

TAMPERE, WORKING TOGETHER FOR A BRIGHT FUTURE

2025

TAMPERE CITY STRATEGY

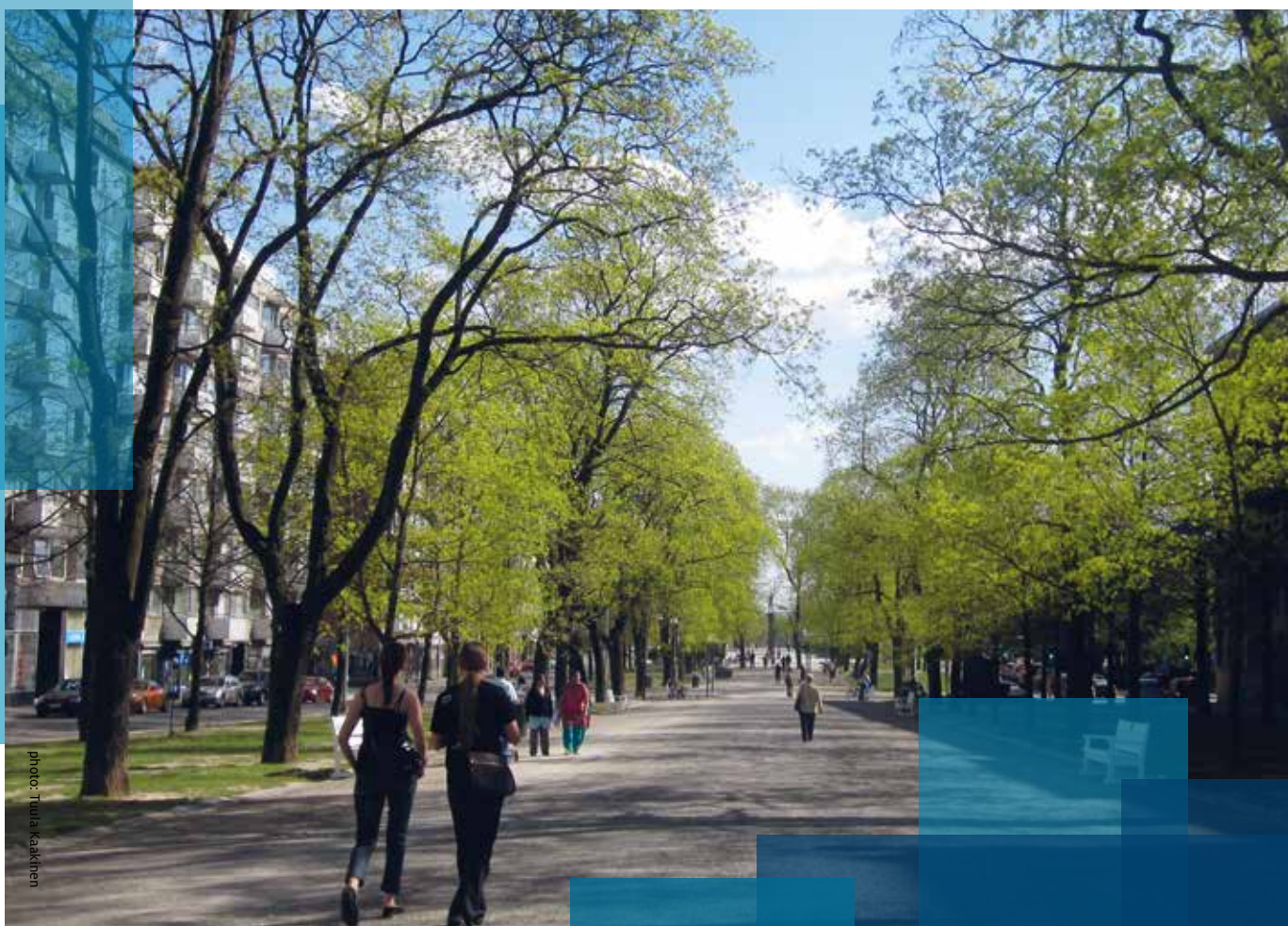


photo: Tuula Kaakinen



THE CITY OF TAMPERE



A CITY WITH A BRIGHT FUTURE

OUR NEW CITY STRATEGY, “TAMPERE, WORKING TOGETHER FOR A BRIGHT FUTURE”, IS BASED ON WORKING TOGETHER TO PROMOTE INSIGHTFUL AND BOLD DECISIONS AND ACTIONS.

The strategy has been prepared in the midst of gloomy prospects for municipal finances. At the same time, the growing and ageing population coupled with increasing unemployment add to the need for services. Balancing the finances and promoting well-being and vitality require us to revise our service structures and operating methods, target our services better than ever before, and strengthen preventive measures. It is also essential to improve conditions in order for businesses to operate. The strategy is in many ways a strategy for structural change.

