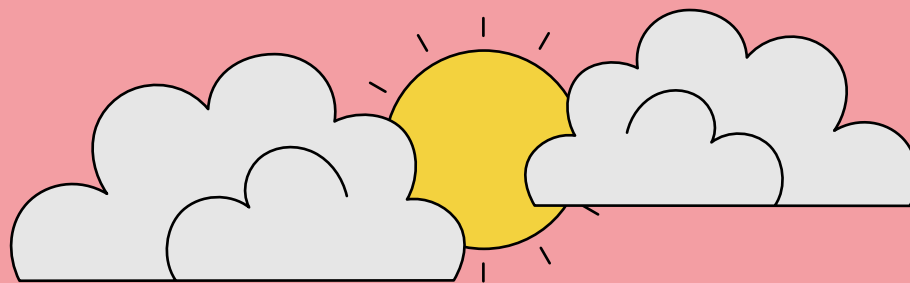
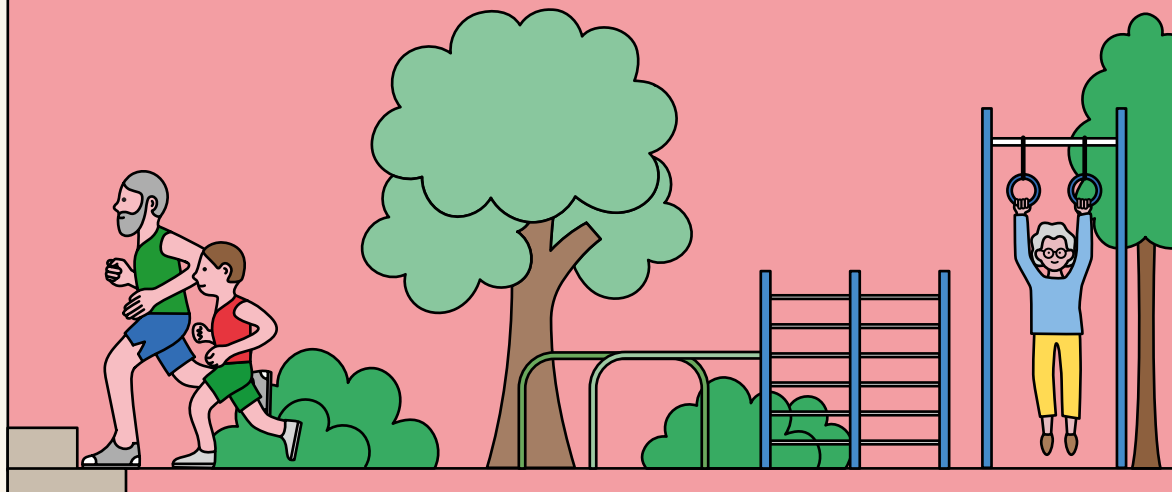


 Tallinn



# Tallinn 2025

annual publication



Compiled by Tallinn Strategic Management Office in 2025

*The annual publication is largely based on the annual financial report of Tallinn for 2024.*

Designed by Dada AD OÜ







Jevgeni Ossinovski  
Mayor

Dear people of Tallinn! For the fifth year now, Tallinn has been working towards our shared vision of a **green and global city** and strongly contributed to improving the urban environment and crisis preparedness. 2024 was significant in terms of major transformations and investments in city governance, the education system and mobility development.

Although the economy rebounded towards the end of the year, the cost of living continues to grow. Access to housing is a pressing issue, cultural consumption is decreasing and society's stress level is generally high. The increase in prices has had a particularly strong impact on young people.

Last year, all 1st and 4th grade students in the city's schools and children in kindergartens started their learning year in Estonian. The largest reform of the public transport network in decades was carried out. In the course of the construction of the new tramway, streets in the city centre were also renovated. Tallinn's firsts: a 'Family Nest' (Perepesa), a circular economy centre and an allotment garden, were completed.

