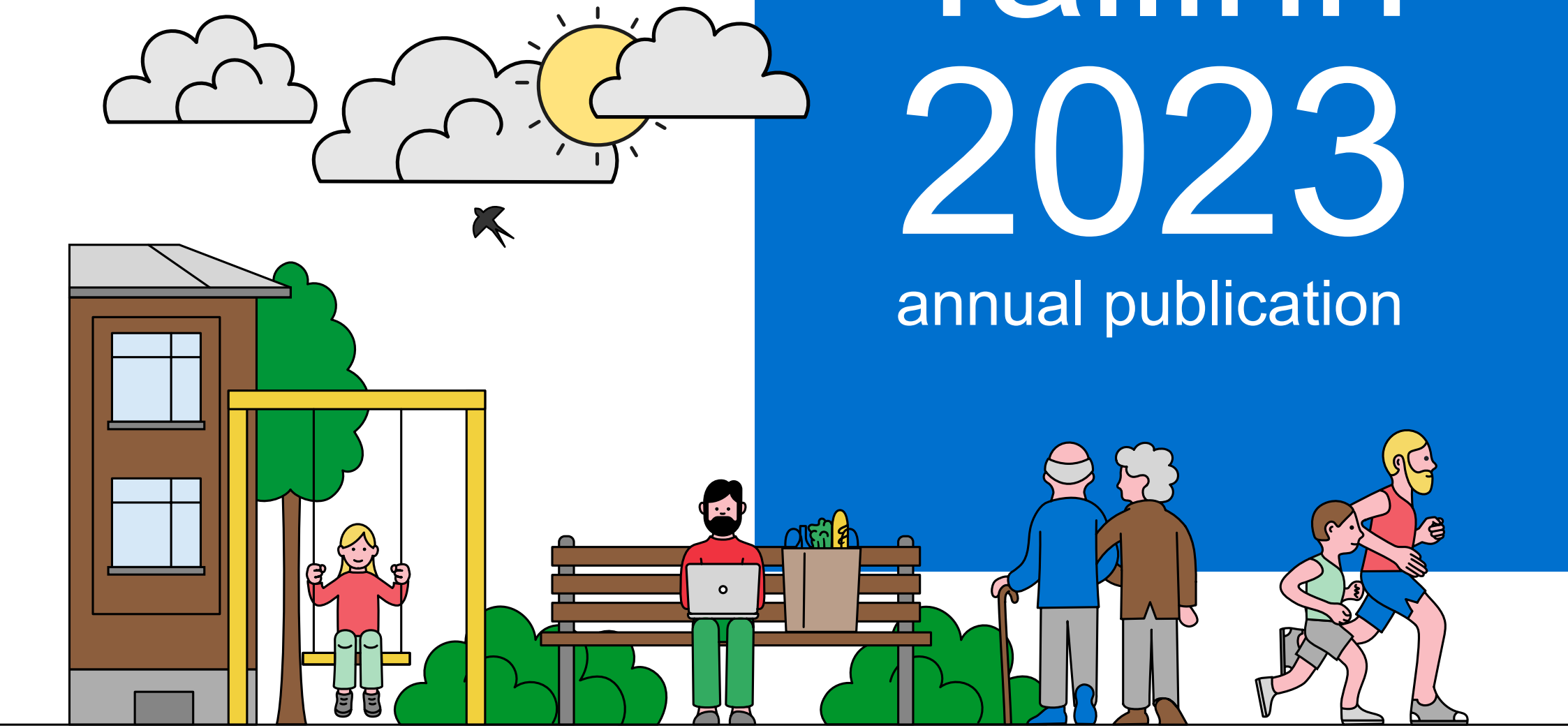
Tallinn

Tallinn 2023

annual publication





Compiled by Tallinn Strategic Management Office in 2023
Designed by La Ecwador

Photo: Aron Urb

Forewords



Mihhail Kõlvart
Mayor

Dear residents of Tallinn! The city keeps track of its progress towards the objectives of the development strategy ‘Tallinn 2035’ on a daily basis. **For the first time, we share with you our annual publication ‘Tallinn 2023’**. It presents a summary of how the city organisation has coped with the many challenges of the past year, what our outlook is in the current situation, and our plans for the coming year.

Just as the world was recovering from the coronavirus pandemic, a new crisis emerged last year. I believe that there is not a single department in the city organisation whose work has not been affected by the war in Ukraine, the unstable economic environment, soaring prices, inflation and supply difficulties. The price of electricity was doubled last year compared to 2021. All this, while we were preparing to bear the title of the European Green Capital 2023. I continue to be proud of my colleagues, whose dedication and talent drive the **city’s progress even in times of crisis.** This will give us the courage to face the coming years with optimism.

As we look for answers to the unexpected, we must not overlook our long-term vision of a **green and global city.** Over the past year, Tallinn continued to grant support to relevant sectors, develop services and city competences, and move towards strategic goals. For this year, plans are in place for a number of major and essential projects and service upgrades again.

To improve the living environment, we will continue executing spatial visions, developing the green network, modernising streetscape and commence construction of a new tram line. We will increase awareness of the importance of physical activity and develop a network of sports and exercise facilities to support an active and sporting lifestyle.

In 2023, several buildings in use by the city administration will be renovated and on the rooftops of many of them will be installed solar power stations. We will improve accessibility of social welfare services and address personalised learning pathways in schools.

A number of city institutions will be hosting programmes and workshops related to the European Green Capital theme. Of course, many great events are scheduled for the title year. Preparations are also underway to take on the title of European Capital of Sport 2025. This annual publication offers a more comprehensive overview of these and many other actions and investments in the current year. I wish you a good read!



Kairi Vaher
City Chancellor

Dear readers and residents of Tallinn! Alongside the compiling of the development strategy, important organisational reforms took place within the City of Tallinn. **Tallinn Strategic Management Office** was established more than two years ago to co-ordinate the realisation of the city’s strategic goals and to support the city government in creating a modern living environment for the residents of Tallinn, the performance of public functions and in developing relevant policies. In addition, as a hub for support services, the Strategic Management Office supports the main activities of the city departments and establishments. The city’s strategic, financial and spatial planning, cross-sectoral analytical capacity, entrepreneurship and tourism development, and core organisational support services were all consolidated for central management.

It was also necessary to encourage co-operation both within the Strategic Management Office itself and with the different departments, and to highlight previously overlooked or under-addressed issues and areas, such as the systematic and thought-out development of services, the creating of visions of urban space and the analysis of big data and its use in managerial decision-making.

2022 was the ‘year of values’ in the city organisation. Hundreds of city employees, including 148 ambassadors for values, helped design shared values. As a result of co-creation, **openness, courage, kindness and collaboration** were established as the shared values of the employees of the City of Tallinn. We draw on these to ascribe meaning to our actions and behaviour, implementing the ‘Tallinn 2035’ development strategy at all levels every day.

I am delighted that, in addition to the experts we recruited over the past years, we now also have several capable and ambitious new leaders in our team. Not only do leaders instil values, they also have an important role to play in taking the city organisation forward and making optimal use of the city’s resources. Demanding managers push for responsibility, systemic approach and diligence in employees, all of which are essential ingredients to help the sometimes static public sector produce results and, where necessary, excel.

Our work involves high demands and expectations. It means we have to be observant of everything happening in society to try and anticipate trends. To see the vision ahead, we also have to be able to reflect on the past, which is why the city’s annual publication is as much about the past as about the future.

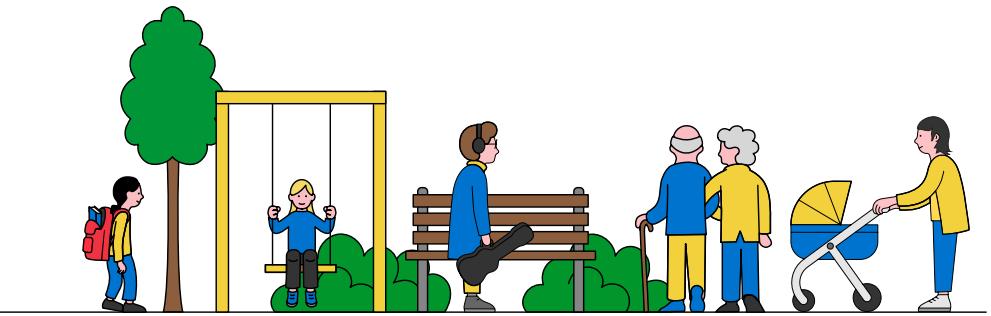
People of Tallinn in numbers

According to the Population Register, Tallinn was home to 458,398 people as at 1 January 2023. Roughly one in three people in Estonia live in Tallinn. In recent years, population numbers have grown throughout Estonia, but especially rapidly in Tallinn, with immigration being the main contributor to growth.

Urban development was uneven, including when comparing districts. The subdistricts with the strongest growth in 2022 were Kalamaja (Põhja-Tallinn), Kadaka and Mustamäe (Mustamäe) and Kitseküla (City Centre). The population of the subdistrict of Laagna (Lasnamäe) decreased by more than 300 people.

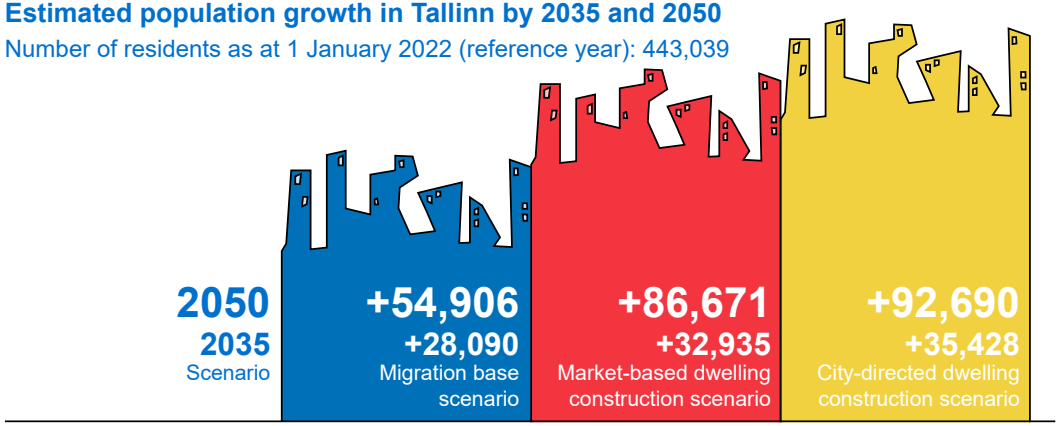
What impacts on Tallinn's population

The most notable demographic event of 2022 was the arrival of war refugees from Ukraine. The Ukrainian community in Tallinn increased by as much as 13,200 people. The relative number of Ukrainians increased most in City Centre.



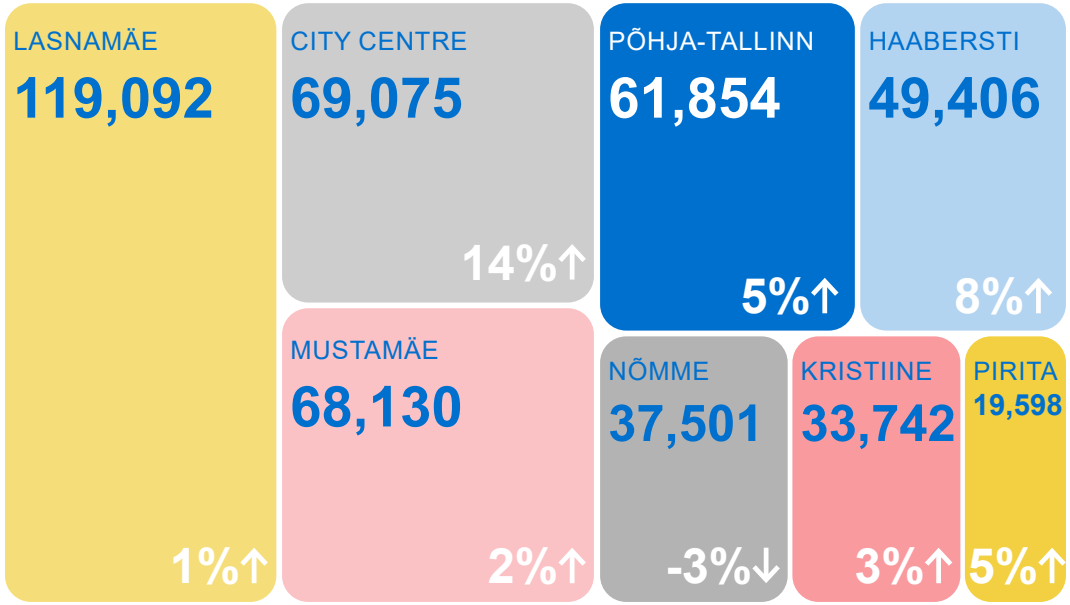
Estimated population growth in Tallinn by 2035 and 2050

Number of residents as at 1 January 2022 (reference year): 443,039



Read more about the scenarios: Analysis and forecast of migration in Tallinn and its districts for the years 2023–2050

Number of residents in districts as at 1 January 2023
Relative change in population 2019–2022



The demographic structure of Tallinn does not differ significantly from the national average. Only the proportion of 30-year-olds is slightly higher. Tallinn's population is ageing, meaning that the number of older people is increasing. The same is true for Estonia as a whole. People have longer life expectancies, and it is not uncommon to see people aged 90 and over.

18%
of the residents of Tallinn are in the age bracket
0–17,
of whom 49% are girls and 51% are boys.



31,041
children aged 0–6,
including in pre-school education 2022/23
21,732 children



Students in full-time general education 2022/23
54,485

63%
of the residents of Tallinn are in the age bracket
18–64,
of whom 53% are women and 47% are men.

