Tallinn 2026 annual publication



Tallinn



Photo: Alex Brjalin

Compiled by Tallinn Strategic Management Office in 2026

The annual publication is largely based on the annual financial report of Tallinn for 2025.



Peeter Raudsepp

Mayor

Dear readers! Tallinn is steadily moving towards its strategic goals and vision. The year 2025 was marked by rising price indices, a rising cost of living and inflation. People and organisations were affected by ever-increasing concerns about cyber security. Due to this, there is a growing need for the city to support people's mental health and provide a sense of security: convenient and easily accessible services, effective support for those in need and high-quality public spaces.

Some of the most important activities in 2025 included the preparation of a new master plan, the continued transition to Estonian-language education and the Safe School Route ('Ohutu koolitee') programme. New energy class A buildings were constructed and Tallinn held the title of the European Capital of Sport! The city's crisis plan was approved. Unfortunately, the city was also affected by crisis on the New Year's Eve, when great efforts were made to restore the interrupted water supply.

We will continue working to achieve strategic goals this year. Principles for the development of Tallinn's education network are being drawn up; environmental protection activities and research are continuing; work is beginning on drawing up a comprehensive spatial vision for the zoo; the next phase of changes to the public transport route network will be implemented and a number of participatory budget projects will be completed. These examples are just a small selection of what you can read about in this year's publication.

This year, the focus will also be on developing service-based governance and on systematising customer feedback and enquiries. We are also proud of the progress made in data-driven decision-making: the city's statistics and indicators dashboard 'Tallinn in Numbers' will hopefully become a familiar tool for city employees and residents alike.

Tallinn continues to steer its strategic development towards making Tallinn the best place to live for people staying here, a desired destination for people arriving here and a good place of departure for people who start here.

I hope you find this an interesting and informative read!



Raido Roop

City Strategy Director

Dear people of Tallinn and anyone interested in Tallinn! You are reading the city's fourth annual publication, which showcases the progress made in implementing the development strategy 'Tallinn 2035'. Here we provide an overview of the challenges and successes of 2025 and also take a peek into the near future.

We use a set of development strategy metrics to monitor progress towards our strategic goals. There are clear signs of success: life expectancy and labour productivity are rising, while the proportion of residents living in persistent relative poverty is falling.

But there are also some worrying trends that will have a long-term impact on Tallinn: residents are more satisfied with their own homes than before, but less satisfied with the living environment in their district. They are therefore satisfied with their homes, but unfortunately not with one that 'includes the street': residents' expectations regarding the potential and quality of urban spaces have grown.

The main focus of this year's edition are children and families. We want to ensure that they enjoy living in Tallinn through the provision of benefits and the development of social infrastructure.

Yet only a third of residents strongly agree with the statement that Tallinn is a family-friendly city, and this figure has seen a downward trend since the strategy was first launched.

In 2025, a number of landmark initiatives and investments were carried out. The Circular Economy field of activity was introduced into the strategy, teachers' salaries were increased, innovation was tested directly in the urban environment as part of the 'Test in Tallinn' program, and the city's crisis preparedness and emergency stockpiles were strengthened. The Tallinn City Theatre complex and a large park on the Pollinator Highway were completed, the responsibility for winter maintenance of pavements was taken over from residents and the consolidated Tallinn Hospital was established.

The national waste reform requires residents to increase separate waste collection from this year onwards. While this trend is certainly positive, we still have a ways to go before the target level is reached. The recently opened circular economy centre in Lasnamäe is helping us take a step in the right direction.

I hope you enjoy reading about these and other activities, investments, ambitions and developments of 2025 and 2026.

People of Tallinn

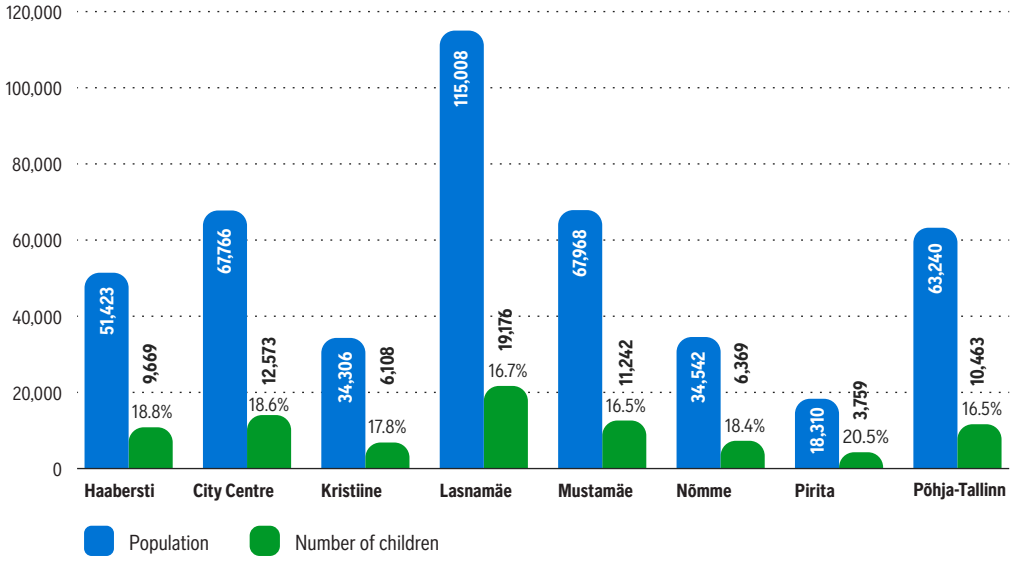
Number of residents and households in Tallinn

According to Statistics Estonia, Tallinn was home to **452,563 people** as of the beginning of 2026, which is 3,955 less than a year ago. The population has declined for the second year running (by 1,054 in 2025). The population has increased in the Haabersti district by 0.8%, but has fallen by between 0.8 and 1.4% in other districts (most notably in Lasnamäe and Nõmme). Tallinn is home to **79,359 children and young people under the age of 17**, which is 3,186 fewer than a year ago. Children and young people account for 17.5% of the population.

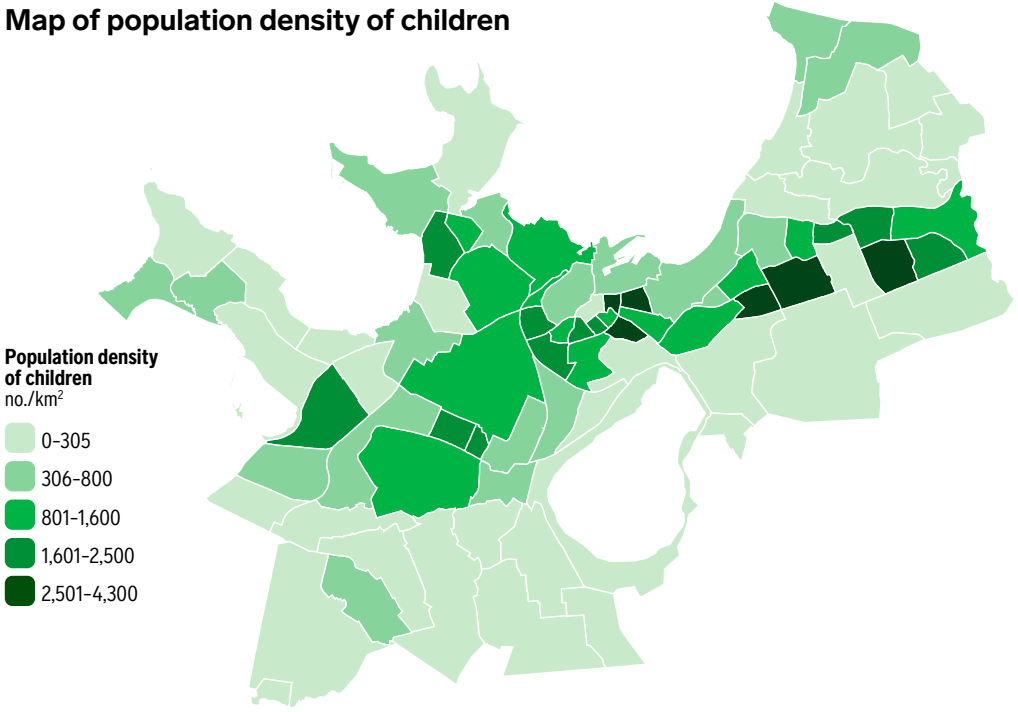
In 2025, there were **220,700 households** in Tallinn, **of which 55,000 or 25% were households with children**: 14% were households with one child, 9% with two children and 2% with at least three children. Nearly two-thirds of households with children consist of a couple with one or more children, 16% consist of a single adult with one or more children and 19% are other types of households. 28% of Tallinn residents live in households with children.

Number of residents in districts as of 2025

Number of people under the age of 17 in city districts in 2025 and % of the population



Map of population density of children



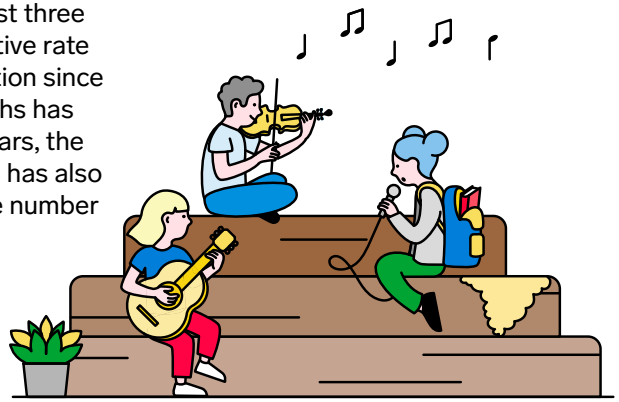
Districts and subdistricts in highest child population density*

Districts	Subdistricts		
HAABERSTI	Väike-Õismäe	Astangu	
CITY CENTRE	Raua	Keldrimäe	Kompassi
KRISTIINE	Lilleküla		
LASNAMÄE	Pae	Mustakivi	Laagna
MUSTAMÄE	Sääse	Siili	Mustamäe
NÕMME	Kivimäe	Rahumäe	
PIRITA	Mähe	Merivälja	
PÕHJA-TALLINN	Pelguranna	Kalamaja	

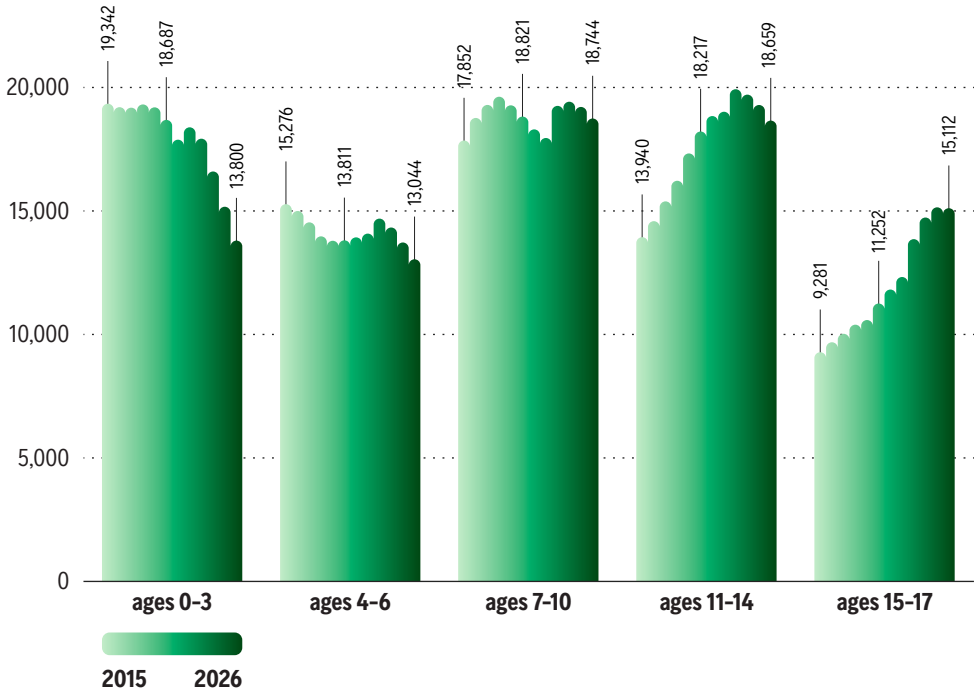
* Colours correspond to the values in the map legend.

Change in the population number of children

The number of children up to 3 years of age has fallen over the last ten years and especially in the last three years. Tallinn has had a negative rate of natural increase in population since 2020, and the number of births has been falling steadily. Most years, the number of children aged 4–6 has also been in decline. However, the number of children aged 11–14 grew rapidly until 2023, and the number of young people aged 15–17 did so until 2025.



Number of children by age group, 2015–2026*



* The figure shows the number of children in 2015, 2020 and 2026.

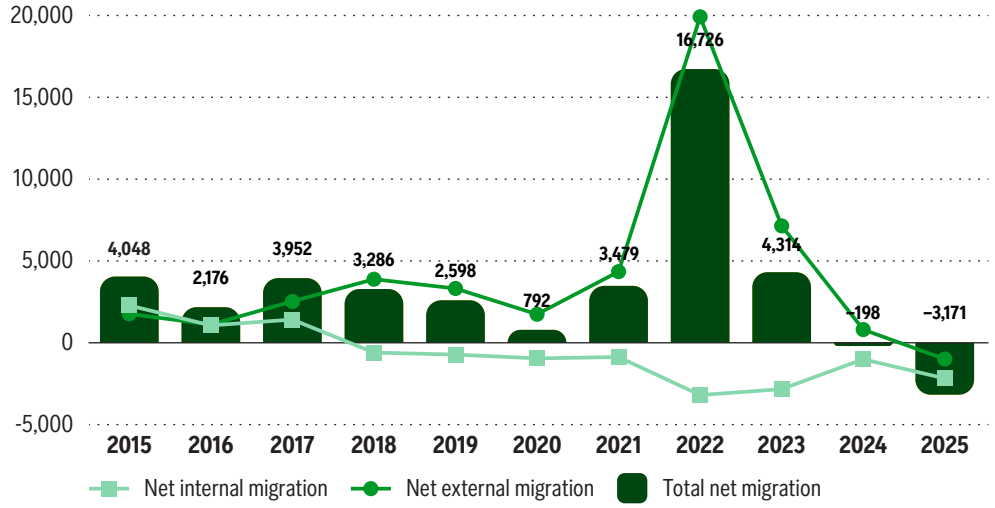
Migration of residents, including children

In 2025, the net migration of Tallinn was negative. **3,171 more people emigrated from Tallinn than came to live in the capital.** Net migration was slightly negative in 2024 as well, but had been positive prior to that, driven by refugees from the war in Ukraine.

Since 2018, more people have left Tallinn for other regions of Estonia than have arrived here. In 2025, 8,026 people arrived (of which 42% were from Harju County) and 10,203 people left (of which 59% left to Harju County). A total of 8,058 people arrived in Tallinn from other countries (of which 31% were from Ukraine, 21% from European Union countries, 21% from elsewhere and 27% from unknown countries) and 9,052 people departed (of which 12% went to Ukraine, 24% to European Union countries, 20% to other destinations and 44% to unknown countries). Net migration has been positive in the past years, but turned negative in 2025.

Due to migration, the number of children in Tallinn has fallen by an average of 650 per year between 2015 and 2024 (excluding 2022, which was exceptional due to war refugees): on a yearly average, the number of children up to 6 years of age has fallen by 445, and the number of children and young people aged 7–17 has fallen by 205. This decline is due to internal migration within Estonia. External migration has brought along a slight increase in these age groups.

