

# THE CITY OF ACTION

TAMPERE CITY STRATEGY 2030

# City of Action

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Mayor of Tampere



Our new strategy, City of Action, aims for 2030. It is based on the history of Tampere, which has always included great plans and goals. This heritage has developed into a Tampere characteristic: bold implementation and accomplishment of things. We dare to look to the future with confidence because we know we can.

The future of Tampere as an attractive city looks bright, but we also face challenges that will require us to take action in the years to come. For example, demographic change, the distribution of well-being, the transformation of work, sustainable transition and digitalisation require us to take both targeted action and bold renewal.

The strategy has been prepared during 2021 in extensive cooperation. City residents, city staff, municipal corporations and their subsidiaries, and stakeholders have brought their views on the Tampere of the future. The Tampere of the future is hoped to be prosperous, safe, ecological, attractive and vibrant. These valuable messages have signalled the preparation of the contents of the strategy.

The City of Action focuses both on individuals and doing things together. We will all be developing the Tampere of the future. The city's role is to create opportunities, act as a platform for doing things together, and support equal opportunities for every resident to pursue self-realisation.

The City of Action is a pioneer. We point the way to a community that feeds future prosperity, creativity, and innovation. We are a hub for events

and culture at the international level, we create the best framework for companies to succeed, and we ensure that Tampere provides the best conditions for making the solutions of the future. Our position as an international city of science and know-how must be further strengthened. We leverage digitalisation and use data to support the development of well-being and vitality. We are creating solutions to global problems.

Tampere bears the responsibility for a sustainable future. We are doing impressive work for climate and biodiversity, and we want to be known for this internationally as well. We believe that, in the future, our attractiveness will be strengthened by providing residents with a smooth everyday life in a city where it is easy to make sustainable choices. At the same time, we can create new business opportunities.

The ongoing decade of action will determine whether the world will achieve the sustainable development goals set out in the UN 2030 Agenda, which has also pointed the way for the preparation of the Tampere City Strategy. A large number of cities around the world are committed to furthering the goals of the Agenda. Tampere is part of this international community of responsible leaders.

Once the strategy is completed, the actual work will begin. Strategy is only realised when words are turned into deeds. We will implement the strategy with the efforts of the entire City of Tampere Group and involve the entire city community. Let's make a sustainable and forward-looking City of Action together.

## VISION

# THE CITY OF ACTION

Tampere has always been a city of work. The story of the city includes great plans and big objectives since the days of James Finlayson. This heritage has developed into a Tampere characteristic: bold implementation and accomplishment of things. These are the roots of the city that walks the walk.

The city of the future is made together and every resident has the power to act. Here, everyone has an equal opportunity to pursue self-realisation.

People have come to Tampere from so many places. Competence, expertise and new ideas have met on the shores of the Tammerkoski Rapids. In the City of Action, a sustainable future is being built with this know-how.



# Focus areas

## EQUAL INDIVIDUALS

Tampere is the best place to grow, develop and age. In Tampere, everyone can be themselves and make their dreams come true.



## ACTIVE COMMUNITIES

Tampere shows the direction for the community of the future. Tampere's diverse communities and companies feed well-being, creativity and innovation. Together, we can make a brighter tomorrow.



## CARBON-NEUTRAL ACTION

Tampere is internationally known for its impressive work on climate and biodiversity. Making sustainable choices is easy here – our appeal comes from the smoothness of everyday life.



## A PIONEER OF THE FUTURE

Tampere continues its success story; we provide the best conditions for making the solutions of the future. Tampere has a strong position as an international city of science and know-how.





# Equal individuals

Tampere is the best place to grow, develop and age. In Tampere, everyone can be themselves and make their dreams come true.





# Equal individuals

## WHAT WE DO

- We work for non-discrimination. In Tampere, everyone is equal.
- We fight inequality and poverty. In Tampere, well-being is evenly distributed between different population groups and parts of the city.
- We invest in prevention. We promote the well-being of the people of Tampere with Pirkanmaa health and social services county.
- We strengthen mental well-being in all our activities.
- We are intensifying cross-sectoral cooperation on the safety and sense of security of the people of Tampere.
- We make the city child- and senior-friendly.
- We make sure that every school in Tampere is a good school. Everyone has the right and peace to learn. We develop the future and well-being skills of children and young people.
- We offer the highest-quality and most flexible opportunities for education leading to lifelong learning and employment.
- We support the city residents' ability to work, employment and flexible opportunities to participate in working life.
- We make special efforts to ensure successful integration for new residents.
- We ensure diverse and easily accessible opportunities for leisure and hobbies. Our urban environment supports an active lifestyle.
- We enable different housing solutions for different life situations.