**We will continue working this year to achieve our strategic goals.** Support for schools and teachers in the transition to Estonian-language education will continue. Good urban spaces will be developed and cultural life will continue to be supported. Contributions will be made to environmental monitoring and protection, including the creation of two new local protected areas in Tallinn. While the city's winter maintenance work was significantly expanded in 2024, the city aims to clear snow on all pavements in 2025.

This year is a special one for Tallinn in the field of sports, as the city is fulfilling its [European Capital of Sport 2025](#) programme, which includes a number of major international sporting events.

Our goal is a city where, regardless of difficult times, every resident feels good and safe. We will continue to be committed to this in the new year.



Raido Roop  
City Strategy Director

Dear readers! For the **third consecutive year, the city has compiled an annual publication** to showcase progress in implementing the development strategy 'Tallinn 2035', the newest volume of which lays open on your screen or in your hands. The annual publication presents a summary of how the city organisation has coped with the challenges of the past year, as well as the prospects and plans for the current year.

**We're moving in the desired direction with a number of strategic goal metrics.** For example, we are on track with reducing greenhouse gases, mainly due to developments in the energy efficiency of buildings and the development of district heating networks. Income equality is also decreasing and healthy life years of residents is continuing to grow.

**However, we also face great challenges in achieving multiple goals.** There is a noticeable decrease in satisfaction with the living environment, which may be due to increasing demand for a good living environment. In order to further reduce greenhouse gases and achieve climate neutrality, major efforts in the transport and housing sectors are a must. Among others, neighbourhood-based modular renovation and modernisation of outdated housing will be tried and tested in the coming years.

Investments in green spaces and other opportunities for leisure activities will continue in 2025, a new circular economy field of activity will be added to the 'Tallinn 2035' development strategy and the central coordination of its implementation will begin. A mid-term review of our bike strategy will be carried out. Preventative work to improve health behaviour and the mental health of children and young people will be continued.

I hope you enjoy reading about these and many other activities and investments in 2024 and 2025. The annual publication also gives an overview of the progress of important metrics, changes in population, the city's workforce and budget, and this time also the health and sports habits of residents.

# People of Tallinn

## Number of residents in Tallinn

According to Statistics Estonia, Tallinn was home to **456,518 people** as of the beginning of 2025, which is 1,054 less than a year ago. The population has grown in the districts of Haabersti and Kristiine (1.1%) and decreased in the City Centre and Lasnamäe (1.3% and 0.9%). Proportional change has been negligible in other districts. As a ten-year trend, the population has grown the most in the City Centre and Haabersti, while decreasing primarily in Nõmme, though also in Lasnamäe.

Since 2018, more people have left Tallinn for other regions of Estonia than have arrived in Tallinn. In 2024, 9,168 people arrived (of which 40% were from Harju County) and 10,174 people left (of which 60% stayed in Harju County).

