobs or city squares and parks. Public transport stops in centres comply to requirements of universal design by 2030. An updated public transport route network will be proposed by 2023, which is based on the mobility analyses of residents and corresponds to the changes that have taken place in the urban space.

**Key courses of action:** 1) planning and development of a new route network (including development of a service level standard); 2) planning of convenient connection points of public transport for connecting various types of mobility (including trains, city and county transport, 'Park & Ride' system) and their development; 3) reduction of the

connection times required for mobility; 4) improvement of the accessibility of public transport according to universal design; 5) making public transport vehicles attractive (lighting, cleanliness, suitable inner climate); and 6) making public transport stops user-centred and weatherproof, installation of real-time information systems at public transport stops.

## AP3: CONVENIENT CYCLING

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Use of all micromobility vehicles is considered equal to the use of bicycles in this action programme, as the same infrastructure is planned for both of them. Travelling by bicycle in the city is convenient, fast and safe. Bicycles are suitable for all daily journeys all year round: for going to work or school and for spending leisure time. Bicycles are mainly used for short and medium length trips (up to 5 km). At least 25% of school-goers use bicycles, as the routes to schools are safe and well maintained. All social groups use bicycles (the share of bicycle trips among all trips is at least 11%). The action programme will be implemented within the scope of the Tallinn Bicycle Strategy 2018-2027.

**Key courses of action:** 1) construction of a comprehensive core network of bicycle lanes will continue (it will be carried out with the first action programme); 2) design of cycle-friendly and safe roads to school; 3) building bicycle parking in all regions and centres, supporting the building of bike parking near homes and schools; 4) the construction of a complete health network will continue; 5) keeping bicycle lanes usable all year round; and 6) development of cycling culture and promotion of safe traffic.

## AP4: NEW TECHNOLOGY AND SERVICES

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The new mobility and goods transport services make combining modes of transport more convenient, faster and safer and reduce dependence on personal cars. Tallinn adapts to the new mobility services on the market (e.g. taxis, ridesharing,



rental cars) and integrates them into the existing transport system and environment by cooperating to make them substantive parts of the public transport system. The focus is on the movement and accessibility of people and goods instead of the movement of vehicles. The share of people who use mobility services increases. The present vehicles will be replaced with electric and hydrogen vehicles hand in hand with the development of technology. The city's vehicle fleet has transferred to vehicles operating on gas in the first phase (diesel-free buses by 2025) and to electric and/or hydrogen vehicles in the second phase (free of fossil fuels by 2035). Taxis, rental transport and intra-city transportation of goods have transferred to emission-free vehicles to the extent of 50% by 2030.

**Key courses of action:** 1) establishment of cycling and micromobility circulation systems in cooperation with the private sector; 2) creating places in centres where users of car pooling and taxi services can embark and disembark; 3) integration of the short-term rental system of vehicles into the Tallinn mobility environment and organisation thereof in cooperation with the private sector; 4) implementation of the last-mile service via the testing of autonomous vehicles; 5) expanding the electric vehicle charging system in cooperation with the private sector; 6) organisation of travel planning services combining various types of mobility in cooperation with the private sector; 7) introduction of sustainable transport and mobility in public sector institutions and private companies; 8) increasing the share of environmentally sustainable public transport vehicles and developing infrastructure that supports this.

## AP5: REGIONAL AND INTERNATIONAL MOBILITY

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Tallinn forms an integral whole with nearby municipalities, where combining various types of mobility and public transport services is convenient and well organised. The creation of a common route network and the uniform organisation of public transport makes it possible to use money more efficiently and reduces the share of people who drive

from neighbouring municipalities to Tallinn. The regional organisation of public transport (including a single ticketing system covering all types of public transport) has been agreed on at the level of the city, region and state. The volume of transit freight transport through the city centre has decreased. The city and the state join forces to work on the maintenance and development of flight and ferry connections. Tallinn City Government is an active participant in the planning of the Tallinn-Helsinki tunnel in order to establish a permanent connection between the twin capital of Tallinn and Helsinki.

**Key courses of action:** 1) planning of public transport types and ordering of services in the urban region will be concentrated in a joint mobility organisation in cooperation with the state and neighbouring local authorities; 2) development of an integrated route network and convenient connection possibilities in the capital region; 3) transition to a single zone-based fare system; 4) improved access to public transport (especially rail transport) in the urban region, bringing bicycle network nodes and bicycle parking to public transport stops; 5) establishment of 'Park & Ride' car parks near public transport stops, train stations and other hubs on the way to Tallinn; 6) development of cooperation between Tallinn-Helsinki and the state, including redirection of the transport of goods from the ports out of the city; 7) agreeing on the financing of regional public transport; and 8) development international associations and participation in cooperation projects.

## AP6: PARKING SUITABLE FOR THE CITY ENVIRONMENT

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Parking will be designed according to the specifics of each region. New principles and standards have been established for the organisation of parking that support the achievement of the objectives of mobility. The parking standard is, among others, based on the level of public transport connection. In the residential areas of Mustamäe, Lasnamäe and Õismäe, people park their cars in the parking garages on the outer border of the areas, where

possible. No concessions for parking in the streets are made to the residents of new developments. Parking in new residential areas is generally organised in underground car parks or parking garages. Outdoor car parks are green and water-permeable in areas where this is geologically possible.

**Key courses of action:** 1) updating the parking principles and standards; 2) establishment of parking infrastructure; and 3) development of parking charges.

## AP7: SUSTAINABLE FINANCING

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The financing of the transport system is sustainable and supports all types of mobility. The organisation and financing of the transport system between different types of transport, administrative levels and authorities is coordinated. Cooperation models for involving the private sector in financing the infrastructure have been developed. The focus is on improving the quality of the public transport infrastructure and public space, traffic safety, development of bicycle lanes and pavements and the level of maintenance of road infrastructure. Big public transport investments are socio-economically profitable.

**Key courses of action:** 1) devising a co-funding model for the development of regional public transport, infrastructure and mobility services; and 2) involvement of the private sector in financing the infrastructure.

## AP8: TRAFFIC CONTROL AND PLANNING

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Traffic in Tallinn is smooth, problem-free and safe and causes minimal damage to the environment and all types of mobility have been taken into consideration. Traffic management corresponds to the nature and function of street types. Traffic is planned by common principles to create a mobility environment that is perceived the same everywhere according to the value of the place.

**Key courses of action:** 1) development of the Tallinn mobility model; 2) development of an adaptive

traffic control system; 3) expansion of the public transport priority system; 4) establishment of a green corridor for traffic flows of main demand; and 5) expansion of the vehicle monitoring system.

## 7. Urban landscape

**I. This field contributes to a very large extent to the achievement of the strategic goals 'Friendly urban space', 'Home that includes the street' and 'Green transformation' and to a large extent to the achievement of the strategic goal 'Healthy mobility'.**

**Friendly urban space** – Maintained and diverse greenery makes green areas accessible and attractive and the street space pleasant.

**Home that includes the street** – Subdistricts and yards are unique, clean and safe. Yards are greener because of greenery and there are more possibilities for spending leisure time. By planning, building and maintaining playgrounds, the city offers children and families more opportunities and reasons to spend time in their neighbourhoods.

**Green transformation** – Diverse green areas contribute to the preservation of biodiversity and adaptation to climate change.

**Healthy mobility** – Diverse greenery and playgrounds help create an attractive urban space that promotes spending time and moving outdoors.

## II. Principles for implementation of the field

Greenery is an equal element alongside the artificial elements of the city environment.

The city proceeds from the integrity of the life cycle of greenery – planning, design, construction and maintenance are mindfully managed.

High-level landscape architecture is important – the existing values are preserved and brought to the foreground, and high-quality artificial elements with good designs that help value the landscape are added.

**III. Vision of the field: Tallinn has a valuable and aesthetic living environment with a functioning**

green network and a diverse landscape that has been designed and maintained in an environmentally sustainable manner.

#### IV. Goals of the field

##### 1. The city is clean, green and attractive.

Tallinn has a network of green areas that ensures the preservation of different types of ecosystems and landscapes and balances the impacts of the population and economic activities. The landscape is diverse with bogs, lakes, rivers, cliffs and forests. The urban space is clean thanks to an efficient waste collection system and the decrease in waste generation. High-quality greenery, including greenery resistant to climate change, in green areas as well as in the street space increases people's mental and physical wellbeing and strengthens identity and satisfaction with the city. Proper maintenance of vegetation and compliance with the requirements for pet keeping helps ensure the safety of urban space.