Net migration by type of migration



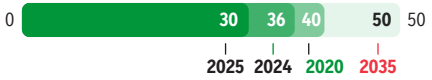
Children and families in the city

A city's child- and family-friendliness is shaped by the combined effect of various aspects of life. A child's day-to-day experience of the city develops by the intertwining of space, opportunities, the cultural environment and interactions between people and systems (such as public transport). These form a whole that has either a positive or negative impact on the movement, curiosity, well-being and health of the child and the family.

The majority of Tallinn residents (84%) consider Tallinn to be family-friendly, although there are slightly more people who do not consider the city to be family-friendly among those in childless households. However, only around a third of residents strongly agree with the statement that Tallinn is family-friendly. The city aims for at least half of the population to feel this way by 2035.

The availability of green spaces, areas for play and leisure and their accessibility have a direct impact on how often and in what ways children spend time in public spaces.*

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

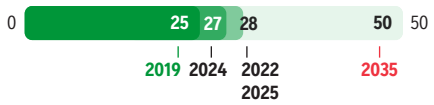


Among households with children, 90% consider the city (more or less) family-friendly, among the rest it's 81%.

Child welfare score on a scale of 1–9 according to minuomavalitsus.ee

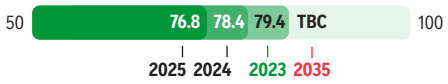


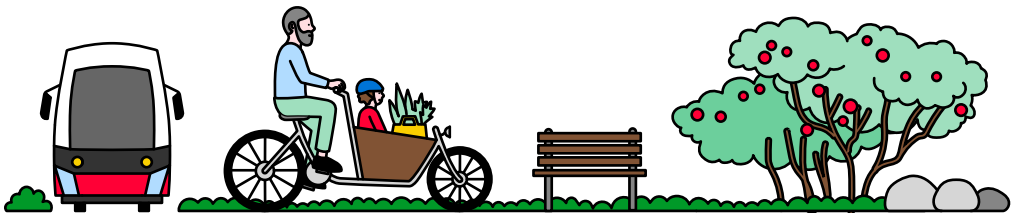
Share of residents who are very satisfied with the amount of public playgrounds



In 2025, 86% of residents were either very or rather satisfied with the number of public playgrounds, while 14% were dissatisfied.

Share of residents who live within 300 m of public green areas





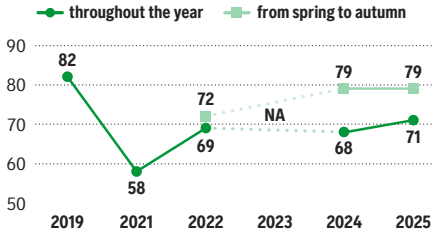
* Tallinn is preparing to compile a programme for children's play areas.

Annual figures: base level target level

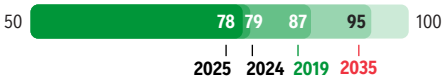
According to a 2025 survey, 78% of children aged 7–14 travel to school in winter by foot, public transport or bicycle. During the warmer months, this number rises to 85% due to an increase in bicycle foot travel (primarily at the expense of car travel). 71% of children travel to hobby schools and training facilities without a car in winter, and 77% do so during warmer months.**

The gradually increasing independence is of utmost importance in children's development. In Tallinn, 84% of 7–11-year-olds travel to school independently, without an adult accompanying them, and more than half of these children travel independently to other destinations. However, nearly 40% do not go to parks or playgrounds unaccompanied, and nearly one in ten 7–11-year-olds do not move around the city unaccompanied at all.

Share of children aged 7–14 travelling by public transport, cycling, micromobility or walking to hobby/training facilities (%)

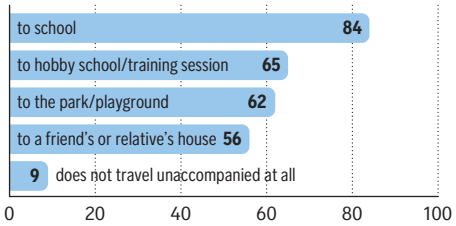


Share of children aged 7–14 travelling to school by public transport, walking or cycling (throughout the year) (%)

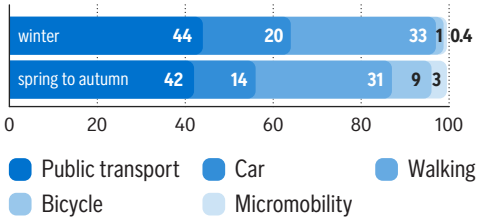


Children are not only active at training sessions, kindergartens and schools, but throughout the city. Mobility opportunities have a direct impact on both children's physical and mental wellbeing. The key factor in using these opportunities lies in how easily they can be integrated into everyday life. Although a large proportion of young people (over 70%) take part in organised sports, levels of everyday physical activity are lower.**

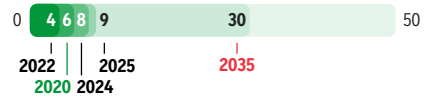
Share of children aged 7–11, travelling independently: (%)



Mode of transport to school for children aged 7–14 (%)



Share of children aged 7–14 travelling to school by cycling from spring to autumn (%)



** See also indicators on children's physical activity, health and risk behaviours in the previous annual publication 'Tallinn 2025'.

Education and support systems

Learning is understood primarily as gaining knowledge and the training of the brain. An educational institution close to home that provides comprehensive support for a child's development also supports **the development of social skills and independence** and lays **the foundations for a healthy life and participation in society.**

The mental health of children and young people is affected by family relationships, the school environment and access to timely support.

There is an increasing focus on the early detection and prevention of mental health problems*. There are four Family Nest (Perepesa) centres in Tallinn that support parents and promote children's development and wellbeing.

The first Family Nest was opened in 2024, and 577 families used its services. In 2025, when three more centres were opened, a total of 1,312 families used their services.

The city provides benefits to parents through a number of measures. More than 4,000 residents received the childbirth allowance in 2025. This included 39 instances this was paid for the birth of twins, which is a higher amount: €1,000 in 2025 and €3,000 from 2026 onwards.

In 2025, financial support for the beginning of the school year was paid to the parents of more than 48,000 children and young people, including the parents of nearly 4,000 children starting first grade. The allowance paid to parents of first graders is higher (€320) than that for students in subsequent years (€100).

It's also possible to receive income-based benefits to partially reimburse expenses related to ensuring the child's subsistence, maintaining and restoring their health, the child's education and their recreational and sporting activities. Cyclists aged 10–15 who have obtained a cyclist's driving licence are entitled to apply for a grant of up to €125 towards the purchase of a bicycle and a helmet.

Number of municipal kindergartens in Tallinn
124

Number of children attending kindergartens in Tallinn
18,171

Share of pre-primary education participation in children aged 3–6 (2024)
85.3%

Number of municipal schools in Tallinn**
61

Number of children attending schools in Tallinn**
46,258

Share of up-to-school-age residents who live within a 15-minute walk of a school
84%

Childbirth allowance

Number of recipients
4,174

Total amount of childbirth allowance paid
€0.7 million



Bicycle and helmet support

Number of recipients
343

Total amount of bicycle and helmet support paid
€25,059



Schoolbag allowance

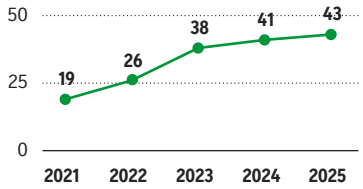
Number of recipients
48,318

Of whom, starting first grade
3956

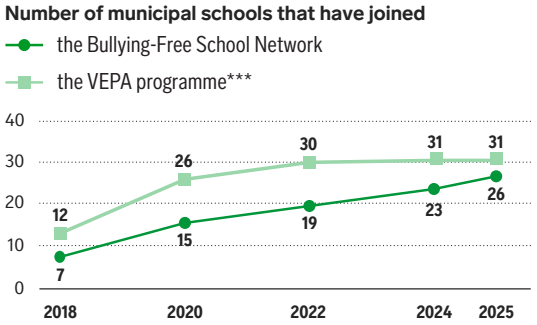
Total amount of beginning of school year allowance paid
€5.7 million



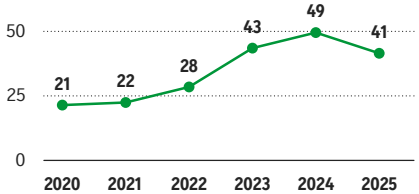
Number of schools that have joined the Schools in Motion network



Number of municipal schools that have joined



Share of municipal educational institutions with an Eco-Schools Green Flag (%)



* See also 'Action Plan for the Mental Health of Children and Youth in Tallinn 2025–2035'.

** These include two adult secondary schools in Tallinn and their students, some of whom are not children.

*** National Institute for Health Development's Good Behavior Game: an evidence-based prevention programme



Photo: Anton Semenyura

Culture and recreational activities

Culture, extracurricular education and activities are part of the urban experience. Early exposure to culture helps foster a sense of belonging and broaden one's perception of the world, particularly when it forms part of daily learning and activities, rather than being a separate event.

According to our residents survey, the majority of Tallinn residents with children in their household are satisfied with the opportunities for children's recreational activities in Tallinn (87%) and near their home (75%), but 28% state that their children are unable to take part in these activities to the extent they would like.

The Tallinn Youth Culture Ticket enables school groups to visit cultural institutions. It helps link cultural experiences with education and reduces inequalities in access to culture.

Number of children and young people taking part in Tallinn Youth Culture Ticket programmes

19,369

Number of educational visits taking place as part of Tallinn Youth Culture Ticket programmes

around 1,000

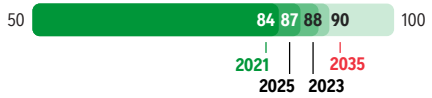
Amount of funding provided through the Tallinn Youth Culture Ticket programme (€)

123,869

Share of children and young people attending hobby schools (ages 7–26) (%)



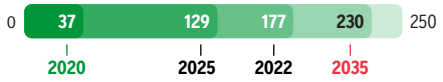
Share of residents who are satisfied with the range of recreational activities available for children (%)



Annual figures: base level target level

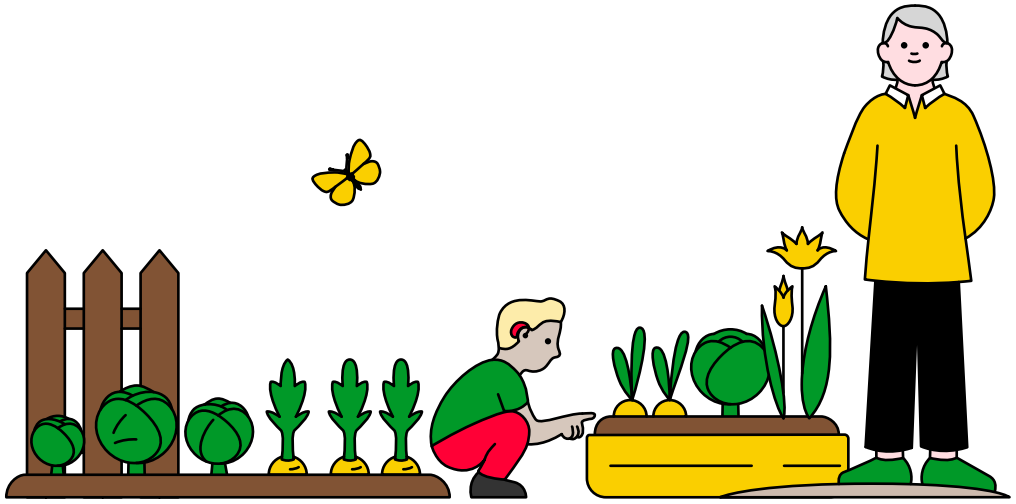
Nearly 200* educational gardens have been established and developed with the support of the City of Tallinn. Educational gardens can mainly be found in kindergartens, but also on the grounds of schools, museums, social welfare institutions, cultural centres, youth centres and community centres. Nearly 40,000 urban gardeners, young and old, are active in educational gardens.

Number of educational gardens operating at city establishments*



Number of children involved in the activities of educational gardens in 2025 (per year)

around 33,600



* 168 of the 177 educational gardens are by establishments working with children and young people and the rest are by museums and libraries.

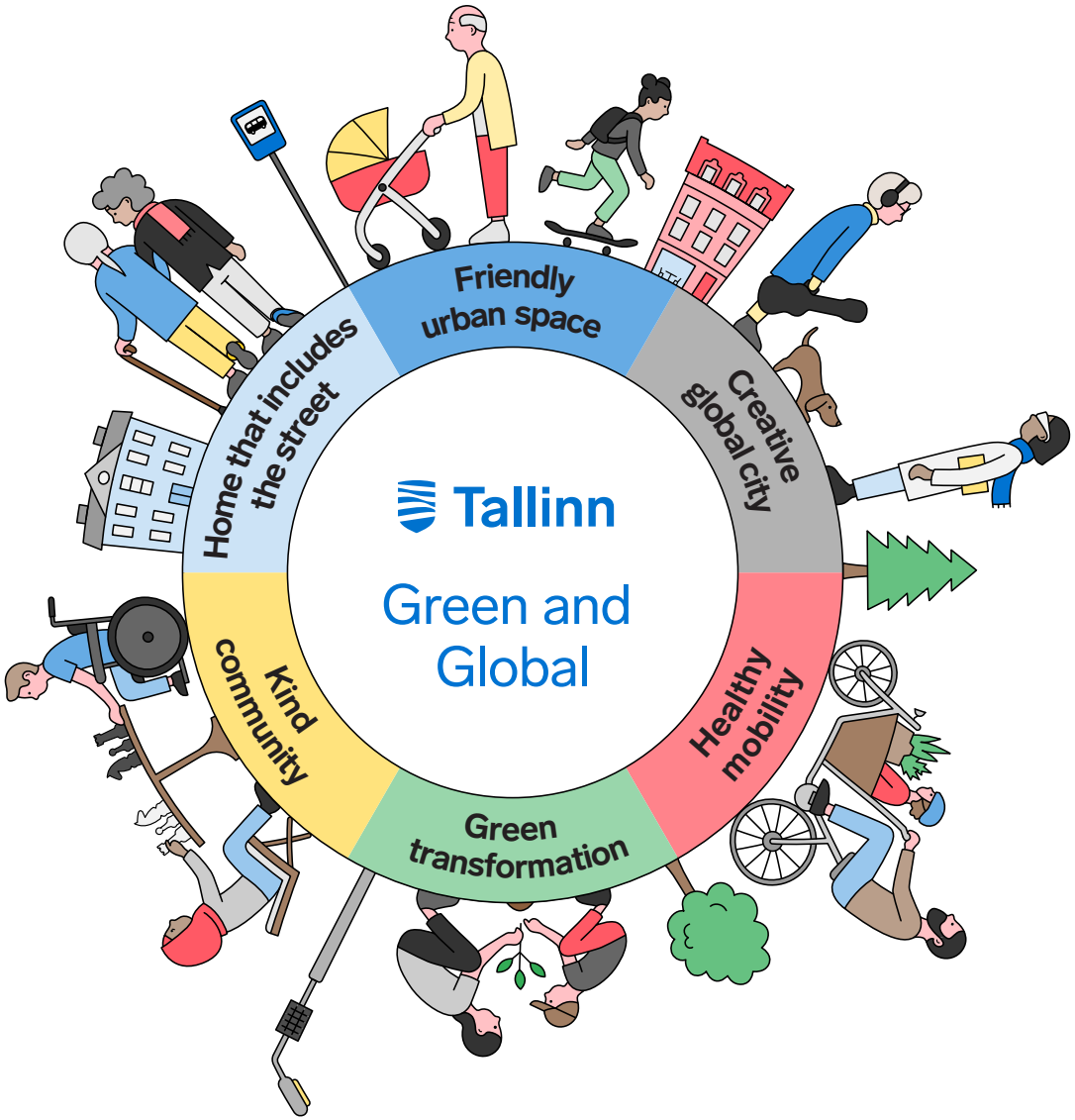
Vision

Tallinn is a green and global city inhabited by forward-looking people who value their heritage. Here, there is always greenery nearby, neighbourhoods are safe and people contribute to changing their community for the better.