# Equal individuals

## OBJECTIVES FOR THE CITY COUNCIL'S TERM OF OFFICE

## KEY INDICATORS FOR THE CITY COUNCIL'S TERM OF OFFICE

### Improving residents' perceived well-being

- Perceived well-being index for adults and people over 65 years of age
- Perceived well-being of children and young people

### Reducing differences in well-being between parts of the city

- Socio-economic index
- At-risk-of-poverty rate and at-risk-of-poverty rate of children
- Perceived well-being index by residential area

### Proactively ensuring Tampere residents receive the services they need

- Number of senior citizens living at home, living in service housing with round-the-clock assistance and in long-term institutional care\*
- Total number of customers of child welfare services\*
- Total number of long-term homeless people\*
- The city's activities to promote the health and well-being of local residents

### Increasing the equality of our residents

- Experience of discrimination
- The realisation of equality plan

### Improving safety and a stronger sense of security

- Street safety index
- Perceived safety
- Bullying (primary and secondary school students)

### Seamless cooperation between the city and Pirkanmaa health and social services county

- State of affairs cooperation

### Decreasing unemployment to the average of the six largest cities and improving the employment of people with special needs

- Unemployment rate
- Broad youth unemployment rate/number of unemployed (under-25s and those in the 25-29 age group)
- Broad unemployment rate among people from foreign backgrounds
- Number of people covered by services

### Diversifying housing production across parts of the city and completing an average of 716 affordable apartments in Tampere each year

- Diversity of the housing stock index
- Number and size of completed apartments
- Production of affordable housing
- Share of family apartments in apartments completed during the term of office
- Amount of land assigned to detached houses

\* Possible changes to the above indicators will be assessed after 2022



# Active communities

Tampere shows the direction for the community of the future. Tampere's diverse communities and companies feed well-being, creativity and innovation. Together, we can make a brighter tomorrow.







# Active communities

## WHAT WE DO

- We do not leave anyone alone – we bring people together. We provide community support at different stages of life.
- We strengthen the operating conditions of associations and organisations. We offer opportunities for independent and voluntary activities.
- We encourage city residents to make Tampere unique.
- We act as a reliable partner and a platform for doing things together. We participate in the activities of different communities. We increase interaction and new forms of it.
- We support the community and residential participation in the neighbourhoods. Comfortable and communal urban spaces make it easy encounters.
- We are a home for creative people. Tampere is known as a cluster for international events and culture. We attract people to experiences all year round.
- We create the best framework for entrepreneurs and companies to succeed. We support the emergence, growth and internationalisation of companies by bringing different actors together.

# Active communities

## OBJECTIVES FOR THE CITY COUNCIL'S TERM OF OFFICE

## KEY INDICATORS FOR THE CITY COUNCIL'S TERM OF OFFICE

### **Increasing communal activity and decreasing loneliness**

- Experience of communality in the residential area and willingness to help
- Children's and young people's experience of belonging to a group or community that is important to them
- Proportion of those actively involved in organisational activities
- Proportion of children, young people and adults who feel lonely

### **Strengthening participation**

- Experience in influencing the development of a residential area
- The experience of children and young people in influencing in schools
- Awareness of participation opportunities

### **Strengthening the experience economy and creative industries**

- Experience economy turnover and personnel
- Number of events
- Number of visitors to key attractions
- Perception of the diversity of cultural offerings
- Production incentives awarded in the AV sector

### **Improving operating conditions for start-ups and corporate ecosystems**

- Number of start-ups
- Placement in comparisons of business environments
- Number of businesses operating in growth ecosystems
- Number of new foreign businesses



# Carbon-neutral action

Tampere is internationally known for its impressive work on climate and biodiversity. Making sustainable choices is easy here – our appeal comes from the smoothness of everyday life.



# Carbon-neutral action

## WHAT WE DO

- We are moving towards a sustainable, smart and diverse transport system. We enable sustainable and smooth mobility.
- We strengthen the smoothness of everyday life by providing high-quality and accessible services. Our actions aim to reduce the need for unnecessary transport for our residents.
- We are taking leaps towards carbon neutrality in procurement, construction use of facilities and service production with the help of the whole city. Tampere will be carbon-neutral by 2030. We promote carbon-negative solutions.
- We are determined to improve the state of biodiversity. We boldly take advantage of new ways of increasing greenery in the urban environment.
- We reconcile the challenges of a growing and sustainable city with a focus on the quality of growth. A pleasant and clean urban environment, attractive local nature and diverse recreational opportunities make Tampere stand out.
- We will ensure a fair transition to a more sustainable tomorrow. Climate risks and adaptation to change are taken seriously in Tampere.
- We provide support for solutions and experiments that promote responsible choices for residents, businesses and communities. We call on the entire urban community to build a sustainable everyday life.