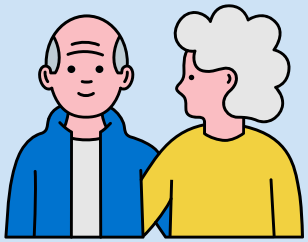
The most populous age group in Tallinn is
34
year-olds



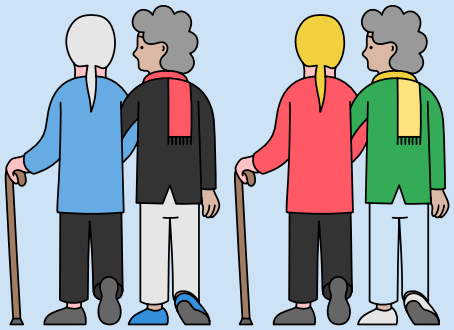
18% of the residents of Tallinn are in the age bracket **65+,**
of whom 67% are women and 33% are men.

The average life expectancy in Tallinn

for men 75 years of age

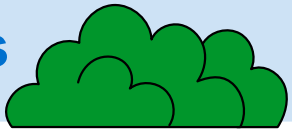


for women 83 years of age



3,922
people are aged
90+
of whom **only** 20% are men

The oldest people in Tallinn are four
104-year-old ladies



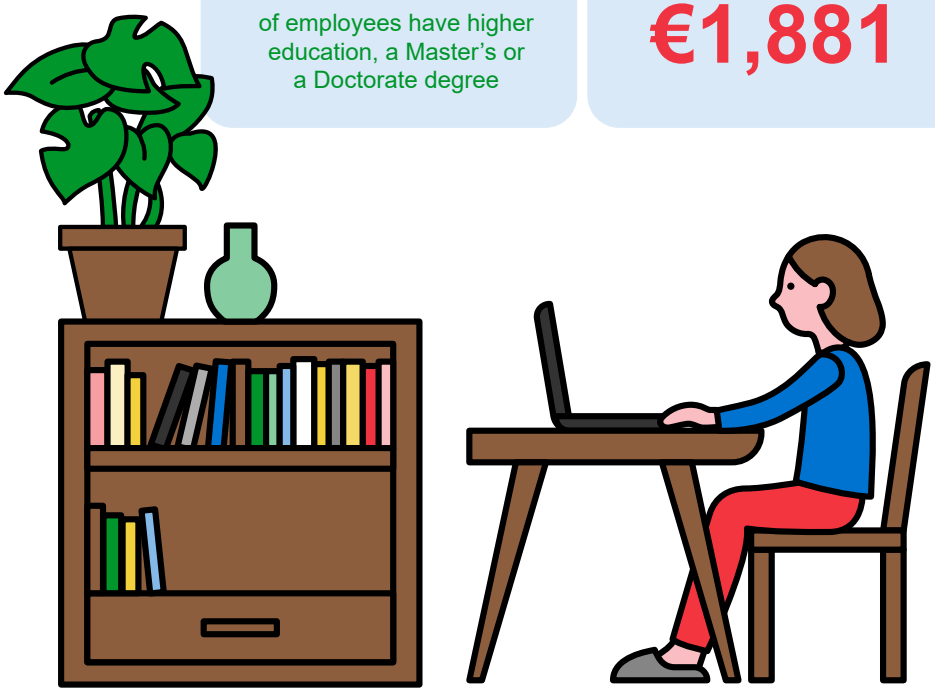
These days, work success is all about acquiring new skills and knowledge and improving oneself.

22%
of 25–64-year-olds in Tallinn took part in lifelong learning in 2022

63%
managers, office workers or customer service personnel

44%
of employees have higher education, a Master's or a Doctorate degree

The average gross salary in Tallinn in 2022
€1,881

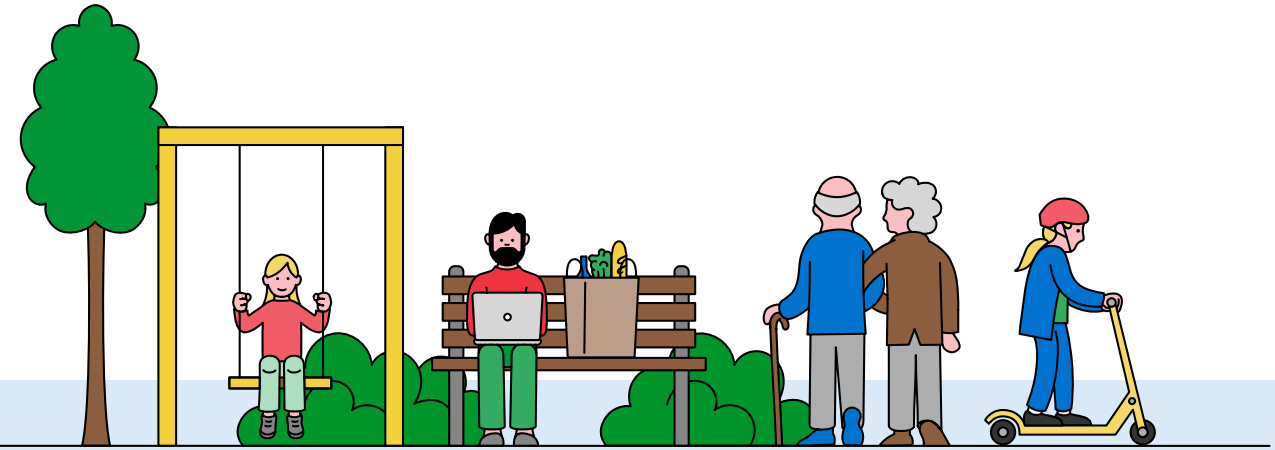




Employment rate based on areas of activity in Tallinn in 2022

Opinions on living environment

According to the annual residents' survey, the residents of Tallinn are generally happy with their living environment (94% rate themselves as rather or very happy). More than a third of the people living in Tallinn say they are "very happy", and this proportion has been growing steadily over the years. People are slightly more satisfied with their local area than with Tallinn as a whole. Nõmme and Pirita have the highest proportion of people who are very happy with their city district (more than half), while City Centre has the lowest (about a third).



Resident of the Green Capital

In 2023, Tallinn is the European Green Capital. Preparations for the title year took place in 2022. Based on a poll carried out at the beginning of 2023, 85% of the residents of Tallinn are aware of the title. Locals are mostly expecting to see greener urban spaces, a focus on environmental issues and more environmentally friendly transport options from this year.

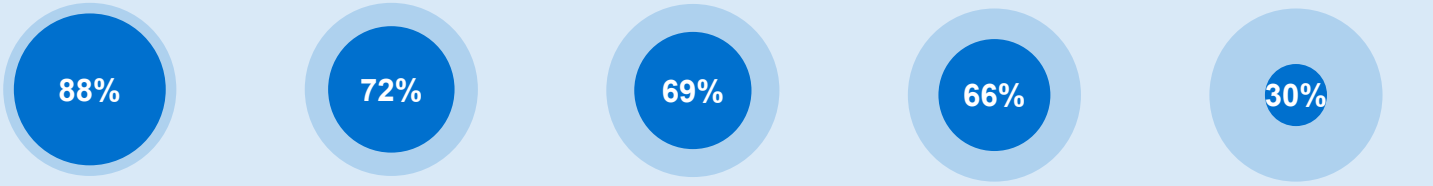
72%

of residents of Tallinn are prepared to take part in Green Capital activities



Image of the capital for its residents

Most residents consider Tallinn to be a family-friendly city, with a creative atmosphere where people can trust each other.



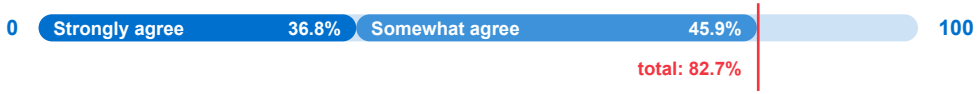
Environmental awareness among residents of Tallinn

Residents feel a sense of individual responsibility in tackling environmental problems. Most residents agree that environmental problems will have a considerable impact on their daily lives in the near future and that they can and must contribute to solving them. Many claim to engage in conscious efforts to alter their behaviour. The younger generation, people with higher education and residents with underage children are particularly aware of their responsibilities.



Residents of Tallinn who agree with statements related to the prevention and resolution of environmental problems:

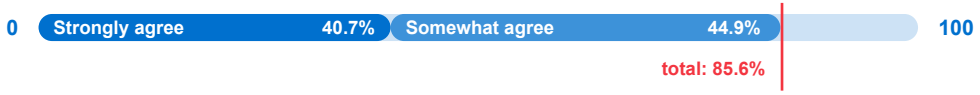
Environmental problems will have a considerable impact on my daily life in the near future.



I also bear direct or indirect responsibility for environmental problems.



I have consciously changed my behaviour to help alleviate the problems.



Tallinn city organisation

Mission

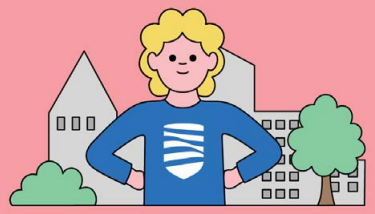
To make Tallinn the best place to live for the people staying here, a desired destination for people arriving here and a good place of departure for people who start here.

The city is managed on the basis of a development strategy and other development documents are based thereon.

A city organisation is an organisation that learns and works together, it is built in consideration of objectives and performance.

Values

Courage



We have the courage and we take responsibility

Openness



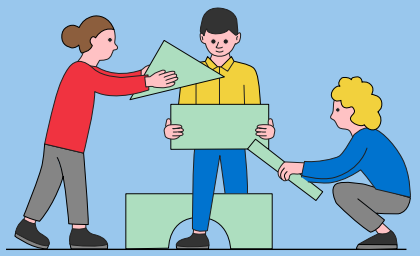
We are open to new ideas and different opinions

Kindness



We are committed to the well-being of the residents of Tallinn

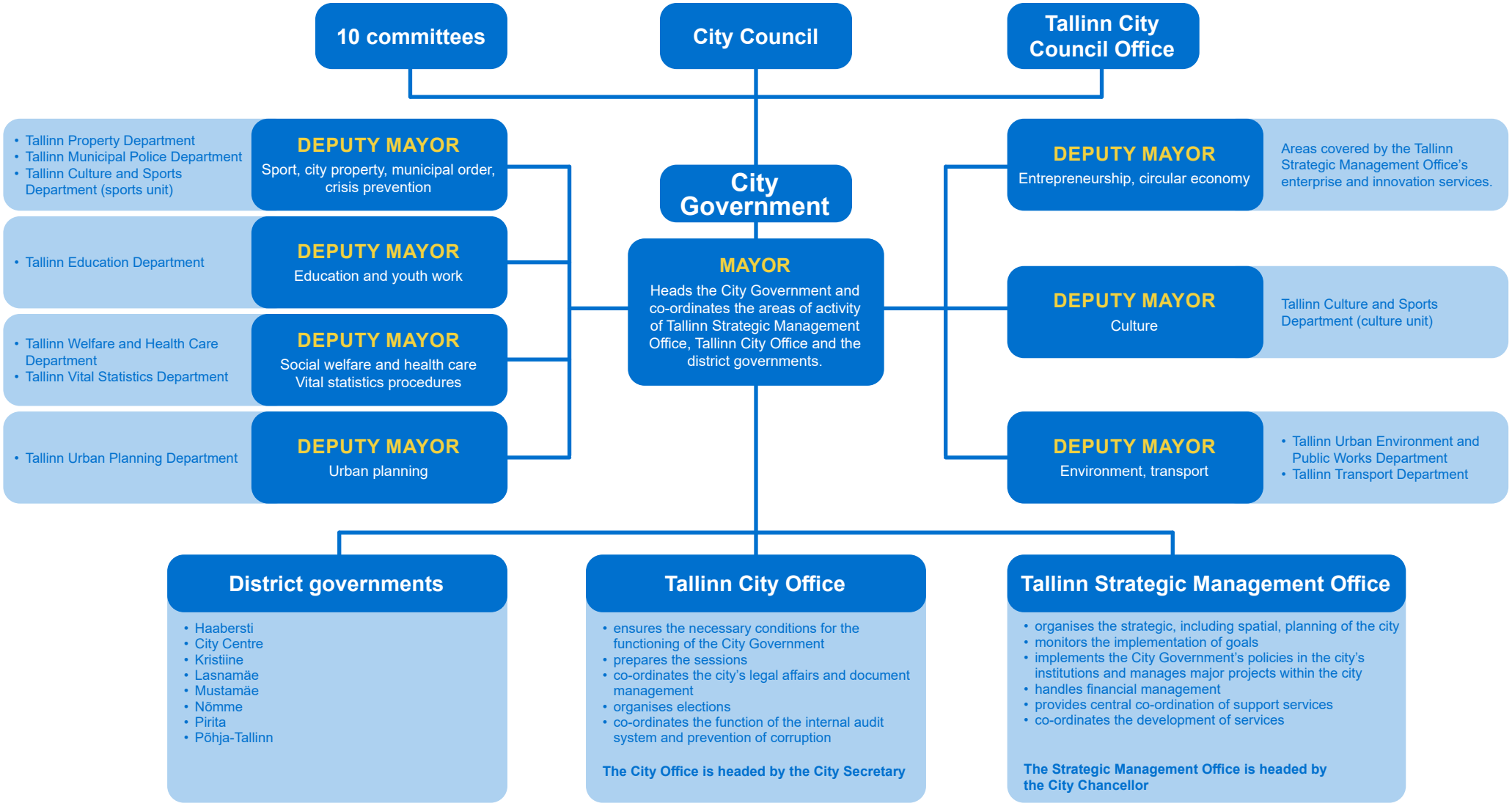
Collaboration



We achieve results by acting smart and working as a team

Governance structure

The City of Tallinn is governed by the City Council and the City Government. Tallinn City Council as the representative body of the local authority is elected for a four-year term. The City Council works in plenary sessions, as well as through committees and factions. Tallinn City Government is made up of seven members: the Mayor and six Deputy Mayors. The City Government runs the city institutions and participates as a shareholder, partner, founder and member in private legal entities. The eight districts of Tallinn are governed by district governments. The city organisation comprises 247 institutions subject to management.