Tallinn is a vibrant global city where small ideas are tested and grown into large ideas, green and digital innovations merge and global success stories are born. Our plans and acts are driven by responsibility for the future, leaving the next generations with a better city and living environment.

The development strategy defines the city's vision and six strategic goals as well as describes how to accomplish them through **14** fields of activity in cooperation with its citizens, communities, entrepreneurs and partners.

Development strategy Tallinn 2035



01 Friendly urban space

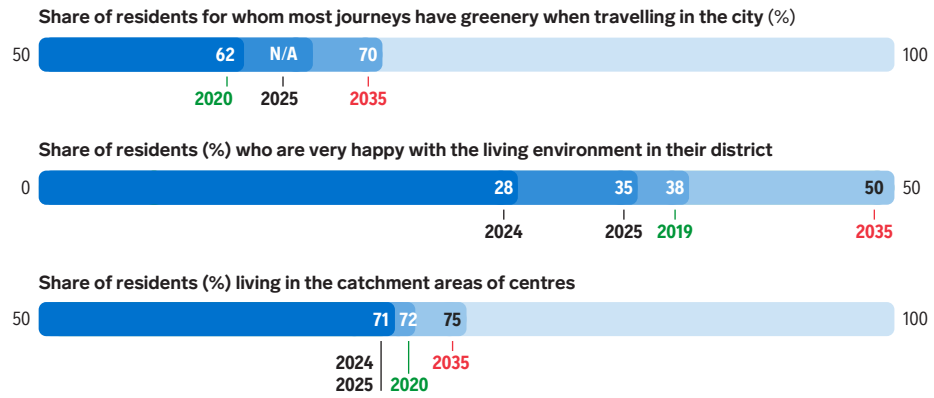
With its compact and inviting city centre and diverse centres, Tallinn is a human scale city close to nature and accessible to all. The Tallinn region forms a urban area supported by a network of centres. All these centres are connected by a network of streets, cycle tracks and green areas, placing most residents within a 15-minute walk of everyday activities and services. A 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, and residents are surrounded by greenery when moving around in the city. Industrial wastelands and overgrown scrublands are in intermediate use 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
- A city open to the sea
- Inviting heart of the city
- Green urban space everywhere
- Shared streets
- 15-minute city

Metrics

Annual figures: base level target level



02 Creative global city

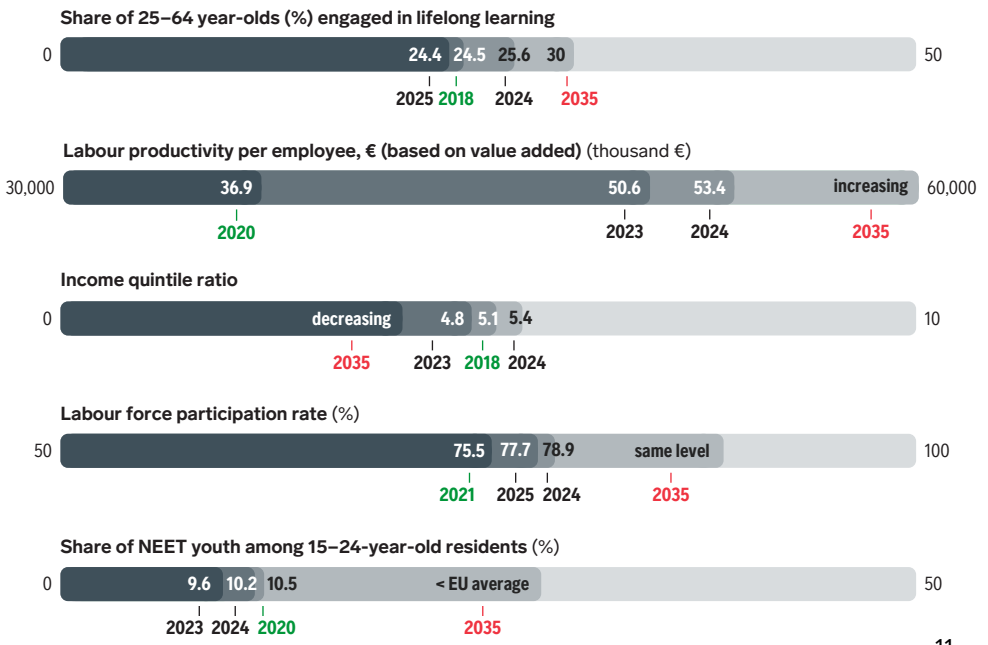
The urban region of Tallinn has become the heart of smart and green economy in Northern Europe, with an excellent living environment as well as fast and convenient connections inside the region and with the rest of the world. The wellbeing of the region is based on a knowledge-intensive economy, a good 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. Ambitious start-ups and world-class creatives add 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 the smart economy
- Open learning space
- Protected architectural and cultural heritage
- City of creative people and events
- City of research, innovation and experimentation

Metrics

Annual figures: base level target level



03 Healthy mobility

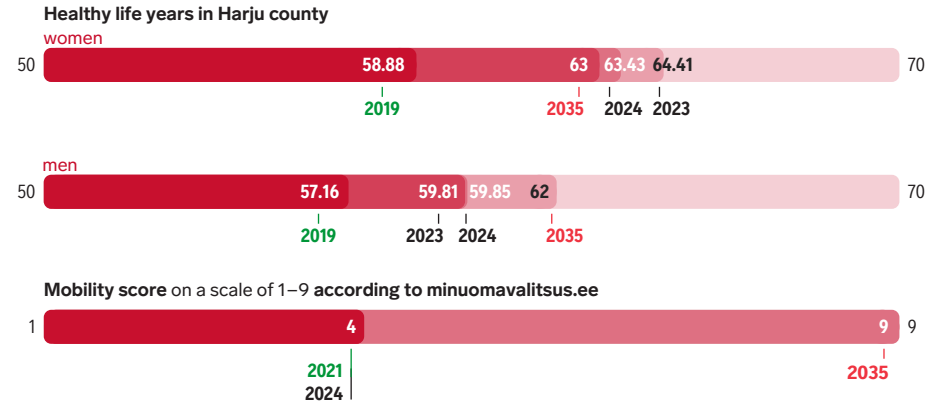
The living environment in Tallinn supports good mental and physical health and encourages an active lifestyle. Exercising and spending time outdoors is pleasant irrespective of the weather. Most people in Tallinn use fast and accessible public transport, cycling or walking to get around. Mobility has evolved to 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 vehicles and weather-proof 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. There are also fast public transport connections in the urban region and people are using 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
- Life in the open air
- City accessible to everyone
- Mobility service at a new level

Metrics

Annual figures: base level target level



04 Green transformation

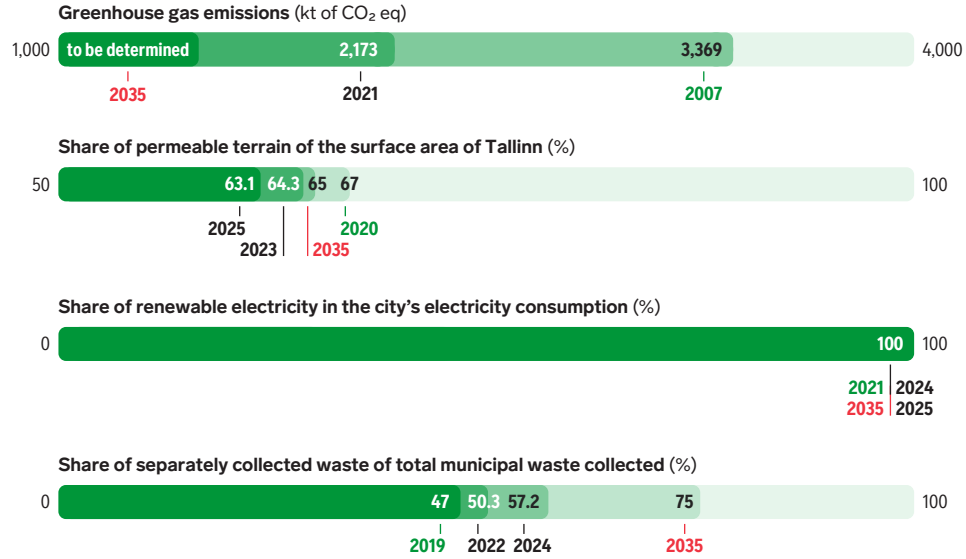
Sustainability and green transition do not only affect the city's natural environment, but are also main principles of society and economic life as a whole. The residents of Tallinn live an environmentally friendly lifestyle as they feel a responsibility for the future: every generation is responsible for creating and maintaining a good living environment for their children. Tallinn is adapting to climate change and will reduce greenhouse gas emissions until it reaches climate neutrality by the mid-century. To do this, the city will shift transport to non-fossil fuels and build resource-efficient buildings. 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 use resources efficiently and consume according to the principles of a circular economy. 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
- Climate-neutral city
- Fertile ground for green innovation
- Biodiverse and blossoming urban nature

Metrics

Annual figures: base level target level



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 along 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 world views 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 move around the city without supervision. People in need are guaranteed livelihoods and self-sufficiency. Residents are comfortable asking for help and getting help is easy and dignified.

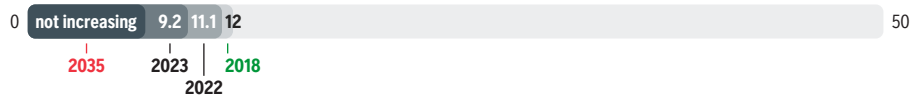
Sub-themes of the strategic goal

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

Metrics

Annual figures: base level target level

Share of people in persistent relative poverty in Tallinn (%)



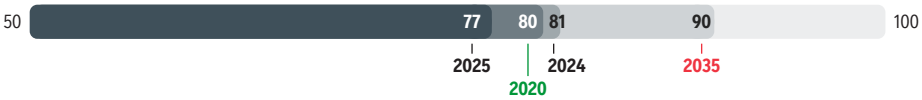
Security score on a scale of 1–9 **according to minuomavalitsus.ee**



Share of residents who agree with the statement that people in Tallinn care for one another (%)



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



06 A home that includes the street

Home offers protection and security. A home is more than the four walls around you, it starts on your home street or even at the borders of your home district Citizens of all ages have 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, and 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.

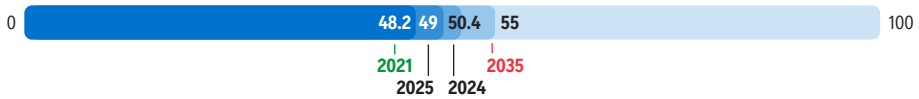
Sub-themes of the strategic goal

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

Metrics

Annual figures: base level target level

Residents' satisfaction (very satisfied) with their housing (index on a scale of 0–100)*



Share of housing expenses of total household expenditure (%)



Share of residents who strongly agree with the statement that Tallinn is a family-friendly city (%)



* The index includes an assessment of the size, condition, comfort, location and indoor climate of their housing.

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 +372 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 Mobility Administration
Phone +372 640 4618 | liikuvusamet@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
Phone +372 640 4375 | tlpa@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 health care** – 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

External environment

Economic environment

- Business environment (including tourism)
- Culture
- Sports and physical activity
- Social welfare
- City property
- Urban planning
- Governance and support services*

* The city's fields of activity most affected

In 2025, the Estonian economy began a gradual shift towards stabilisation: According to data from Statistics Estonia, gross domestic product (GDP) fell in the first quarter of **2025** compared to the same period the previous year, but **slight growth** continued in the second half of the year. At the same time, the recovery of the economy and consumption were held back by the **rising cost of living**. The increase in prices was most strongly influenced by changes in the prices of food and non-alcoholic drinks.

Tax changes increased price pressures: **On 1 July 2025 the standard rate of VAT** was increased to **24%** and this was partially reflected in prices (including in the culture, sports and service sectors).

In the tourism sector, the second half of **2025** saw **a recovery in the number of international visitors**. According to data from Statistics Estonia, the largest number of tourists arrived in Estonia from Finland, Latvia, the United Kingdom, Germany and Lithuania.

In **2025, the construction price index (which reflects changes in the cost of construction) increased by an annual average of 1.5%**. This affected both the cost and the timing of reconstruction and new development projects. The rise in the index was most heavily influenced by an increase in the price of materials.

Outlook for 2026. According to estimates by Eesti Pank, economic growth will **exceed 3%** in **2026**, but the rate of increase in prices is expected to slow. The Ministry of Finance forecasts growth in **2026** to be more moderate (**2.5**%). Among other factors, growth is being driven by **the recovery of foreign markets** and the **governmental budget stimulus**. Salaries are also forecast to rise by more than **8%** and, taking into account the change in price levels, the purchasing power of salaries will increase by over **6%**. This will significantly improve people's consumption choices, stimulate domestic demand and boost the economy. Against the backdrop of increased economic activity, the outlook for the labour market is also positive.

For the city, this likely signifies an increase in consumption and demand for services, but uncertainty in the external environment remains a significant risk factor.

Security

- Municipal order
- Governance and support services

In 2025, ongoing geopolitical instability remained a significant factor in the external environment, keeping the focus on the development of crisis preparedness and resilience. The focus was on civil protection issues, improving crisis management capabilities and ensuring the continuity of municipal services even in uncertain circumstances. General uncertainty shaped the risks of the investment and economic environment, increasing the need for careful planning. Against the backdrop of an uncertain external environment, attention also remained focused on ensuring the reliability of digital infrastructure and mitigating cyber security risks, which are a key part of the continuity of the city's services.

In 2025, the State Information System Authority recorded over 10,000 impactful cyber incidents in Estonia, which is over 50% higher than in 2024. A record number of security vulnerabilities that could be exploited in cyber attacks were also recorded worldwide. These figures serve as a warning that criminals' capabilities and the scope for attacks are increasing, and that the cybersecurity situation is deteriorating. According to police data, 3,685 people in Estonia fell victim to fraud last year, with a total of over €29 million being swindled from them, which is also more than 50% higher than the previous year. The majority of the damages were due to scam calls, through which nearly €11.5 million was lost to fraudsters.

Outlook for 2026. According to Eesti Pank, the geopolitical situation will remain unstable, and changes in international economic relations increase uncertainty. In such an environment, it is important to bear in mind that changes in the external environment can have an impact within a short period of time. This highlights the need to ensure that the development of crisis preparedness and resilience remains a priority for the city government and to strengthen cooperation with national and international partners. In the current climate, cyber security must be considered essential. People must also be cautious and aware of how fraudsters operate so as not to fall into their trap.

Environment

- Environmental protection
- Urban landscape
- Mobility
- City property
- Urban planning
- Utility networks
- Governance and support services

In 2025, the city's fields of activity were influenced by a number of broader environmental and regulatory trends. Investments in infrastructure and buildings saw greater emphasis placed on energy efficiency and cost-effective solutions. Mobility was affected by the motor vehicle tax, which came into force at the start of the year and impacted the fixed costs associated with car use. At the European Union level, the implementation of a number of sustainability requirements was clarified. For example, the enforcement of the Greenwashing Directive has been postponed and sustainability reporting requirements have been amended, limiting this obligation to larger companies with 1,000 or more employees and thus exempting most Estonian companies.