At the start of the strategy work, we asked Tampere residents how the new Tampere should be built. We received many valuable insights into developing our city. Key issues mentioned in the responses included providing more jobs, opportunities for education and training, smooth public transport, well-functioning social and health services as well as balanced finances. Other issues emphasised were innovation and courage. We continued to work on the strategy on the basis of this feedback.

In the name of our strategy, ‘working together’ emphasises the role of each person; this is our city and we are all building it together. In other words, it includes a strong message that developing our city requires collaboration, it is our common cause. The city organisation will not achieve all of the objectives on its own; the city, its vitality and well-being, must be built together with the citizens, employees, stakeholders and neighbouring municipalities. This challenges us to look for new approaches and create innovative partnerships.

The latter part of the name, ‘for a bright future’, in turn, refers not only to maintaining the beautiful, pleasant and enabling urban environment but





also particularly to the aspect that the city and its residents look to the future and a brighter tomorrow. The Tampere communities, families and residents look confidently to the future and trust that they will enjoy a safe living environment throughout all of their different life stages as well as encouraging opportunities for self-motivated activities and entrepreneurship. The city's employees see they have a bright future regarding the development of their work and their skills. The businesses operating in Tampere look to the future with new ideas on innovation, growth and internationalisation. It is also essential that Tampere is recognized by others – both nationally and internationally – as an attractive city with a bright future that offers great opportunities to invest, start companies, extend existing businesses, settle down, study, or visit just for fun.

The ability to learn and adopt new knowledge and ideas is an increasingly important factor for success. I believe that combining a wide range of skills and experiences leads to creative solutions on how to respond to the challenges facing our city, develop our services and strengthen the city's attractiveness and vitality. We want to be building Tampere into a smart city.

An extensive group of people have contributed to the work on the strategy. Collaborative drafting makes it possible to have a common and balanced discussion on the priorities in the city's operations. Coming to a shared interpretation of the city's challenges, desired future and the means to achieve the goals are prerequisites for the successful implementation of the strategy. I take this opportunity to warmly thank all of you who were involved in preparing the strategy!

Now that the strategy is completed, it is time to start implementing it. This will be done through consistent and bold decisions combined with hard work, openness and collaboration. Let's make Tampere the best and most attractive city in Finland!

Tampere, 19 August 2013
Anna-Kaisa Ikonen
Mayor

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STRUCTURES AND OPERATING METHODS CHANGE

THE CITY STRATEGY IS A DESCRIPTION OF THE EMPHASES AND OBJECTIVES THE CITY COUNCIL CONSIDERS TO BE THE PRIORITIES. IT INCLUDES THE KEY MESSAGES FOR DEVELOPING TAMPERE AND PROVIDES THE BASIS FOR MANAGING THE CITY.

The city strategy was prepared at a time when the City of Tampere finances had ended up in a structural imbalance. The reasons for the imbalance can be found in decreased corporate tax revenue and cuts in the central government transfers to local government as well as the sharp increase in operating expenses that took place at the same time. Reaching a balance requires strengthening the tax base, curbing the operating expenses, revising the operating methods and carrying out structural changes in the city's operations. The balance also requires adjusting the number of employees through retirement and natural turnover.

The city strategy will be specified in four action plans that relate to well-being, city structure and the environment, vitality, and the organisation's performance. The starting point for the city strategy and the action plans is The New Tampere, welcome!, Mayor Anna-Kaisa Ikonen's Policy Programme 2013–2016.

The City of Tampere strategic documents are the city strategy and the action plans together with the service providers' strategic documents that govern their operations. The city strategy will be specified annually in the budget and in the annual plans and service contracts of the purchasing committees and the service providers. In addition, performance and development discussions, work conducted by the executive management group, incentive systems and project activities contribute to the implementation of the strategy.

The city strategy was prepared at the beginning of the City Council's term of office. The work was informed by an extensive analysis of the operating environment, City Council seminars, the brainstorming session organised by Mayor Anna-Kaisa Ikonen as well as by the various opportunities for participation targeted at the city's residents, employees and stakeholders.

OPERATING ENVIRONMENT

The data collected to facilitate the compilation of the city strategy was used to examine the city's development and the trends impacting on its future. Based on the data, it was possible to establish the strengths and weaknesses of Tampere and the future challenges posed by the changes it faces.