##### Indicators:

- Satisfaction of citizens (the proportion of citizens who are very satisfied) with the cleanliness of the city.

*Starting level:* will be set in 2021 (source: satisfaction survey of Tallinn)

*Target level:* will be set after the starting level has been determined

- The green areas belonging to the city are properly maintained.

*Starting level:* 54% of the greenery belonging to the city is appropriately maintained (based on the requirements for the maintenance of green areas in Tallinn) (2020)

*Target level:* 100% (2035)

#### V. Five action programmes will be implemented to achieve the objectives:

- AP1: Smart life cycle of green areas
- AP2: Cemeteries and funeral services
- AP3: Children's playgrounds
- AP4: Animal protection
- AP5: Public order

##### AP1: SMART LIFE CYCLE OF GREEN AREAS

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Green areas have been preserved in the city, which cover the needs of the citizens and ensure the preservation of flora and fauna. The green factor<sup>8</sup> concept and nature-based and innovative solutions are implemented in planning and design, which help preserve and improve the quality of greenery and cope with climate change. Naturally regulating solutions are preferred when greenery is designed as opposed to spatial solutions that require a lot of maintenance. Green areas are designed in a manner that preserves and highlights the existing values and fits into the surrounding environment. Green areas are easily accessible, and their functionality is based on the needs of the citizens. Most city residents are satisfied with the condition of green areas. Innovative methods are used in designing and maintaining the green areas of the city. Plant species resistant to climate change are used and the diversity of species is increased in the green areas of the city. Green areas are constantly renewed so that they look good, serve their purpose and preserve the uniqueness of the locality. All green areas that require maintenance are appropriately maintained and most of the trees have passports. The number of trees will not decrease due to construction activity.

**Key courses of action:** 1) planned management of green areas; 2) collection and management of data on green areas and recording them in the information system; 3) establishment, reconstruction and maintenance of green areas; 4) development

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<sup>8</sup> The green factor is used to calculate and establish requirements to ensure a sufficient number of ecologically functioning areas and reduce hard-surfaced areas.

of plans, guidance materials and principles, development of the best skills; and 5) raising awareness.

## AP2: CEMETERIES AND FUNERAL SERVICES

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Cemeteries are perceived as cemetery parks and parts of the green network. The cultural and natural values in cemeteries are exhibited better. Cemeteries kept in good order all year round, the organisation of funerals is ensured, and the cemetery database is constantly updated.

**Key courses of action:** 1) cemetery services, including organisation of funerals; 2) cemetery maintenance; 3) maintenance of the cemetery database; 4) specific funeral services; and 5) shaping cemeteries into cemetery parks.

## AP3: CHILDREN'S PLAYGROUNDS

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A network of playgrounds has been developed in Tallinn for children of different ages and with special needs and an action plan has been prepared for the establishment of playgrounds. Modern, diverse and safe playgrounds offer activities for all children – this way, children can spend more time outdoors and develop themselves. Children can play together and involve parents in their games as well. Most city residents are satisfied with playgrounds. Playgrounds are safe and well maintained and no accidents occur due to lack of maintenance.

**Key courses of action:** 1) planning a network of playgrounds (including preparation of a programme); 2) construction of playgrounds; and 3) reconstruction and maintenance.

## AP4: ANIMAL PROTECTION

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People are aware of the responsibility associated with keeping pets. In order to ensure a friendlier living environment for pets and a cleaner and stress-free city for all residents, the city has built dog walking parks where owners can spend time

with their pets. The equipment in walking parks offers activities for pets. Most citizens are satisfied with the location and number of walking parks. There are also some places where dogs are allowed to swim. 99% of dogs and cats in the city are microchipped and there are no strays in the city that would be a danger to themselves and to people. Most pets that end up in the shelter are returned to the owners or new owners are found for them.

**Key courses of action:** 1) outreach concerning the protection of animals; 2) keeping the register of pets; 3) catching and keeping stray dogs and cats, returning them to the owners or finding new owners for them; 4) ensuring the welfare of animals (dog walking and swimming areas); and 5) preventive work in the field of animal protection.

## AP5: PUBLIC ORDER

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In addition to the main action programmes of the sector, projects are implemented that help make the urban environment more attractive. These projects may be permanent, seasonal or one-off. The use of the city environment is increased by well-selected and well-arranged city furniture, which diversifies the use of public space and thereby supports a healthy lifestyle and communication between people.

Urban furniture is part of high-quality urban space. Urban furniture is functional (signage, benches, bins) and beautifully designed, enriches the urban space with carefully considered design, details and high-quality materials and highlights beautiful views.

**Key courses of action:** 1) organisation of the property maintenance month; 2) installation of portable toilets; 3) construction of mobile ice fields; and 4) maintenance of beaches.

## 8. Urban planning

I. This field contributes to a very large extent to the achievement of the strategic goals 'Friendly urban space' and 'Home that includes the

street' and to a large extent to the achievement of the strategic goals 'Green transformation', 'Healthy mobility', 'Kind community' and 'Creative global city'.

**Friendly urban space and Home that includes the street** – The planning framework gives all parties developing the urban space (including the areas of activity of the city) guidelines on how to design a friendly urban space that feels like home.

**Green transformation** – The development of a compact and diverse urban space that allows for a variety of mobility types contributes to the achievement of climate neutrality, a biodiverse and healthy environment and resource-efficiency. Activities related to heritage conservation help preserve the historically valuable urban environment for the next generations.

**Healthy mobility** – Implementation of the planning principles of a compact and human scale space helps reduce forced mobility and promote the use of active types of mobility and public transport. Urban space design guidelines help design an environment that is accessible to everyone. The plans provide attractive places for spending time in open air.

**Kind community** – Designing an urban space where various activities are interrelated and where people communicate with each other increases cohesion. Busy streets strengthen the sense of security. Designing space in line with safety principles reduces the number of accidents.

**Creative global city** – a friendly urban space will make Tallinn more attractive to tourists, workers and investors, support the development needs of companies and promote the creation of innovative places for activities.

## II. Principles for implementation of the field

**Balanced urban planning.** Sustainable urban development can be achieved through diverse land use, a socially cohesive living environment, ecological balance, valuing the UNESCO World Heritage Old Town, regions with unique environments, i.e. cultural diversity, preferring sustainable types

of mobility, a compact city centre and smaller centres, adaptation to the impact of climate change.

**Focus on people.** Urban space is designed in consideration of the wellbeing of people and user-friendliness. A human-scale space is capable of offering a high-quality public realm, which in turn promotes walking and cycling and makes being outdoors pleasant.

**Preferring more sustainable types of mobility.** The first thing kept in mind when connections are established is whether access with sustainable types of mobility can be guaranteed. The mobility system is made efficient and user-friendly with the interaction of various types of mobility: the convenience of changing one mode of transport for another.

**Life between buildings.** Home starts in the urban space. The space between the buildings connects the buildings, public space, pedestrian walkways, streets and green areas into a whole. The quality and human scale of the space between buildings determines how pleasant the living environment is.

**Streets.** A street is not a transport corridor, but a living environment and a part of the human-scale public space at the same time. The street is meant for all users, for stopping as well as for necessary activities. Good street space is designed in such a manner that all users can take one another's needs into consideration.

## III. Vision of the field

Tallinn and the nearby municipalities have become an integral urban region. The urban region has a compact centre with quality space and numerous functions and an Old Town that is attractive for guests and a suitable living environment for locals. The centre of the urban region is supported by a network of smaller centres near people's homes, which have become important places of communication and everyday activities for people. They have quality human-scale urban space and high-level architecture with everyday services. The streets of Tallinn are more than just a route; they are part of the public space where people feel



good. The sea as the symbol of Tallinn is highly perceptible in the city and the different beaches are a value in themselves. Greenery is visible everywhere in the city – Tallinn is known for its beautiful boulevards, city forests and diverse urban nature.

#### IV. Goals of the field

In order to implement the strategic goal of a friendly urban space and the vision of the field, Tallinn has a uniform and consistent framework for guiding the spatial development of the city and for knowledge-based and cross-sectoral planning. Contemporary urban planning principles and research methods where innovation and the experience of foreign countries hold an important role are followed. Modern digital tools are used. The planning activities are transparent and the public and all stakeholders are involved. The consistency of the decisions made about the urban space is ensured – everything that has been agreed on will be implemented.

##### Indicators:

- Share of residents who are aware of the spatial development plan of their district.

*Starting level:* measuring will begin in 2021

*Target level:* will be set after the starting level has been determined

- Share of residents who are very satisfied with the spatial development plans of the city (master plans, detailed plans, design criteria).