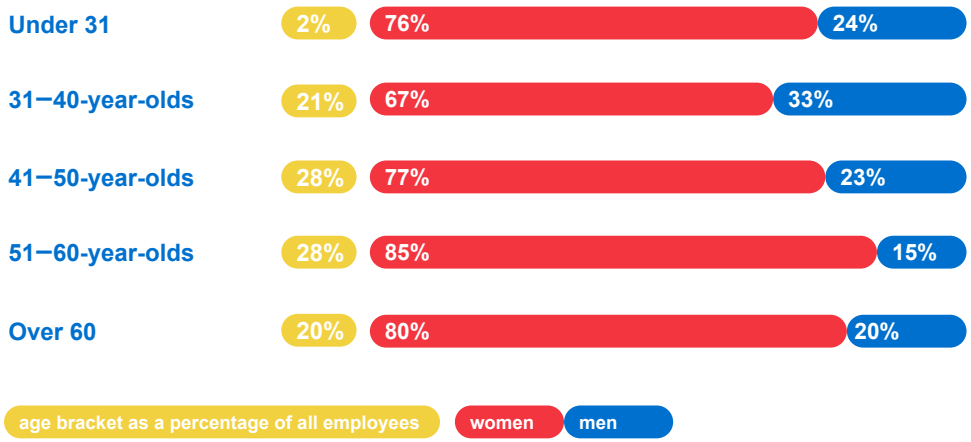
City employees

	Number of employees	Number of positions
DEPARTMENTS & OFFICES	1,548	1,662
ADMINISTERED INSTITUTIONS	11,861 including 9,164 in educational institutions	13,583 including 10,506 in educational institutions
TOTAL	13,409	15,245

Managers

Managers make up 6% of city employees. Managers include members of the City Government, heads of departments, directors of city offices and all mid-level managers. City departments and offices have the highest number of managers (14%). Institutions administered by Tallinn Education Department have the lowest number of managers (5%).

The majority of managers of departments and administered institutions are aged 41–60 (56%). The city has few young managers: only 2% of its managers are under 31.

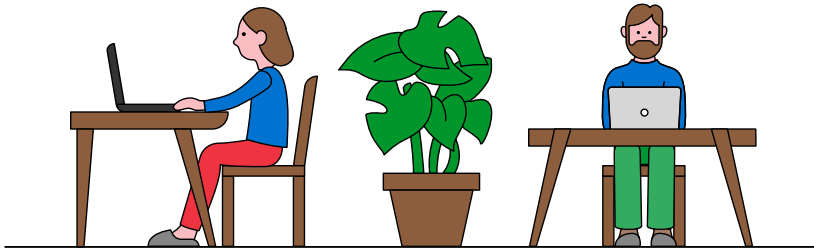


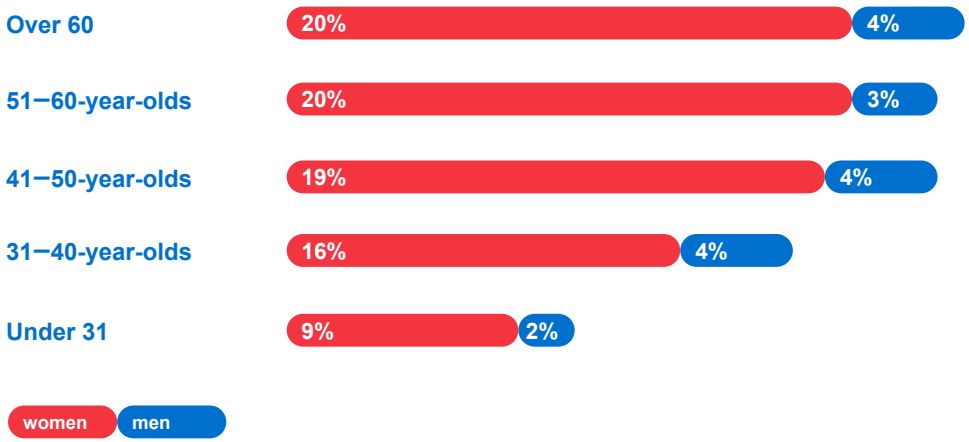
Employees by age and gender

Most (83%) of city employees are women. The majority of this comes from the institutions administered by the Tallinn Education Department, where women make up 89% of employees. Most women (40%) are aged 50 and over.

The proportion of men in the city organisation is 17%. The highest number of men (30%) work in institutions administered by the city. There are fewer young men working in the city than older men.

Forty-seven percent of city employees are over the age of 51. Forty-two percent of all employees of the city are in the age group 31–50. Only 11% of them are younger than 31–50 years old.

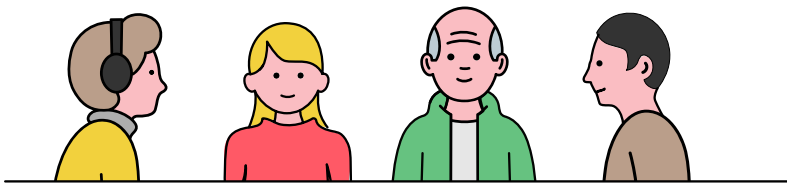


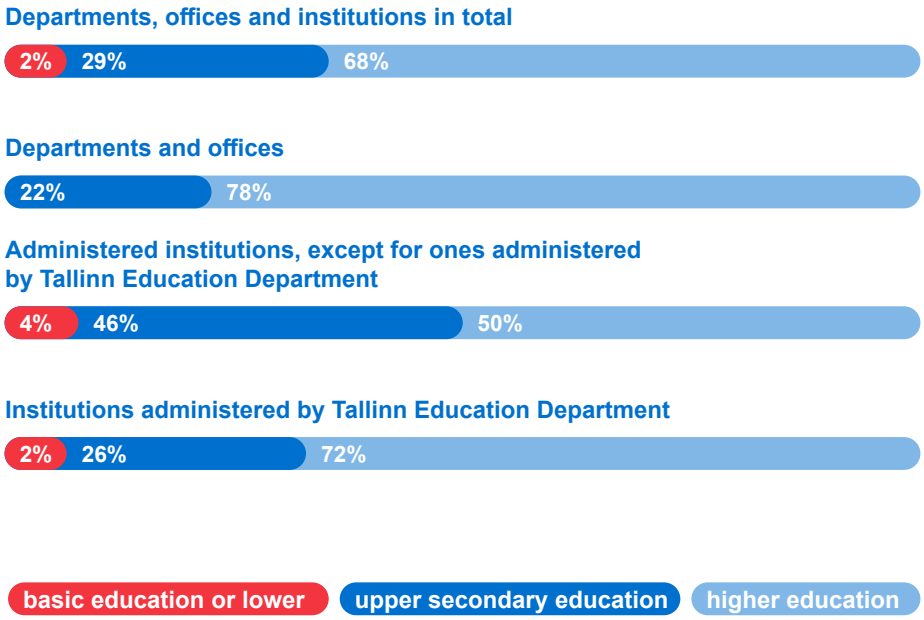


Education levels of employees

Most of the city's employees (68%) have higher education. There are 29% of employees with upper secondary education. Less than 2% of employees have only basic education.

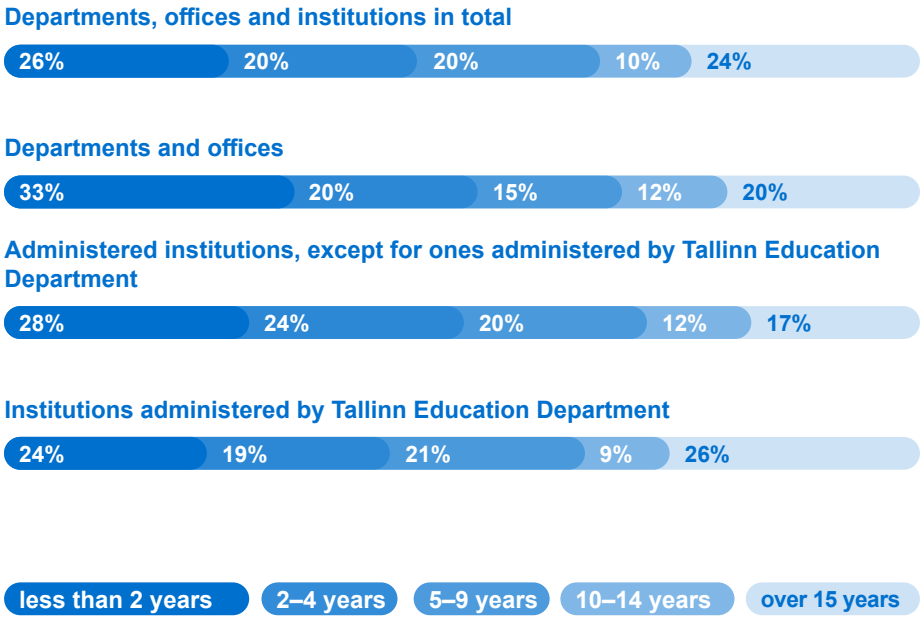
A cross-institutional comparison shows that employees with higher education are the majority (78% and 72% respectively) in city departments as well as institutions administered by Tallinn Educational Department. In other institutions administered by the city, half of the employees have higher education.





Length of service of employees

About a quarter (24%) of employees have been working in the city for more than 15 years. About the same amount of employees have worked in the city system for less than two years. Schools and kindergartens have the highest percentage of employees whose length of service exceeds 15 years (26%).




Aqua Mari
Photo: Aron Urb

Key figures for the city budget in 2022 and 2023

Implementation of the 2022 budget

Income

€959.1 million

Operating expenses €801.4 million

Investments €171.9 million

Total debt €260.8 million

Net debt burden 28.5%

Budget for 2023

Income

€967 million

Operating expenses €902 million

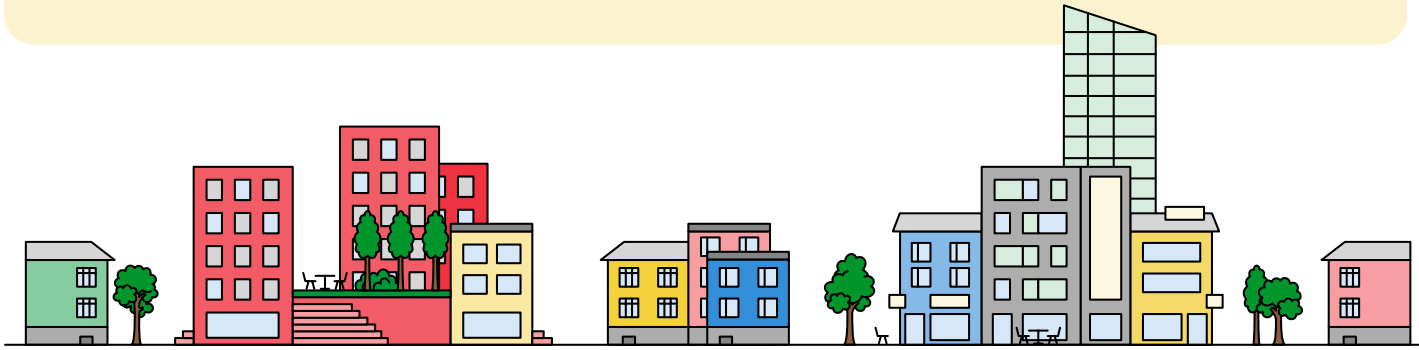
Investments €218 million

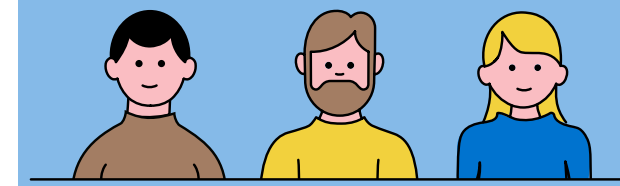
Total debt* €330 million

Net debt burden** 30%

* total debt, including a budgeted loan of €90 million

** net debt burden at the end of the year, including budgeted loan of €90 million





Tallinn's membership in national and international organisations:

- Union of Harju County Municipalities
- Association of Estonian Cities and Municipalities
- EUROCITIES (network of large European cities), where Tallinn also sits on the board.
- European Green Capital Network
- Union of the Baltic Cities
- The Hanseatic League