The most significant future challenge for Tampere is how to tackle the problems created by unemployment, the increasing disparities in well-being, and the coming change in the population structure, in a way that is sustainable from the perspective of the city's finances. Municipal finances have rapidly weakened in the last few years, and no significant improvement in the municipalities' financial environment is expected in the near future. The city's competent personnel and well-functioning municipal services and service market are the basis for meeting the challenge. Technological developments open up new possibilities to improve productivity. A lack of determination in implementing reforms and the organisation's inability to adapt to change quickly can make it more difficult to address broader issues of well-being given the more restrictive financial reality.

Thriving businesses are important as they bring more jobs and more tax revenue to the city. Stiff global competition, the shift in economic focus to developing countries as well as the structural changes in the industrial and ICT sectors challenge the Tampere business community to find new ideas. Growth companies, in particular, are rare in Tampere. Tampere's high-quality education and training opportunities, know-how in cutting-edge technology, positive image as a dwelling place and business location, and good transport connections provide a favourable starting point for revitalising the business sector.

Tampere is a high-quality, pleasant and safe environment to live in. The Tampere Central Region is growing fast. Managing this growth poses a challenge to the functionality of the region's community structure, the balanced development of the different areas and ecological sustainability. Current local government reform will also have an impact on the future of the Tampere Central Region.



TAMPERE'S STRENGTHS

- favourable image as a dwelling place and business location
- location and accessibility
- the sixth largest urban area in the Nordic countries
- high-quality and diverse education and training opportunities
- high level of know-how that employs cutting-edge technology
- well-functioning municipal services and service market
- active subcultures as well as a dynamic and diverse sports and high-culture scene
- high-quality, safe and pleasant living environment
- competent personnel.

TAMPERE'S WEAKNESSES

- unemployment structure, especially the high number of young and long-term unemployed
- rapidly weakened economic situation
- scarcity of growth companies
- lack of determination in carrying out major initiatives and reforms
- organisation's slowness in adapting to change
- institution-centred service structure.

FUTURE CHALLENGES OF CHANGE

- City's expenditure grows faster than its revenue.
- Disparities in well-being amongst children and families with children increase.
- High unemployment increases the risk of social exclusion and inequality amongst young people.
- Social problems amongst the adult population increase and accumulate.
- The number of older people increases and the demographic dependency ratio worsens.
- Social differentiation between different areas in Tampere and the Tampere Central Region increases.
- Structural change and globalisation pose a challenge to the city's economy.
- Tampere and the Tampere Central Region grow significantly.
- Local government reform will make it possible for the region to develop as a functional whole.
- Environmental requirements increase as climate change advances and biodiversity declines.
- Technological change means a challenge for our skills and operating methods.
- It will be harder to find skilled workers.
- Calls for openness and better opportunities for citizens to participate in decision making and service development challenge the current ways of operating.
- Demands on the productivity of the public sector increase.

TAMPERE 2025

– VISION AND OPERATING METHODS

The City of Tampere vision describes the desired goal for the city in the year 2025. The City of Tampere vision for 2025 is:

TAMPERE, WORKING TOGETHER FOR A BRIGHT FUTURE

Tampere is the best and most attractive city in Finland, a Nordic metropolis that we build together. We are looking to the future, to a new generation city that is a functional, beautiful and international city of culture.

Well-being is our common goal. We provide support for homes as places that enable a good life. We ensure that everybody is involved.

We promote choices enhancing well-being and we place an emphasis on preventive services.

We create attractive opportunities for entrepreneurship and job creation. Businesses have prospects for growth in the domestic and international business arenas.

The implementation of the strategy will be supported by the following approaches:

WORKING TOGETHER

We invite all to contribute to our city's development. Our actions are based on partnership. We create a climate of trust and encouragement for working together.

WORKING OPENLY AND BOLDLY

We boldly challenge the established approaches and brainstorm for new ideas. The starting point for all reforms is the benefit of the residents. We make the changes possible by consistent and open decision making and leadership. We use information and communication technology in an efficient way. We further improve on interactive communication.

WORKING RESPONSIBLY

We take responsibility for balanced city finances and operate with cost and resource efficiency in mind. We protect our city's future by taking responsibility for the environment and by reducing the environmental load. We promote equality, multiculturalism and safety in all that we do.



STRATEGIC PRIORITIES 2025 AND OBJECTIVES FOR 2014–2017

The vision and the operating methods will be specified in concrete terms by the strategic priorities extending to 2025 and the objectives set for 2014–2017.

The strategic priorities and objectives are grouped into five perspectives:

WORKING TOGETHER

PREVENTIVE MEASURES AND NARROWING
DISPARITIES IN WELL-BEING

VITALITY AND COMPETITIVENESS

SUSTAINABLE COMMUNITY

BALANCED FINANCES AND INNOVATIVE ORGANISATION

Working together

STRATEGIC PRIORITIES 2025

- People extensively participate in service development and decision making, which helps make the services more customer-oriented and cost-effective.
- Citizens and communities are active. The city enables spontaneous, citizen-led activities and encourages people to take care of themselves and others.
- The information provided by the city is open and it facilitates spontaneous, citizen-led activities.
- Life in the Tampere Central Region runs smoothly. The region operates as a uniform whole with a clear governance model.