*Starting level:* measuring will begin in 2021

*Target level:* will be set after the starting level has been determined

#### V. Seven action programmes are implemented to achieve the objectives:

- AP1: Development scenarios, planning principles and guidelines
- AP2: Master plans, thematic spatial plans and proposals for urban space development
- AP3: Detailed spatial plans

- AP4: Construction
- AP5: Geomatics
- AP6: Heritage conservation
- AP7: Accessibility policy and supervision

#### AP1: DEVELOPMENT SCENARIOS, PLANNING PRINCIPLES AND GUIDELINES

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The spatial planning framework of Tallinn has been updated. The spatial, logistic and functional development scenarios of the city have been described and analysed. In order to ensure the continuous development of the city, various fields have agreed on shared values and principles concerning urban space, which must be taken into consideration when making decisions that concern space. The vision and objectives of the spatial development of the city, which are based on contemporary planning principles and high-quality data, have been developed. These have also been approved by the neighbouring municipalities. Guidelines will be prepared to implement the principles of urban space design that describe what and how needs to be done in order to achieve these goals.

A comprehensive green network is planned in order to reduce the impact of climate risks, the quality of which makes it possible to guarantee the climate resistance of areas of different functions, it increases biodiversity and, among others, reduces the impact of the floods caused by stormwater and the heat islands that are health hazards.

If necessary, experts from outside the city government are involved in making knowledge-based planning decisions in order to organise surveys and prepare expert opinions and the city also cooperates with universities. The city cooperates with cities of other countries, attends conferences and participates in international projects to acquire new knowledge and see good examples.

**Key courses of action:** 1) creating competence centres for spatial development; 2) updating the framework of spatial planning; 3) preparation of the spatial development strategy; 4) organisation of the preparation of spatial and socioeconomic research, user-friendliness, preference and other

surveys, analyses, measurements, and projects for the identification of the city's development needs; and 5) preparation of guidelines concerning spatial development.

## AP2: MASTER PLANS, THEMATIC SPATIAL PLANS AND PROPOSALS FOR URBAN SPACE DEVELOPMENT

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To shape the development of the city, modern master plans balance public interests with private interests and ensure the long-term interests of the city. The plans are prepared in accordance with agreed values and principles and the city's spatial development vision and objectives. In order to ensure the consistency of spatial development and comprehensive development, smaller areas are planned based on higher-level plans. The master plans of city districts and their operational programmes have therefore been updated first. The thematic plans are also updated (e.g. for residential areas and high-rise buildings). Detailed spatial and constructional principles are determined based on the master plans and thematic plans of city districts, the need for amendment of which is assessed every four years. Proposals about the development of urban space, which determine significant spatial values via constructional analysis, are made for important localities in the city and in order to find comprehensive construction solutions.

Architectural competitions are organised to find the best planning and architectural solutions. Spatial development proposals, solutions selected in architectural competitions and guidelines on designing urban space are the basis for detailed spatial plans and building design. Platforms where people can have a say in real time are implemented in order to involve the public and various stakeholders more efficiently. The AvaLinn application has been developed further to make it easier to use, and interactive idea harvesting is carried out. The use of contemporary virtual solutions in everyday work, inclusion and making spatial decisions is very important. The suitability of planning solutions for the

real environment is, among others, assessed with 3D models.

**Key courses of action:** 1) involvement (idea harvests); 2) preparation of master and thematic plans (including the thematic plan of the green network, thematic plan of streets); and 3) preparation of urban development proposals.

## AP3: DETAILED SPATIAL PLANS

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The objectives and values specified in the master plans of the districts are implemented through detailed spatial plans in order to create quality architecture and urban space. Detailed spatial plans grant building rights for both performance of the city's public functions as well as real estate development, ensuring the suitability of buildings for the urban space and considering the balanced interests of various stakeholders and the strategic goals of the city. City agencies process detailed spatial plans in a reasonable time.

**Key courses of action:** 1) processing of detailed plans; 2) use of new options, such as 3D models, in the assessment of suitability of solutions; and 3) making the decision-making process more efficient.

## AP4: CONSTRUCTION

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The area of construction supports, above all, the planning of buildings of higher architectural quality and better environmental awareness in the urban space. The risks arising from climate change are taken into consideration when buildings are designed. Proceedings in the construction sector are transparent and their duration is optimal. Cooperation with different stakeholders and persons participating in proceedings is constructive. Innovative solutions will be used to make processes more efficient, e.g. innovative procurement procedures (integrated project delivery – IPD). The median time of processing building permits and authorisations for use and notices of construction and use has decreased while satisfaction with proceedings has increased. The automatic verification of permits set

out in the model (BIM) will be introduced for this purpose, among others. State supervision and owner's supervision comply with legislation and are primarily carried out for the purpose of ensuring the safety of the building/construction. The resident's awareness of correct planning and construction activities is increased in order to minimise unlawful construction activities.

**Key courses of action:** 1) issue of building permits and authorisations for use; 2) approval of draft plans; 3) establishment of compulsory possession; 4) state supervision and owner's supervision; 5) recognition of new construction; and 6) development of TAL-BIM (Tallinn Building Information Modelling).

## AP5: GEOMATICS

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Geomatics covers the city's activities in the areas of geodesy, land readjustment, place names, addresses, geographic information systems, plan register and cartography. The area of geodesy ensures the accuracy of the planned and height-based geodetic networks of the city, the usability of these for the geodetic research carried out by the city, and the registration, inspection, archiving and sharing of geodetic research and the preparation of a consolidated plan of the city thereof. The number and share of (usable) points that correspond to accuracy requirements in the geodetic height network remains high.

The area of land readjustment ensures the designation of the intended purposes of cadastral units and the lawfulness of land readjustment activities in the territory of the city in accordance with the requirements for land readjustment or the rights of the realty owner, public interest and the planning solution if a plan has been established.

The area of place names and addresses ensures the designation or amendment of place names and addresses in accordance with the spatial development of the city. The share of addresses that do not comply with the requirements will decrease. The area of geo information systems (GIS) ensures support for the city organisation so that the

city would value and implement location-based knowledge to a large extent, taking into consideration the fact that the GIS solutions to be created are needs-based, contemporary and popular and are based on quality spatial data. The use of the geoportal and the quantity of open data downloaded via the geoportal will increase. Map services and GIS solutions are used more (e.g. the number of users of the three most popular services per year increases).

The area of cartography ensures that the base map of Tallinn is consistently updated and widely used with the help of services and maps (tourist maps of the Enterprise Department, public transport maps, wall maps of the city and its districts, etc.). The share of the basic map data fully updated in the last four years increases.

**Key courses of action:** 1) development of the software of the registers in the area of responsibility of city planning (including the new land operations information system MATIS and the introduction of the new geoweb); 2) wider implementation of the software of geo-information systems and training users; 3) improvement of the quality of spatial data; 4) improvement of the accessibility of spatial data, development of the digital city model, support for the development of the city's dashboard; and 5) preparation and issue of the 3D city model to city planners.

## AP6: HERITAGE CONSERVATION

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The historical cultural heritage of Tallinn (including the historically complex structure of the Old Town, which is on the UNESCO World Heritage List) has been preserved and its value is appreciated. The protection and maintenance are ensured for cultural monuments, buildings of cultural value, archaeological heritage and movable objects, and the historic city space and living environment are valued. Our construction heritage is an attractive and authentic living, business and visiting environment. Tallinn's protected places of worship, the city wall with towers and earthen fortifications have been restored and made accessible to the public

and there is no threat of accidents. The applied and academic research of architectural and art heritage is promoted. Citizens and guests know the cultural heritage of Tallinn well as a result of the popular scientific and academic introduction and the popularisation of the city.

**Key courses of action:** 1) conservation of buildings of cultural value, historical fortifications, preserved original details and structures in Tallinn; 2) preparation of design documentation, conduct of surveys and preparation of expert assessments; 3) preparation of surveys and expert assessments of the buildings and historical and archaeological monuments in suburbs; 4) research and restoration of the movable monuments located in Tallinn, preparation of project documents; 5) supporting restoration; 6) supporting congregations via the Church Renaissance Programme in the restoration of churches and their objects of art and in preparation for the above; 7) issue of publications introducing cultural heritage, marking of buildings and monuments of cultural value, organisation of exhibitions, information events and training, connection of the Old Town to district heating (to eliminate the need for heating pumps); and 8) supporting private owners and apartment associations in restoring monuments.