Photo: Aron Urb

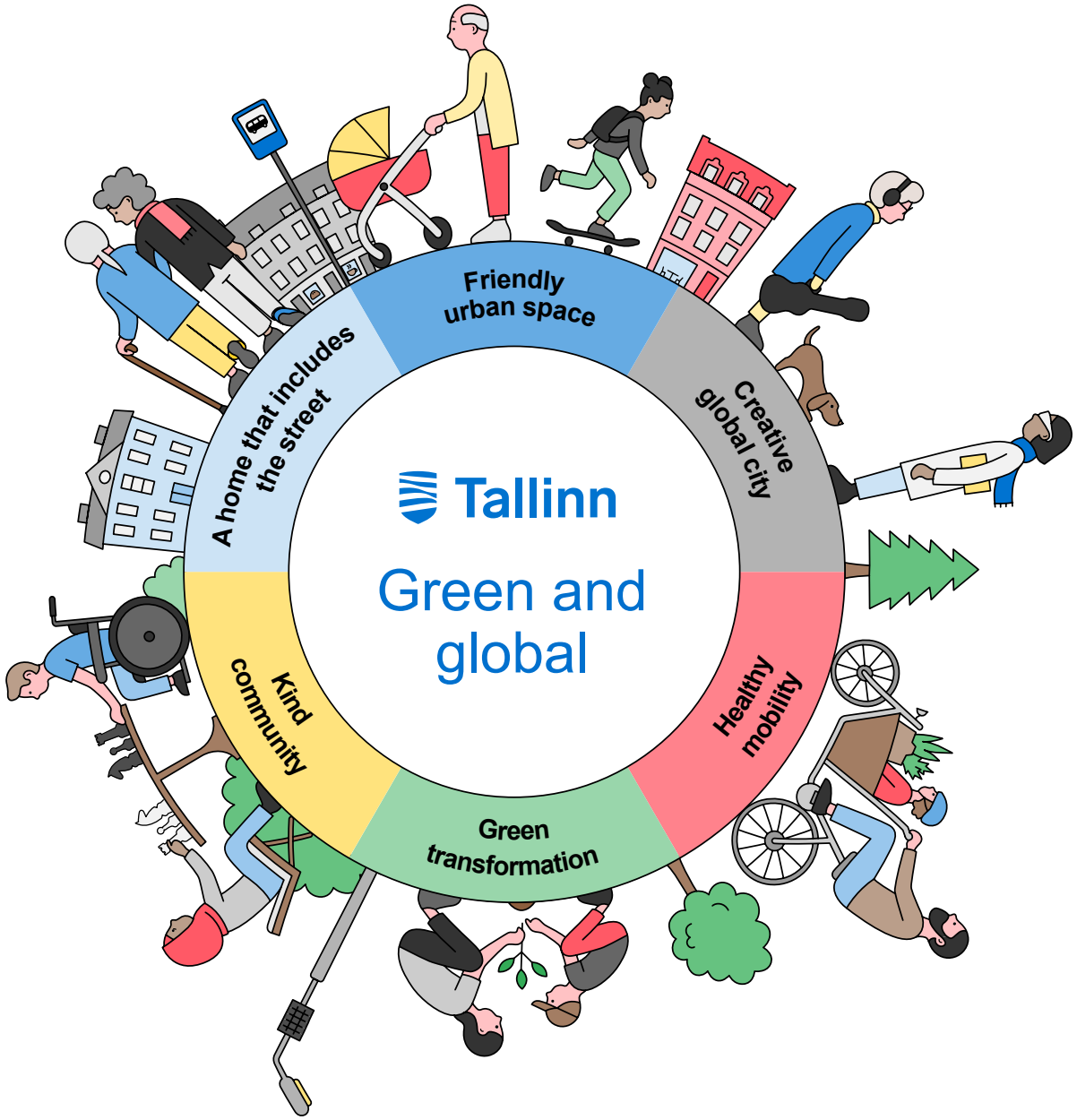
Development Strategy ‘Tallinn 2035’

Vision

Tallinn is a green and global city inhabited by forward-looking people who value their heritage. Greenery is always nearby in Tallinn. Tallinn is a vibrant global city full of people who want to create, develop themselves and act. Our plans and actions are driven by responsibility for the future.

The development strategy defines the city’s vision and six strategic goals as well as describes how to accomplish these through Tallinn’s 14 fields of activity

Each field of activity contributes to the achievement of several, often all, strategic goals.



01 Friendly urban space

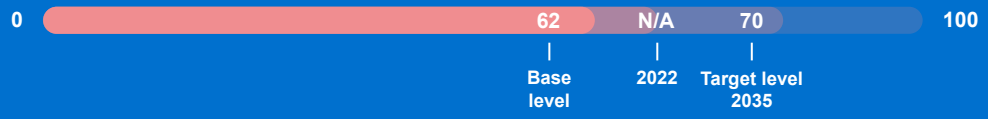
With its compact and inviting city centre and diverse centres, Tallinn is a human scale city close to nature and accessible to all. Tallinn forms a coherent urban area complete with economic and daily activities supported by a network of centres. All these centres are connected by a network of streets, cycle tracks and green areas, placing most residents within a 15-minute walk of everyday activities and services.
A city street is not just a route from point A to point B, but also a place and an element of public urban space. Maintenance of key pedestrian footpaths and the core network of cycle lanes is a priority. Tallinn is known for its scenic boulevards, green corridors, parks and urban forests. Residents are surrounded by greenery when moving around in the city. Industrial wastelands and overgrown scrublands are in intermediate use, the city is experimenting with different ideas, and multifunctional urban landscapes combine food production, biodiversity and environmental benefits. Tallinn is open to the sea and boasts an exciting and diverse bay area. Maritime culture, including seafaring, is part of Tallinn.

SUB-THEMES OF THE STRATEGIC GOAL

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

METRICS

Share of residents for whom most journeys are green when travelling in the city



Share of residents who are very happy with the living environment in their district



Share of residents living in the catchment areas of centres





02 Creative global city

The urban region of Tallinn has become the heart of the smart green economy of Northern Europe, providing a prime living environment with fast and convenient connections both within the region and to the rest of the world. The wellbeing of the region is based on a knowledge-intensive economy, a good living environment and balanced development supported by smart and creative people. It is home to happy learners and world-class educational institutions, an environment that fosters creativity and responsible entrepreneurship, and a community that embraces vibrant cultural life. Educational and cultural institutions, as well as the public space, provide opportunities for lifelong learning. Tallinn and Helsinki have grown into a twin city, where people can freely experiment and companies can implement new technologies and business models. Ambitious start-ups and world-class creatives all flair to the urban experience. Historic layers and cultural heritage create the identity of Tallinn, which can also be experienced by future generations.

SUB-THEMES OF THE STRATEGIC GOAL

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

METRICS

Share of 25–64 year-olds engaged in lifelong learning



Labour productivity per employee, € (based on value added)



Income quintile ratio



Labour force participation rate



Long-term (12 months or more) unemployment rate among 15–74 year-olds



03 Healthy mobility

The living environment in Tallinn supports good mental and physical health and encourages an active lifestyle. Exercising and spending time outdoors is pleasant irrespective of the weather. Most people in Tallinn use fast and accessible public transport, cycling or walking to get around. Mobility has evolved into a new level of user-friendly service, allowing people to conveniently and economically combine different modes of transport. The backbone of the transport service is fast tram connections, supported by buses, bike-sharing, short term rentals and ride-sharing. Attractive public transport and weatherproof bus and tram shelters are an integral part of a well designed urban space. Following the principles of universal design, schoolchildren and the elderly, wheelchair users and people with prams or guide dogs can all move without assistance in Tallinn. The urban region also has fast public transport connections and people use them more and more. There is significantly less car traffic, making for less pollution and a peaceful and congestion-free environment.

SUB-THEMES OF THE STRATEGIC GOAL

- Healthy lifestyle
- City accessible to everyone
- Mobility service at a new level
- Life in open air

METRICS

Healthy life years in Harju county





Share of residents absent from work or school due to illness for 15 days or more



Share of transport expenses in total household expenditure



Accessibility score on a scale of 1–9 according to minuomavalitsus.fin.ee



04 Green transformation

Sustainability and green transformation is about so much more than the natural environment of Tallinn – it is at the heart of our society and economy. Residents of Tallinn live in an environmentally responsible way because they feel a sense of responsibility for the future. Every generation bears responsibility for creating and maintaining a good living environment for their children. Tallinn is adapting to climate change and will reduce greenhouse gas emissions until reaching climate neutrality by mid-century. To do this, the city will shift transport to non-fossil fuels and build resource-efficient buildings that use clean energy. Natural solutions are applied to adapt to climate change and extreme weather events. The city has clean air and water and a cohesive green network that provides protection for urban biodiversity. Our residents care about the environment, use resources efficiently and engage in a circular economy consumerism. The knowledge, attitudes and behaviours of its residents make Tallinn a pioneering, modern city with a good living environment, providing good conditions for green renewal.

SUB-THEMES OF THE STRATEGIC GOAL

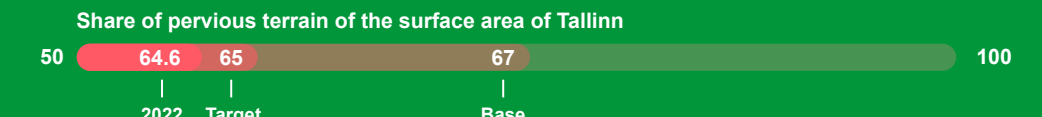
- Circular economy
- Fertile ground for green innovation
- Biodiverse and blossoming urban nature
- Climate-neutral city

METRICS

Greenhouse gas emissions CO_2-eq)



Share of pervious terrain of the surface area of Tallinn



Share of recycling of municipal waste of total municipal waste mass





05 Kind community

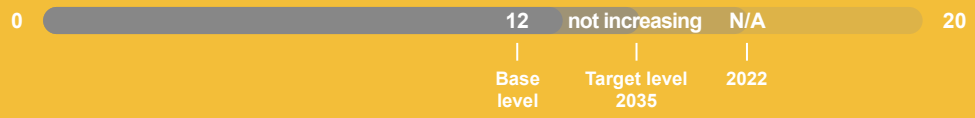
Tallinn is an urban commons for its citizens, who shape its future together. The residents of Tallinn are caring and friendly towards their hometown and one another. The city districts are home to different social groups who get on well. The population is linguistically and socio-economically integrated. This also means that Tallinn is a welcoming place to live for people of all nationalities, with activities that unite people from different backgrounds and outlooks with a common desire to get things done. A cohesive society and a well-planned urban space, respectful fellow residents and collaboration between institutions give residents a strong sense of security. There are fewer accidents and minimal crime. Children can safely roam the city without supervision. People in need are guaranteed livelihoods and self-sufficiency and the share of Tallinn residents in permanent relative poverty will not increase. Residents are comfortable asking for help and getting help is easy and dignified.

SUB-THEMES OF THE STRATEGIC GOAL

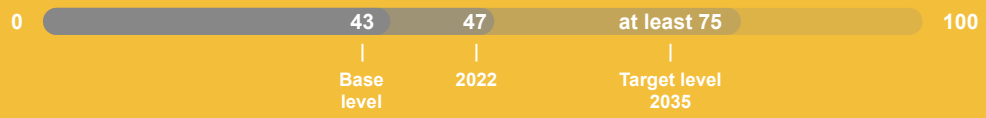
- Strong sense of security
- Strong and courageous civil society
- Independent coping
- Integrated society

METRICS

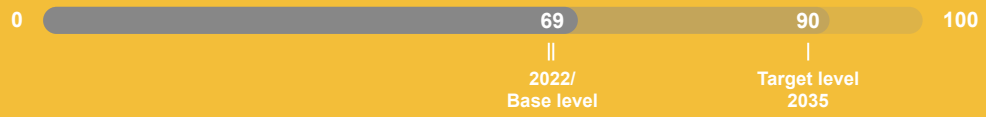
Share of people in permanent relative poverty in Tallinn



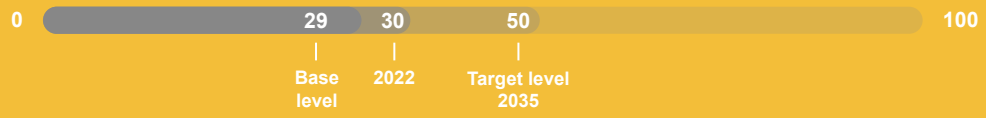
Share of residents who feel completely safe in public places in their district



Share of inhabitants who agree with the statement that people in Tallinn care about each other



Share of residents who agree with the statement that people in Tallinn smile often



Share of residents who agree with the statement that people who are different are generally treated well in Tallinn



06 Home that includes the street

Home offers protection and security. A home is more than four walls around you, it starts on your home street or even at the borders of your home district. Citizens of all ages have a reason to spend time outdoors. Everyone can find a suitable, energy-efficient home in Tallinn – the housing stock is diverse and accessible. Enough homes have been adapted for people with special needs and in tandem with the accessibility of urban space, this allows everyone to participate in society. Families enjoy living in Tallinn and children can do many things independently. Homes are mainly planned close to centres, including public transport, kindergartens, schools and services. 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 housing aiming for a complete living environment. There are residential spaces offered by the city in all districts.