Outlook for 2026. Investments will likely continue to be shaped by factors relating to energy efficiency, life-cycle cost savings and price stability. The multi-level nature of environmental and sustainability requirements may affect funding opportunities and cooperation between the European Union, national and local levels.

Educational reforms, supporting the youth

- Education and youth work

In 2025, the transition to Estonian-language education continued and its practical implementation increased the workload of both teachers and support specialists. For the 2025/2026 academic year, the Ministry of Education and Research emphasises the continued transition to Estonian-language education and the increased focus on methodology and methodical support, strategic communication and implementation-related concerns. These include teachers' workload and burnout, adapting to school culture, issues relating to qualification requirements, concerns regarding the teaching of the native language and culture, and communication with parents.

Outlook for 2026. The transition will continue in stages, meaning further need for new teachers, language and methodological skills, and support services (particularly in large towns and regions where the transition affects a large share of the school network).

Pressure on social welfare and healthcare systems, mental health

- Health and healthcare
- Social welfare
- Governance and support services

In 2025, the social welfare and healthcare sectors were also affected by the continuing pressure of the rising cost of living. This increased the risk that some households would need more support in coping and in accessing services.

As of 1 April 2025, the upper limit for visit and in-patient fees for specialised medical care increased. This raised the amounts of co-payments and may have influenced the use of services.

At the request of the Ministry of Social Affairs, **a nationwide mental health study** was conducted in December 2025. According to the study, the population's stress levels remain fairly high. People's sense of belonging is at its lowest level of recent years, and the experience of financial hardship has not diminished. A comparison of the last two years shows that the use of mental health support services has become more common: there has been an increase in the proportion of people who have sought further information about their concerns online, consulted a general practitioner or a psychiatrist, called a helpline for support, or watched or listened to television and radio programmes or online seminars on mental health. The share of people who feel they lack access to support has decreased year-on-year. People most commonly feel a shortage in appointments with psychologists or psychotherapists, but this indicator is on a downward trend. A lack of access to appointments with a general practitioner for mental health problems was also often reported, as well as to appointments with mental health nurses or counsellors, or with psychiatrists. When comparing age groups, the perceived need for mental health support is greatest among the youngest age groups, namely those aged 15–24 and 25–34. As people grow older, the perceived need for mental health support decreases.

Outlook for 2026. The projected slowdown of inflation in 2026 could ease price pressures. However, the purchasing power of households is also affected by changes to the tax system and fiscal policy, as well as an increase in public expenditure. Mental health services, prevention and targeted social benefits must therefore continue to be prioritised.

01 Business environment

A city where the future is today.

Main responsible body: Tallinn Strategic Management Office's Enterprise Services

Area of responsibility: The business environment field of activity combines the 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.
4. Tallinn is an internationally known and valued visitor destination all year round.

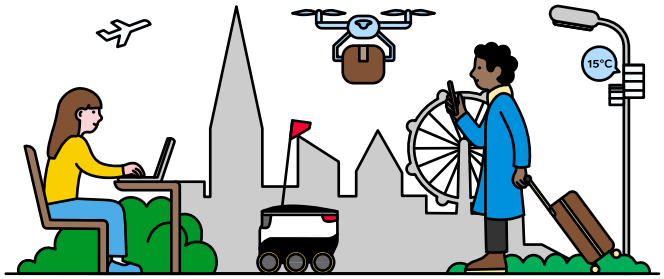
Activities in 2025

- Entrepreneurship among young people was encouraged. In collaboration with the Energy Discovery Centre and the Tehnopol Accelerator, a hackathon for student companies was held, attended by around 130 young people.
- The provision of incubation and business development services with an international focus continued in the city's business incubators. The Tallinn Business Incubator ran growth and standard incubation programmes, as well as Demo Days. Over the course of the year, 29 companies were accepted into the incubator programmes: 14 joined the growth programme and 15 joined the standard incubation programme. Demo Days resulted in development grants being awarded to six businesses, who also received mentoring services.
- The Entrepreneurship Academy held training courses, primarily for micro and small enterprises, with a total of 794 participants. Participants were most interested in artificial intelligence and digital competence, management and strategy, and tax and financial topics.
- Support continued to be given to companies for entering foreign markets and launching export activities.
- Testing options available to enterprises were expanded. A total of 47 applications were received for the Test in Tallinn programme. A collaborative project was launched with the Seoul Business Agency and the city of Heidelberg, Germany to create testing opportunities at an international level. Through the joint programme of Tallinn and Finnish cities (Helsinki, Vantaa, Espoo and Tampere), entrepreneurs were given the opportunity to apply to test programmes in all five cities with a single application.
- To raise Tallinn's profile as an international destination for cultural and conference tourism, data-driven marketing initiatives were carried out in target markets, with a focus on the Norwegian market.
- Development of the cultural tourism product Tallinn Card and its associated digital channels (the app and visittallinn.ee) will continue.

Activities in 2026

Budget for the field of activity in 2026 is around €4.77 million

- Support for business development and innovation, provision of incubation and mentoring services, promotion of entrepreneurship and innovation awareness, and support for the creation of new business models and testing opportunities will continue.
- The business and investment environment will continue to be promoted at both local and international levels, as well as organising business events, thereby raising the profile of Tallinn's business and investment environment.
- In business tourism, processes for conference support will be improved, a model for assessing the economic impact of events will be created, and an event legacy toolkit will be developed.
- In the field of foreign investment, the Tallinn FDI (Foreign Direct Investment) strategy will be drawn up, general and sector-specific value offers aimed at investors will be formed and targeted business development activities will be carried out, including preparations to engage the investor of Linnahall and engaging investors in other city projects.
- Companies will continue to be provided with sandbox and product development opportunities to develop and test innovative products and services in urban settings. With the support of the Innovation Fund, companies will be encouraged to further increase the development, deployment and export potential of innovative technologies.
- Positive visitor experiences will be ensured by sharing tourism information through the mobile app and the tourism website visittallinn.ee, where the chatbot Vana Toomas is ready to provide 24-hour assistance.



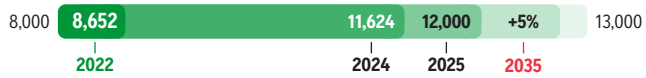
Metrics

Annual figures: base level, target level

Number of companies with a global presence whose head office or development centre is in Tallinn*



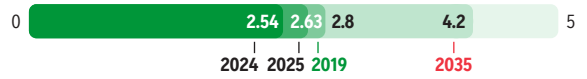
Number of employees in start-up companies in Tallinn
average per year



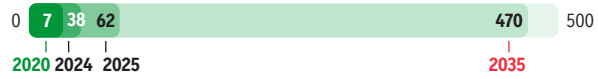
Exports of travel services (€ million)



Number of overnight stays by foreign tourists at accommodation establishments per year (million nights)



Number of pilot projects for new innovative smart city solutions in the urban environment



* and whose labour costs amount to €5 million a year

Extent of contribution to strategic goals

Very large Large

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/ettevotluskeskkond-moodikud

02 Education and youth work

Tallinn is home to happy learners.

Main responsible body: Tallinn Education Department

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 supportive learning environment.
3. Young people participate actively in social life.
4. Transition to teaching in Estonian in all Tallinn schools.

Activities in 2025

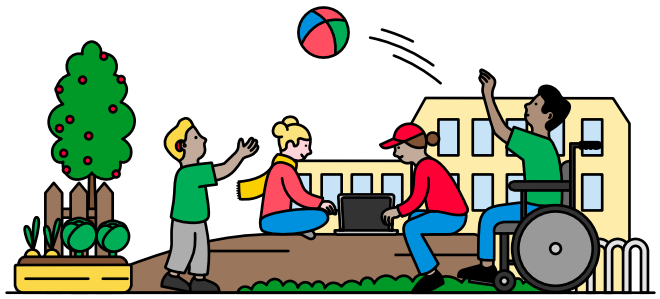
- Projects and events aimed at developing leadership teams in educational institutions continued, as did the mentorship programme for novice school leaders.
- The main concern in the otherwise successful transition to Estonian-language education was finding qualified teachers and support specialists for schools and kindergartens. Recruitment and retraining projects were organised to address the issue, and systematic support was provided to develop teachers' language skills. Transition classes were supported with learning materials and digital solutions. Attention was also paid to preserving the native language and culture of students with a different home language, and to supporting their mental health.
- Training courses organised by the Tallinn Teachers' House supported teachers in the transition to Estonian-language education and in interacting with children with special educational needs.
- The minimum wage for qualified teachers and support specialists was increased by €100. Consequently, on 1 September, around 80% of education staff received a salary increase.
- Most of Tallinn's municipal secondary schools joined the AI Leap project. Smaller projects were also carried out to assess the potential applications of artificial intelligence in the education system.
- Educational institution buildings were designed, built and renovated. Among others, new buildings were built for Tallinn Põhjatähe Basic School, Tallinn Kristiine Kindergarten and Tallinn Meelespea Kindergarten, as well as an extension and a technology centre for Pirita Gymnasium of Economics. Construction began on the new building for the Kullo Hobby Center in Tallinn.
- Elections were held for the Tallinn City Youth Council and activities and programmes (such as 'Young World-Changers') were organised to support young people's personal development and initiative.
- Mobile youth work continued, with a particular focus on outreach work. More than 5,400 contacts were established.

Activities in 2026

Budget for the field of activity in 2026 is around €557.5 million

- Work continues on drawing up a development plan for the education and youth work field of activity and on developing the principles for the development of the education network.
- The national plan to reorganise the upper secondary network by 2035 will have a huge impact on the Tallinn education network and the development of the education sector as a whole. Formal negotiations between the state and the city on this matter began in early 2026.
- To support teachers' professional development, a teacher career model will be introduced, including the assignment of career stages to school teachers.
- The learning environment for children with special needs will be improved.
- A resilience plan for kindergartens will be drawn up and regional kindergartens that must meet crisis preparedness requirements will be identified.
- The curricula of municipal hobby schools will be analysed in order to support the integration of formal and non-formal education.
- Activities (idea labs, seminars, forums, festivals) will be organised to amplify the voices of young people and to involve them in decision-making processes.

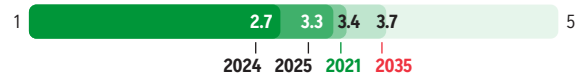
* Young people aged 15–29 who are not in employment, education or training are referred to as NEETs (Not in Employment, Education or Training)



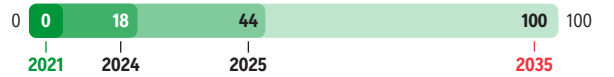
Metrics

Annual figures: base level, target level

Student satisfaction with the learning environment among 11th graders (index on a scale of 1–5)



Share of Tallinn school classes that have transitioned to teaching in Estonian (%)



Education score on a scale of 1–9 **according to minuomavalitsus.ee**

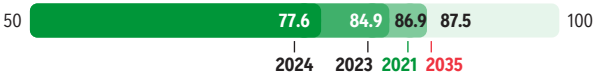
basic education



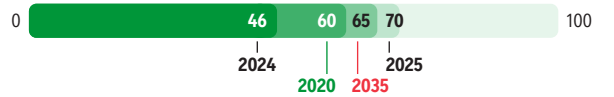
pre-primary education



Share of teachers in basic schools who meet the qualification requirements (%)



Share of young people who have moved out of NEET status* among those who have participated in youth work services (%)



Extent of contribution to strategic goals

Very large · Large · Minor

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/haridus-ja-noorsootoo-moodikud

03 Environmental protection

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

Main responsible body: Tallinn Urban Environment and Public Works Department

Area of responsibility: Environmental 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.

Activities in 2025

- A nature ranger was appointed. The ranger maintains local nature reserves, supervises the student work brigade and volunteers in the restoration of grassland habitats, and is involved in the control of invasive species.
- A number of studies were completed, including an analysis of the coherence of habitats for large and small mammals in Tallinn; a study of mosses and lichens at selected sites; an analysis of bat habitats in Tallinn; an overview of the spread and condition of moths; a study of water quality in springs and a forest inventory on selected plots.
- Noise levels on the premises of educational institutions in Tallinn were mapped. Noise studies were carried out in connection with the planning of tram lines, for the purpose of compiling the Tallinn noise reduction action plan, and in response to complaints (disturbances caused by snow cannons, cargo loading and tram traffic).
- The new 'Circular Economy' field of activity was established in the development strategy 'Tallinn 2035' and the 'Tallinn Circular Economy Development Plan 2035' was approved.*
- Tableware return and deposit systems were tested at the Song and Dance Celebration. Preference for reusable containers also grew on food delivery platforms.
- Support was provided to projects that helped diversify activities and events aimed at different target groups of city residents in urban nature. Fifty-three urban gardening projects received funding, including four new community gardens and two new educational gardens run by private organisations. Existing community gardens and educational gardens received support for their further development and cross-garden projects were supported.
- A study of vegetation and soil samples from Tallinn's urban gardens assessing the safety of edible plants was completed.

[1] A chapter providing an overview of the circular economy will be included in the next annual publication.

Activities in 2026

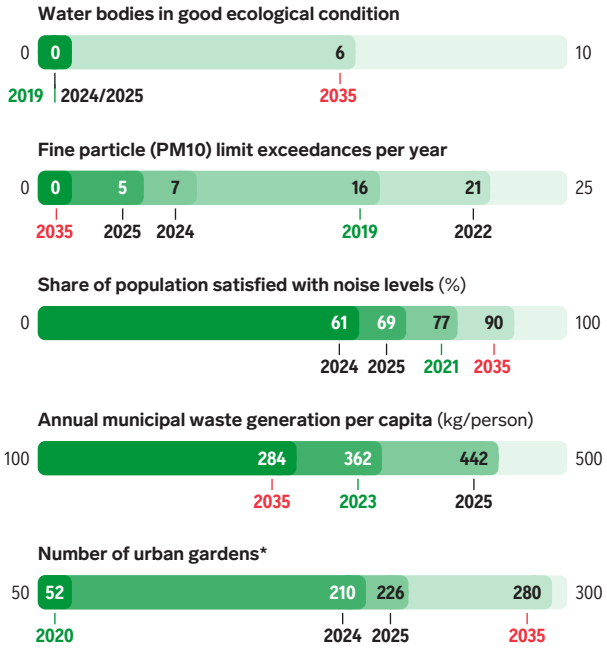
Budget for the field of activity in 2026 is around €2.26 million

- Work will continue on the establishment of the Astangu-Mäeküla and Kakumäe Forest Protected Areas and on preparations for the expansion of the Merimetsa Conservation Area.
- The restoration of grasslands in Merimetsa, Lillepi Park and Paljassaare will continue. Restoration of the water regime of Pääsküla Bog will continue: the dense young pine growth from after the bog fire in 2002 will be felled and drainage ditches will be closed with the help of volunteer work.
- A sediment survey of Lake Harku will be carried out to identify options for improving the lake's condition.
- New air monitoring stations will be installed near the Taksopargi junction and alongside Vabaduse puiestee in Nõmme.
- Work will begin on drawing up Tallinn's new strategic noise map.
- A circular economy centre in Lasnamäe will be opened and launched.
- The 'Tallinn Waste Management Plan 2027–2031' will be compiled, setting out the organisation of waste collection in Tallinn following the waste reform, including the collection of packaging waste.
- E-cigarette waste collection containers will be installed in different parts of the city to reduce the amount of e-cigarettes ending up in municipal waste.
- City residents will be encouraged to participate in improving the state of urban nature through the Baltic Sea Day, cleaning the vicinities of springs and helping restore Pääsküla Bog.