## **AP7: ACCESSIBILITY POLICY AND SUPERVISION**

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Accessibility policies and guidelines which take the needs of target groups into consideration have been developed. Supervision of the implementation of accessibility principles helps ensure that Tallinn's streets, squares, green areas, public buildings, services, public transport and apartment buildings are mostly easily accessible to people with special needs and the elderly. The satisfaction of citizens with mobility opportunities grows and the share of accessible buildings increases.

**Key courses of action:** 1) development of accessibility policies and preparation of guidelines; and 2) supervision over the implementation of accessibility principles.

## **9. Preservation and development of city property**

**I. This field contributes to a very large extent to the achievement of the strategic goals 'Healthy mobility', 'Friendly urban space', 'Home that includes the street' and 'Green transformation' and to a large extent to the achievement of the strategic goal 'Kind community'.**

**Healthy mobility** – Implementation of the principles of universal design in the development of the real estate environment helps improve the accessibility of the city environment. Having the land or rights required for the development of urban space makes it possible to develop mobility services at a new level.

**Friendly urban space** – Owning the land or rights required for the development of urban space, smart planning of the city's real estate environment and cooperation facilitate the development of diverse and attractive centres.

**Home that includes the street** – Provision of housing services helps ensure affordable, accessible, energy-efficient and comfortable homes in various subdistricts that meet the needs of people who need help. Advising and supporting apartment owners and associations develops the real estate management skills of apartment associations and helps make the living environment safer and more attractive.

**Green transformation** – Planning a new optimal spatial programme and energy-efficient city buildings and contributing to the energy-efficiency of homes in Tallinn supports the achievement of climate neutrality and resource efficiency.

**Kind community** – Planning the real estate environment of the city, including social housing units, in different regions of the city promotes the integration of society.

## **II. Principles for implementation of the field**

**Smart planning.** Smart planning means finding a balance between cost-effectiveness and meeting



the needs of users and area-specific objectives. Well-considered land use and room layouts of buildings are guaranteed. The city only builds buildings of optimal size and promotes the cross-usage of buildings. New buildings in the city are cost-effective with energy rating A, where as many energy-efficient solutions as possible are used (e.g. solar panels, lighting control, heat recovery ventilation). The maintenance of buildings is based on economies of scale.

**Cooperation.** The city is a strong partner for the private sector, including apartment associations, giving them advice and supporting them in real estate management. Investment properties (design, construction and use) are acquired in close cooperation with the state, the private sector, universities and the entire city organisation in order to ensure the best solutions and best user experience in real estate development.

### III. Vision of the field: The real estate environment of the city is prudently maintained and smartly managed.

#### IV. Goals of the field

##### 1. City assets are in the best possible use and an optimal real estate volume for the provision of services is ensured.

Specialists from the private sector, universities and associations are involved in the development and maintenance of the real estate environment necessary for the provision of services.

The city uses its property to ensure the accessibility of services to its residents and to earn income. Specialists from the private sector as well as universities and associations are involved in the construction of infrastructure that supports the provision of services and the modernisation of the urban space. For example, real estate is taken on lease from the private sector for the provision of services if this is more practical than owning property.

##### Indicators:

- The city owns the real estate necessary for the achievement of strategic goals.

*Starting level:* the indicator will be developed by 2023

*Target level:* will be set after the starting level has been determined

- The number of assets that remain unused decreases or they are preserved as land resources (dilapidated and old buildings are demolished or sold).

*Starting level:* the indicator will be developed by 2023

*Target level:* will be set after the starting level has been determined

##### 2. The city assets are sustainably managed.

The real estate environment of the city has been carefully developed and investments have been made according to the long-term strategic plan. Realities are in order, efficiently managed, comply with the established requirements and meet the expectations of the users. Real estate has been used for its intended purpose and as cost-effectively as possible throughout its lifetime.

##### Indicators:

- The condition of the real estate environment improves.

*Starting level:* the indicator will be developed by 2023

*Target level:* will be set after the starting level has been determined

- The satisfaction of users of the city's real estate and the real estate managed by the City Property Department increases.

*Starting level:* measuring will begin in 2022

*Target level:* will be set after the starting level has been determined

##### 3. The city has a housing fund for people who need help and for the achievement of the city's strategic goals.



The city's housing fund is preserved and is developing. Housing that complies with legislative requirements and meets the needs of people in need is guaranteed to them.

**Indicators:**

- The number of people who request housing from the city decreases (*other fields, such as social welfare, also contribute to this significantly*).

Starting level: 2443 (2020)

Target level: 2100 (2025)

**V. Six action programmes are implemented to achieve the objectives:**

- AP1: Appropriately used municipal land
- AP2: Prudently managed and environmentally friendly real estate environment
- AP3: Housing is guaranteed to people in need and employees important to the city
- AP4: Well-functioning cooperation with the private sector in the maintenance and development of real estate
- AP5: Advising and supporting apartment owners and associations, including solving disputes and cooperation problems
- AP6: Land operations

**AP1: APPROPRIATELY USED MUNICIPAL LAND**

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Planning and land readjustment operations have created possibilities for the expedient use of the city's real estate. The city owns land and real estate mainly for three reasons:

- provision of services (e.g. schools, nursery schools)
- ensuring and guiding balanced spatial development, including balancing public interest and private interest (e.g. parks, green areas)
- mitigation of market failures or promotion of certain economic activities

The city prefers increasing the value of land to selling it and even in the case of sale, prior valorisation of the land is preferred. The city may acquire new land in order to achieve strategic goals. The number of registered immovables acquired by the city or encumbered with real rights increases.

**Key courses of action:** 1) acquisition of real estate by the city; 2) planning the use of existing municipal land, making proposals for the preparation of plans, participation in the preparation of design terms; and 3) development of or participation in the development of principles and guidelines (e.g. land policy, acquisition of new land, keeping land temporarily in reserve without granting optimum use, *in cooperation with the area of city planning*).

**AP2: PRUDENTLY MANAGED AND ENVIRONMENTALLY FRIENDLY REAL ESTATE ENVIRONMENT**

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The real estate and infrastructure required for the provision of services and the operation of the city organisation are guaranteed. The room layout of the city's buildings has been thought through and the modern requirements necessary for the provision of services are taken into consideration. Buildings are planned according to the principle of optimal use of resources during their useful life. The principles of energy efficiency are taken into consideration upon renovation, planning and construction of buildings, keeping in mind the entire life cycle of the building and the greenhouse gas emissions generated during construction. The insulation elements, climate-resistant materials and solutions manufactured in factories (including to ensure coping with thermal substances) are used in new and renovated buildings of the city. The energy use of buildings complies with the minimal requirements and is cost-effective. Management and maintenance in accordance with standards and in the most economically efficient manner and optimal use are guaranteed during the lifetime of the buildings. Real estate maintenance services are organised centrally to guarantee the professional

and sustainable management of the real estate environment. Separate attention is given to improving the indoor climate of welfare institutions.

**Key courses of action:** 1) design, construction, upkeep, organisation of repairs, renovation (including increasing the energy efficiency) of the real estate environment; 2) improvement of accessibility; 3) maintenance and development of the Tallinn real estate register; 4) creation of an integral overview of the real estate portfolio of the city and management of the real estate portfolio; 5) centralisation of the organisation of property maintenance services; and 6) implementation of the real estate information system to be created.

### AP3: HOUSING IS GUARANTEED TO PEOPLE IN NEED AND EMPLOYEES IMPORTANT TO THE CITY

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The city has the housing required for the provision of social services, social housing for people in need and residential premises used to motivate the employees important to the city to work and stay in the city. People who urgently need a place to live will get housing within a reasonable time. Housing that meets the person's needs is provided.

**Key courses of action:** 1) design, construction, reconstruction and furnishing of social accommodation units; 2) design, construction, reconstruction, furnishing of social housing; 3) giving residential premises on lease; 4) supporting housing development projects; 5) adaptation of housing for people with special needs; and 6) preparation of the housing action programme.

### AP4: WELL-FUNCTIONING COOPERATION WITH THE PRIVATE SECTOR IN THE MAINTENANCE AND DEVELOPMENT OF REAL ESTATE (IN COOPERATION WITH THE BUSINESS ENVIRONMENT)

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The city cooperates efficiently with the private sector in maintaining and developing the real estate required for ensuring the services of the city. Construction on municipal land is enabled on an as-

needed basis. The public and private sector partnership grants companies the right to operate for a specific purpose, in a specific period and under specific conditions in the development of real estate. The purpose of cooperation is to create the objects and functions required for the performance of the sectoral tasks of the city by including the investments and experience of the private sector. As a rule, contracts are long-term. In cooperation with the private sector, possibilities are found for the more efficient management of real estate by introducing new IT solutions.