OBJECTIVE 2014–2017

INDICATOR

- | | |
|--|---|
| 1. Opportunities for service users, service providers and other stakeholders to participate in service development and decision making have been improved. | <ul style="list-style-type: none">• Participation of service users in developing the services• Satisfaction with the participation opportunities offered in service development• Satisfaction with the models of grassroots democracy |
| 2. Employee opportunities for developing their work and services have been improved. | <ul style="list-style-type: none">• Employee participation in the development activities• Employee satisfaction with the opportunities for development |
| 3. Spontaneous activities by citizens and communities have been made possible. | <ul style="list-style-type: none">• The use of city facilities by local communities and organisations• Associations' satisfaction with cooperation with the city |
| 4. The information produced by the city is open. | <ul style="list-style-type: none">• Volume of data made available by the city |
| 5. The governance model for the Tampere Central Region has been revised. | <ul style="list-style-type: none">• Status of the Tampere Central Region governance reform |



Preventive measures and narrowing disparities in well-being

STRATEGIC PRIORITIES 2025

- Preventive measures have strengthened citizens' opportunities for enhancing their health and well-being. A growing number of citizens can be cared for by basic services, the need for special services has decreased and the increase in costs is slow.
- Enabling the pursuit of hobbies and choices that promote a healthy lifestyle are facilitated. Children and young people have equal opportunities to pursue leisure-time activities. Senior citizens are active and have retained their functional ability.
- Early identification of service needs and appropriate targeting of services have narrowed disparities in well-being. Service chains are clear and customers' situations are handled through multi-professional collaboration as a single whole.
- Well-functioning basic services and provision of support for homes and families make it possible for people to cope independently.
- Help and care provided in home or home-like settings have reduced the need for institutional care.
- Early childhood education services have been diversified and the quality of basic education has been secured.



OBJECTIVE 2014–2017

INDICATOR

- | | |
|---|---|
| 6. Basic conditions for exercise and opportunities to explore culture and the natural world have been strengthened and health promotion guidance has been improved. | <ul style="list-style-type: none"> Measures to promote health |
| 7. Well-functioning primary health care has curbed cost increases in secondary health care so that the proportion of primary care in overall health care costs will increase annually by 1 percentage point (2012 = 24.6%). | <ul style="list-style-type: none"> Proportion of primary health care in overall health care costs Realisation of guaranteed access to health care and social services |
| 8. Of all senior citizens
at least 92 % live at home (2012=91.2 %)

at least 6 % live in extra care housing (2012=4.1 %)

