

The City of Action

TAMPERE CITY STRATEGY 2035

SUSTAINABLE
DEVELOPMENT
GOALS

The Mayor's foreword

In the current decade, cities have taken on a larger role as builders of a sustainable future. Tampere has been at the forefront of this development and wants to continue being an equal, communal, sustainably growing and vibrant city going forward. The update of the Tampere City Strategy, the City of Action, that extends until 2035 is crystallised in this strategic intent. The strategy was prepared on the basis of the Mayor's Programme, Our Tampere – Creating a future together.

The strategy was drafted in broad-based cooperation. City residents, city staff, city group organisations and stakeholders have contributed to it and shared their views of Tampere of the future. The valuable messages from all those who participated in this work have pointed the way for preparing the contents of the strategy.

The strategy is founded on equality. Tampere is a city for all of its residents and where everyone can be themselves. We will safeguard high-quality services, bring people together at different stages of life and create opportunities for everyone to live a good life. In Tampere, every child and young person – regardless of their background – has the possibility to grow, learn and develop and to find their personal strengths through joy of learning.

Sustainability guides everything we do. We are committed to mitigating climate change and fostering biodiversity. By taking care of local natural environments that are important for the residents, we can improve everyone's well-being and the city's attractiveness. Pleasant and distinctive neighbourhoods are a resource for Tampere. We invest in the existing areas alongside new ones and encourage residents to develop their residential areas.

A competitive business life and high employment rate lay the foundation for the vitality of the city. Tampere will continue to be an attractive hub of expertise and innovation where companies have the best preconditions to grow and thrive. The city relies increasingly on internationalisation for its growth. We welcome newcomers and their families and ensure that everyone feels at home in Tampere.

Our local-level work also helps to build the global future. In Tampere, we will hold on to our commitment to the Sustainable Development Goals of the UN's 2030 Agenda. The current council term marks the final countdown for ensuring that these goals are achieved, and we wish to succeed in this as part of the group of international frontrunners.

The new strategy was prepared in a challenging economic situation. In order to balance the finances during the council term, we must take action to safeguard the future. Long-term economic sustainability will be secured by focusing on building an attractive, vibrant and equal city.

Once the strategy has been completed, the actual work begins – the strategy can only be realised if words are turned into action. A strong drive to do things together is at the core of the new strategy, and we will rely on the strength of the entire local community to turn it into reality. We wish to work more closely with city residents, companies and our partners to build the future of Tampere. By working together we can be the most attractive city in Finland, now and in the future.

Mayor of Tampere

Ilmari Nurminen



VISION 2035

The City of Action

Tampere has always been a city of work. Since the days of James Finlayson, the story of Tampere has included great plans and ambitious objectives. This heritage has shaped a fundamental characteristic of the city: a bold approach to getting things done.

The city of the future is made together, and every resident has the power to act. In Tampere everyone can be themselves.

The banks of Tammerkoski Rapids have always been a meeting point for competence, expertise and new ideas. Our growing and international city of action builds sustainable future with this know-how.

The City of Action

Joy of life.



Sustainability.



Leading the way.



Together.



The City of Action



Joy of life.

Tampere for all –
well-being belongs
to everyone

Enabler of
meaningful leisure
time

Joy of learning in a
leading city of
education

Sustainability.

Responsible role in
climate action

Leading the way in
biodiversity

Proud of its
distinctive districts

Leading the way.

Attractive hub of
expertise

Driver of growth

International and
interesting city of
experiences

Together.

Joy of life.

Tampere for all – well-being belongs to everyone

Enabler of meaningful leisure time

Joy of learning in a leading city of education

Joy of life.

Tampere for all – well-being belongs to everyone

- We ensure high-quality services. They are the foundation of well-being.
- We bring people together in different situations and stages of life.
- We promote mental well-being in everything we do.
- We focus on improving everyday safety and address the root causes of insecurity.
- We take targeted measures to reduce welfare gaps.
- We help children and young people to thrive and support parents in their daily lives.
- Tampere is home to international residents. We develop services to meet the needs of the growing international population and people from different backgrounds.
- We strengthen our cooperation with the wellbeing services county and non-governmental organisations.