**Key courses of action:** 1) establishment of the right of superficies; 2) encumbrance of immovables with real servitudes or a personal right of use; 3) granting of concessions; 4) use of TAL-BIM (Tallinn Building Information Model); and 5) roundtables with partners.

### AP5: ADVISING APARTMENT OWNERS AND ASSOCIATIONS, INCLUDING SOLVING DISPUTES AND COOPERATION PROBLEMS, AND IMPLEMENTATION OF SUPPORT MEASURES

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Apartment owners and the heads of apartment associations are familiar with the legislation regulating their activities and are able to manage their real estate better. Supporting apartment associations with various measures (e.g. advice, settlement of disputes, financial support) has helped make the living environment safer, more attractive and environmentally friendly. The lease committee of Tallinn resolves disputes concerning the lease of residential premises located in the administrative territory of the city. The Information Centre of Tallinn Apartment Associations also advises apartment owners and apartment associations and helps them solve their cooperation problems and coordinates the resolution of inter-agency issues.

**Key courses of action:** 1) training and advising apartment owners and the heads of apartment associations; 2) supporting apartment associations so they can make their living environments safer,

more attractive and environmentally friendly; 3) organisation of the work of the lease committee; 4) organisation of the work of the apartment association committee; and 5) initiation of the establishment of a challenge committee.

## AP6: LAND OPERATIONS

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The functions assigned to local authorities in the field of real estate with the Local Government Organisation Act, the Republic of Estonia Principles of Ownership Reform Act, the Land Reform Act, etc. have been performed. For example, the preliminary operations of the land reform have been carried out and the basic data necessary for the imposition of land tax have been submitted to the Tax and Customs Board.

**Key courses of action:** 1) collection, processing and submission of the source data required for the determination of land tax; 2) performance of the preliminary operations of the land reform (for privatisation of land, establishment of right of superficies on state land, leaving land in state ownership); 3) applying for land required for the performance of the city's functions from the state's land reserve; and 4) organisation of the division of city land into plots in accordance with planning solutions, the requirements for land management and public interest.

### 10. Social welfare

**I. This field contributes to a very large extent to the achievement of the strategic goal 'Kind community' and to a large extent to the achievement of the strategic goals 'Friendly urban space', 'Home that includes the street' and 'Healthy mobility'.**

**Kind community** – The provision of welfare services, distribution of social benefits and creation of equal opportunities contribute to the reduction of social inequality and poverty, improve people's independent coping, contribute to the prevention of exclusion from the society and the economy and

create an integrated society. All this increases people's sense of security.

**Healthy mobility and Friendly urban space** – Supporting independent coping and distributing social benefits contributes to people being healthier. The city makes sure that urban space is accessible to everyone, including to those who use mobility aids.

**Home that includes the street** – Housing adaptation support makes it possible to adapt homes according to the needs of people with special needs and the elderly.

### II. Principles for implementation of the field

Prevention focuses on the reduction of social risks and mitigation of their consequences, thereby preventing the worsening and accumulation of problems.

A person and their family are primarily responsible for ensuring their own wellbeing. Local authorities provide support if a person or family cannot cope on their own. The organisation of social assistance proceeds from the principle of shared responsibility, encouraging people to take responsibility and not promoting learned helplessness and help dependence.

A person's need for help is assessed comprehensively and this assessment is the basis for the provision of help, combining benefits, support and services, where necessary, and thereby ensuring the dignity of people.

Social services are provided in accordance with the generally recognised quality principles. Services focus on people and are empowering, consider people's freedom of choice and support independent coping. Services are provided as necessary, in a results-oriented and comprehensive manner.

Services are provided according to the life cycle-based organisation of services that ensures comprehensive assistance regardless of age.

### III. Vision of the field: Healthy and independently coping citizens. Timely and comprehensive assessment of the need for assistance and organisation of assistance.

#### IV. Goals of the field

##### 1. Independent and supported coping.

Irrespective of age and social status, people may need various kinds of support during certain periods of their lives e.g. when a child is born, if someone in the family needs care or the person who needs support has ended up alone. Each case in which help is needed is different and the city considers the needs of the person when promoting independent coping. The services that support people have been designed in such a manner that, above all, they are used to try and prevent the emergence or aggravation of the need for help and people are helped to manage independently as quickly as possible. The services that support independent coping and participation in social life are accessible to citizens and promote employment.

##### Indicators:

- Human-focused, needs-based services and guaranteeing these services as fast as possible improve or preserve the quality of life of people in need and their families.

*Starting level:* the indicator will be developed in 2021

*Target level:* will be set after the starting level has been determined

##### 2. Secure family relationships and supported childhood.

Children's need for help is assessed comprehensively and needs-based services and support are guaranteed to them. Prevention is carried out and assistance is provided according to the specific situation and in cooperation between various fields. Support services that arise from children's need for help are family-centred and support children entering independent life. Parents receive assistance

through counselling and programmes for the development of parenting skills.

Family relationships are caring. Family members who have suffered because of domestic violence quickly get professional support. Services accessible to people in need of help to the necessary extent support a safe family life.

##### Indicators:

- The target levels of all indicators of the action programmes have been achieved.

#### V. Five action programmes are implemented to achieve the objectives:

- AP1: Child welfare
- AP2: Welfare of disabled people
- AP3: Welfare of people with subsistence difficulties
- AP4: Welfare of the elderly
- AP5: Social benefits

##### AP1: CHILD WELFARE

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Families are supported both preventively and in order to help them overcome difficulties, so children can grow up in a caring environment that supports their development. Children are heard, their need for help is noticed early and children are helped in cooperation with all sectors (education and youth work, health and healthcare, etc.).

**Key courses of action:** 1) prevention, early detection of problems, cross-sectoral cooperation and consideration of the opinions of children; 2) supporting struggling families via well-functioning child protection and other services; and 3) guaranteeing the welfare of children separated from their families.

##### AP2: WELFARE OF DISABLED PEOPLE

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Disabled persons are supported in order to promote their independent coping, self-realisation and equal participation in social life (including the labour market). There are fewer disabled people who

live in profound material deprivation. A person's need for help is assessed comprehensively. Based on this assessment, services and benefits are provided that help cover the possible additional costs caused by disabilities and support the independent coping of people and their inclusion in social life.

**Key courses of action:** 1) reducing the coping difficulties of disabled persons and their families, provision of support services; and 2) development of measures that help disabled people manage.

### AP3: WELFARE OF PEOPLE WITH COPING DIFFICULTIES AND WELFARE IN SITUATIONS OF CRISIS

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The purpose of welfare of people with coping difficulties is to prevent social exclusion and promote independent coping. The wellbeing of people with coping difficulties has improved through flexible solutions. Emergency social assistance and essential services and support measures are guaranteed. Empowering support measures are designed to promote independent coping and the return of people to society. Readiness to cope in a temporary crisis is ensured.

**Key courses of action:** 1) provision of emergency social services; 2) debt counselling services; and 3) provision of re-socialisation services to people with coping difficulties.

### AP4: WELFARE OF THE ELDERLY

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The purpose of welfare of the elderly is to allow them to live in their homes for as long as possible and to actively participate in social life. It is extremely important to develop services that support the elderly at home and alleviate the care burden of their next of kin. The principles of universal design, the accessibility of good public transport connections and the distance from other services and recreation facilities are taken into consideration when the location of services for the elderly is planned. The elderly are thereby offered housing where independent living is combined with the services required by the elderly.

**Key courses of action:** 1) provision of services that help the elderly cope independently (social surveillance service, day care centres); 2) improvement of the accessibility of home services and development of the service, including provision of services outside working hours (evenings, weekends, public holidays); 3) provision of services that support the families of elderly persons (day care for people with dementia, covering for people caring for relatives); and 4) provision and development of a 24-hour general care service (in care institutions) (covers other target groups in addition to the elderly).

### AP5: SOCIAL BENEFITS

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Universal benefits value being a resident of Tallinn and help prevent poverty risk. The social benefits allocated from the city budget are purposeful and their payment is efficiently organised. Social benefits dependent on income are needs-based and prevent people from ending up in poverty or support the coping of people already living in poverty. Needs-based support is associated with other aid measures.

**Key courses of action:** 1) payment of income-dependent benefits to people and families with managing difficulties; and 2) payment of universal benefits to different target groups (allowance for children who start school, birth allowance, child care service benefit, start of independent life allowance, pension allowance, disabled child allowance, support for adaptation of housing, allowance for keeping a guide dog).