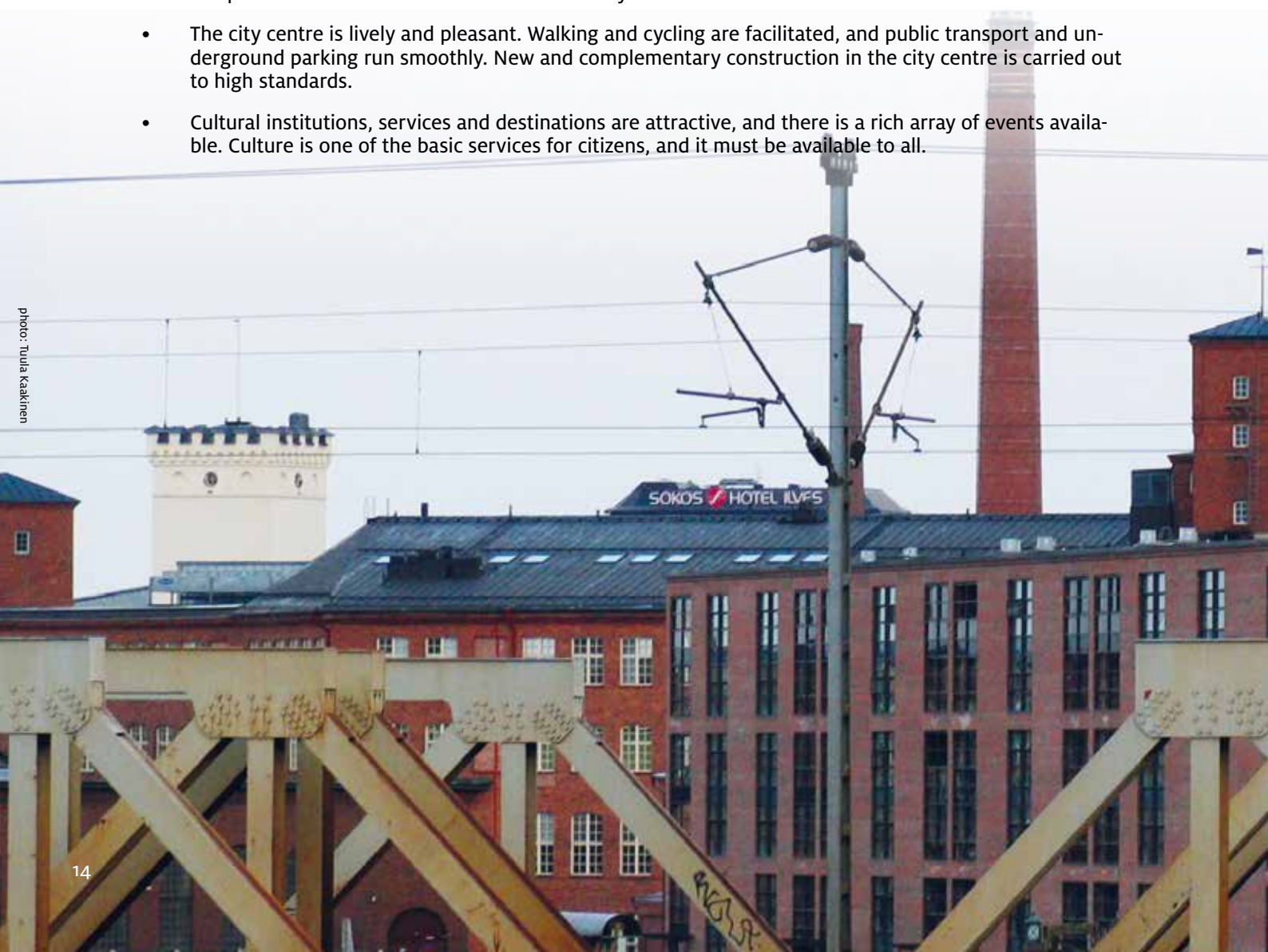
a maximum of 2 % are in long-term institutional care (2012=4.7 %). | <ul style="list-style-type: none"> The proportion of those over 75 years of age living at home out of all those over 75 years of age The proportion of those over 75 years of age living in extra care housing out of all those over 75 years of age The proportion of those over 75 years of age in long-term institutional care out of all those over 75 years of age |
| 9. Families have received support so that children and young people can live at home and the proportion of placements to foster families within foster care services is at least 62% (2012 = 56,2 %). | <ul style="list-style-type: none"> The number of children in foster care The share of placements to foster families within foster care services |
| 10. Disparities in well-being have narrowed and youth and long-term unemployment have decreased. | <ul style="list-style-type: none"> Realisation of the youth guarantee: <ul style="list-style-type: none"> Students who have completed basic education finding a place to study Recent graduates finding work and entering into postgraduate studies The proportion of customers finding work or entering degree-oriented studies after a support period or services provided by the employment services unit, % Young people in aftercare finding a place to study or work The number of young unemployed and long-term unemployed people People receiving income support, % The general low-income rate in Tampere, % |
| 11. Long-term homelessness has been eliminated. | <ul style="list-style-type: none"> The number of long-term homeless people |

1 Health care includes the following purchaser's service entities: non-residential services in primary health care, preventive services, clinics and health services and hospital services

Vitality and competitiveness

STRATEGIC PRIORITIES 2025

- The Tampere Central Region has the best conditions in Finland for businesses to start, grow and go international, as well as for jobs to be created.
- The city invests strongly in economic, industrial and innovation policy. The renewal of economic and industrial life is based on smart growth, i.e. high levels of competence, active research and innovation, and efficient use of new technology.
- There are innovation environments for future key sectors in Tampere. These include New Factory (creative sectors and ICT), the Kauppi campus (health technology), Mediapolis and the university campuses.
- Small and medium enterprises, as the area's largest source of employment, are taken into account in organising seamless services.
- Tampere is closely linked to the global economy and know-how. It is one of the leading Finnish cities in international attractiveness from the perspective of businesses, experts, students and tourists alike.
- Tampere is easily accessible by different modes of transport. The status of Tampere-Pirkkala airport as Finland's number two airport is undisputed.
- Tampere actively develops education and training and secures the availability of a skilled workforce. Tampere continues to be the most attractive city for students.
- The city centre is lively and pleasant. Walking and cycling are facilitated, and public transport and underground parking run smoothly. New and complementary construction in the city centre is carried out to high standards.
- Cultural institutions, services and destinations are attractive, and there is a rich array of events available. Culture is one of the basic services for citizens, and it must be available to all.