Metrics

Annual figures: base level, target level



* urban gardens include public community gardens, educational gardens and the Pelguaed allotment garden

Extent of contribution to strategic goals

Very large | Large | Minor

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/keskkonnahoid-moodikud

04 Municipal order

A clean and safe city.

Main responsible body: Tallinn Municipal Police Department

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 Tallinn is a clean city.

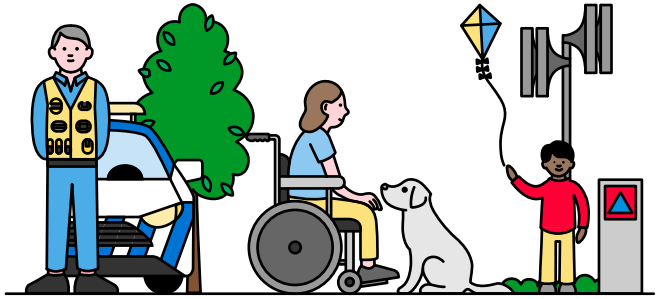
Activities in 2025

- The Tallinn risk assessment was drawn up and Tallinn's crisis plan was approved.
- Operation continuity plans for the city's authorities were drawn up. The position of Operations Manager for the City of Tallinn was created.
- The membership of the Crisis Breakers' network was expanded: the network now comprises 100 city employees acting as volunteers.
- The number of evacuation kits intended for residents of Tallinn was increased to 5,000.
- A shelter plan for Tallinn residents was drawn up, covering both public and privately owned shelters. A model shelter was created in a nine-storey apartment building in Lasnamäe.
- A crisis preparedness support measure for apartment associations was developed and opened for applications, providing financial support for the creation of shelters in apartment buildings.
- Employees from city authorities and district governments participated in crisis exercises, including the Estonian Defence League's in-house exercise Decisive Lancer 2025.
- The operations of municipal police support points was reorganised, implementing a more community-centred approach.
- The continuous operation of the law enforcement unit of the Municipal Police was ensured. The efficiency of parking controls on urban streets continued to be improved, with a focus on illegal parking on cycle and pedestrian tracks and sidewalks. Bicycle patrols were also used for this purpose. Calls relating to disruptive noise in public places were dealt with consistently.
- Support for the Kopli Volunteer Rescue Squad continued, ensuring 24-hour lifesaving capability in Põhja-Tallinn.
- Municipal police availability was ensured via the 24-hour hotline 14 410 and the e-mail address korrapidaja@tallinnlv.ee.

Activities in 2026

Budget for the field of activity in 2026 is around €9.7 million

- Operation of law enforcement units will be ensured, including 24-hour availability of the hotline and other communication channels. Public order will be preserved at crowded events, including providing control of parking and property maintenance rules.
- Appropriate exercises and training sessions will be carried out to improve the standard of operational management.
- The sheltering plan will be updated, with the aim of increasing the number of shelters by 5%.
- The number of evacuation kits intended for residents of Tallinn will be increased to 7,500.
- The regulation 'Descriptions and continuous operation of vital services provided by the City of Tallinn' will be established.
- A series of civil protection training courses will be developed.
- Work will continue on the development of Tallinn's crisis management and civil protection website.
- Monitoring will focus on addressing issues highlighted in the 2025 survey of Tallinn residents (in particular, the consumption of alcohol in public places and other related violations of public order). In addition, supervision of entertainment venues will be increased on weekends to ensure quiet hours.



Metrics

Annual figures: base level, target level

Share of residents (%) who feel completely safe in the public spaces of their district



Offences per 10,000 residents recorded by the municipal police



Share of residents who trust the Tallinn Municipal Police (%)



Crisis preparedness score on a scale of 1–9 according to minuomavalitsus.ee



Extent of contribution to strategic goals

Very large | Large | Minor

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/korrakaitse-moodikud



Photo: Ellen Rudi

05 Culture

City air inspires creativity.

Main responsible body: Tallinn Culture and Sports Department

Area of responsibility: The field of culture delivers a vision where all residents of Tallinn can explore their creativity. The field aims to do 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 a second living room for the people of Tallinn.

Activities in 2025

- The thoroughly refurbished Tallinn City Theatre complex was opened, adding 620 new seats.
- International and city-wide cultural events and projects were organised, including Tallinn Day, Old Town Days, Tallinn Maritime Days, Light Walks light festival in Kadriorg, the 9th Literary Street Festival and the Pikk Street Festival. Support was provided for the Black Nights Film Festival, Jazzkaar, Tallinn Music Week, the HeadRead literary festival, the Tallinn Print Triennial and other events.
- The City of Tallinn applied for and was selected to be the host port for the 2028 Tall Ships Races sailing regatta.
- Implementing the UNESCO Cities of Music action plan continued. Among others, the Children's Jazz Festival KRÄSH took place and the audio guide to Tallinn's Musical Trails, was completed.
- Procedure for granting support to cultural activities was renewed, as well as operating grants for private cultural institutions introduced. A cultural newsletter was launched.
- The reform of Tallinn's cultural centres was implemented.
- New permanent exhibitions were opened at the Mati Unt Museum and the City Life Museum.
- The Tallinn Youth Culture Ticket initiative offered every kindergarten group and school class a free educational visit to city-run cultural institution.
- The Tallinn nightlife development document 'Night-Time Tallinn 2035' was finalised.
- Guidelines for good practices for art in Tallinn's urban space were drawn up.
- Tallinn Zoo was visited by 352,741 guests. 20 hobby groups were active, 483 active study programmes were organised for schools and kindergartens, 262 excursions and a host of theme days and other one-off events took place.
- The Tallinn Botanical Garden welcomed 88,586 visitors. It hosted 136 nature education events, the most popular of which were the Orchid Days, Peony Days and Rose Days, as well as the exhibitions of chillies and tomatoes, house plants and the flavours of the world. The renovated rose garden was opened in the middle of the summer.
- Support was provided for the 28th Song and 21st Dance Celebration 'Iseoma' (Kinship), which was held from 3 to 6 July 2025.
- A support measure for cultural projects by national minorities was launched. Service development of services supporting language learning and cultural adaptation in libraries continued, as well as the Tallinn Migration Centre's development and provision of services for new immigrants. Seminars on integration and adaptation were held as part of 'Integration Window 2025'.

Activities in 2026

Budget for the field of activity in 2026 is around €51.2 million

- Work will continue on supporting and organising international and city-wide cultural events and projects, as well as implementing the UNESCO Cities of Music action plan.
- The Tallinn Philharmonic development plan and an audit of Tallinn's art collection will be finalised.
- Museum Sundays and the Tallinn Youth Culture Ticket programme are continued.
- 'Tallinn Libraries Development Plan 2035' will be approved and the library's new website will be launched. Developing the network of branch libraries and improving access to library services will continue. Three self-service mini-libraries will be installed.
- The architectural competition for the Tallinn City Museum's Open Collections building will be concluded. The permanent exhibition on the basement floor of the Peter the Great House Museum will be updated.
- Work will begin on drawing up a comprehensive spatial vision for Tallinn Zoo.
- Activities to support the integration of new immigrants are continued, including improving access to social and psychosocial support services.



Metrics

Annual figures: base level, target level

Share of residents satisfied with the choice of cultural and leisure events in public spaces close to their homes (%)

50 — 73 (2021) — 79 (2025) — 84 (2024) — 90 (2035) — 100

Number of public events held in Tallinn urban spaces per year

500 — 551 (2023) — 566 (2024) — 598 (2025) — same level (2035) — 700

Share of residents who have regularly engaged in independent learning, i.e. conscious self-improvement (%)

50 — 62 (2021) — 69 (2024) — 71 (2025) — 80 (2035) — 100

Number of groups from Tallinn that took part in the Song and Dance Celebration

400 — 443 (2025) — 462 (2019) — same level (2035) — 500

Share of residents who have participated in volunteer work in the past 12 months (%)

0 — 18 (2021) — 21 (2025) — 23 (2024) — 35 (2035) — 50

Extent of contribution to strategic goals

Very large · Large · Minor

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/kultuur-moodikud

06 Mobility

Healthy mobility. Mobility opportunities that support health and are accessible and convenient are guaranteed throughout the urban region of Tallinn.

Main responsible body: Tallinn Mobility Administration

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 the Tallinn region is balanced.
2. The mobility infrastructure of the Tallinn region is accessible and the destinations are well connected for all types of mobility.
3. The mobility environment of the Tallinn region is safe.

Activities in 2025

- The city expanded winter maintenance to all pavements, including those on city lands bordering private properties.
- The city's authorities collaborated to develop the Tallinn Street Space Guidelines and an interactive online map of street types.
- Reconstruction work on Lastekodu, Värvi and Mustjõe streets was completed.
- Work on improving the traffic environment around schools continued as part of the Safe School Route programme.
- In order to increase the connection speed of public transport, the traffic light system was analysed and public transport lanes were developed. Development began on a digital tool to implement a priority system that would enable the identification and visualisation of bottlenecks in public transport traffic on a map application.
- Cycling lanes between Poska Street and Reidi Road, on Lastekodu Street and on the Pollinator Highway were completed.
- Regulations governing the activities of providers of personal light electric vehicles, light mopeds and bicycles for hire were drawn up.
- A new 'Park and Ride' parking lot was completed in Tondi.
- In collaboration with the Estonian Logistics and Freight Forwarding Association and other stakeholders, work began on developing a network of short-term parking spaces. These parking spaces will be intended for postal, courier and taxi service providers, as well as for short-term hire vehicles.
- Reconstruction of the overhead contact line network for trolleybuses will be completed, and 40 new Škoda battery-powered trolleybuses will be introduced onto the routes.
- The feasibility of introducing tram line no. 6 will be analysed and work will begin on mapping out the possibilities for introducing urban rail services in the future.
- The report of the working group on public transport hubs will be finalised, along with a timetable for near-term measures to develop the network of transport hubs.
- A solution for ticket validation using a smartphone with NFC technology will be tested in public transport vehicles.
- Efforts to improve public transport drivers' driving and customer service skills will continue, including the promotion of an economical and smooth driving style.
- The condition of cycle lanes will be assessed and a mid-term review of the implementation of the 'Tallinn Bicycle Strategy 2018–2027' will be carried out.
- In order to optimise the transport of goods in the Old Town, the redistribution of goods to smaller cargo vehicles in the immediate vicinity of the Old Town will be tested.
- A unified ticket system for the capital region will be established in cooperation with the Ministry of Regional Affairs and Agriculture, Elron and the North-Estonian Joint Transport Centre (IIL).
- Modal monitoring management software will be developed and counters for different transport modes will be consolidated into a single platform. The first automatic counting devices for pedestrians and cyclists will be installed.

Activities in 2026

Budget for the field of activity in 2026 is around €228.6 million

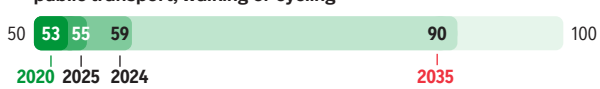
- The next stage of changes to the public transport route network will be implemented.



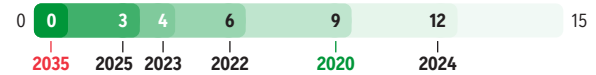
Metrics

Annual figures: base level, target level

Share of residents (%) travelling to their main destination by public transport, walking or cycling



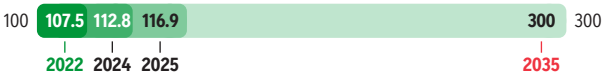
Number of road fatalities



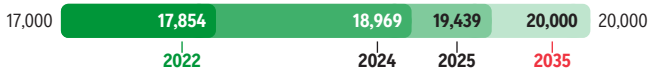
Number of traffic accidents involving injuries



Total length of built cycling networks (main routes and health routes) (km)



Average annual daily traffic volume of cars at city bounds during the morning rush hour (07:00–09:00)



Extent of contribution to strategic goals

Very large · Large · Minor

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/liikuvus-moodikud



Photo: Ellen Rudi

07 Urban landscape

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

Main responsible body: Tallinn Urban Environment and Public Works Department

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.

Goal

The city is clean, green and attractive.

Activities in 2025

- Construction of the Pollinator Highway continued: a linear park featuring footpaths, cycle lanes, recreational areas and sports grounds has been completed between Ristiku and Kolde Avenue.
- A total of 3,575 trees, 454 shrubs and a large number of perennials were planted in the urban space. Asphalt medians were replaced with greenery and instead of grass, nine flower meadows were planted on road areas. In the flowerbeds maintained by the city, summer flowers were replaced with perennials. The greenery established by the city were compiled into a public map application.
- A new information system was launched for issuing felling permits, including permits for ornamental felling and maintenance pruning, and for reporting dangerous trees.
- An urban intervention in the form of the temporary summer street on Aia Street was created. Based on the ideas gathered, temporary street space solutions were tested, bringing more greenery and activities for pedestrians to the area.
- The new Stroomi Beach House and the ball courts in the Pirita Beach area were completed.
- Numerous benches were installed on the streets in the city centre. Public toilets were installed in several districts. Public drinking fountains were installed in Mustamäe.
- Investments were made in the city's cemeteries, including the completion of the service building at Rahumäe Cemetery and the reconstruction of the roads at Pärnamäe Cemetery. New rules for the use and design principles of cemeteries came into force.
- A training programme for dog owners was carried out with the aim of reducing violations of petkeeping rules by raising awareness. The principles of animal protection and keeping a pet were also introduced in general education schools.
- A new multi-year contract for the provision of animal shelter services was signed, updating the standards and requirements for the provision of the service.
- A microchipping campaign was organised, culminating in a free microchipping event at the Tallinn Old Town Days.

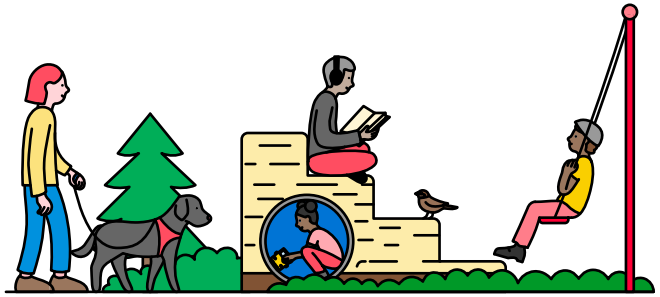
Extent of contribution to strategic goals

Very large Large Minor

Activities in 2026

Budget for the field of activity in 2026 is around €32.35 million

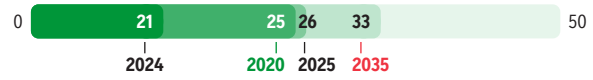
- Investments will be made in parks, green spaces and the urban environment. Among others, reconstruction work on the Vormsi green area will be completed and construction of the Lake Harku lakeside area will begin.
- Among the projects funded through participatory budgeting, the first phase of the Merivälja Park playground will be completed and a promenade named after August the Cat will be constructed.
- An action plan for green spaces until 2035 will be created.
- The 'Tallinn Children's Playing Areas Programme 2035' will be created. Investments will be made in playgrounds and training elements and the maintenance of playgrounds will be ensured. Construction will begin on the playgrounds at Löwenruh Park, Jugapuu Street and Õismäe 22a.
- Investments will be made in the maintenance of the city's cemeteries, including the continued expansion of the Liiva and Pärnamäe cemeteries.
- A dog park will be built in Kadrioru Park.
- A second free microchipping campaign is organised as part of the Tallinn Old Town Days.
- The seventh international animal welfare conference will be held.