Enabler of meaningful leisure time

- We ensure that everyone has opportunities to experience and create culture. We work together to build a multi-voiced and diverse cultural life.
- We create equal, versatile and easily accessible opportunities for pursuing hobbies and enjoying leisure time.
- We encourage residents to discover the joy of physical activity and adopt healthy lifestyles as part of their everyday lives.

Joy of learning in a leading city of education

- We encourage residents to learn and develop their competence throughout their lives.
- We ensure that every child has an equal opportunity to grow, learn and develop.
- We cherish curiosity. In Tampere, everyone can find their personal strengths and build on them. Children and young people will grow up trusting themselves and their future.
- We strengthen the educational paths for international residents from early childhood services to higher education.
- Tampere is number one in learning results among large cities.

Joy of life.

OBJECTIVES FOR THE CITY COUNCIL'S TERM OF OFFICE

1. Well-being of Tampere residents has increased

Indicators: Perceived well-being of children and young people, perceived well-being index for adults and people aged over 65, well-being plan implementation by age segment, health and wellbeing coefficient (central government transfers per resident)

2. Mental well-being of Tampere residents has improved

Indicators: Anxiety among children and adolescents, social anxiety among young people, mental stress among adults and persons aged over 65, persons receiving reimbursements for antidepressants in different age groups

3. Equality has improved

Indicators: Those who have experienced discrimination among children, young people, adults and persons aged over 65, low-income rates among general population and children, number of long-term homeless people

4. Safety and sense of security have strengthened

Indicators: Children and young people's perceived safety at school, bullying experienced by children and young people, perceived safety of adults and persons aged over 65, street safety index

5. Communal activity has increased, and loneliness decreased

Indicators: Experience of belonging to a group or community of children, young people, adults and people aged over 65, experience of communality and willingness to help in residential areas, proportion of those actively involved in organisational activities, inclusion indicator, perceived loneliness among children, young people, adults and people aged over 65

6. Physical activity and culture have become part of the daily life for an increased number of people

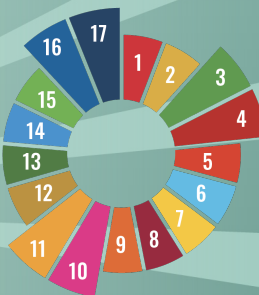
Indicators: Trend in visitor numbers to key cultural sites and services, trend in visitor and participant numbers to key sports venues and services, share of those who can participate in culture or events when they choose to, children and young people's physical activity, physical activity that increases breathing rate among adults and persons over 65

7. Children and young people's school motivation has increased and learning outcomes improved

Indicators: Share of those with good school motivation, learning outcomes in mother tongue and mathematics in basic education, foreign-language pupils' Finnish language skills, proportion of the cohort with a secondary level qualification, proportion of students who continue to higher education

8. Differences in learning outcomes between parts of the city have narrowed

Indicators: City level differences in schools' learning outcomes



Sustainability.

Responsible role in climate action

Leading the way in biodiversity

Proud of its distinctive neighbourhoods



Sustainability.

Responsible role in climate action

- The city bears its responsibility for climate change mitigation and ensures that climate neutrality will be achieved by 2030.
- We are prepared for climate risks and address climate change adaptation in everything we do.
- We develop the city's transport system as a whole, while enabling an increase in the share of sustainable transport.
- We work together with city residents and the entire local community to create a sustainable everyday life.

Leading the way in biodiversity

- The status of our urban nature will be not only preserved but improved. We foster biodiversity through new solutions.
- The primary growth of the city is directed on public transport zones and district centres. We reconcile the city's growth with goals that respect nature.
- We take care of local nature and secure and protect a sufficiently extensive and diverse blue-green network. This will also improve residents' well-being and the attractiveness of the city.