OBJECTIVE 2014–2017

INDICATOR

- | | |
|--|---|
| 12. An environment that facilitates the creation of new businesses as well as their growth and internationalisation has been built in collaboration with the economic and industrial sector and research and educational institutions. | <ul style="list-style-type: none"> • Number of growth companies • Number of jobs • Number of new businesses and jobs created by the innovation environments |
| 13. The supply of business plots and premises has increased annually by 5%. | <ul style="list-style-type: none"> • Volume of industrial, storage, business and office plots provided by the city (floor square metres) |
| 14. Rail traffic connections have been further improved and the number of air traffic connections has increased annually by 10%. | <ul style="list-style-type: none"> • State of lobbying measures • Number of international flight connections • Proportion of Tampere-Pirkkala airport's number of passengers out of the total number of passengers on Finnish air traffic • Service frequency of local trains |
| 15. The education sector has become more international, attractive and working-life oriented. | <ul style="list-style-type: none"> • Graduates finding jobs • Number of degree programmes taught in foreign languages • Number of university applicants in national comparison • Number of apprenticeships • State of education export |
| 16. The city centre's vitality has improved. | <ul style="list-style-type: none"> • City centre's vitality index |
| 17. Tampere has strengthened its status as a city of culture, conferences, events and tourism. | <ul style="list-style-type: none"> • Ranking in surveys comparing tourism in different cities • Number of major events • Number of conference visitors |

Sustainable community

STRATEGIC PRIORITIES 2025

- Land use, housing, traffic and services are examined as a whole. Urban planning is of high quality and seamless.
- The compact, green and low-carbon community structure enhances the development of the entire urban area.
- The city's growth is directed towards the heart of the current community structure, to the district centres, along the high-quality routes for public transport, and to the southward rail zone.
- One of the goals in land use is to curb construction outside of the areas covered by the local detailed plan. Construction in villages of sparsely populated areas is supported to ensure their vitality.
- The physical service network and electronic services create an efficient, accessible and easily available whole. The city centre and the district centres well connected by public transport are developed as hubs that offer a wide range of services.
- Public transport and cycling are smooth options for getting about. The city tramway is the key project in public transport.
- The dwellings and residential areas in the city are attractive due to their diverse nature and they facilitate sustainable lifestyles and community spirit. There is a sufficient supply of affordable housing for rent, student housing and accommodation services for special groups.
- Tampere is a pioneer in climate policy. By 2025, the amount of carbon dioxide emissions has declined by 40% from the level in 1990.
- Tampere is a leading city in nature conservation.



OBJECTIVE 2014–2017

INDICATOR

- | | |
|---|---|
| 18. Strengthening the status of the city centre and the district centres as service hubs and increasing electronic services have improved the availability of services and enhanced the service network. | <ul style="list-style-type: none"> • Citizens' satisfaction with the availability of services • State of the service network reform • Number of electronic services users |
| 19. The use of public transport has increased so that the modal split is 22% in 2016 (2012 = 19%). | <ul style="list-style-type: none"> • Modal split of public transport • Number of public transport passengers |
| 20. Walking and cycling have increased so that their combined modal split is 34% in 2016. (2012 = walking 25%, cycling 6%). | <ul style="list-style-type: none"> • Modal splits of walking and cycling • Number of cyclists at counting points |
| 21. Complementary construction has contributed to making the districts more pleasant and full of life. More than 70% of the planned residential floor area is located in centres and rail zones and along the high-quality public transport routes. | <ul style="list-style-type: none"> • Share of residential floor area in the centres and rail zones and along the high-quality public transport routes • Residents' satisfaction with their living environment |
| 22. The dwelling stock is varied, and there is a sufficient supply of student housing and affordable housing for rent in the city. | <ul style="list-style-type: none"> • Reserves of master plans and detailed plans • Housing production by type of building (detached and semi-detached houses, terraced houses, blocks of flats) • Production of student housing • Production of affordable rental housing |
| 23. Energy consumption in the City of Tampere's properties has decreased by an average of 1.5% per year. The share of renewable energy sources has increased. | <ul style="list-style-type: none"> • Consumption of electricity, heat and water in the City of Tampere properties • Share of renewable energy sources of the energy produced in Tampere |
| 24. The amount of carbon dioxide emissions has decreased by 17% from the level in 1990. | <ul style="list-style-type: none"> • Amount of CO₂ emissions and emissions/resident |
| 25. More nature reserves have been established. | <ul style="list-style-type: none"> • Area of new nature reserves (hectares) |

Balanced finances and innovative organisation

STRATEGIC PRIORITIES 2025

- The increase in the city's expenditure is at a level allowed by its revenue, and the revenue base has become more solid. The city's operations and services are evaluated critically. The starting point is to take care of the basic municipal tasks.
- Investments are made to develop the city. Priority is given to initiatives that contribute to the city's sustainable development.
- Productivity has improved while also considering quality and effectiveness.
- The reform of the city's model of mayorship and the purchaser-provider model is based on the notions of community, customer-orientation, effectiveness and improved productivity.
- The operational structures in all areas of responsibility have been boldly revised as needed.
- The multiple-provider model and the development of the city's own production enhance the efficiency and effectiveness of service provision.
- Decision making and management is clear and is based on the balance between management responsibilities and possibilities, good governance and timely information. The city is managed from the perspective of the Tampere Group's overall interests.
- Management, the work conducted by superiors and the number of employees and their skills meet the changing needs.