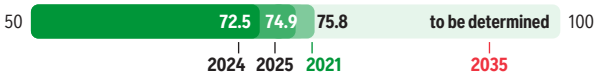
Metrics

Annual figures: base level target level

Share of residents who are very satisfied with the cleanliness of the urban space (%)



Share of residents who live within 300 m of public green areas larger than 0.5 ha (%)



Share of residents who are very satisfied with the amount of green spaces and parks (%)



Share of residents who are very satisfied with the condition of public playgrounds (%)



Share of sheltered animals per year that were returned to the owner or found a new owner (%)



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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/linnamaastik-moodikud

08 Urban planning

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

Main responsible body: Tallinn City Planning Department

Area of responsibility: The 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, masterplans 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.

Goal

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.

Activities in 2025

- The 'Tallinn Old Town Development Plan 2035' was approved and the Old Town development coordinator began work.
- A series of participation events were held (information sessions, discussion evenings in scenic areas, a cycle tour of development areas, and exhibitions on architectural competitions and affordable housing), which gave city residents the opportunity to express their opinions on urban space topics and to obtain information. The web platform 'Have a say!' (Räägi kaasa!) launched a new map application for the publication of detailed plans.
- Architectural competitions were held to find the best design solutions for the Open Collections building, the Varrak swimming pool, the Skoone green space designed to encourage physical activity, the extension to Kalamaja Primary School, the new building for Martsa Primary School and the Ukraine Garden.
- Spatial plans were finalised for the Pirita Centre area, Iceland Square, Vabaduse Avenue, the TV Tower, the Environmental Board building and the interim use of the Skoone Bastion area, as well as the new super-hall at Ülemiste Freight Station and the Kristiine multimodal hub and its vicinity.
- The structural engineering survey of Linnahall has been completed, and new specific conditions for heritage protection will be drawn up based on its findings.
- A system for proactively offering assistance and communicating with applicants was implemented as part of the procedures for building and use permits and notifications.
- Restoration grants totalling over €1.5 million were awarded.
- Large-scale restoration work on the Skoone Bastion wall was completed.
- Accessibility to outdoor gyms in parks and to libraries was improved. A gym was opened at the Õismäe Swimming Pool, featuring compressed-air-powered equipment that is gentle on the joints and suitable for rehabilitation.

Activities in 2026

Budget for the field of activity in 2026 is around €6.35 million

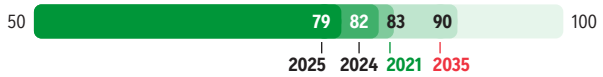
- In implementing the Tallinn Old Town Development Plan in 2026, the focus will be primarily on the maintenance of the Old Town's streets, the mapping of city-owned property and activities relating to ensuring quiet hours in the Old Town.
- Public consultations on the Põhja-Tallinn masterplan will take place, with the aim to finalise the plan in the first half of the year.
- Work will begin on drawing up the new Tallinn masterplan.
- Urban development visions will be drawn up, including ones for Haabersti Centre, the Linnahall area, the Madara area, Järve Centre, the Tondiraba neighbourhood centre, and the Väo and Männiku quarries.
- Architectural competitions will be held, including the landscape architecture competition for Skoone's outdoor areas.
- In the first half of the year, the new Tallinn planning register will be published and implemented.
- The provision of restoration grants and the recognition of the best restoration projects will continue.
- Investment in heritage conservation will continue.
- The accessibility information system developed in Tallinn will be rolled out across Estonia, so all local municipalities can join it.



Metrics

Annual figures: base level, target level

Share of residents who are rather or very satisfied with the spatial development of their district (%)



Average processing time for detailed plans from initiation to approval (days)



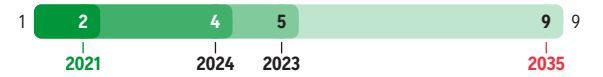
Average processing time for use permits from initiation to issuing (days)



Share of residents who consider the historic urban environment and buildings to be well-kept (%)



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



Extent of contribution to strategic goals

Very large Large

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/linnaplaneerimine-moodikud



Photo: Tallinn Urban Planning Department

09 Preservation and development of city property

City property is well maintained and wisely managed.

Main responsible body: Tallinn City Property Department

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's 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.

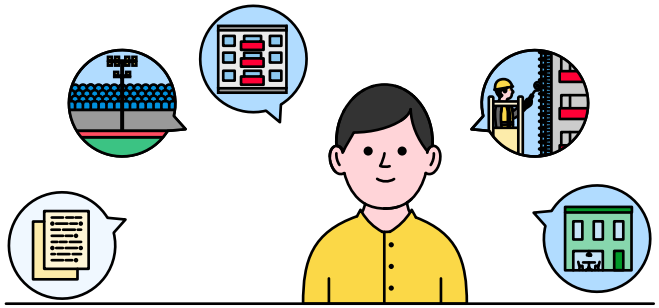
Activities in 2025

- In order to monitor energy consumption, the first version of the consumption data dashboard for city properties was completed. An overview of the energy consumption (electricity, district heating, gas) of the city's buildings was created, showing that energy was being consumed more efficiently than before.
- Heating substations were reconstructed and installed, construction plans for the reconstruction of heating systems were drawn up, and four city buildings were connected to the district heating network.
- The installation of solar panels on city buildings continued. Six new buildings were fitted with solar power systems (total capacity 150 kW) in order to achieve energy class A. The solar power plant (660 kW) at the Tondiraba Ice Hall was technically completed.
- As part of the pilot project, the building at Energia 13 was renovated as a demonstration project, using factory-produced timber-frame insulation units.
- Work began on implementing the revised housing policy, under which the overall need for assistance of new applicants for social housing is assessed and housing provision services are delivered in accordance with the needs of those requiring assistance. Leasing accommodations (301 properties) and the extension of existing lease contracts (1,974 lease contracts) continued. Social housing was designed, built and renovated.
- New procedures for granting subsidies to housing associations came into force, establishing eight subsidy measures. A total of 18 building improvement grants, amounting to €244,097, were awarded, while 169 applicants received courtyard improvement grants.
- The city's land ownership increased and immovable properties and rights were acquired. The city's land ownership increased by around 478.8 ha: 24 properties were acquired from private owners and 16 from the state. A long-running legal process was concluded, as a result of which the city acquired the land on which the Tallinn Botanical Garden is situated (approximately 29.5 ha).

Activities in 2026

Budget for the field of activity in 2026 is around €55.35 million

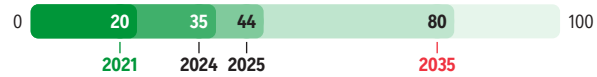
- A development plan for city property will be drawn up, including the principles of the city property policy, which will form the basis for the strategic planning of the city's real estate portfolio.
- Work will continue on compiling a comprehensive overview of the city's real estate portfolio and keeping the city's property data up to date.
- A city-wide analysis of consumption data will be carried out and work will continue on developing the city-wide consumption data dashboard.
- Work will continue on the installation of solar panels on the roofs of new buildings. Twelve new buildings will be constructed, eight of which will be energy class A.
- The consolidation of the management of the investment assets in the Tallinn City Property Department will continue.
- Leasing accommodations and extending existing lease contracts will continue, as well as the maintenance of social and municipal apartments.
- Neighbourhood-based comprehensive renovation will continue through the SOFTacademy project.



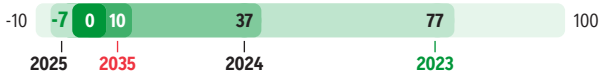
Metrics

Annual figures: base level, target level

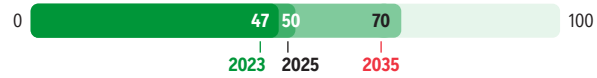
Share of implemented decisions out of all decisions made regarding unused properties (%)



Share of the average change in the final total cost of construction investments compared to the initial total approved cost (%)



Share of the total closed net area of urban buildings with at least class C energy labels (where the energy label is issued) (%)



Share of building rights granted on urban land each year, where at least 50% of the intended use is covered by a public service of vital importance to the city (%)



Extent of contribution to strategic goals

Very large · Large · Minor

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/linnavara-hoidmine-ja-arendamine-moodikud

10 Social welfare

Healthy and independently coping citizens.

Main responsible body: Tallinn Social Welfare and Healthcare Department

Area of responsibility: The 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.

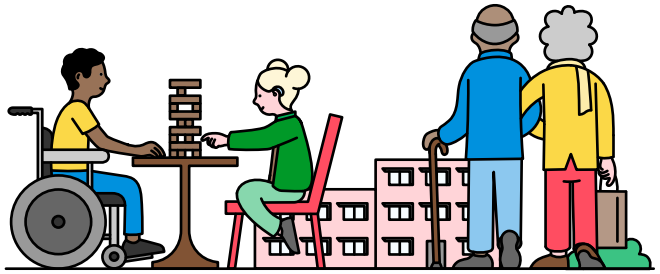
Activities in 2025

- The Tallinn Child- and Family-Friendly City Concept was developed, setting out cross-sectoral measures for shaping a child- and family-friendly city.
- Family Nests providing regional support services for parents began operations in the City Centre, Haabersti and Pirita.
- To improve access to alternative care services, the milieu therapy home at the Tallinn Children's Home and a new family house were completed.
- Young people who had received continued care services were provided with new accommodation to help them start an independent life.
- Social transport services were provided for people in need and an optimised solution was developed for one-time transport with shorter notice periods.
- The housing adaptation system continued to be supported in order to simplify the coping of people with special needs, and the quality of personal assistant and support person services was improved.
- The Tallinn Centre for Special Care and Rehabilitation Services began operations, consolidating relevant institutions under a single management structure.
- The Tallinn Home Care Service Centre was established, bringing together home care providers from eight city districts with the aim of improving the quality and accessibility of the service.
- Work continued on the development of services to support families experiencing difficulties in coping.
- High-quality, 24-hour general care services tailored to actual needs continued to be provided (for 3,635 elderly people), as well as social monitoring services to everyone who applied for them (around 400 people).

Activities in 2026

Budget for the field of activity in 2026 is around €155.9 million

- The establishment of Family Nests, a city-wide network of community-based prevention and family support centres, will continue in Kristiine, Lasnamäe, Põhja-Tallinn and Nõmme.
- Work will begin on the design of the new family home at the Tallinn Children's Home and on the construction of the new building for the Tallinn Centre for Children at Risk.
- The pilot project for the family support home service will continue at the Tallinn Children's Home, including making preparations to ensure the sustainable provision of the service.
- The quality of child- and family-centred child welfare in Tallinn will be improved through the implementation of the 'Signs of Safety' model, and the development of a central child welfare system will continue.
- Support services for people with special needs will be developed to help them live more independently and to reduce the burden of care on their loved ones.
- Construction of the Tallinn Social Work Centre's new night shelter at Tõivu 13 will begin.
- To support people experiencing difficulties in coping, a permanent social service for subsistence training and counselling will be launched. A pilot project will be carried out to activate unemployed people who have been in need of social support for a long time.
- Care services for the elderly will continue to be developed and design work to increase the number of places at the Iru Nursing Home will begin.



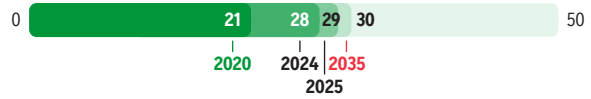
Metrics

Annual figures: base level target level

Child welfare score on a scale of 1–9 **according to minuomavalitsus.ee**



Share of adults with disabilities in Tallinn who are receiving services to assist independent living at home (%)



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

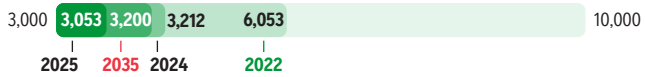


Number of families receiving benefits*

Subsistence benefit



Income-based benefit



* The subsistence benefit is state aid for people whose disposable income, after the deduction of housing expenses, falls below the subsistence threshold. The income-dependent benefit is intended for people who find themselves unable to cover a specific expense (e.g. medication or a child's sports or leisure activities) due to low income.

Extent of contribution to strategic goals

Very large Large Minor

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/sotsiaalhoolekanne-moodikud

11 Sports and physical activity

An active and sporty lifestyle is an inseparable part of the daily lives of all Tallinn citizens.

Main responsible body: Tallinn Culture and Sports Department

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.

Activities in 2025

- The Tallinn Sport Centre began operations: all seven of the city's sports centres along with 21 sports bases and facilities were brought together under a single management structure.
- An interactive map application containing data on both existing and planned sports facilities was developed.
- An architectural competition was organised to design a swimming pool conforming to Olympic standards on Varraku Street. VNDL Arhitektuur OÜ's design 'Hölje' won the competition. A landscape architecture competition was launched to create a green space encouraging mobility in the Skoone Bastion moat area in the city centre.
- As part of the European Capital of Sport 2025 programme, sporting events took place throughout the year and a different sport was highlighted each month. The construction of new public sports facilities and playgrounds was completed in six districts. As a major event of the Capital of Sport programme, Tallinn hosted the 57th International Children's Games, which attracted over a thousand young people from 70 cities and 29 countries.
- Continued support was provided for the organisation of major international sporting events in Tallinn, including the European Figure Skating and Rhythmic Gymnastics Championships, the World Junior Ice Hockey Championships and the European Disc Golf Festival.
- Measures for local projects in the field of sports provided funding for 79 projects, ranging from beach volleyball to sports acrobatics. Recreational sports measures provided funding for 35 projects, including running events, orienteering competitions, and cycling and skiing marathons.
- Resources for supporting youth sport activities were significantly increased and a new procedure for granting sports subsidies was introduced.
- The 'Sport to the Schools' project aimed at children aged 7–8 continued to be implemented and free summer training sessions for students were organised.
- A programme providing free group trainings (water gymnastics, athletics, ball games and muscular training) for seniors in Tallinn was launched under the guidance of qualified coaches.

Extent of contribution to strategic goals

Very large Large Minor

Activities in 2026

Budget for the field of activity in 2026 is around €40 million

- Renovation work will continue on Kadrioru Stadium, including the start of construction work on the main pitch. Work will begin on the construction of an indoor football hall (Punane 69b) and on the creation of pump tracks in the City Centre and Haabersti districts.
- Temporary sports grounds (for football, volleyball and 3×3 basketball) will be set up on Freedom Square in the summer months.
- Support for the organisation of major international sporting events in Tallinn continues to be provided. Some of the major sporting events planned include the Tallinn Marathon, Ironman Tallinn, the European Disc Golf Festival and Simple Session.
- The 'Movement for Life' programme will continue in order to offer elderly residents as wide a variety of exercise options as possible at as many Tallinn Sports Centre facilities as possible, including at swimming pools.
- Support for recreational sports events will continue, including the planned expansion of the 'Sport to the Schools' project to involve even more schools in Tallinn.



Metrics

Annual figures: base level target level

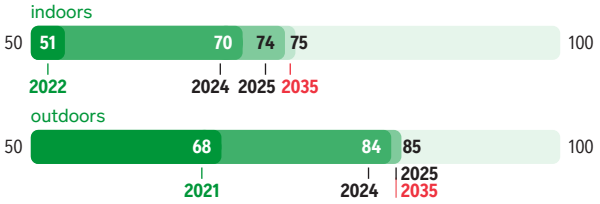
Annual number of medals won in individual international title competitions



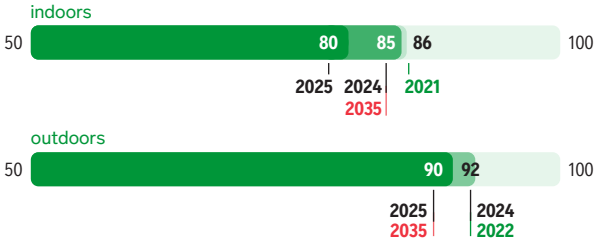
Share of young people aged 5–19 who participate in sports at sports clubs and sports schools (%)



Share of residents who are aware of the sporting opportunities close to their homes (%)



Share of residents who are satisfied with the sporting opportunities close to their homes (%)



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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/sport-ja-liikumisharrastus-moodikud

12 Utility networks

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

Main responsible body: Tallinn Urban Environment and Public Works Department

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.