Proud of its distinctive neighbourhoods

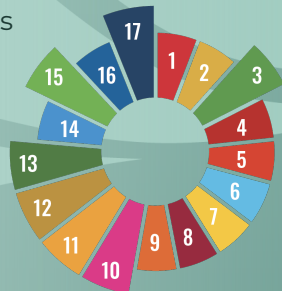
- We invest in the existing neighbourhoods alongside new ones. We develop services, attractiveness and smooth everyday life while addressing local needs.
- We prevent residential area segregation with a focus on the target areas of neighbourhood development.
- We increase diversity in forms of housing and housing stock.
- We encourage residents to develop their residential areas. We create opportunities for communality and resident-driven action.
- We continue to develop the city centre as a vibrant, attractive and accessible meeting place and living area.

Sustainability.

OBJECTIVES FOR THE CITY COUNCIL'S TERM OF OFFICE

- 9. Attaining climate neutrality by 2030 is guaranteed**
Indicators: CO2 emissions
- 10. Biodiversity in the urban environment is strengthened and verifiable**
Indicators: Canopy cover in the urban green development areas of the master plan, surface area of protected sites, an indicator for nature credit hectares has been developed
- 11. Share of sustainable modes of transport has increased to 65%**
Indicators: Modal share of sustainable transport
- 12. City's sustainable growth has been strengthened by zoning 80% of the residential floor area in public transport zones and district centres**
Indicators: Location of the zoned residential floor area in public transport zones and district centres
- 13. Circular economy principles in the city's operations have been established**
Indicators: Proportion of reused materials in infrastructure projects, proportion of infrastructure procurements that include circular economy criteria

- 14. Housing production in the city's districts has become more diverse**
Indicators: House type distribution, tenure distribution, apartment type distribution, affordability
- 15. Attractiveness and appeal of neighbourhoods has increased**
Indicators: Perceived attractiveness of residential areas, proportion of those with a positive perception of a residential area's reputation, city level differences in positive perceptions of a residential area
- 16. Well-being gaps between parts of the city have been reduced**
Indicators: Socio-economic differences between parts of the city, GINI coefficient compared to other large cities, perceived well-being index by residential area, proportion of those who find their residential area safe
- 17. Vitality of the city centre has improved**
Indicators: City centre population, number of jobs in the city centre, trends in city centre vitality index compared to other large cities



Leading the way

Attractive hub of expertise

Driver of growth

International and interesting city of experiences

Leading the way.

Attractive hub of expertise

- We ensure that the region's key areas of excellence will be successful in international competition. We will support industrial regeneration and the green transition.
- We attract new investments and growing companies to the city.
- Tampere is an increasingly attractive city for Finnish and international students. We will boost this trend together with the universities' community and upper secondary schools.

Driver of growth

- We are determined to promote entrepreneurship and the creation and growth of companies.
- We develop new solutions for promoting employment and provide a demand-driven response to employers' needs.
- We pay particular attention to youth employment and prevent and reduce long-term unemployment.
- Jobs and workers meet each other in Tampere. We ensure the availability of experts.
- We attract international workforce actively and responsibly. Together we will ensure that the working life and the local community at large welcome newcomers and their families.

International and interesting city of experiences

- Events and experiences are the city's business card around the world. We continue our determined efforts to develop them.
- We will profile Tampere as an international city of experiences. We build on and strengthen the position of Tampere as the home of the Moomin Museum.
- We create an interesting urban space together where people, services and art meet. Tampere draws people to enjoy experiences all year round.

Leading the way.

OBJECTIVES FOR THE CITY COUNCIL'S TERM OF OFFICE

18. Numbers of jobs and employed workers have increased
Indicators: Number of jobs, number of the employed

19. Employment rate has improved
Indicators: Change in employment rate compared to others among the six largest cities, wage and salaries sum

20. Number of employees born abroad has increased and their employment rate improved
Indicators: Number of employees born abroad, difference between the employment rates of foreigners and workers with a Finnish background, %

21. Competitiveness and renewal in key areas of excellence have been boosted
Indicators: Companies' RDI investments, investments in the region (new investments and investments by companies), turnover in key areas of excellence

22. Labour availability has improved
Indicators: Companies' experience of labour availability, number of the employed

23. Status of Tampere as a city of education and study has strengthened
Indicators: Primary applicants of the higher education institutions, number of foreign-language degree students, ranking in the survey examining willingness to recommend cities to study in

24. Attraction and recognition of Tampere as an international city for events and experiences has improved
Indicators: Tourism income, overnight stays / foreigners' overnight stays, numbers of international events, numbers of international congresses (proportion of large congresses of all), international media visits to Tampere

25. Promotion of entrepreneurship and the creation and growth of companies
Indicators: Numbers of new companies and the jobs created by them





Together.