OBJECTIVE 2014–2017

INDICATOR

26. The results for the financial years 2015–2017 are positive.

- Cumulative result of the financial years without extraordinary items

27. Internal financing is sufficient.

- Internal financing of investments, %
- Tax rate compared with other large cities and the Tampere Central Region municipalities

28. Productivity has been enhanced by making use of ICT, improving well-being at work and adding incentives to employees and work communities.

- Productivity indicators
- Results of the well-being at work matrix
- Effectiveness and state of use of the incentive system

29. Services have been prioritised and adapted to the economic situation, and the amount of working time spent on administrative tasks has decreased.

- Prioritisation and adaptation measures
- Measures to reduce administrative work
- Development rate of net expenses in core processes, %

30. The city's model of mayorship and the purchaser-provider model have been reviewed and revised.

- State of the review and revision of the model of mayorship and the purchaser-provider model

31. Changing future skill demands have been taken into account in recruitment and in developing staff competence.

- Measures for competence development and recruitment

32. Responsible and encouraging leadership has facilitated balancing the city's finances and contributed to a motivating work environment.

- Results of the Kunta10 study
- Development rate of net expenses in central administration and production, %

MONITORING AND ASSESSING THE IMPLEMENTATION OF THE STRATEGY

The city strategy's priorities and objectives are specified in four action plans. For land use planning, the guidelines set down by the city strategy are put in more concrete terms in the strategic master plan for the city centre and the master plan for the inner city. The operational objectives laid down in the budget are determined annually based on the city strategy and the action plans. The realisation of the operational objectives is monitored in the operating and financial reviews and in connection with the annual report and financial statements.

The city strategy aims to have a social impact that is reflected in the citizens' well-being, the development of the regional economy, and the environment. The implementation of the strategy is assessed annually in a financial forecast through the strategy indicators and the complementing effectiveness indicators. In addition, the monitoring data is used annually when estimating the need to update the city strategy.

Tampere has approved the Aalborg commitments to function as the city's guiding sustainable development programme. Sustainable development is a theme that runs through the city strategy. Success in achieving the objectives for sustainable development is reported as part of strategy reporting and also as a separate, more in-depth report.



Effectiveness indicators complementing the strategy indicators:

WELL-BEING

Monitored through the indicators used in the welfare report, including:

- morbidity index
- results of the school health survey
- unemployment rate
- dropping out of secondary education
- proportion of under 30-year-olds amongst those using mental health services, %
- people on disability pension, %
- children provided with non-institutional care by child protection services, %
- low-income rate of families with children
- children's weight index
- share of older people feeling lonely.

ENVIRONMENT

Monitored through indicators for ecological sustainability, including:

- Tampere residents' ecological footprint according to consumption
- distribution of energy sources used in the production of electricity and heat
- electricity and water consumption
- distribution of type of building
- dwellings by tenure type.

REGIONAL ECONOMY

- regional GDP
- ranking in municipal attractiveness surveys
- ranking in willingness to move surveys
- migration
- employment
- development of corporate and municipal tax revenue
- development in the number of international exchange and degree students, teachers and researchers
- development in the number of jobs and businesses
- proportion of foreign-language speakers in the workforce
- unemployment rate of foreign-language speakers.

CITY FINANCES AND ORGANISATION

- amount of debt / resident
- annual margin / depreciation of fixed assets, %
- service costs, €/resident compared with other large cities (Kuusikko reports)
- tax revenue €/resident
- development in the volume of city's own production and purchased services
- average retirement age
- number of applicants / vacancies in key professional groups.