# Carbon-neutral action

OBJECTIVES FOR THE CITY COUNCIL'S TERM OF OFFICE	KEY INDICATORS FOR THE CITY COUNCIL'S TERM OF OFFICE
<p><b>Reducing climate emissions by at least 60 % from the levels of the 1990s.</b></p>	<ul style="list-style-type: none"> <li>• CO2 emissions</li> </ul>
<p><b>Strengthening the sustainable growth of the city by zoning 80% of the residential floor area in public transport zones and district centres as well as by promoting job placement in the same districts</b></p>	<ul style="list-style-type: none"> <li>• Location of the zoned residential floor area in public transport zones and district centres</li> <li>• Mixing of urban structure in public transport zones and district centres (total floor area m<sup>2</sup>)</li> </ul>
<p><b>Increasing the share of sustainable modes of transport by 5% by the end of the City Council's term of office</b></p>	<ul style="list-style-type: none"> <li>• Boardings in public transport</li> <li>• Public transport journeys per capita</li> <li>• Sustainable public transport index</li> <li>• Propulsion of the car fleet</li> </ul>
<p><b>Strengthening and verifying biodiversity in the urban environment</b></p>	<ul style="list-style-type: none"> <li>• The realisation of the Biodiversity (LUMO) programme</li> </ul>
<p><b>Decreasing energy consumption by an average of 1% per year during the term of office</b></p>	<ul style="list-style-type: none"> <li>• Energy consumption data</li> </ul>





# A pioneer of the future

Tampere continues its success story; we provide the best conditions for making the solutions of the future. Tampere has a strong position as an international city of science and know-how.



# A pioneer of the future

## WHAT WE DO

- We secure Tampere's vitality by investing in education. Quality education at all school levels creates a breeding ground for future experts.
- We invest in attracting international experts. We ensure that Tampere has the power to retain experts and their families.
- We promote employment and the availability of labour through cooperation. In Tampere, employers and workers find each other.
- We strengthen Tampere's attractiveness as a national and international student city together with the higher education institutes and upper secondary schools.
- We are making Tampere the capital of multi-location work. With smooth connections, Tampere is easily accessible, even internationally.
- We serve as a platform for sustainable solutions for the future and create partnerships with industries.
- We support industrial renewal, accelerated by the green transition, and the potential of the circular economy. We boldly take advantage of the opportunities of digitalisation in service development.
- We promote the operating conditions of export-supporting growth ecosystems. We strengthen the city's attractiveness for international investment.

# A pioneer of the future

OBJECTIVES FOR THE CITY COUNCIL'S TERM OF OFFICE	KEY INDICATORS FOR THE CITY COUNCIL'S TERM OF OFFICE
<b>Increasing the number of international experts in Tampere</b>	<ul style="list-style-type: none"><li>• Regional placement of foreign degree students after graduation</li><li>• Number of non-Finnish or non-Swedish speaking employed persons</li><li>• Number of first residence permits for researchers and specialists</li><li>• Share of non-Finnish or non-Swedish speaking entrepreneurs</li></ul>
<b>Improving the availability of the workforce</b>	<ul style="list-style-type: none"><li>• Number of employed</li><li>• Number of vocational upper secondary qualifications</li><li>• Places/number of applicants in external search</li></ul>
<b>Strengthening the retention power of the city centre</b>	<ul style="list-style-type: none"><li>• Net migration by age group</li><li>• Regional placement of degree students after graduation</li></ul>
<b>Improving the accessibility and vitality of the centre of Tampere</b>	<ul style="list-style-type: none"><li>• City centre vitality index</li></ul>
<b>Strengthening Tampere's position as a city of education and study</b>	<ul style="list-style-type: none"><li>• Primary applicants to the higher education institutes</li><li>• Ranking in the survey examining the willingness to recommend cities to study in</li><li>• Share of non-Finnish or non-Swedish speaking degree students</li><li>• Mathematics and Finnish learning outcomes (2nd, 7th and 9th grade)</li></ul>
<b>Accelerating the region's green transition and industrial renewal</b>	<ul style="list-style-type: none"><li>• Development of turnover in industries supporting the green transition</li><li>• Amount of funding for the green transition</li><li>• RDI investments by companies</li></ul>
<b>Growing the population of Tampere by 3,000 per year on average</b>	<ul style="list-style-type: none"><li>• Population growth</li></ul>



# Customer experience exceeding expectations

Customer experience is a feeling. It provides direction for the development of services and encounters and creates a basis for strengthening Tampere's retention and attractiveness.

## OUR CUSTOMER EXPERIENCE IS:

### **SMOOTH**

We are easily approachable and take action quickly. Our operations are smooth and uncomplicated.

### **RELIABLE**

We take responsibility and stick to what we have promised. We are fair and just.

### **HUMAN**

We face each person individually. We care and listen. We communicate clearly and understandably.