## 11. Sports and physical activity

I. This field contributes to a very large extent to the achievement of the strategic goal 'Healthy mobility' and to a large extent to the achievement of the strategic goals 'Kind community' and 'Creative global city'.

**Healthy mobility** – The development of sports infrastructure and services and acknowledgement of the benefits of an active lifestyle contribute to the



fact that people in Tallinn can exercise actively, which means that they are healthy in their long lives.

**Creative global city** – Supporting competitive sports and sporting events and guaranteeing the necessary infrastructure contribute to the fact that numerous (major) events are constantly taking place in the city and Tallinn is attractive to local residents and visitors alike.

**Kind community** – Creation of opportunities for physical activity and sports and making it possible to partake in sporting events promotes social integration and the independent coping of people.

## II. Principles for implementation of the field

The area contributes to the majority of citizens being active and engaging in sports throughout the year.

All citizens are considered when services and possibilities are established and provided.

Exercising and being active are promoted by strong voluntary sports organisations and trainers.

**III. Vision of the field: An active and sporty lifestyle is an inseparable part of the daily lives of all Tallinn citizens. This is supported by the opportunities to practice various sports and physical activity near home as well as by various sporting events.**

## IV. Goals of the field

### 1. Physical activity is a natural part of every citizen's life.

The residents of Tallinn regularly engage in physical activity. This means that people can mostly do this near their homes, e.g. at the local school, sports field, sports club or the urban space. Tallinn offers all of this.

### Indicators:

- Share of people (aged 15-74) who exercise regularly among all citizens (exercise consciously for 30 minutes at least twice a week).

*Starting level:* 46% (2018)

*Target level:* over 60% (2035)

- Share of young people (aged 7-19) engaged in physical activity and sports (at least 60 minutes of physical activity every day).

*Starting level:* will be set in 2021

*Target level:* over 50% (2035)

### 2. Outstanding and successful in sports.

Competitive sports play an important role in promoting sport and physical activity. Athletes and trainers in Tallinn are successful and win medals in championships. Top athletes also help introduce Tallinn and Estonia abroad. Tallinn supports competitive sports by building modern sports facilities and offering services that support young athletes.

### Indicators:

- Number of athletes in national teams at international championships.

*Starting level:* will be set in 2021

*Target level:* will be set in 2021

- Number of medals won at international and Estonian championships.

*Starting level:* will be set in 2021

*Target level:* will be set in 2021

### V. Four action programmes are implemented to achieve the objectives:

- AP1: Citywide network of sports and physical activity sites
- AP2: Organised sports
- AP3: Reputable host of sporting events
- AP4: Raising awareness

## AP1: CITYWIDE NETWORK OF SPORTS AND PHYSICAL ACTIVITY SITES

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There are sufficient opportunities in Tallinn for physical activity and sports. Every city region has sports facilities close to home, the use of which has doubled. The citywide network of sports facilities provides opportunities for engaging in many sports. The number of single visits to sports clubs and the number of reservations of clubs increase and outdoor sports tracks are used increasingly more (every day, all year round). New sports and physical activity sites (sports halls, swimming pools, outdoor fields, stadiums, health tracks, etc.) will also be established and their area per resident will increase.

**Key courses of action:** 1) development of sports facilities of national importance and provision of sports services; 2) development of sports facilities of citywide importance and provision of sports services; 3) development of sports facilities near homes; and 4) development of services.

## AP2: ORGANISED SPORTS

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Tallinn is developing organised sporting activities in cooperation with national and local sports organisations in the fields of youth sports, physical activity and competitive sports. Young athletes in the capital are motivated by creating training opportunities, support measures and programmes for them (including Tallinn Sports School). The number of young people (aged 19 and under) and adults visiting sports clubs increases by 15%. The profession of trainer is valued, and an adequate next generation of trainers is ensured. The number of qualified trainers increases by 15%.

**Key courses of action:** 1) supporting sports organisations; and 2) development of support services.

## AP3: REPUTABLE HOST OF SPORTING EVENTS

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There are international and national sporting events in Tallinn, which increase the average annual economic impact of sporting events in Tallinn by 15%.

There are regular championships and cup competitions as well as grassroots sporting events in which citizens and visitors can participate. The number of championships for adults, veterans and young people or in different fields (e.g. world championships of police officers) is increasing. The number of participants in sporting events supported by the city increases by 15%.

The quality of international championships and cup competitions (level: Olympic or non-Olympic sports) improves and the city is internationally well known for the good organisation of competitions and infrastructure. Major international regattas and other events of water sports also take place in Tallinn.

**Key courses of action:** 1) application for the right to organise international sporting events and supporting their organisation; 2) Tallinn Marathon; 3) Tallinn championships; and 4) 'Tallinn Moves' mobility programme events.

## AP4: RAISING AWARENESS

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Citizens are aware of the benefits of sports and physical activity, involved in projects that support physical activity and satisfied with the sporting facilities established in the city.

**Key courses of action:** 1) the 'Sport to Schools' project; 2) lecture series; 3) inclusive campaigns (e.g. sports morning, sports week, Tallinn Day, etc.); 4) outreach campaigns (including in media and social media, information materials); and 5) surveys.

## 12. Utility networks

**I. This field contributes to a very large extent to the achievement of the strategic goal 'Home that includes the street' and to a large extent to the achievement of the strategic goals 'Friendly urban space', 'Healthy mobility', 'Green transformation' and 'Creative global city'.**

**Home that includes the street** – Reliable and modern utility networks help ensure the comfort and energy efficiency of homes. Public sewerage and water supply help reduce household costs and protect the environment.

**Friendly urban space, Healthy mobility, Creative global city** – Planning compact routes for utility networks makes it possible to establish greenery and above-ground infrastructure and design an attractive urban space. Well planned lighting helps establish a safe and pleasant urban space.

**Green transformation** – Environmentally friendly and cost-effective solutions and minimisation of environmental damage upon the development of utility networks make it possible to save energy and protect the natural environment.

### II. Principles for implementation of the field

The interests of citizens as well as cost-efficient and environmentally friendly technical solutions are primarily followed when the utility networks of Tallinn are planned. The utility networks running on the same route are built simultaneously in order to avoid excessive excavation and minimise environmental damage. The routes of utility networks are planned in a compact manner on an area of land that is as small as possible so that green areas and aboveground structures can be built. The construction and reconstruction of utility networks is planned, if possible, with the construction and reconstruction of the other infrastructure of the city.

The city cooperates with nearby municipalities in the development of public water supply and sewerage because Tallinn belongs to the same Harju sub-basin as them. It is ensured that no threat of pollution is created as a result of the activities of all parties.

Only separated sewerage systems (wastewater, rainwater) are built, and local dispersion (impregnation) and natural treatment (planned ponds, marshes, etc.) of rainwater is incorporated as recommended by the Helsinki Committee (HELCOM).

Provision of safe wastewater in the amount of 25 l/d per person and wastewater drainage is ensured via the public water supply in emergencies<sup>9</sup>. Supplying consumers with heating via the district heating network in emergencies is also guaranteed, and possibilities for connecting network regions are guaranteed and container boiler houses are used for this purpose. Heat supply may be interrupted for a maximum of 24 hours and the service is primarily guaranteed to hospitals and social, housing and educational institutions.

**III. Vision of the field: Tallinn has contemporary, quality and maintained utility networks. This makes it possible to create a modern urban space and ensures the accessibility of services whose environmental impact is as small as possible.**

### IV. Goals of the field

**1. Utility networks are contemporary, of high quality and maintained.**

#### Indicators:

- The target levels of all indicators of the action programmes have been achieved.

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<sup>9</sup> Tallinn City Council Regulation No. 1 of 24 January 2019 'Descriptions and continuity requirements of the vital services organised by the City of Tallinn'.

## V. Five action programmes will be implemented to achieve the objectives:

- AP1: Water supply
- AP2: Wastewater systems
- AP3: Rainwater drainage
- AP4: Energy systems
- AP5: Street lighting

### AP1: WATER SUPPLY

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The infrastructure is modern and maintained. Breakdowns in water supply (e.g. water accidents) are minimal, water loss is less than 15%. The quality of the water service is high, and it is accessible to the citizens. It is possible for all registered lots located in areas covered by the public water supply system of Tallinn to connect to the public water supply. Stable water supply is guaranteed in emergencies and the accessibility of drinking water to residents is ensured. Separate connection points for all registered lots have been established during the reconstruction of water pipelines that run through several registered lots.