THE TAMPERE OF MY DREAMS

– SLOGANS FROM CHILDREN AND YOUNG PEOPLE

WORKING TOGETHER

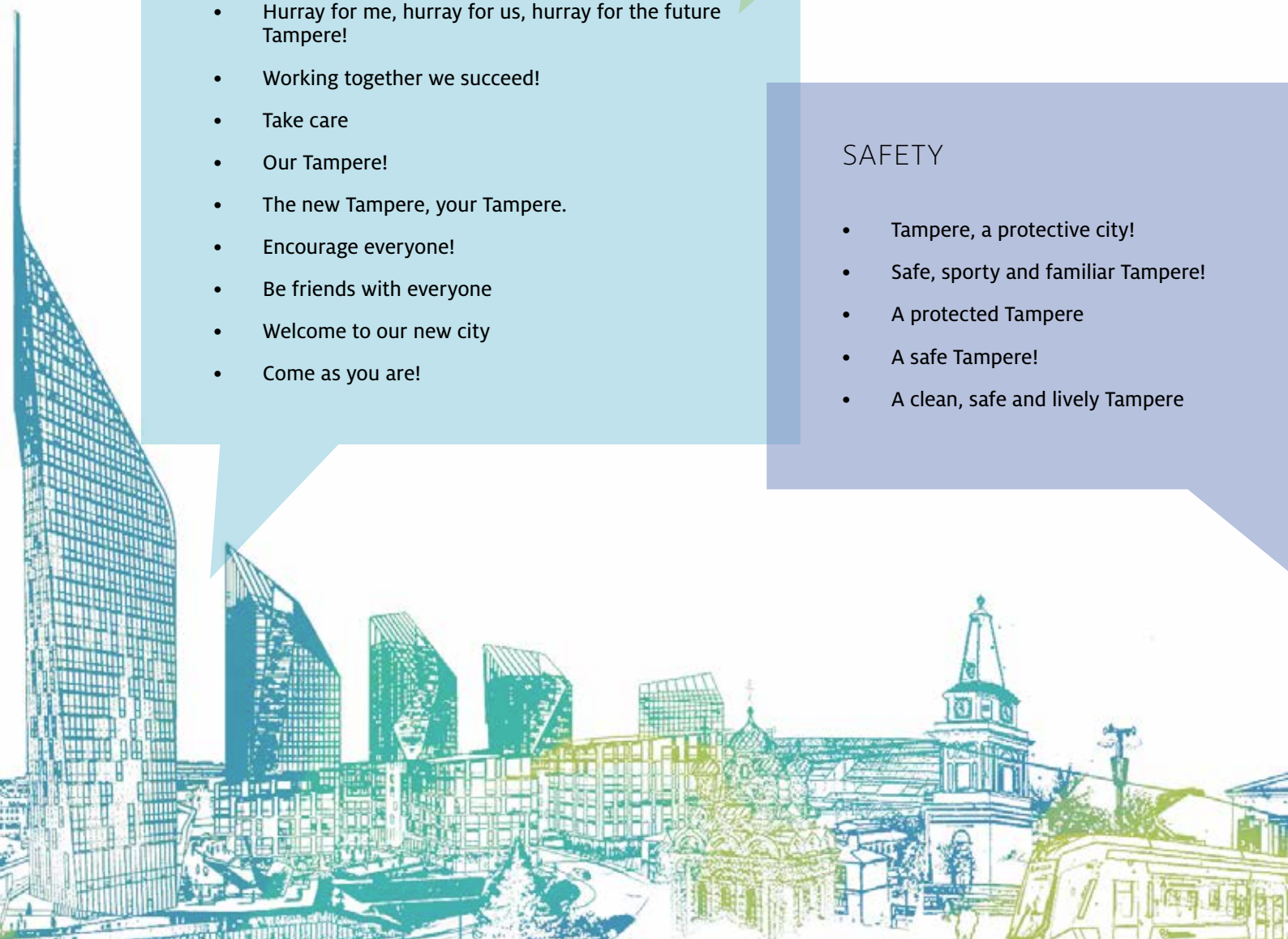
- Me, you, us and the whole of Tampere
- Tampere for all!
- Working together brings results
- Together towards betterment!
- Our common Tampere
- City of people!
- Why only care for your loved ones?
- All for one and one for all, for everyone's well-being!
- Hurray for me, hurray for us, hurray for the future Tampere!
- Working together we succeed!
- Take care
- Our Tampere!
- The new Tampere, your Tampere.
- Encourage everyone!
- Be friends with everyone
- Welcome to our new city
- Come as you are!

CHILDREN AND YOUNG PEOPLE

- The road to a greater Tampere starts with one small step
- Healthy and well – today's young people
- Tampere, a child-friendly metropolis

SAFETY

- Tampere, a protective city!
- Safe, sporty and familiar Tampere!
- A protected Tampere
- A safe Tampere!
- A clean, safe and lively Tampere



DYNAMIC TAMPERE

- A colourful and friendly Tampere!
- A lively and inspiring Tampere!
- Smoothly forward!
- Tampere lives!

STREAMLINING

- Faster, higher, cheaper! Tampere becomes more pleasant day by day!
- Sensible stuff.



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FINANCE AND BUSINESS ACTIVITIES
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