# A boldly renewing city

A city organisation with a strong capacity for renewal enables the realisation of the strategy.





# A boldly renewing city

## WHAT WE DO

- We are a responsible and attractive employer. We invest in good managerial work and employee experience. With competent personnel with a high level of well-being, we are building a new city.
- We are reforming the City of Tampere Group in accordance with the changing role of the municipality. We are an active and responsible owner.
- We manage the city's finances responsibly. We curb the growth of spending and loans. We improve productivity and strengthen our income base. Our economy is in balance after the health and social services reform.
- We boldly leverage market innovation and develop our own production to improve the effectiveness of our services. We are pioneers in procurement performance.
- We work in close cooperation with Tampere City Region and the municipalities of the Tampere Region. We identify strategically significant national and international networks and operate in them in a targeted manner.
- We base our operations on reliable and up-to-date information. We resolutely strengthen foresight in management and decision-making. We are the best city to provide automated and proactive services to our residents.



# A boldly renewing city

OBJECTIVES FOR THE CITY COUNCIL'S TERM OF OFFICE	KEY INDICATORS FOR THE CITY COUNCIL'S TERM OF OFFICE
<b>Balancing finances</b>	<ul style="list-style-type: none"> <li>• Result for the financial year</li> <li>• Group result</li> <li>• Internal financing of investments, %</li> <li>• Outstanding debt per capita</li> <li>• Total debt per capita</li> </ul>
<b>Strengthening the work of managers and improving occupational well-being for personnel</b>	<ul style="list-style-type: none"> <li>• Results of manager assessments</li> <li>• Occupational well-being matrix</li> <li>• Kunta 10 study</li> <li>• Results of the employee experience survey</li> </ul>
<b>Strengthening Tampere's attractiveness as an employer</b>	<ul style="list-style-type: none"> <li>• Applicant experience</li> <li>• Recommending the city as an employer</li> </ul>
<b>Improving customer experience</b>	<ul style="list-style-type: none"> <li>• Customer experience</li> <li>• Customer satisfaction</li> </ul>
<b>Ensuring 50% of the city's services are available through digital channels</b>	<ul style="list-style-type: none"> <li>• The number of digital services relative to the total number of services</li> </ul>
<b>Improving procurement performance and strengthening capacity for innovation and cooperation</b>	<ul style="list-style-type: none"> <li>• Innovation and collaboration index</li> <li>• Procurement performance</li> </ul>

# From words to actions – Strategy implementation and follow-up

The city strategy is the primary document guiding the city's operations and it creates the foundation for the city's strategic management and development.

The contents of the strategy are specified in the service plans prepared for the activities of the committees and the City Board. The service plans are drafted for each City Council's term of office. The contents of the service plans are further specified in the annual plans. The Boards of Directors specify the contents of the strategy in the yearly service and annual plans. The annual operating goals in the city's budget are selected to support the strategy.

The City Board will steer the implementation of development programmes that are important tools for achieving significant strategic changes. The development programmes are broad and often bring many different players together. They also involve significant financial investments. With regard to land use planning, the strategy is concretised in the local master plan for the inner city, which is updated for each City Council's term of office. The contents of the strategy are also specified in the separate programmes and plans.

Particularly significant in the implementation of the strategy is broad cooperation with stakeholders and local residents and, within the City of Tampere Group, setting objectives, assigning responsibility for them and following up on their achievement. Management group work, scorecards, performance discussions, and rewarding are also important tools in the implementation of the strategy. In addition, communication, common practices and strategy forums support strategic management and putting strategy into action.

The strategy includes key guidelines regarding ownership policy and HR policy. These policies will be specified further in the Group guidelines and ownership steering principles approved by the City Council and the HR policy principles approved by the City Board.

The realisation of the goals of the strategy is evaluated annually.

# 2030 Agenda for Sustainable Development

The UN's 2030 Agenda for Sustainable Development aims to eradicate extreme poverty and secure well-being in an environmentally sustainable manner. The Agenda comprises 17 Sustainable Development Goals (SDG), which all countries should reach together by 2030.

For sustainable development, the role of cities as local promoters and global influencers is significant. The compatibility of 2030 Agenda and its SDGs with the Tampere City Strategy has been inspected across different stages of strategic work.

The focus areas of the Tampere City Strategy and the guidelines of the boldly renewing city promote ten SDGs in particular: Good Health and Well-being, Quality Education, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Responsible Consumption and Production, Climate Action, Life on Land as well as Partnership for the Goals.

The City of Tampere Group promotes the goals of 2030 Agenda as a whole through a strategic management system. The City of Tampere is transparent in its evaluation, reporting and communication with regard to actions taken for a more sustainable future.





Tampere City Strategy 2030

**THE CITY OF ACTION**

15.11.2021