Drinking water is clean and safe, i.e. it meets the requirements set forth in national legislation and Council Directive 98/83/EC. The price of the service is affordable to all residents. The developments taking place in neighbouring municipalities are taken into consideration when the activities required for guaranteeing the quality of the water of Lake Ülemiste are planned.

**Key courses of action:** 1) reconstruction of water pipelines and thereby reducing breakdowns and water losses and increasing the reliability of the network; 2) promotion of connection to public water supply; 3) analysing the possibility of building a water supply system based on groundwater that covers the entire city and is intended for emergencies; 4) constant modernisation of the Ülemiste water treatment plant, sustainable production of drinking water with the smallest possible environmental impact; 5) reconstruction of the hydraulic structures of the Tallinn surface water intake; 6) reconstruction of groundwater intakes and treatment

systems; 7) ensuring the supply of fire extinguishing water from public water supply in areas where this is technically possible and expedient; 8) ensuring the accessibility of drinking water in public space; and 9) promoting the sustainable use of water.

### AP2: WASTEWATER SYSTEMS

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The sewerage infrastructure is modern and maintained. The number of breakdowns in the provision of sewerage services (e.g. clogging) is minimal. High-quality and seamless sewerage services are provided to all residents of Tallinn. It is possible to get connected to the public sewerage system in the area covered by the public sewerage system of Tallinn and on the registered immovables located in the wastewater collection area. Connection points have been or will be established on registered immovables in such a manner that the installation of pipes on third registered lots is avoided, if possible.

Wastewater discharged into receiving bodies of water stations meets the requirements provided for in the Minister of the Environment Regulation and in the European Urban Waste Water Treatment Directive No. 91/271/EC. The needs of industries are taken into consideration when wastewater treatment capacities are planned and the dimensions of the main structures of the system are determined accordingly.

**Key courses of action:** 1) reconstruction of pipelines; 2) promotion of connection to the public sewerage system; 3) changing the sewerage system from a combined to a separate sewerage system; 4) proper wastewater treatment; 5) increasing the treatment capacity; 6) modernisation and improvement of wastewater treatment technology; 7) inspection of local wastewater treatment and supporting the proper construction of facilities; and 8) updating the public water supply and sewerage development plan of Tallinn.

### AP3: RAINWATER DRAINAGE

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The system for the discharge of surface water, rainwater and drainage water has been reconstructed and built and is contemporary and economical. Increasingly more registered lots are connected to the rainwater sewerage system, and floods and waterlogging in residential areas have been minimised.

The share of the separate rainwater sewerage system has increased, which makes it possible to prevent an increase in the load of the Paljassaare wastewater treatment plant and the discharge of contaminated rainwater into the sea. Local impregnation and delay measures are applied upon drainage of rainwater in new development areas. Rainwater is preferably impregnated or treated as a natural resource that is accumulated and used in a reasonable manner, e.g. in toilets and for watering.

The following is guaranteed upon stormwater treatment:

- Good ecological status of rainwater recipients – coastal sea and bodies of water in the city. Constant improvement of the quality of rainwater directed to the recipient.
- Collection and use of rainwater in a reasonable manner – primarily based on its generation.
- Reduction of the flow rates of discharged rainwater and the pollution transmitted to the environment by stormwater.
- Turning combined sewerage systems into separate ones.
- Prevention of floods and mitigation of their consequences. Mapping of areas at risk of floods and minimising the negative impact caused by floods.

**Key courses of action:** 1) development of a rainwater policy; 2) implementation of solutions of sustainable and weatherproof rainwater systems (e.g. local impregnation, extension of the residing time of rainwater and more extensive use of it); 3) rainwater treatment; 4) construction and reconstruction of a separate rainwater sewerage system; 5) regular cleaning of streets, use of environment-

friendly snow repellents to guarantee the cleanliness of rainwater and surface water; 6) liquidation of illegal wastewater connections to rainwater systems; 7) maintenance and regular construction of ditches/streams/culverts; 8) updating the source documents (standards) of the rainwater system design; and 9) analysis of the implementation of the remuneration system that promotes the handling of rainwater based on its emergence.

### AP4: ENERGY SYSTEMS

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The energy system is based on renovated and efficient district heating, gas and power networks and is further developing towards more dispersed energy production and ensuring higher security of supply. The thermal energy used in the district heating system is fully generated from renewable fuels. Systems for the production, distribution and accumulation of power and thermal energy based on green technology are implemented in open market and open competition conditions in regions of new developments and small residential buildings. Solar energy, (green) energy obtained at the energy exchange (especially night-time power), bio-fuels or biomethane are used as primary energy and hydrogen as secondary energy.

The heating network is technically in order and heat loss has been reduced to a minimum. The share of pre-insulated district heating pipelines has increased. The number of regions included in the district heating network has increased and the use of district heating has increased. All district heating networks are efficient according to the Energy Efficiency Directive (2012/27/EU) and use renewable fuels at base load. District cooling has been implemented in shopping and business centres, office buildings and new developments of apartment buildings where necessary and where practical.

Approximately 50% of the power needed in the city will be produced in Tallinn in 2030. The city creates the preconditions for supporting the community energy associations that produce energy from solar panels and, for example, store hydrogen. The



buildings belonging to the city have been transferred to the 380 V voltage system. Readiness for transition to the 380 V voltage system is guaranteed in the entire city and the share of the registered lots connected to the new voltage system has increased. Losses in power distribution grids are minimal. High voltage overhead lines have been replaced with underground cables.

**Key courses of action:** 1) expansion of district heating regions, renovation of district heating networks and replacement of pipelines with pre-insulated pipes; 2) implementation of district cooling pilot projects and establishment of district cooling networks; 3) renovation and further development of power distribution networks; 4) extension of combined heat and power generation; 5) improvement of energy efficiency and increasing the share of renewable energy in production and consumption; 6) raising awareness of and capacity for the use of solar energy in local power supply and diversification of renewable energy sources; and 7) use of waste unsuitable for recovery in energy production.

## AP5: STREET LIGHTING

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Contemporary energy-efficient LED lighting has been implemented in the city and lighting-based control is functioning on main roads. The city's total power consumption per lighting point has decreased. Special lighting is used at pedestrian crossings and special solutions have been created for lighting parks and other public areas. People feel safer in the urban space at night, as it is well lit. Light pollution is minimal.

**Key courses of action:** 1) ensuring the functioning of lighting systems; 2) replacing all lighting fixtures with LED technology-based lighting fixtures; 3) introduction of fixture-based control; 4) establishment of special lighting at pedestrian crossings; 5) establishment of lighting solutions for the creation of a safe and cosy urban space; and 6) replacement of lines with open wires with cable lines.

## 13. Health and healthcare

**I. This field contributes to a very large extent to the achievement of the strategic goal 'Healthy mobility' and to a large extent to the achievement of the strategic goals 'Creative global city' and 'Kind community'.**

**Healthy mobility, Creative global city and Kind community** – Promoting a healthy lifestyle and ensuring the accessibility of medical care increase the number of healthy life years, help people cope independently, increase the sense of security and increase employment.

### II. Principles for implementation of the field

**Health in every field.** Health-related factors and measures largely belong in the area of responsibility of social, economic, environmental or other fields. Therefore, it is important that the impact on health is taken into consideration in the development and implementation of all action plans. Health systems ensure a comprehensive approach to services, covering health promotion, disease prevention, integrated treatment and organisation of service provision in cooperation with the health and social system as well as the coordination of service providers, institutions and systems, irrespective of whether this falls under the public or private sector. It is also important that the healthcare services provided in detention houses and detention centres comply with the requirements established in the health system.

**Reduction of inequality.** Differences in gender, age, region or other characteristics can often be seen in the case of indicators that characterise health. Based on health indicators, help must be given to those who need it most and they should be regarded as the target group when activities are planned. This reduces health-related inequality.

**Cooperation.** Cooperation between the state, the third sector and the private sector must be made more efficient in order to achieve the health objectives. It is important to ensure that cooperation covers different fields by involving communities at the national and local level. Cooperation with people is

aimed at developing suitable solutions for health preservation and treatment as well as for coping with diseases. The community and the local level have a very important role in improving people's living environment and supporting and promoting health.

### III. Vision of the field: Tallinners are healthy and vivacious.

Tallinners who are in good health can realise themselves in an integrated, safe, biodiverse and healthy city. Tallinn is a city where the risks arising from the living environment and people's health behaviour are minimal.

### IV. Goals of the field

#### 1. The physical activity of citizens has increased, their diet has become more balanced and risk behaviour has decreased.