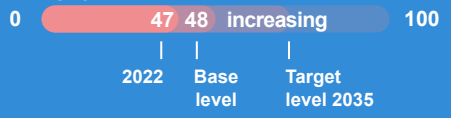
SUB-THEMES OF THE STRATEGIC GOAL

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

METRICS

Share of people very happy with their housing by housing characteristics

size



amenities



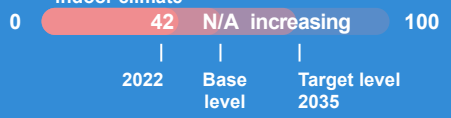
condition



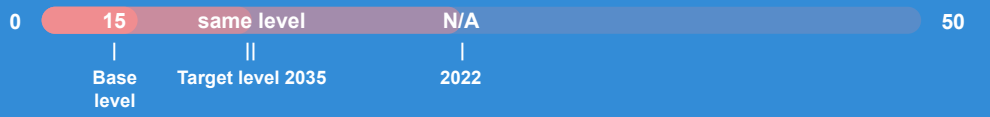
location



indoor climate



Share of housing expenses of total household expenditure



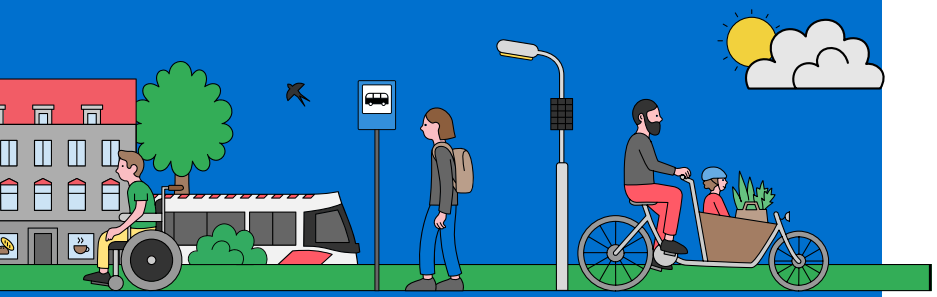
Share of energy efficient (class A and B) buildings in the city



Share of residents who strongly agree that Tallinn is a family-friendly city



Overview of progress in the city's fields of activity



Offices and departments responsible for different fields

01 BUSINESS ENVIRONMENT – Tallinn Strategic Management Office
Phone +372 640 4218 | strateegiakeskus@tallinnlv.ee

02 EDUCATION AND YOUTH WORK – Tallinn Education Department
Phone +372 640 4590 | haridusamet@tallinnlv.ee

03 ENVIRONMENTAL PROTECTION – Tallinn Urban Environment and Public Works Department and Tallinn Strategic Management Office
Phone +372 645 7191 | kommunaal@tallinnlv.ee
Phone +372 640 4218 | strateegiakeskus@tallinnlv.ee

04 MUNICIPAL ORDER – Tallinn Municipal Police Department
Phone 14410 or +372 661 9860 | munitsipaalpolitsei@tallinnlv.ee

05 CULTURE – Tallinn Culture and Sports Department
Phone +372 640 4585 | kultuursport@tallinnlv.ee

06 MOBILITY – Tallinn Transport Department
Phone +372 640 4618 | tta@tallinnlv.ee

07 URBAN LANDSCAPE – Tallinn Urban Environment and Public Works Department
Phone +372 645 7191 | kommunaal@tallinnlv.ee

08 URBAN PLANNING – Tallinn Urban Planning Department and Tallinn Strategic Management Office
Phone +372 640 4375 | tlpa@tallinnlv.ee
Phone +372 640 4218 | strateegiakeskus@tallinnlv.ee

09 PRESERVATION AND DEVELOPMENT OF CITY PROPERTY – Tallinn Property Department
Phone +372 640 4517 | linnavaraamet@tallinnlv.ee

10 SOCIAL WELFARE – Tallinn Welfare and Health Care Department
Phone +372 645 7440 | sotsiaal@tallinnlv.ee

11 SPORTS AND PHYSICAL ACTIVITY – Tallinn Culture and Sports Department
Phone +372 640 4585 | kultuursport@tallinnlv.ee

12 UTILITY NETWORKS – Tallinn Urban Environment and Public Works Department
Phone +372 645 7191 | kommunaal@tallinnlv.ee

13 HEALTH AND HEALTHCARE – Tallinn Welfare and Health Care Department
Phone +372 645 7440 | sotsiaal@tallinnlv.ee

14 GOVERNANCE AND SUPPORT SERVICES – Tallinn City Office and Tallinn Strategic Management Office
Phone +372 640 4141 | lvpost@tallinnlv.ee
Phone +372 640 4218 | strateegiakeskus@tallinnlv.ee


Photo: Aron Urb

External environment

The external environment had a significant impact on the implementation of the city's strategic goals and fields of activity in 2022. It can be described as the year of continued crises. We had to face a number of challenges, such as **the aftermath of the health crisis, the security and energy crisis related to the war in Ukraine, the cost of living crisis due to rapid inflation, and the climate crisis.** In city governance, more attention had to be paid to **crisis management** and improving the city's **preparedness for possible emergencies**.

As a result of the war in Ukraine and the accompanying security crisis, a number of war refugees arrived in Tallinn, which has impacted most of the city's fields of activity (for example, municipal order, social welfare, health, education and youth work, culture). Tallinn opened the first refugee reception centre in Estonia and started to provide all-round assistance to refugees with help from volunteers.

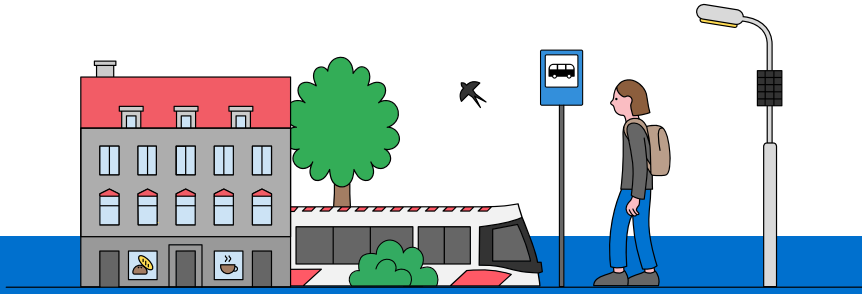
The **energy crisis and inflation** that accompanied the war led to higher input prices (for example, fuels, vehicles, construction materials for infrastructure, labour costs) in the region, resulting in the need to address problems caused by rising energy and other prices throughout the year. For example, the city had to postpone planned investments, cut projected revenues and manage costs. The delivery times for materials and products increased significantly, construction and renovation costs went up and the shortage of skilled labour intensified. Tenderers were unable to obtain binding quotations for essential materials and services from subcontractors and suppliers and there was uncertainty about the availability and cost of products.

The crises hit all sections of society. **Social welfare** institutions had to find a way to process emergency energy allowance applications and pay out soaring subsistence benefits.

In response to the energy crisis, emphasis was placed on increasing energy efficiency and ensuring continuity of services. In terms of the city's **utility networks**, the cost of electricity for street lighting was doubled in 2022 compared to 2021 (the average price of electricity in 2021 was €87.6 MWh vs. €193.02 MWh in 2022).

Due to the turbulent state of the property market, commercial lease income from commercial premises in the **city property sector** declined as commercial lessees terminated lease contracts and showed less interest in leasing premises owned by the city. Property developers had more difficulty completing projects than before. Prices of property maintenance services rose.

Many of the city's areas of activity (for example, **urban planning**) were also affected by the **climate crisis** and the consequent need to urgently implement green transformation objectives. A record number of construction design documents (2,469) were submitted for urban planning in 2022. Many of these were related to energy production and heating solutions (solar panels, air source heat pumps), also affected by the wider energy crisis in the region. The continued population growth in Tallinn also calls for the development of housing and social infrastructure. As the population of Tallinn ages, welfare and medical services also need to be developed.



SECURITY CRISIS
The sectors most affected were municipal order, social welfare, education and youth work, and culture.

ENERGY CRISIS AND INFLATION
Fuel, railway vehicles, construction materials and labour costs rose in the region.

CLIMATE CRISIS
Stimulated green transformation goals: a record number of construction projects related to heating solutions.

Urban landscaping is affected by global trends such as climate warming, floods, more frequent downpours, the spread of plant pests and diseases, and biodiversity loss. The Dutch elm disease made its way to the city in 2022, killing affected trees in its wake. The heat and drought of the summer of 2022 highlighted the need to focus on solutions for rainwater management to ensure the sustainability of urban greenery. Landscaping maintenance also needs to be improved. Residents of the city are increasingly aware of the importance of biodiversity and its loss. The title of the European Green Capital has helped spread this knowledge.

Due to the war in Ukraine and the resulting refugee crisis, as well as the aftermath of the health crisis, it has also been a challenging year for **education and youth work**. From 27 February to 31 December 2022, 41,871 people applied for temporary protection in Estonia, most of them being children and young people. The education system had to find a way to create study places and provide support services in educational institutions, as well as to support the learning of Estonian and the integration of children and young people into Estonian society. Youth work has been instrumental in helping young people handle crises better.

In early 2022, **cultural and sporting life in Tallinn**, as well as the organisation of other community events, was primarily affected by restrictions imposed to prevent the spread of the COVID-19 virus. These restrictions and their effects led to a decrease in attendance at entertainment and leisure facilities and events.

Health and healthcare in 2022 was characterised by growing labour shortages in outpatient and inpatient care facilities. The second half of the year saw disruptions in the reception of patients brought by ambulance to hospital emergency departments. In the wake of the health crisis, there has also been a notable increase in mental health problems, leading to an increased need for psychological counselling among children and families. Mental health challenges are expected to escalate in the coming years.

The recovery rate of **international tourism in Tallinn** in 2022 was mostly hampered by the COVID-19 restrictions imposed at the beginning of the year and the onset of the war in Ukraine. Due to the unstable economic environment, **companies** were forced to review their business models. Companies had to focus on innovation, resource efficient and impactful operations, as well as the digitisation of business processes.

In 2023, in order to implement the city's development strategy 'Tallinn 2035' and to tackle potential crises, it is necessary to **continue the development of the city's organisation** and the strategic planning of different areas by looking for sustainable solutions for crisis prevention and management. Having an increasingly active and responsive civil society also creates the prerequisite and the need for improved **outreach and communication**.



REFUGEE CRISIS	Brought about the need to create more study places and provide support services in educational institutions.
PANDEMIC	Reduced attendance at entertainment and leisure venues and events.
HEALTHCARE CRISIS	Led to growing labour shortages in outpatient and inpatient care facilities.



Installation Straw Chapel on the Pollinator Highway
Photo: Paco Ulman

01 Business environment

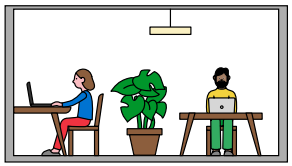
Main responsible body: Tallinn Strategic Management Office

A city where the future is today!

Area of responsibility: The business environment field of activity combines promotion of entrepreneurship, ensuring competitiveness of the city's business environment, topics related to smart cities and the development of balanced tourism.

GOALS

1



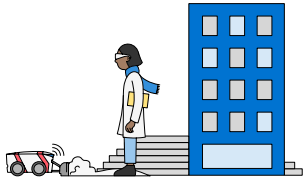
The residents of Tallinn are entrepreneurial and well-paid and local companies are ambitious.

2



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

3



Tallinn is also internationally known as an innovative environment.

METRICS

Entrepreneurial activity, ie the number of enterprises per 1,000 residents



Average gross salary in Tallinn, €



Number of overnight stays by foreign tourists at accommodation establishments, millions



* Average annual growth rate
** All base level years are presented in the 'Tallinn 2035' operational programme for 2023–2026.

ACTIVITIES IN 2022

- Entrepeneurs were consulted on more than 1,000 occasions on starting a business, grants and development opportunities, preparing business plans and more. Grants were awarded, training and seminars were organised and the best entrepreneurs were recognised.
- Eleven new business models were supported through entrepreneurship competitions (Ajujaht ('Brain Hunt' in English), Prototron, STARTERtallinn, ESA BIC).
- Tallinn City Innovation Fund smart city pilot projects continued in partnership with Tehnopol.
- The Tallinnovation brand was used to promote the capital's entrepreneurship at the Dubai World EXPO, MIPIM real estate investment fair, Latitude59 start-up festival and H22 City Expo innovation festival.
- Tallinn was promoted as a holiday and conference tourism destination at 19 international marketing events and in (social) media channels, as well as at the Tallinn Tourist Information Centre.
- A total of 10,500 Tallinn Cards were sold, which were used to visit museums and attractions 54,000 times.
- A design competition for Tallinn's new signage system was held.
- The Green Club for entrepreneurs in Tallinn's tourism sector was launched to offer mentoring and promote the principles of the Green Key environmental label.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €3.5 million

- Continued support for business development and innovation, including testing opportunities for companies in urban environments ('Test in Tallinn programme', Tallinnovation fund).
- Continued marketing of Tallinn as an attractive and innovative operating environment and travel destination.
- Launch of the Tallinn Card City Guide mobile app.
- Raising awareness of the importance of environmentally friendly food among restaurants (for example, by encouraging them to use green labels during Tallinn Restaurant Week).
- An international conference will be held on Green Destinations.
- Participating in the Global Destination Sustainability Index programme.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

Friendly urban space | Creative global city | Healthy mobility | Green transformation | Kind community | Home that includes the street

02 Education and youth work

Main responsible body: Tallinn Education Department

Tallinn is home to happy learners.

Area of responsibility: The field of education and youth work covers the development of a diverse, integrated and balanced education network in the city in conjunction with an infrastructure for lifelong learning. This field of activity supports individual development and active participation in society.

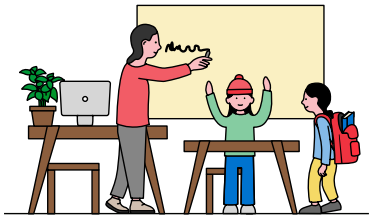
GOALS

1



Every learner develops the best in themselves.

2



Learners have an inspiring and supporting learning environment.

3



Young people participate actively in social life.