Goal

Utility networks are contemporary, of high quality and maintained.

Activities in 2025

- The annual risk assessment of groundwater intakes was carried out.
- Generators were installed at critical locations to ensure the continuous operation of the water supply service as a vital service.
- More than 2,500 fire hydrants were inspected and maintenance work was carried out to ensure that the fire-fighting waterpoints were in working order.
- The stormwater management plan for the eastern part of the City Centre and Katusepapi was completed, and work continued on drawing up the plan for the Mustjõe (Mustamäe–Kristiine–Veskimetsa) catchment areas.
- A list of flood-prone areas was created.
- The construction of three joint district heating network projects* began: on Lastekodu and Masina Streets (Liivalaia – Tartu road), on Värvi Street (Laki – Kõrgepinge) and on E. Bornhöhe Road (E. Bornhöhe 9 – Jahimehe). The project on Lastekodu Street has been completed, and the other two will be completed in 2026.
- The transition to LED-lamps and their installation continued. Three street lighting installations were completed (in the Asunduse Street area, on Trahteri and F. R. Faehlmanni Streets).
- The outdoor lighting of ten kindergartens was installed or reconstructed, and for the first time the outdoor lighting solution for two kindergartens was developed in collaboration with a lighting designer.
- In the second half of the year, AS Tallinna Linnatransport took over the maintenance of street lights.

Activities in 2026

Budget for the field of activity in 2026 is around €29 million

- A map application will be created to simplify the planning of public water supply and sewerage infrastructure.
- Areas for cooperation in the field of utility networks will be identified, with partners both inside and outside the city, including AS Tallinna Vesi and AS Utilitas Tallinna Soojus. The aim is to increase the efficiency of investments and reduce disturbances caused by construction works in the urban space by building joint projects.
- Water, stormwater and sewerage networks that pass through several private properties, are owned by the city or are ownerless will be mapped. Future activities will be planned.
- In consultation with engineers, preliminary solutions will be identified for flood risk areas, including the resolution of stormwater drainage issues arising during or as a result of the restoration work.
- Two joint district heating network projects will be completed: on Värvi Street (Laki – Kõrgepinge) and on E. Bornhöhe Road (E. Bornhöhe 9 – Jahimehe). There are plans to start construction on nine other joint projects.
- The process of establishing principles for the installation of street lighting solutions will begin with the preparation of a demonstration project to illuminate large inner courtyards and the playgrounds located within them.

Metrics

Annual figures: base level, target level

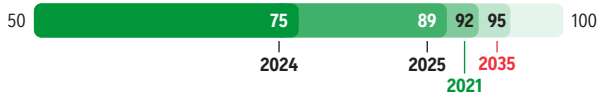
Average duration of water outages (h)



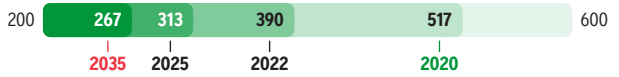
Share of wastewater discharged into nature that meets environmental requirements (%)

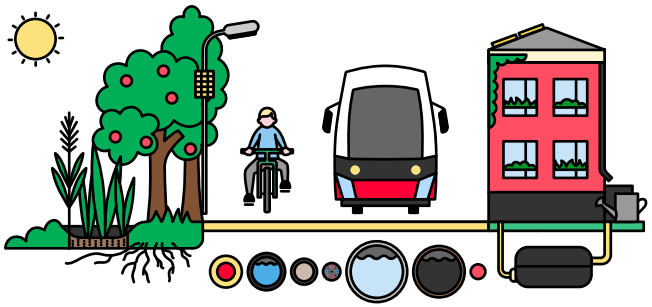


Share of quality-compliant stormwater samples (%)



The city's overall electricity consumption per street lamp (kWh)





* In the case of a joint project, the various parts of the project are designed in parallel with the network operators and part of the costs are shared between the network operators and the city. This makes it possible to carry out construction work more cost-effectively and with less disturbances, including avoiding repeated digging up of the ground.

Extent of contribution to strategic goals

Very large Large Minor

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/tehnovorgud-moodikud

13 Health and healthcare

Tallinners are healthy and vivacious.

Main responsible body: Tallinn Social Welfare and Healthcare Department

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.

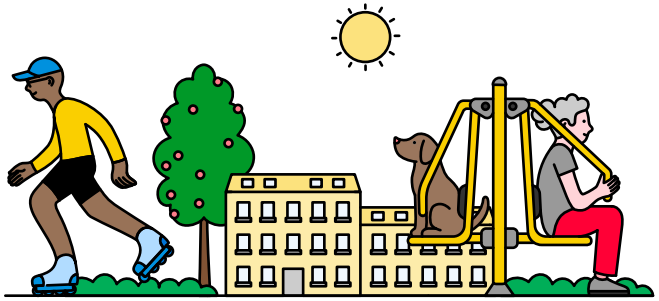
Activities in 2025

- The Action Plan for the Mental Health of Children and Youth in Tallinn 2025–2035 was finalised, setting out the main additional measures to be taken by the city's authorities to prevent mental health problems among children and young people.
- Provision of general practitioner services and supplementary support services in Tallinna Perearstikeskus (Tallinn Family Medicine Centre), as well as inpatient and outpatient specialised care and the development of treatment services in Tallinn hospitals continued. Tallinna Kiirabi (Tallinn Emergency Medical Service) provided emergency medical services with 23 ambulance crews in eight base stations.
- AS Tallinn Hospital was established with the aim of consolidating the city's hospitals and the city-administered institution Tallinna Kiirabi to create a strong competence centre encompassing all specialties in Northern Estonia.
- In order to reduce the number of visits to the emergency room, an on-call general practitioner centre and an on-call physician at Tallinn Children's Hospital (with 4,815 patient visits) began operations at the request of the city.
- A total of 23 health promotion projects were carried out, including support for local health promotion through joint sporting events organised for children and young people, and the engagement of people with disabilities in the promotion of mental and physical health.
- Implementation of the Planet Youth programme continued to prevent risk behaviour among children and young people and to enhance their welfare. The second round of the programme's survey was carried out, with 35 schools and 3,133 students taking part. The main problem areas identified were lack of sleep, staying out late, and the consumption of energy drinks and e-cigarettes.
- Tallinn joined the pilot project based on the National Institute for Health Development's 'Communities That Care' model, which will be implemented in collaboration with the Nõmme district. The programme will focus on developing a regional cooperation network and organising community-based prevention work.
- Support was provided for activities in the fields of drug prevention and HIV, focusing on raising awareness, reducing risk behaviour and preventative measures. As part of HIV prevention efforts, work continued on raising awareness of free and anonymous testing options, and access to testing services was improved.

Activities in 2026

Budget for the field of activity in 2026 is around €27.6 million

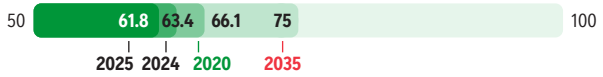
- Distribution of family packages, designed to support the health of newborns and their parents, will begin.
- The implementation of the pilot project Caring Community in the Nõmme district will continue.
- The provision of on-call physician services will continue for children at Tallinn Children's Hospital and for adults at the on-call general practitioner centre.
- Provision of general practitioner services, inpatient and outpatient specialist care and ambulance services as well as the development of health services will continue in order to ensure the provision of healthcare services.
- Implementation of the Planet Youth programme action plan will continue.



Metrics

Annual figures: base level, target level

Share of residents aged 16 or over in very good or good health (%)



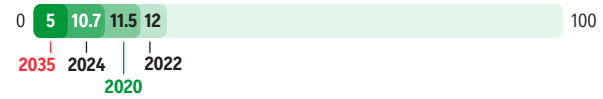
Share of residents who consider the availability of health care to be good (%)



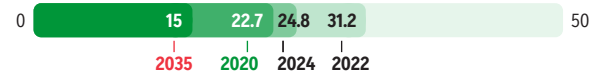
Share of overweight and obese residents (%)



Index of substance use among residents aged 16–64 (on a scale of 0–100)



Share of residents aged 16–64 experiencing symptoms of depression (%)



Extent of contribution to strategic goals

Very large · Large · Minor

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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/tervis-ja-tervishoid-moodikud

14 Governance and support services

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

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

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 the Tallinn Vital Statistics Office and Tallinn City Archives.

Activities in 2025

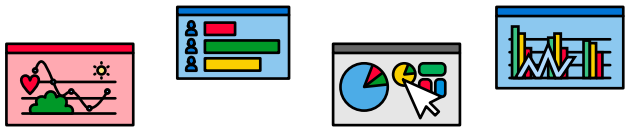
- The Tallinn e-services design system disain.tallinn.ee was created to develop the city's information systems and web solutions on a consistent, joint basis.
- Support for the development of the city's service managers continued. Centralised development programmes and workshops, such as Design Impro and the Tallinn Design Sprint, were organised to develop services provided by the city authorities.
- The web environment of the Tallinn statistics and metrics dashboard arvudes.tallinn.ee was completed.
- A financial reporting system that enables various institutions to monitor the implementation of their budgets more effectively was developed.
- Substantive negotiations on loan agreements with the European Investment Bank and the Council of Europe Development Bank were concluded.
- 'Action Plan for the Mental Health of Children and Youth in Tallinn 2025–2035', 'Tallinn Old Town Development Plan 2035', 'Tallinn Circular Economy Development Plan 2035', 'Night-time Tallinn 2035' and 'International Tallinn 2035' were created.
- The Tallinn recreation portal huvi.tallinn.ee was updated.
- The leadership skills of the city managers were developed, with a focus on managing change. Twenty managers graduated from the leadership school, and in the autumn of 2025, the 7th intake of 22 managers began their studies.
- The city's Internal Audit Service analysed the organisation of the city's investment activities, tendering and procurement procedures, and the provision of social services. As a result, risks were identified and recommendations were made for improving the internal control system.
- Participation in international organisations and activities related to the European Union were strengthened, including Tallinn's successful candidacy for the board of Eurocities.
- Cooperation was developed with the cities of the Baltic Sea region, the capitals and metropolitan areas of the European Union and other partner cities, particularly in the areas of civil protection and improving crisis preparedness.
- Preparation and coordination of external projects relevant to the city continued, including securing funding, drafting applications and creating project consortia, as well as collaborating with universities on knowledge transfer in this regard.
- An educational programme on vital and population statistics procedures was drawn up in collaboration between the Vital Statistics Department and the Education Department.

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

Activities in 2026

Budget for the field of activity in 2026 is around €71 million

- Many of the activities in the field of governance and support services will continue. A number of important development documents setting out the details of the development strategy 'Tallinn 2035' will be adopted.
- Coordination of the transition to service-based governance will continue.
- The provision of public procurement services to municipal authorities will be continued and expanded in order to improve the quality of public procurements and to enable municipal authorities to focus on their main activities.
- A new, service-based city website with an updated design will be developed.
- In communications, great emphasis will be placed on the issue of crisis preparedness. Other priorities include public transport, participatory budgeting and the drafting of the Tallinn master plan.
- Childbirth allowance rates will be increased by 50–200% depending on the number of children born.
- The 100th anniversary of the adoption of Estonia's first Family Law Act will be marked.
- An academic conference and exhibition dedicated to the 125th anniversary of Paul Johansen's birth will be organised and a new permanent exhibition will be created at the city archives.



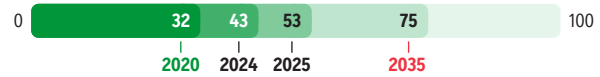
Metrics

Annual figures: base level, target level

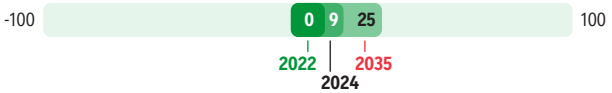
Share of residents who are satisfied with the e-services of Tallinn (%)



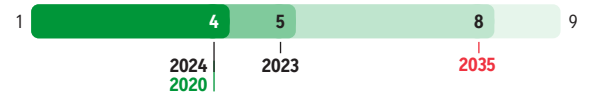
Share of residents who are satisfied with the opportunities to have their say in decisions affecting Tallinn (%)



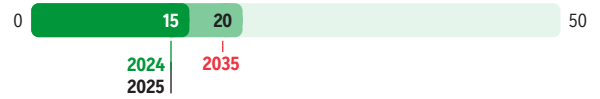
Employer recommendation index (city departments, e-NPS)
(on a scale of -100 to 100)



Governance score on a scale of 1–9 **according to minuomavalitsus.ee**



Share of city employees participating in international projects during the year (%)



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

Key metrics of the field on the dashboard: arvudes.tallinn.ee/juhtimine-ja-tugiteenused-moodikud

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.

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

Values

Openness



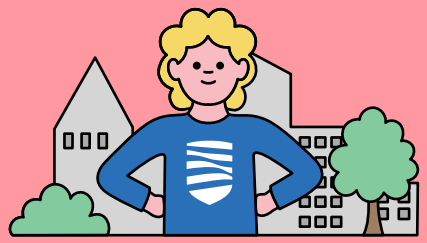
We are open to new ideas and different opinions.

Kindness



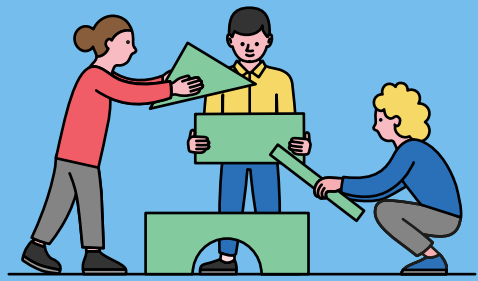
We are committed to the well-being of the residents of Tallinn.

Courage



We have courage and we take responsibility.