Every day, people make decisions and choices that may have a good or bad impact on their health. Decision-making depends on the economic, political, cultural and socio-psychological impact of the living environment, which shapes the values, opportunities and lifestyles of people. The people of Tallinn make increasingly more decisions that are informed and promote positive health behaviour.

Optimal physical activity, a balanced diet, safe road use and leisure activities, risk-free sexual behaviour and lack of addictive habits help prevent many diseases and allow people to be as healthy as possible. As a result of health literacy<sup>10</sup>, the health of the citizens of Tallinn is better, their health awareness improves, they use fewer health services and time spent in hospitals becomes shorter, which in turn reduces the costs of healthcare.

In a society where alcohol policy is based on the interests of public health and agreements, good conditions have been created for the leisure activities of young people and fitness, where a healthy lifestyle and family relationships are supported with

political decisions, solidarity prevails and people care about one another; the health behaviour of people is also balanced and proceeds from values. The people of Tallinn live increasingly longer, and the number of healthy life years is also going up.

#### Indicators:

- The target levels of the indicators of the action programmes for the development of health behaviour of citizens (AP1, AP3, AP4) have been achieved.

#### 2. Primary care and specialised medical care are guaranteed to all Tallinn citizens when necessary.

All people have the same rights and possibilities to use health services irrespective of their age, gender, place of residence, special needs or social background. Tallinn contributes to the development and provision of health services in order to improve the health of its citizens. A population group or person may be preferred in the case of limited resources only if necessary because of their health needs. People not covered by health insurance receive primary medical care in Tallinn and inpatient follow-up care is guaranteed to them. Healthcare is focused on people, patients get enough knowledge and support in decision-making and inclusion in the treatment process and their next of kin are able to help them in a supportive environment. The population's awareness of the risks arising from the misuse of medicinal products, especially antibiotics, is improving. Health services are accessible and of high quality thanks to the development of integrated systems. Health literacy and the ability to cope with illness improves. Satisfaction with health services grows, the job satisfaction of healthcare professionals and the efficiency of the system improves and the increase in healthcare expenses is under control. Taking responsibility for patient safety is the main duty and ethical obligation of every healthcare professional.

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<sup>10</sup> "Health literacy entails people's knowledge, motivation and competences to access, understand, appraise and apply health information in order to make judgments and take decisions in everyday

life concerning healthcare, disease prevention and health promotion to maintain or improve quality of life during the life course." (Sørensen *et al.*, 2012.)

The sustainability of the healthcare system is ensured as obligations are divided fairly between the state, local authorities, healthcare service providers, employers and people. The Tallinn Hospital planned in cooperation between the state and the city ensures the accessibility of quality specialised medical care to the population and the improvement of the quality of treatment.

**Indicators:**

- Share of people who are very satisfied and satisfied with access to healthcare services.

*Starting level:* 95.6% (2018)

*Target level:* 98% (2035)

- Share of pupils covered by the health checks of Tallinn School Health among pupils referred for scheduled checks.

*Starting level:* 91.6% (2019)

*Target level:* 95% (2035)

- Share of uninsured persons in Tallinn receiving first contact care and inpatient follow-up care services among uninsured persons.

*Starting level:* 2.2% (2019)

*Target level:* 1.5% (2035)

**V. Four action programmes are implemented to achieve the objectives:**

- AP1: Ensuring the health and safe development of children and young people
- AP2: Healthcare services at the best contemporary level that are accessible to everyone who needs them
- AP3: Living, working and learning environment that supports health
- AP4: Healthier lifestyle, healthy choices

**AP1: ENSURING THE HEALTH AND SAFE DEVELOPMENT OF CHILDREN AND YOUNG PEOPLE**

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The better the child's development and living conditions and the more supportive and caring the relationships in their family, the better the child will cope economically and socially in their adulthood. The way families with children are supported is therefore extremely important from the viewpoint of public health. The experience gained during childhood influences the development of the future adult's values, social coping skills and health behaviour. Children from families that cope socially and economically have more opportunities to participate in age-appropriate and developing activities and to acquire education that corresponds to their abilities. Children are healthier and happier as a result of better social coping and health behaviour, there are fewer mental and behavioural disorders, the learning outcomes of children have improved, and they manage better in society. The mortality of infants and children under the age of five decreases. The age of first-time users of tobacco and tobacco-like products, alcohol and drugs increases.

**Key courses of action:** 1) supporting the health and wellbeing of pregnant women, babies and small children; 2) prevention of injuries sustained by children at home and during leisure time; 3) coordination of efficient and systematic information exchange between parents, educational institutions and first contact healthcare providers; 4) development of a sustainable system of services and programmes supporting positive parenting; 5) development of a sustainable counselling system for families of children with growing, educational and behavioural difficulties; 6) early detection and prevention of non-infectious diseases and their risk factors; 7) reduction of the accessibility of tobacco products and alcohol to minors; 8) reduction of drug use and increase in the age of first-time users; and 9) reduction of risky sexual behaviour and the spread of HIV and guaranteeing professional and consistent counselling.

## AP2: HEALTHCARE SERVICES AT THE BEST CONTEMPORARY LEVEL ARE ACCESSIBLE TO EVERYONE WHO NEEDS HELP

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Healthcare services are provided in cooperation with the state, the private sector and research institutions. Primary care services are provided by family doctors and the healthcare professionals working with them. Health centres improve the accessibility and quality of help. Primary care services are provided in contemporary health centres in all regions of the city. It is possible to get appointments with medical specialists within a reasonable time. Health centres and hospitals are easy to access. Quality medical care in a good physical environment is accessible to everyone.

The establishment of the Tallinn Hospital, which will offer health services at a high level, is being planned. Competent specialists will be working in the hospital, modern medical equipment will be procured, and the hospital's physical environment is patient friendly.

**Key courses of action:** 1) guaranteeing the accessibility of primary healthcare services, including to persons not covered by health insurance; 2) expanding the possibilities of day care and support services; 3) inclusion of citizens in defining local health needs and risks; 4) realisation of the Tallinn Hospital project; 5) guaranteeing 24-hour emergency medical care (Tallinn Ambulance); and 6) development of the network of Tallinn medical institutions in cooperation with the state, the private sector and research institutions for the provision of high-quality and accessible services.

## AP3: LIVING, WORKING AND LEARNING ENVIRONMENT THAT SUPPORTS HEALTH

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The impact of the development and implementation of the policies of all areas of activity of the city

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<sup>11</sup> Psychosocial risk factors include work involving a risk of accidents or violence, unequal treatment, bullying and harassment at work, work that does not correspond to the worker's abilities, working alone for a long time and monotonous work and other factors related to management, organisation of work and a working environ-

on people's health is considered. In the living environment, attention is primarily given to the cleanliness of water and air, adherence to noise limits and prevention of accidents. In the working and learning environment, it is most important to ensure a healthy indoor climate and reduce psychosocial risk factors<sup>11</sup>. This action programme is implemented by city agencies that are responsible for the preservation, development and design of the physical environment as well as for providing environmental education.

## AP4: HEALTHIER LIFESTYLE, HEALTHY CHOICES

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Optimal physical activity, a balanced diet, safe road use and leisure activities, risk-free sexual behaviour and lack of addictive habits help prevent many diseases and allow people to be as healthy as possible for their entire lives. The spread of HIV in Tallinn is slowing down. The satisfaction of the citizens with their health improves. The share of people with balanced eating habits increases and the share of overweight and obese people decreases in all age groups. The number of daily smokers (including consumers of snus and e-cigarettes) decreases and the use of drugs in all age groups goes down. The awareness of young people and adults of safe sexual behaviour improves. The incidence of cardiovascular diseases, malignant tumours and chronic non-infectious diseases decreases.

**Key courses of action:** 1) increasing the physical activity of the population, including children and young people (instruction and coordination of physical activity, mobility and education); 2) raising the health awareness of the city residents; 3) reducing the accessibility of tobacco products and alcohol; 4) improving the accessibility of high-quality

ment that may affect the mental or physical health of workers, including causing stress (§ 9<sup>1</sup> of the Occupational Health and Safety Act).

treatment and rehabilitation services and harm reduction services<sup>12</sup> to drug addicts and HIV-positive people; 5) promotion of the security-conscious behaviour of the residents of Tallinn in traffic, in daily life and when spending leisure time; and 6) enhancement, development and empowerment of location-based health promotion.

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<sup>12</sup> The harm reduction service covers a number of social support services for drug users, dissemination of diverse information and distribution of the tools required for safer injection and sex.