METRICS

Index of student satisfaction with the learning environment



Number of schools signed up to the Schools in Motion network



Share of young people (aged 7–26) in engaged in extracurricular activities



ACTIVITIES IN 2022

- Approximately 3,000 children from Ukraine were admitted to Tallinn's educational institutions.
- Work started on designing individual learning pathways to support gifted children.
- Kindergarten teachers received improved training to support students with special educational needs.
- Work started on the development of area-specific centres of excellence, including the preparation of a conceptual design for a centre of excellence in sciences.
- Tallinn took part in the international project SchoolFood4Change aimed at making school food healthier.
- Youth programme Gutsy Go, which uses informal learning methods, was implemented in cooperation with external partners.
- NEET programme 'Hoog Sisse' ('Kick-start' in English) was implemented to support young people returning to school or the workforce.
- Mobile youth work, or street work, reached 3,810 young people.
- Support was given to young people's participation in projects, camps, youth brigades and youth associations.
- Fifteen school stadiums were made available for summer use for residents and young people.
- Educational institutions were built and renovated, including Merivälja Kindergarten and Kindergarten Kelluke, renovations were carried out at Tallinn Music School and Tallinn Liivamäe Kindergarten.
- Lifts and stairlifts were installed in several schools and wheelchair stair climbers were purchased as part of the external project 'Supporting the implementation of inclusive education principles in Tallinn schools' ('Kaasava hariduse põhimõtete rakendamise toetamine Tallinna koolides' in Estonian).

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €374 million

- Work starts on the development plan for education and youth work field of activity.
- Support for transition to teaching in Estonian.
- A system for evaluating the effectiveness of teacher training will be developed, and a project to celebrate the profession of class teacher will continue in co-operation with the University of Tartu.
- Activities for new migrants, in particular Ukrainian war refugees, will continue.
- Support will be provided to youth work organisations (projects, camps, youth associations, youth brigade).
- Young people will be given more diversified opportunities to spend their school holidays.
- A model for providing youth centre services will be developed.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

Friendly urban space | Creative global city | Healthy mobility | Green transformation | Kind community | Home that includes the street

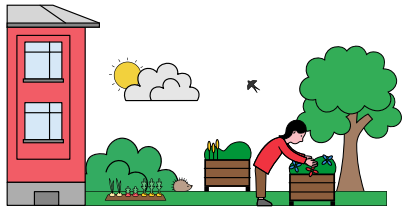
03 Environmental protection

Main responsible body: Tallinn Urban Environment and Public Works Department and Tallinn Strategic Management Office

A city of environmentally conscious people that offers a wealth of natural benefits.

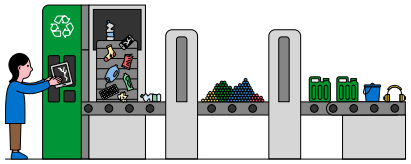
Area of responsibility: Environment protection helps to maintain and restore urban nature and biodiversity. This field of activity also involves reducing water, air and noise pollution and developing waste management and environmental education.

GOALS



1

Tallinn has diverse nature and a healthy urban environment.

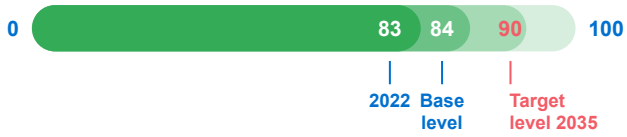


2

Waste management is sustainable.

METRICS

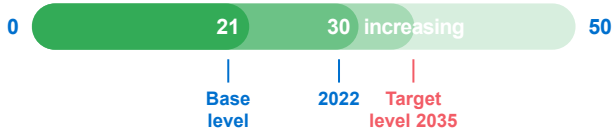
Share of residents satisfied with air quality



Municipal waste generation, kg per resident



Number of common and community gardens



The number of city institutions with school-gardens



ACTIVITIES IN 2022

- The formation of the Kakumäe forest and Astangu-Mäeküla protected areas was initiated and the management plan for the Pääsküla bog protected area 2023–2032 was approved.
- Wildlife surveys continued with surveys of bats, mammals, bumblebees and butterflies, mosses and lichens.
- The reduction of pesticide use continued.
- Water quality studies were carried out and air cleanliness was monitored in different parts of the city.
- Environmental awareness among the residents of the city was raised, for example, through a study programme on waste reduction for educational institutions and by organising thematic events, exhibitions and competitions, as well as through the activities of Tallinn Botanical Garden and Tallinn Zoo.
- The establishment of community and urban gardens was supported. There was also continued support for environmental non-profit activities.
- The Tallinn Waste Plan 2022–2026 was adopted.
- Work started on transforming waste treatment plants into circular economy centres (including repair workshops).
- A network of public package collection points was developed, including eight new sites in Tallinn Old Town.
- Composters were distributed to residents to promote the separate collection of bio-waste.
- Around 40 Highland cattle continued to maintain the coastal meadows of the Paljassaare limited-conservation area.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €10 million

- Work will continue on the development of the environmental protection development plan for Tallinn 2023–2035.
- Work will start on an action plan to reduce noise.
- A circular economy roadmap (based on the OECD's Circular Economy Roadmap) will be launched.
- New waste management rules for Tallinn will be adopted.
- Information and environmental campaigns will continue, including the Baltic Sea Day and the Car-Free Day.
- The year is dedicated to nature and environmental protection.
- A bird-watching tower will be built in Paljassaare.
- Work starts on the construction of the Pelgu common garden on the Pollinator Highway.
- A circular economy centre will be built in Lilleküla and a repair workshop will be set up at the Paljassaare and Pääsküla waste treatment plants.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

04 Municipal order

Main responsible body: Tallinn Municipal Police Department

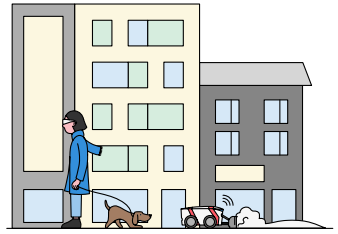
A clean and safe city.

Area of responsibility: The field of municipal order ensures the safety and cleanliness of the city by maintaining presence and promoting prevention and surveillance, covering everything from parking to pets. This field of activity also deals with crisis management.

GOALS



1 Tallinn is a safe city.



2 The Tallinn is a clean city.

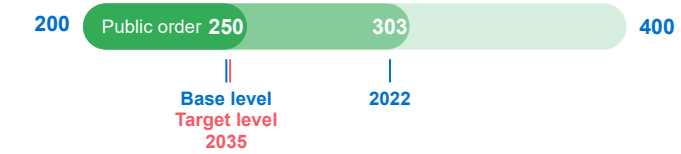
METRICS

Share of residents very happy with the cleanliness of urban spaces



Number of offences per year by area of activity







ACTIVITIES IN 2022

- A reception centre for Ukrainian war refugees was set up and its work co-ordinated.
- Potential evacuation sites in Tallinn were inspected and mapped.
- The activities of the municipal police law enforcement units were supported, including their presence at district events to maintain public order and conduct outreach activities.
- A total of 556 dormant and scrap vehicles were removed from the city.
- Coastguard services were provided, including first aid on 178 occasions and one person was rescued from drowning. There were no drowning victims in 2022. A total of 4,164 public order offences were settled at beaches.
- Municipal police availability was ensured (via the 24-hour hotline 14410 and the e-mail address korrapidaja@tallinnlv.ee).

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €6 million

- A new risk assessment will be prepared for Tallinn.
- Tallinn will participate in the CREVEX23 exercise to practise responding to a nationwide emergency. TalEvak23, a sub-exercise within CREVEX23, will focus on the functioning of city institutions in emergency situations.
- Law enforcement prevention work will be intensified to improve order at night and to reduce bicycle theft. Training days for apartment associations and schools will be organised.
- Work will continue on the mapping of evacuation sites to guarantee an evacuation site for 5% of the residents of Tallinn in the event of an emergency.
- Focus will be on addressing the problem of illegal parking.
- Bicycle patrols will be launched.
- Operation of the contact points of the municipal police will be continued and the availability of the command centre will be ensured.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

Friendly urban space | Creative global city | Healthy mobility | Green transformation | Kind community | Home that includes the street

05 Culture

Main responsible body: Tallinn Culture and Sports Department

City air inspires creativity.

Area of responsibility: The field of culture delivers a vision where all residents of Tallinn can explore their creativity. The field will succeed in doing so through the calendar of cultural events, memory institutions and lifelong learning facilities, and opportunities for recreational activities. This field of activity also supports integration into society and cultural life.

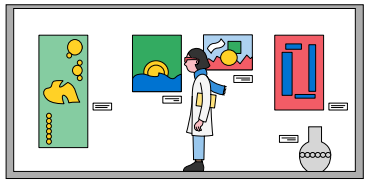
GOALS

1



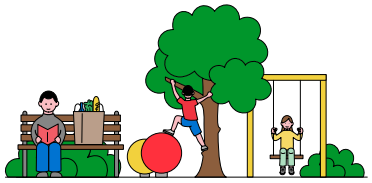
Everyone in Tallinn can develop their creativity.

2



The cultural events and leisure facilities in Tallinn are attractive and accessible to city residents and visitors.

3



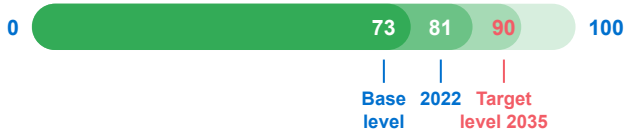
Urban space is like a second living room for the people of Tallinn.

METRICS

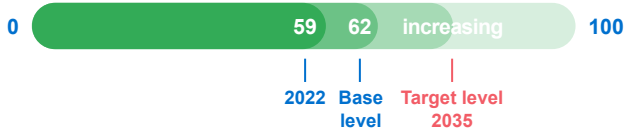
Number of people employed in the arts, entertainment and leisure sector in Tallinn



Share of residents satisfied with the variety of cultural and leisure activities in the public space near their home



Share of residents who have regularly engaged in self-driven learning or conscious self-improvement



ACTIVITIES IN 2022

- The work of the UNESCO Cities of Music Council was launched, as well as support measures to boost the music scene in the city.
- As of 2022, the 33-member police orchestra is under the administration of the city.
- Cultural events were organised, including the Birgitta Festival, the 'Valgus kõnnib' ('Light Walks' in English) festival and the Maritime Days.
- Accessibility audits of cultural institutions were carried out.
- Free museum Sundays were launched, which attracted 60,000 visitors during the year.
- Construction continued on Tallinn City Theatre and renovations started on the Russian Cultural Centre. At Tallinn Zoo, novel tiger valley and cloud forest exhibition areas were developed.
- Educational programmes and events on nature education were organised Tallinn Botanical Garden and Tallinn Zoo, including the international co-operation project 'Embassy of the Plant Kingdom'.
- Ten principles for commissioning art for urban spaces were devised.
- There was continued support for cultural non-profit activities, including a focus on young people, cultural events outside the district hubs and reducing the environmental impact of events.
- Memorials to Jaan Kross and Konstantin Päts were erected.
- A contract was entered into for the installation of self-service machines and smart return racks in all libraries.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €52 million

- The preparation of development plans for city administered institutions (including Tallinn City Museum, Tallinn City Theatre and Tallinn Central Library) will continue.
- The art collection of Tallinn will be audited.
- The implementation of the UNESCO Cities of Music action plan will be pursued and work will continue to make cultural events more accessible to young people.
- Tallinn Botanical Garden, Tallinn City Museum and Tallinn Folk High School will organise events around the European Green Capital theme.
- Accessibility audits will continue and principles for improving the accessibility of cultural institutions will be agreed.
- Construction work on Tallinn City Theatre will continue.
- The premises of the Mati Unt Museum of Tallinn Literary Centre will be acquired.
- The development of Tallinn Botanical Garden will continue, including the adaptation of the conservatory into a visitor centre and the reconstruction of the rose garden, as well as the construction of new exhibits at Tallinn Zoo.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

Friendly urban space | Creative global city | Healthy mobility | Green transformation | Kind community | Home that includes the street

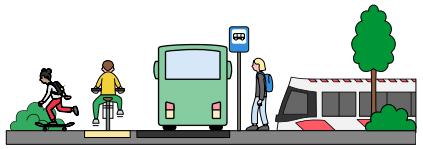
06 Mobility

Main responsible body: Tallinn Transport Department

Healthy mobility. Mobility opportunities that support health and are accessible and convenient are guaranteed throughout the urban region of Tallinn.
Area of responsibility: The field of mobility is responsible for safe, healthy and environmentally friendly urban mobility. To deliver results in this area, the urban space, public transport and other mobility services of the city will be designed, and the infrastructure for mobility and parking will be developed for all modes of transport.

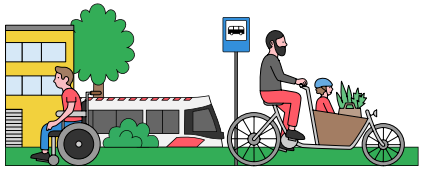
GOALS

1



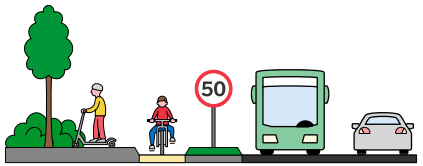
The distribution of mobility modes in Tallinn region is balanced.

2



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

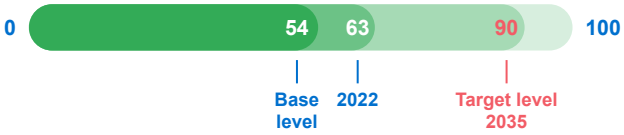
3



The mobility environment of Tallinn region is safe.