Together.

- We invest in our employee well-being and in strengthening their ability for renewal. Technology acts as a co-worker for everyone.
- In the city of the future, the physical and the digital complement each other. We utilise digitalisation for the benefit of all Tampere residents.
- We develop Tampere together with our residents and partners. Customer insight directs the renewal of our services.
- We engage in active and multidisciplinary cooperation to strengthen the city's preparedness and security.
- We increasingly pull together with the municipalities in Tampere urban subregion and Pirkanmaa.
- We are a responsible and goal-oriented owner. We will increasingly operate as the City Group.
- Stable finances enable renewal and growth. Our finances will be in balance by 2029 at the latest.

Together.

OBJECTIVES FOR THE CITY COUNCIL'S TERM OF OFFICE

26. Employee well-being and ability for renewal have improved

Indicators: Kunta10 study, well-being matrix, employee experience survey

27. Customer experience in the city's services has improved

Indicators: city-level customer experience measurement data, digital service customer experience measurement data

28. Residents' participation in city development has increased

Indicators: residents' experiences of participation and opportunities to exert influence, different population groups' experiences of participation and opportunities to exert influence, residents' experiences of opportunities to influence the development of their residential area, projects which include a customer survey, visitors to the Participate and influence website

29. Finances are balanced

Indicators: Operating profit for the financial year, consolidated profit, investment income financing, loan amount per resident, consolidated loan amount per resident



From words to actions

Strategy implementation and follow-up

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

The contents of the strategy are further specified in implementation plans for the activities under the committees and the city board.

The implementation plans are drawn up for each council term. The more specific contents will be set out in the budget and annual plans. The operational objectives of the budget are derived annually from the objectives of the strategy for the council term.

The City Board steers the implementation of development programmes that are important tools for achieving significant strategic changes. Development programs are broad, often multi-stakeholder initiatives that also involve significant financial investments. In terms of land use planning, the strategy is specified in the local master plan for the inner city, which is updated each council term. To support the strategy implementation and to guide the city's basic operations, the contents of the strategy are specified also in separate programs. These are divided into strategic separate programmes and other plans.

The implementation of the strategy emphasizes extensive cooperation with stakeholders and residents, as well as within the City of Tampere Group, setting objectives, assigning responsibility for them and monitoring their achievement. Management group work, scorecards, performance discussions and rewarding are also important tools in strategy implementation. In addition, the implementation is supported by communication and joint forums as well as project development.

The strategy contains key guidelines concerning ownership and HR policy. These policies are specified further in the Group guidelines and ownership steering principles approved by the City Council and HR policy principles adopted by the City Board.

Strategy follow-up is an essential part of strategic management. The achievement of the objectives set in the strategy for the Council term will be evaluated annually.

MAYOR'S PROGRAMME

TAMPERE CITY STRATEGY 2035

Development
programmes

Separate strategic
programmes and
other plans

Master plan for
inner city

Strategy implementation plan

Annual operational and financial planning

**BUDGET
ANNUAL PLAN**

Management
group work

Management
scorecards,
performance
discussions, rewarding

Project
development

Communication,
strategy forums

Strategy follow-up and evaluation

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Leading
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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.
- In 2021, the City of Tampere committed to the local implementation of the 2030 Agenda goals. The goals are being promoted by the entire City Group and have been incorporated into the city's strategic management system.
- The sustainable development goals that are being particularly promoted through the City of Action strategy for the 2025–2029 council term, are described visually in the strategy document in connection with the strategy objectives.



The City of Action

APPROVED BY THE CITY COUNCIL OF TAMPERE ON 10 NOVEMBER 2025