Collaboration

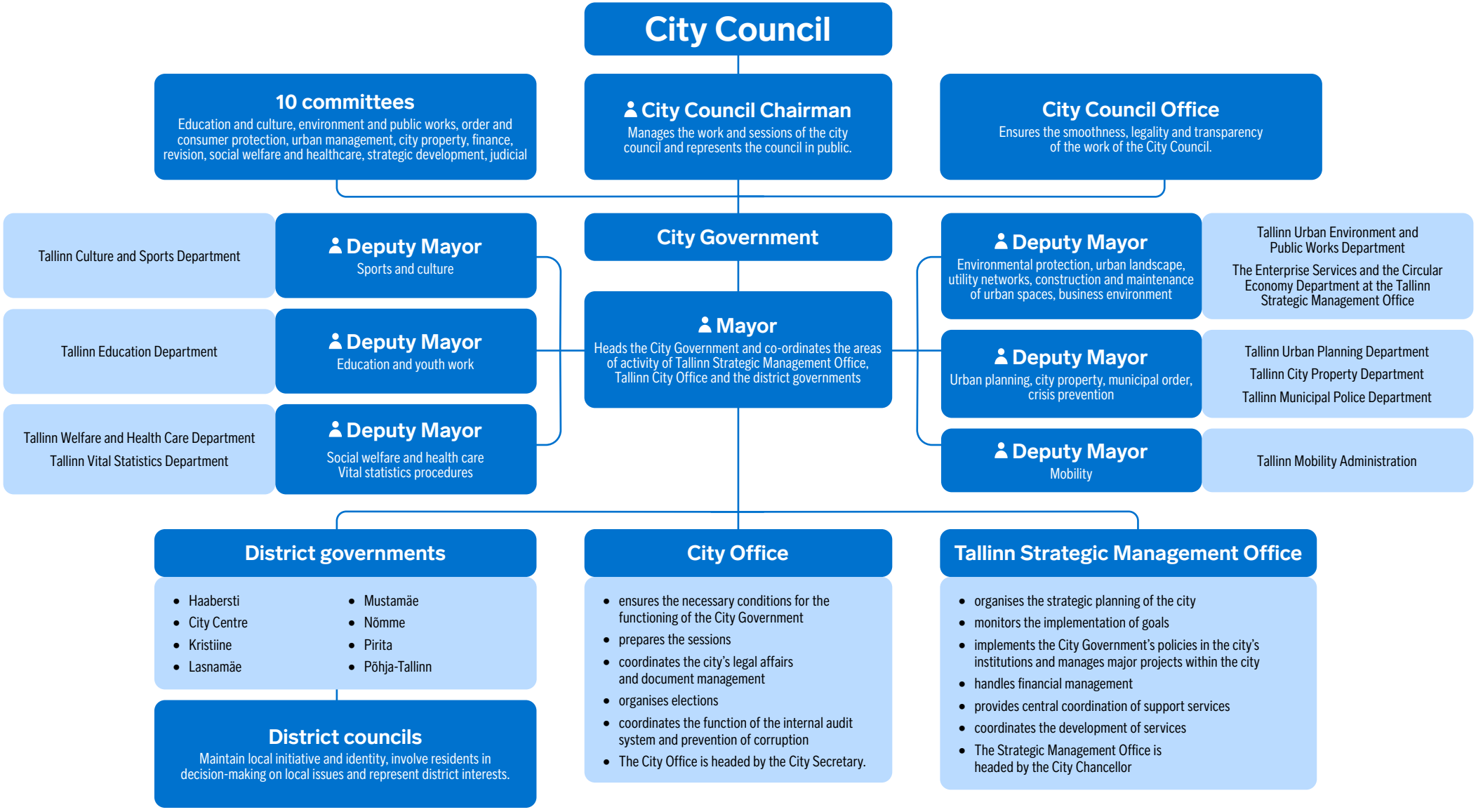


We achieve results by acting smart and working as a team.

Governance structure

The City of Tallinn is governed by the City Council and the City Government. The 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. The 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, which organise and provide local public services. The city organisation comprises of **227** institutions subject to management.



City employees

In 2025, the city organisation had **15,320 positions**, which equates to 33.2 employees per 1,000 residents. Compared with 2022, when the number stood at 34.3, the figure has been on a slight but steady downward trend.



Educational institutions 10,579

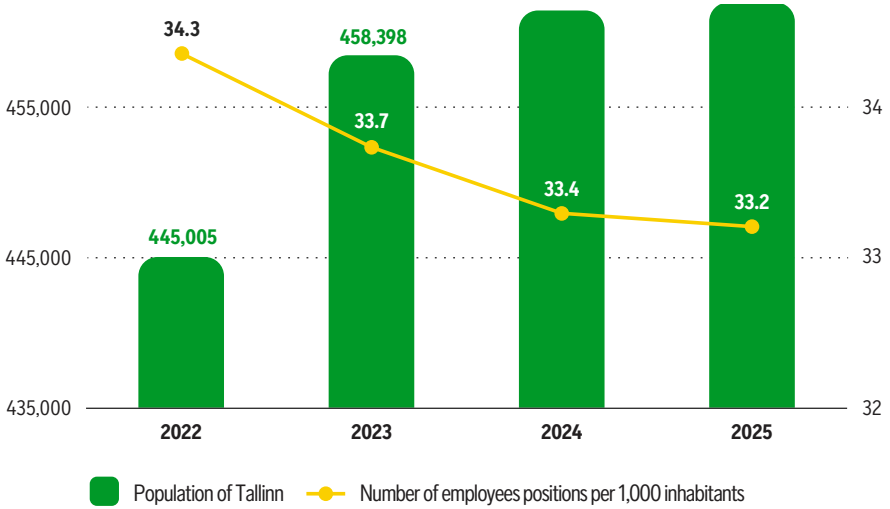
Administered institutions 3,041

Departments 1,400

District governments 300

Total number of positions: 15,320

Ratio between the population and city employee positions of Tallinn

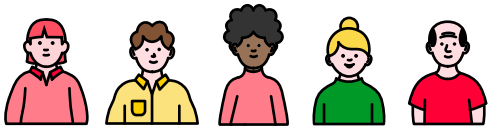


Employees by gender and age and length of service

As of the end of the year, **the city employed** a total of **14,908 people***. 69% of city employees work in educational institutions.

83% of employees are women and 17% are men. A large share of the services provided by local authorities fall within the social and educational sectors, so the statistics on city employees reflect the specific characteristics of these sectors. Excluding the education and social sectors, however, the proportion of women is still high, reaching 65%.

The average age of employees is 48.5 and the average length of service is 8 years. The employees with the highest average age (49.1 years) are those working in district governments, while those with the longest average length of service (8.4 years) are in educational institutions. 31% of city employees have been in their posts for less than two years.

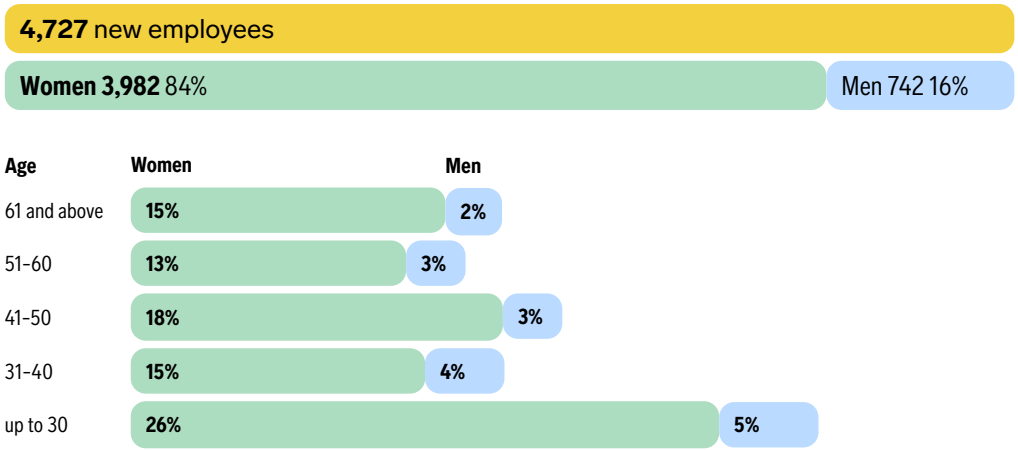


New and departing city employees

In 2025, 4,727 new city employees started work (84% of whom were women). 31% of all recruits were under 30 years of age. The average age of new employees was 43.2 years.

4,995 city employees left their posts. Their average age was 47 and they had been working for the city organisation for an average of 3.8 years.

Profile of new city employees



* The figure includes each city employee once, regardless of whether the employee has multiple employment relationships with the city (e.g. in schools).

Share of managers in city institutions and managers by age and gender

In total, the city organisation had **398 managers** in 2025 (excluding educational institutions). The highest share of managers (16% of all employees) is found in the district governments. The lowest share (6%) of managers is found in administered institutions.

The average age of managers was 45.3 and average length of service was 7.2 years. The gender breakdown among managers differs from the overall employee composition of the city organisation – 35% of managers are men, while the proportion of men in the city organisation as a whole is only **17%.**

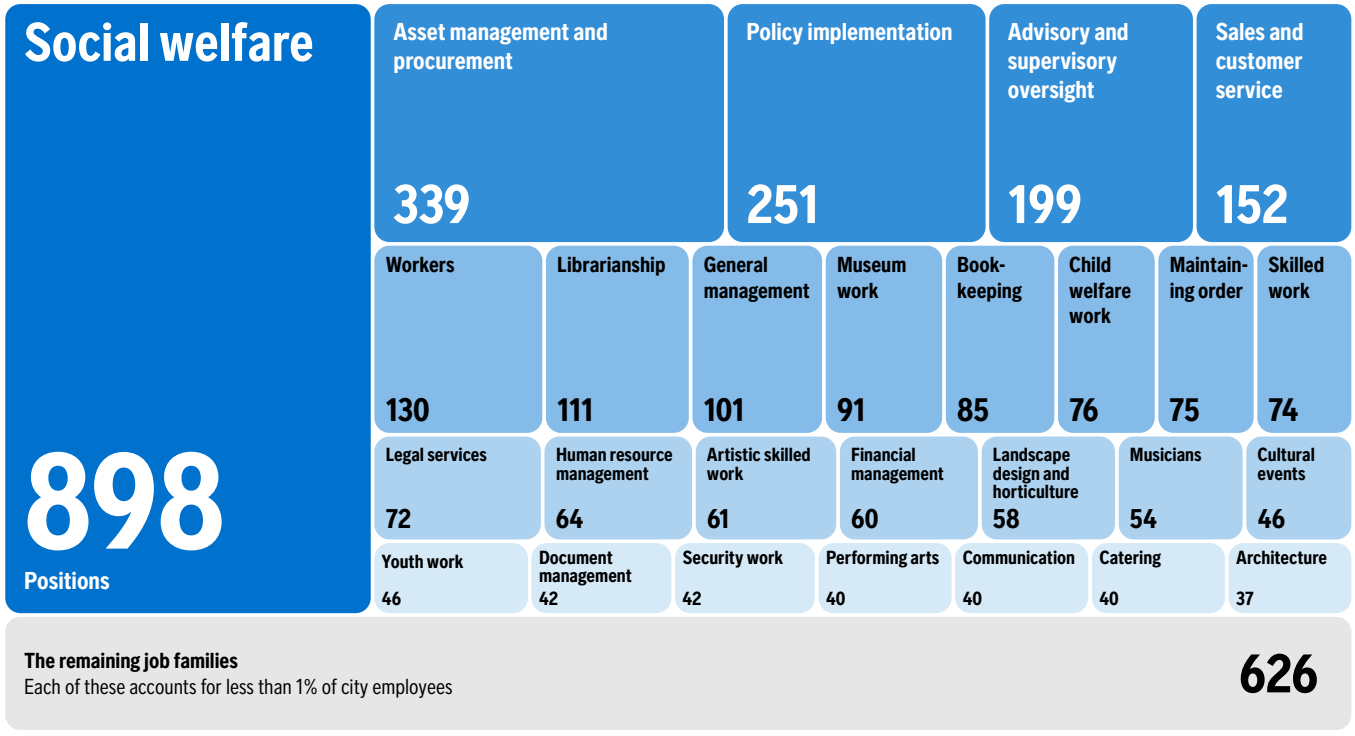
Photo: Jake Farra



The city's job families

In city institutions, all positions are classified into work teams. A job family is a set of positions of employment with similar functions and content of work (e.g. human resources management, policy implementation, social welfare) which are divided into levels according to the complexity of the work, the extent of responsibilities and the requirements set for the position (education, previous experience, etc.).

Excluding educational institutions, there are a total of **93 work teams.** The distribution of positions across work teams varies – **the largest sector is social welfare, which in 2025 accounts for 23% or 898 of all positions.**





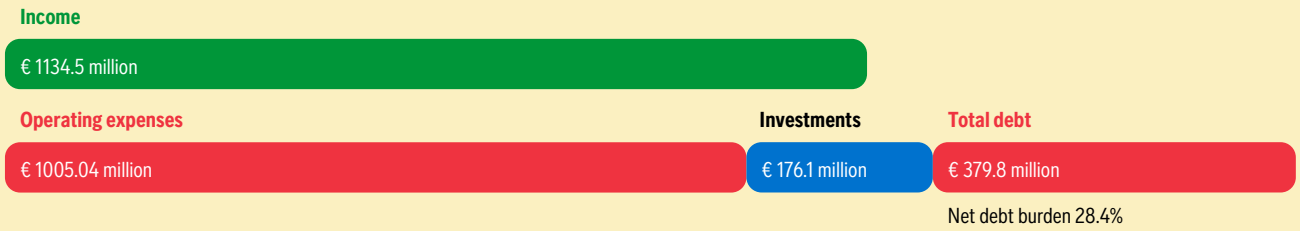
Tallinn's membership in national and international organisations:

- Association of Local Authorities of Harju County
- Association of Estonian Cities and Municipalities
- EUROCITIES (network of major European cities), where Tallinn is on the board
- European Green Capital Network
- Union of the Baltic Cities
- UNESCO Creative Cities Network (UCCN)

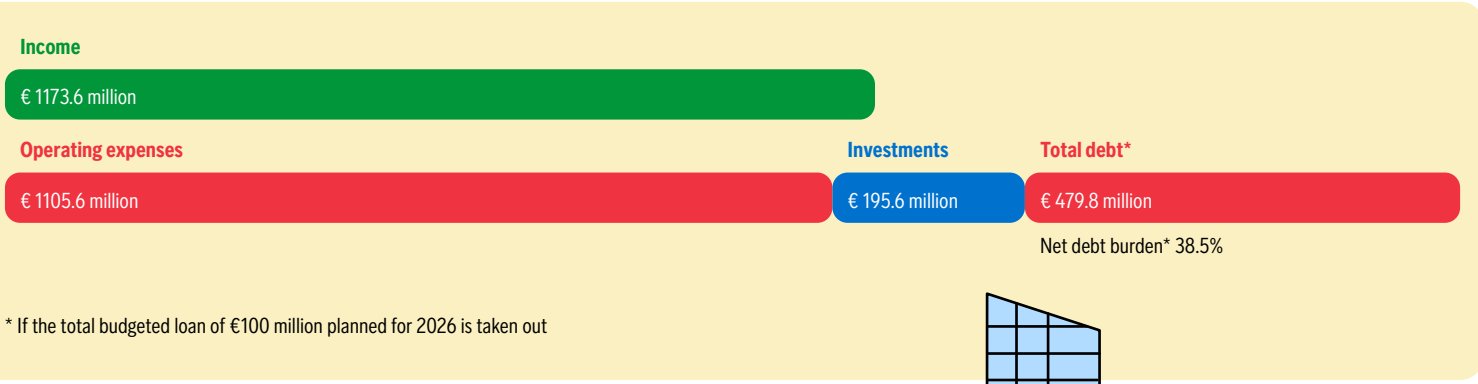
In addition, the City maintains continuous cooperation with Estonian professional associations and international programmes (e.g. EUI, URBACT, Interreg and others).

Key figures for the city budget in 2025 and 2026

Implementation of the 2025 budget



Budget for 2026



* If the total budgeted loan of €100 million planned for 2026 is taken out





Photo: Ellen Rudi

Sources

- Development strategy ‘Tallinn 2035’ (strateegia.tallinn.ee/en)
- Tallinn budget strategy and development strategy ‘Tallinn 2035’ operational programme for the years 2026–2030*
- Budget of the City of Tallinn for 2026 (riigiteataja.ee/akt/413022026015?leiaKehtiv)
- Consolidated annual financial report of Tallinn for 2025*
- Pages 4–5: Statistics Estonia (population, households, migration), population register (population density).
- Page 6: Urban planning. Tallinn residents’ survey 2025 (Turu-uuringute AS) Mobility and the living environment. Tallinn residents’ survey 2025 (Estonian Research Centre OÜ).
- Page 9: Culture, recreational activities and physical activities. Tallinn residents’ survey 2025 (Emor AS).
- Pages 36–37: Tallinn Strategic Management Office, Personnel Services

*the city’s budget strategies, operational programmes and financial year reports can always be found at strateegia.tallinn.ee/en/follow

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