METRICS

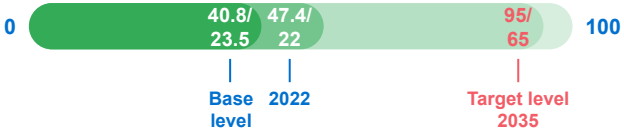
Share of residents in Tallinn travelling to their main destinations by public transport, on foot or by bicycle



Average speed per public transport mode, km/h



Share of residents up to 500 m from a main cycling network or a health cycling network from home / share of public buildings up to 200 m from a main cycling network or health cycling network



ACTIVITIES IN 2022

- A development plan for mobility field of action was drawn up.
- A new traffic model for Tallinn was introduced, and a new framework for managing public transport and on-demand transport was developed.
- A procurement for 23 new trams was held. Ninety environmentally friendly gas buses were purchased.
- A procurement for the installation of 1200 shelters at public transport stops was carried out.
- Cycle and pedestrian paths were built and reconstructed, including pop-up cycling routes in the City Centre. The mapping of dangerous spots for cycling to schools continued.
- A network of bicycle parking was further improved.
- In partnership with the private sector, self-driving vehicles were tested as a last mile transport solution.
- The speed limits were brought down on 80 residential streets.
- A contract was signed for the construction of a tramway between the Ülemiste terminal and the Vanasadam port.
- Work started on the reconstruction of Jõe, Pronksi and Vana-Kalamaja streets and Rannamõisa tee.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €229 million

- A development plan for mobility field of action will be approved. Guidelines for the implementation of the principles for the nine street types will be developed.
- The planning of a new on-demand transport network will continue on the basis of the traffic model. A public transport management centre will be set up.
- Public transport infrastructure and vehicles will be upgraded. A procurement for the purchase of 15 electric buses and charging infrastructure will be conducted.
- A public procurement will be conducted to find a provider for the management, maintenance and development of an integrated ticketing system.
- Work will start on the construction of the tramway between the Ülemiste terminal and the Vanasadam Port, the Tondi multi-level crossing, the overpass on Kadaka tee and the pedestrian bridge at Klindipark.
- Reconstruction work will be completed on Vana-Kalamaja, Jõe and Pronksi streets. The construction of cycle lanes and the extension of the network of bicycle parking will continue.
- Night buses will be tested from May to September.
- Work will continue on the maintenance of road facilities, ensuring the repair and proper cleaning of more than 316,000 m² of road facilities.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

07 Urban landscape

Main responsible body: Tallinn Urban Environment and Public Works Department

A valuable and aesthetic living environment with a functioning green network and a diverse landscape.

Area of responsibility: The field of urban landscape centres on Tallinn's diverse and well-maintained parks and green areas. It also covers cemeteries, children's playing areas, everything to do with the city's four-legged population, and general city upkeep, complete with the development of urban furniture and other facilities.

GOALS



The city is clean, green and attractive.

METRICS

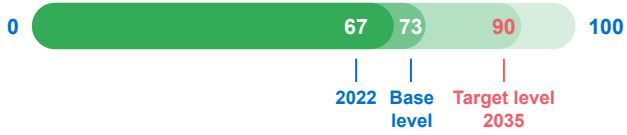
Share of residents very happy with the condition of green areas and parks



Share of residents very happy with the sufficiency of green areas and parks



Share of residents satisfied with the pet ownership culture in the city



ACTIVITIES IN 2022

- Parks and green areas were reconstructed, such as the opening of the renovated Õismäe pond area and the development of Kadriorg Park.
- Trees, bushes and flowers were planted, for example, 359 trees and 5,969 bushes were planted during the reconstruction of Rannamõisa tee, and nearly 20,000 m² of lawn was cultivated.
- The use of pesticides was further reduced (including a ban on the use of pesticides in contracts for the maintenance of roadside areas).
- An online catalogue of biodiversity for public use was compiled.
- Projects for preserving and enhancing outdoor biodiversity were implemented, such as the creation of a model for green space planning (B.Green) and the 'Place Buzz' installation competition ('Kohasumin' in Estonian).
- The family playground in Freedom Park and the playground on Pirita tee as a continuation of the Reidi tee play area were reconstructed.
- Energy audits were performed in all cemetery buildings, the results of which will be used to improve the energy efficiency of the buildings.
- Street fixtures and urban furniture were purchased.
- The old Stroomi Beach House was demolished.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €32 million

- A concept for summer floriculture in the city will be developed and its implementation launched.
- A concept for the development and conservation of urban woodlands will be developed.
- Work will continue on the development of Tallinn City Repair, Maintenance and Landscaping Information System.
- The development of a database of tree felling permits will continue.
- Maintenance requirements will be revised in landscaping contracts to reduce the frequency of mowing.
- The 'Green Tracks' ('Rohejälg' in Estonian) project will be carried out to improve the quality of urban space in districts through nearly 70 smaller projects.
- Work starts on the design of the Ukrainian Square (Lembitu Park), the creation of a new green area in the Pelguranna settlement as part of the Pollinator Highway, the construction of the Eri Klasi small green space and the construction of the promenade named after August the cat on Kopli Street.
- The playgrounds in Räägu Park, at Õismäe tee 22a and at Tower Square will be reconstructed. A new family park will be built at Ümera 21a/b.
- The dog park in Toompark will be reconstructed.
- Investments will be made in cemetery development, maintenance and upkeep.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

Friendly urban space | Creative global city | Healthy mobility | Green transformation | Kind community | Home that includes the street

08 Urban planning

Main responsible bodies: Tallinn Urban Planning Department and Tallinn Strategic Management Office

High-quality urban space that makes for a good place to live and where services are close to home.

Area of responsibility: Urban planning field of activity consolidates all the planning activities that take place at different levels of the city. It involves the preparation of major spatial development visions, comprehensive plans and thematic plans, but also interventions in the processing of detailed plans and construction activities. Urban planning also covers areas such as cartography and geomatics, heritage conservation activities and accessibility policies.

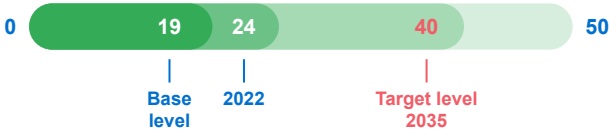
GOALS



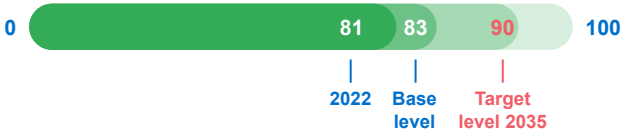
In order to implement the strategic goal of a friendly urban space and the vision of the field, Tallinn has a uniform and consistent framework for guiding the spatial development of the city and for knowledge-based and cross-sectoral planning. Contemporary urban planning principles and research methods 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.

METRICS

Share of residents who are aware of the spatial development plans for their district



Share of residents who are somewhat or very happy with the spatial development of their district



Share of residents who find public urban space close to their home rather or very pleasant



ACTIVITIES IN 2022

- The space required by and the technical feasibility of prospective tram routes (Liivalaia, Järve, Narva Road, Kalaranna and Pelguranna tramway) were analysed.
- Spatial designs were drawn up for the Pollinator Highway sections in Merimetsa, Mustjõe, Veskimetsa, Väike-Õismäe, Astangu, Vana-Mustamäe and Hiiu.
- Work continued on preparing the City Centre general plan and the online version of the Põhja-Tallinn general plan was completed.
- In co-operation with the Estonian Academy of Arts and the Estonian Public Broadcasting, the TV series 'Unfinished City' ('Lõpetamata linn' in Estonian) was produced.
- Work started on the preparation of the management and development plan of Tallinn Old Town.
- A design contest was held to determine the comprehensive spatial vision of both Tallinn Song Festival Grounds and Klindipark
- Efforts started on making building permits, use and occupancy permits procedures more customer-friendly.
- Buildings and monuments of historical value were restored, conserved and support was provided for these works, including the restoration of Skoone Bastion, the supporting wall of Toompea, St Olaf's church and St. Peter and St. Paul's Cathedral, as well as the conservation of Pirita Convent.
- The Pikakari beach for disabled persons was completed.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €8 million

- The Põhja-Tallinn masterplan is adopted and preparations on the City Centre masterplan will continue.
- An architectural competition for Koidu Street will be conducted.
- A spatial solution for Liivalaia Street will be designed to accommodate the tram corridor.
- Tallinn's digital twin platform will be developed to collect and analyse big data about the city.
- Support for restoration and conservation work will continue, including the cleaning up of Skoone Bastion and its surroundings, the restoration of the roof of St Catherine's Monastery, the conservation of the ruins of Pirita Convent and the restoration of parts of the city wall.

Contribution to strategic goals to a very large extent **Contribution to strategic goals to a large extent**

Friendly urban space | Creative global city | Healthy mobility | Green transformation | Kind community | Home that includes the street

09 Preservation and development of city property

Main responsible body: Tallinn Property Department

City property is well maintained and wisely managed.

Area of responsibility: The field of city property management and development combines different aspects of smart and sustainable property management, starting with securing the land and property needed for high-quality provision of city services and development, and ending with management, maintenance and upkeep matters

GOALS



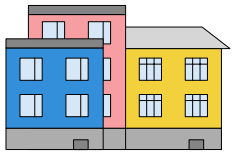
1

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



2

The city assets are sustainably managed.

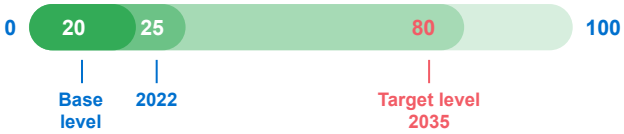


3

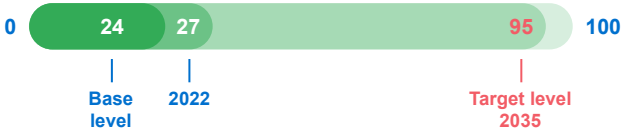
The city has a housing fund for people who need help and for the achievement of the city's strategic goals.

METRICS

Share of decisions carried out of all decisions adopted in respect of properties held vacant



Number of new and substantially renovated energy class A municipal buildings per year



Share of users who are satisfied with the counselling service provided by the Information Centre for Apartment Associations



ACTIVITIES IN 2022

- Work started on the preparation of a development document for city property field of activity.
- The transfer of the city's property management to Tallinn Property Department continued.
- Apartment associations were advised, trained and supported through nine measures (a total of 433 associations received grants). Apartment association security, crisis preparedness, interpersonal relations within apartment associations, installation of solar panels, fire safety and landscaping of courtyards were among the most discussed topics.
- Measures were devised to save energy costs in buildings belonging to the city.
- Maintenance and upkeep services were organised on properties owned by the city and investments were made to improve administrative buildings.
- A total of 56 roofs were surveyed by experts to assess the feasibility of installing solar panels on buildings belonging to the city.
- Housing was provided for people in need and for valuable city employees.
- A total of 97 plots with a total area of 28,595 m^2 were acquired and 85 plots were taken into municipal ownership.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €43 million

- Work will continue on the preparation of a development plan for city property field of activity.
- The maintenance of a number of educational buildings will be handed over to Tallinn Property Department.
- Awareness-raising activities will continue to educate apartment owners and associations, including with a focus on green transformation, fire safety and security.
- Support for apartment associations will continue. Focus will be on fire safety in high-rise residential buildings and green transformation activities, including support for the construction of bicycle shelters and the performance of energy audits to analyse the energy use and technical condition of buildings.
- At least 18 buildings in the city will be fitted with a solar power plant.
- The promotion of the energy efficiency of city-owned buildings, the renovation of administrative buildings and the organisation of maintenance and upkeep services on city-owned properties will continue.
- Plots of land will be acquired on an as-needed basis and rights of superficies will be resolved.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

Friendly urban space | Creative global city | Healthy mobility | Green transformation | Kind community | Home that includes the street

10 Social welfare

Main responsible body: Tallinn Welfare and Health Care Department

Healthy and independently coping citizens
Area of responsibility: Social welfare field of activity covers the development of services and policies for the coping, welfare and well-being of various target groups. This also covers the payment of social benefits and allowances.

GOALS



1

Independent and supported living.



2

Secure family relationships and a supported childhood.

METRICS

Share of people receiving services to assist independent living at home of the total number of adults with disabilities in Tallinn



Age of people aged 65 and over entering 24-hour general care services



Deprivation rate



ACTIVITIES IN 2022

- Focus was on supporting Ukrainian war refugees with items such as clothing, food and other aid. A refugee reception centre was opened at Niine Street.
- Psychological help, mentoring, career planning and other services were provided to 237 young people under the Youth Development Programme.
- The provision of welfare services and the payment of social benefits and allowances, including subsistence benefits, continued. The distribution of national energy subsidies was also organised.
- The target group eligible for accommodation lease advice and support was extended to include people experiencing difficulties in coping.
- The scope of social transport services was increased and the self-service environment of social transport was made more user-friendly.
- The nursing facility of Iru Nursing Home and the building for infants and children with special needs of Tallinn Children's Home were completed.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €88 million

- Continued support will be provided to children and families in shelters.
- The youth development programme will continue.
- A social support worker service will be developed to broaden access to traditional support services for different target groups.
- The concept of the 'Family Nest' ('Perepesa' in Estonian), a community-based prevention centre and family workshop, will be developed.
- The provision of night shelter and day centre services will be consolidated into a new unit of Tallinn Social Work Centre.
- The number of day-care places for people with memory problems will be increased and home care services will be developed.
- A revamped social surveillance service (formerly the emergency help service) will be launched.
- The general care reform initiated by the state will be implemented.
- The online environment for processing, calculating and payment of income dependent subsistence benefits will be completed.
- The new building of Lasnamäe Social Centre will be finished and the building of Tallinn Mental Health Centre will be renovated. The reconstruction of the children's unit at Käo Support Centre will be completed.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

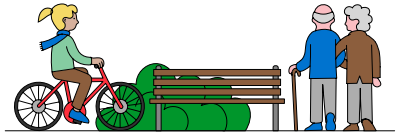
11 Sports and physical activity

Main responsible body: Tallinn Culture and Sports Department

An active and sporty lifestyle is an inseparable part of the daily lives of all Tallinn citizens.
Area of responsibility: The field of sports and physical activity serves to enable an active lifestyle for residents of Tallinn by offering a network of sports and recreational facilities, exercise options and sporting events as well as promoting awareness among residents of the need for, and benefits of, daily physical activity.

GOALS

1



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

2



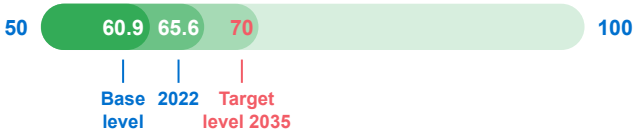
Outstanding and successful in sports.

METRICS

Share of people satisfied with sport facilities in the city



Young people (aged 5–19) involved in sport in gyms and sports schools as a share of all young people



Number of international title and cup competitions held in Tallinn



ACTIVITIES IN 2022

- Grants were allocated to 160 sports clubs, involving 22,066 young people in physical activity.
- Nineteen schools participated in the 'Sports in School' ('Sport kooli' in Estonian) project, and coaches from 17 sports clubs offered additional training sessions for young people.
- Support was provided for the organisation of 91 major international sporting events, including three figure skating championships and, for the first time ever, the WTA 250 tournament.
- Heart Month was celebrated with summer training sessions and a fitness morning.
- Tallinn was awarded the title of European Capital of Sport 2025.
- Fifteen school stadiums were made available for residents of Tallinn for the summer period to promote physical activity and healthy lifestyles.
- The comprehensive renovation of Tallinn Sports Hall started.

ACTIVITIES IN 2023

Budget for the field in 2023 is around €31 million

- Kadriorg Stadium will be renovated and the comprehensive renovation of Tallinn Sports Hall will be completed.
- The mini-football pitch of the Sõle Sports Centre will be completed and the construction of a football dome will start on the property located at Punane 69.
- The city's health trails and tracks will be maintained and expanded.
- Green Capital running tracks as well as orientation trails that can be completed using a smart device will be set up in parks and green spaces across the city.
- The concept and action plan for Tallinn as the European Capital of Sport 2025 will be finalised.
- City-wide campaigns and events promoting the Be Active year of 2023. The project 'Sports in School' ('Sport kooli' in Estonian) will continue.
- Events and engagement campaigns will take place as part of the 'Healthy mobility' ('Tallinn liigub' in Estonian) physical activity programme for health.
- There will be continued support for sports organisations to enable organised sporting activities.
- The current state of sports facilities in Tallinn will be mapped and analysed.
- Procedures for the use and hiring of football facilities belonging to the city will be established.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

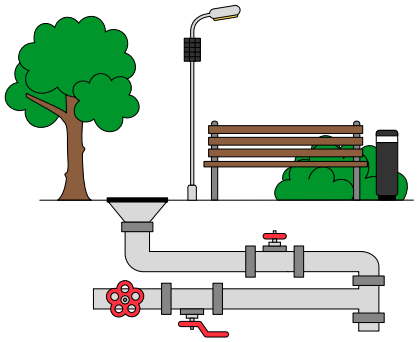
12 Utility networks

Main responsible body: Tallinn Urban Environment and Public Works Department

Contemporary, high-quality and well-maintained utility networks.

Area of responsibility: In the field of utility networks, the development approaches for the city's water supply and sewerage, energy systems and streetlamps will be detailed to support the provision of modern and environmentally friendly services.

GOALS



Utility networks are contemporary, of high quality and maintained.

METRICS

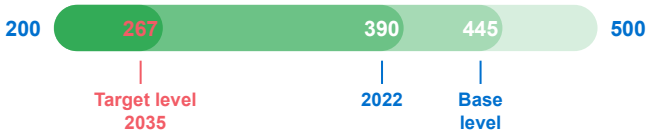
Water loss, %



Quality compliance of water samples, %



The city's overall electricity consumption per lamp in kW



ACTIVITIES IN 2022

- The preparation of a development plan for public water supply and sewerage 2023–2034 continued.
- A ten-year contract was signed with AS Tallinna Vesi for the organisation of public water supply and sewerage.
- Arrangements were initiated for the transfer of ownership of the city's public water supply and sewerage pipelines to the water companies.
- Phase II of the execution of the sewerage plan proceeded.
- The procurement of Christmas lights for the 2022–2024 seasons was conducted.
- Work started on the construction of a rainwater collector in Jõe-Pronksi streets and a rainwater drainage system in Vana-Kalamaja Street.
- Public water supply and sewerage pipelines in different areas were reconstructed.
- As a result of rising electricity prices, temporary energy saving measures were implemented.
- Streetlamps were built and renovated, including in parks and playgrounds.
- A total of 6,447 energy-efficient LED-powered streetlamps were installed. At the end of the year, LED-lamps accounted for 46% of all street lamps.
- The programme 'Safe Pedestrian Crossing' ('Turvaline ülekäigurada' in Estonian) continued.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €24 million

- A development plan for public water supply and sewerage 2023–2034 will be adopted.
- Work will start on the preparation of a development paper for street lighting and work will continue on the development of a street lighting register.
- The construction of an environmentally friendly stormwater solution in the Trummi neighbourhood will start.
- Work will continue on the separation of the combined sewerage systems (including the construction and design of Jõe–Pronksi and Vana-Kalamaja) and a study on the separation scheme for Põhja-Tallinn.
- The Maakri rainwater collector will be built.
- Twenty-five new drinking water taps will be installed.
- The installation of LED lamps will continue to save energy.

Contribution to strategic goals to a very large extent **Contribution to strategic goals to a large extent**

Friendly urban space | Creative global city | Healthy mobility | Green transformation | Kind community | Home that includes the street

13 Health and healthcare

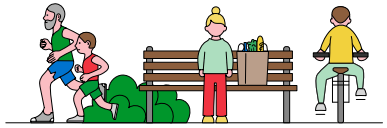
Main responsible body: Tallinn Welfare and Health Care Department

Tallinners are healthy and vivacious.

Area of responsibility: Health and healthcare encompasses the provision of a healthy environment, healthy lifestyle options and choices, as well as healthcare services, prevention and awareness-raising.

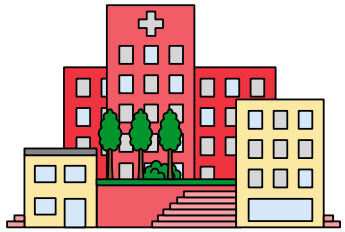
GOALS

1



People living in the city have become more physically active, their diets have become more balanced and risk behaviour has fallen.

2



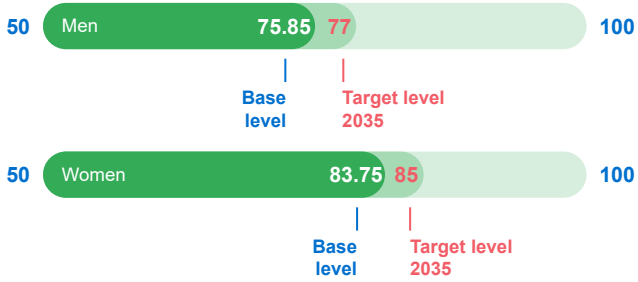
All residents of Tallinn are guaranteed primary health care and specialised care when needed.

METRICS

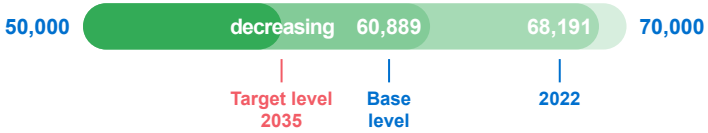
Share of residents aged 16 or over in very good or good health



Life expectancy at birth in years



Number of injuries sustained at home and during recreational activities in Harju county



ACTIVITIES IN 2022

- Work commenced on preparing Tallinn's health and well-being profile.
- The provision of psychological counselling for children, adolescents and families continued. SA Tallinna Koolitervishoid (Tallinn School Health Foundation in English) launched mental health nurse consultations in schools.
- Tallinna Perearstikeskus (Tallinn Family Medicine Centre) continued to provide general practitioner services.
- Inpatient and outpatient specialised care and the development of treatment services in Tallinn hospitals continued.
- In co-operation with Tallinn Children's Hospital and Tallinn Ambulance, home visits by paediatricians continued at weekends (the so-called home doctor project) and during public holidays.
- Work continued in schools to introduce the Icelandic drug prevention model.
- Tallinn Health Fair was held to raise health awareness among residents.
- Grants were distributed to non-profit healthcare initiatives, including drug prevention.
- Design and engineering work for Tallinn Hospital continued. SA Tallinna Haigla Arendus (Tallinn Hospital Development Foundation in English) was established to facilitate work on the development of the hospital.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €26 million

- A new health and well-being profile will be drawn up for Tallinn.
- Measures to support children's mental health will be expanded.
- Development of counselling and rehabilitation services for overweight children will continue.
- Work will continue to develop and improve access to home nursing care for the elderly.
- The development of home visits by paediatricians will continue.
- The Icelandic drug prevention model will continue to be implemented in schools.
- Drug addiction and AIDS prevention services will be developed with partners.
- In co-operation with the Estonian Health Insurance Fund, a communication plan will be developed to raise awareness of the need to participate in screenings.
- Design and engineering work for Tallinn Hospital will continue.
- Four state-of-the-art ambulances will be purchased for Tallinn Ambulance.

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

Friendly urban space | Creative global city | Healthy mobility | Green transformation | Kind community | Home that includes the street

14 Governance and support services

Main responsible bodies: Tallinn City Office and Tallinn Strategic Management Office

As an organisation, the City of Tallinn is focused on people, has transparent management and is open to cooperation.

Area of responsibility: Governance must ensure that the abilities of the organisation and its employees, and the quality of both public services and internal support services (strategic and financial planning, communication, human resources, digital services) support the implementation of the development strategy. The area of governance includes international co-operation and the activities of Tallinn Vital Statistics Office and Tallinn City Archives.

METRICS

The city's credit rating



Share of residents satisfied with opportunities to have their say in decisions affecting Tallinn



Tallinn's position as an employer in the public sector employers survey on reputation



ACTIVITIES IN 2022

- Preparations were made for holding the title of European Green Capital. The main projects launched were 'Test in Tallinn' and 'Green Tracks' ('Rohejälg' in Estonian), and the creation of a framework for sustainable urban governance (see also www.greentallinn.eu). Guidelines were developed on the organisation of environmentally friendly events in Tallinn.
- To make services more customer-oriented, the concept of service-based management was developed and a value-based description of services was introduced. E-services were developed (including for energy, bicycle, lease and start of school benefits) and the information system for land activities in Tallinn was launched.
- To support data-driven governance, a 3D digital model of the city was developed, work continued on the deployment of a management information system for planning and monitoring work, and an additional data centre was established to mitigate security risks in the city's IT systems.
- The operational programme for the development strategy 'Tallinn 2035' was approved for the first time together with the budget strategy to improve strategic and financial planning. In addition to goals and targets, key actions and metrics were set for the budget strategy years. Work also started on linking the UN Sustainable Development Goals to the city's development documents and work processes. The preparation of development documents (sustainable urban mobility plan and other documents) continued. An action plan was prepared for the implementation of environmental management systems (for example, the green office) in the city's institutions.
- Tallinn's new website and the city organisation's new intranet were launched to improve the city's communication. COVID-19 and the war in Ukraine both had an impact on communication plans.
- A survey on the commitment and satisfaction of employees in the city's institutions was carried out to improve the quality of management and governance. More than 1,500 employees took part in formulating the core values and behavioural descriptions of the organisation. The portal 'Karjäär linnas' ('Career in the City' in English) was created.
- As part of regional and international co-operation, Tallinn joined the European Commission's Mission for Adapting to Climate Change and a new co-operation memorandum between Tallinn and Helsinki was signed. In 2022, 165 external projects were implemented in the city's institutions. Tallinn supported its partner cities in Ukraine (including Kyiv, Lviv, Odessa) with financial and non-financial aid in the context of the war in Ukraine. Tallinn is also one of the founding members of the taskforce set up by Eurocities to support Ukraine.

ACTIVITIES IN 2023

Budget for the field of activity in 2023 is around €69 million

- Many of the activities in the field of governance and support services will continue in 2023. This includes fulfilling the role of European Green Capital and executing the activities planned for the title year. The preparation of development documents will continue (including on environmental protection, education and youth work, preservation and development of city property, Tallinn risk analysis, health and well-being profile, development trends for digital Tallinn). Among other things, a new population and migration outlook for the city will be prepared, a new concept will be developed for conducting satisfaction surveys among residents of Tallinn, the city's statistical publication 'Statistical Yearbook of Tallinn' will be digitised, an emissions inventory will be carried out, the principles of value-based management will be formulated, a concept for research and development co-operation will be developed and participatory budgeting will be implemented.

The area of governance and support services supports the implementation of all strategic goals and fields of activity.

Sources

- Development strategy ‘Tallinn 2035’ (https://strateegia.tallinn.ee/en)
- Operational programme for 2023–2026 for the development strategy ‘Tallinn 2035’ (https://www.riigiteataja.ee/akt/409112022001)
- Consolidated annual financial report of Tallinn for 2022 (https://www.tallinn.ee/et/tallinna-linna-majandusaasta-aruanded)
- Analysis and forecast of migration in Tallinn and its districts for the years 2023–2050, University of Tartu, 2023 (https://uuringud.tallinn.ee/uuring/vaata/2023/Tallinna-ja-selle-linnaosade-rande-ja-rahvastiku-analuus-ning-prognoos-aastani-2050)
- Satisfaction survey among residents of Tallinn 2023 (https://uuringud.tallinn.ee)
- Statistical database of Statistics Estonia (https://andmed.stat.ee)
- EHIS (https://www.ehis.ee/)



Photo: Aron Urb



Follow the
implementation of
‘Tallinn 2035’

strateegia.tallinn.ee/en/follow