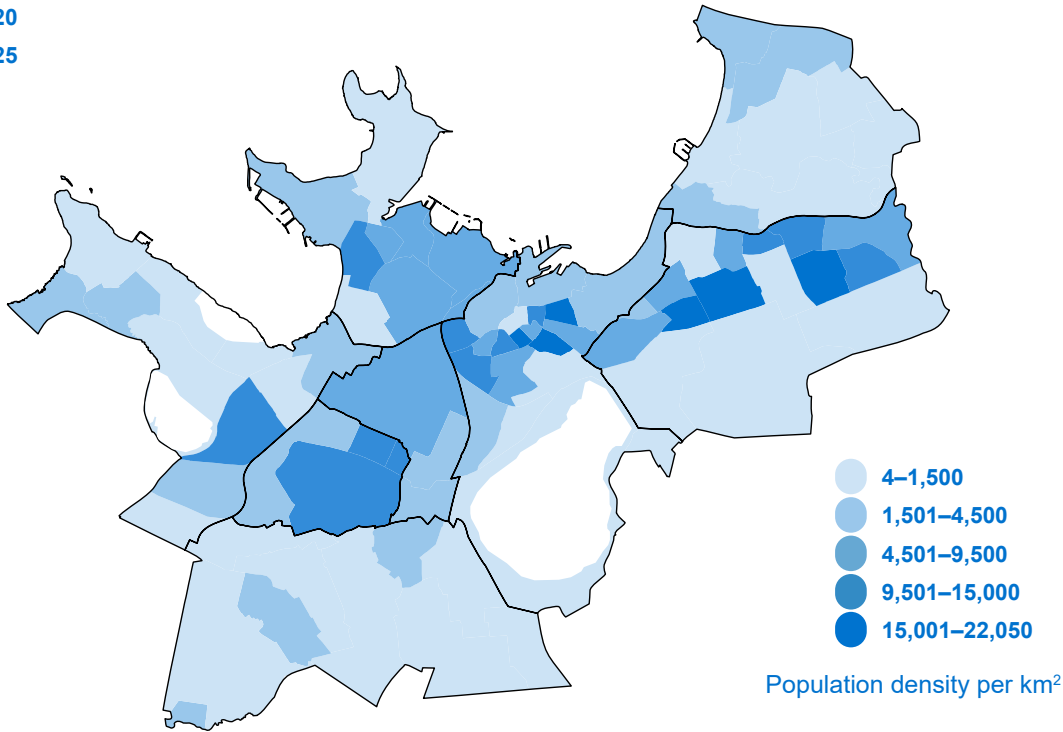
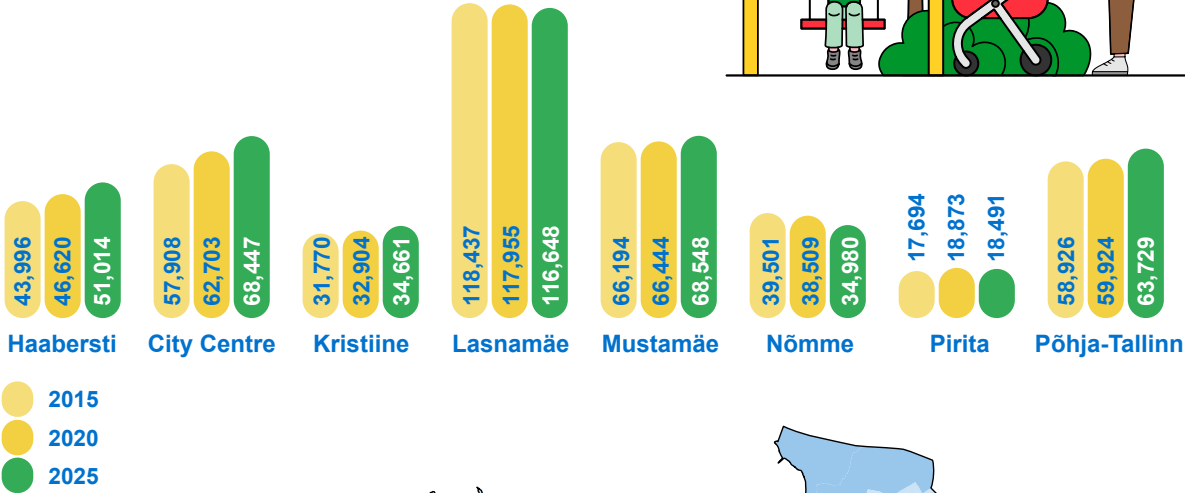
Migration from foreign countries has slowed. In 2024, 9,710 people arrived in Tallinn (of which 37% were from Ukraine and 19% from EU countries) and 8,902 people left for other countries (of which 15% went to Ukraine and 27% to EU countries).

### Districts and their most densely populated subdistricts\*

Districts	Subdistricts	
Haabersti	Väike-Õismäe	
City Centre	Raua	Sibulaküla Keldrimäe
Kristiine	Lilleküla	
Lasnamäe	Pae	Laagna Mustakivi
Mustamäe	Sääse	Siili Mustamäe
Nõmme	Kivimäe	Laagri
Pirita	Mähe	
Põhja-Tallinn	Pelguranna	Sitsi

\* colours correspond to the values of the map legend to the right.

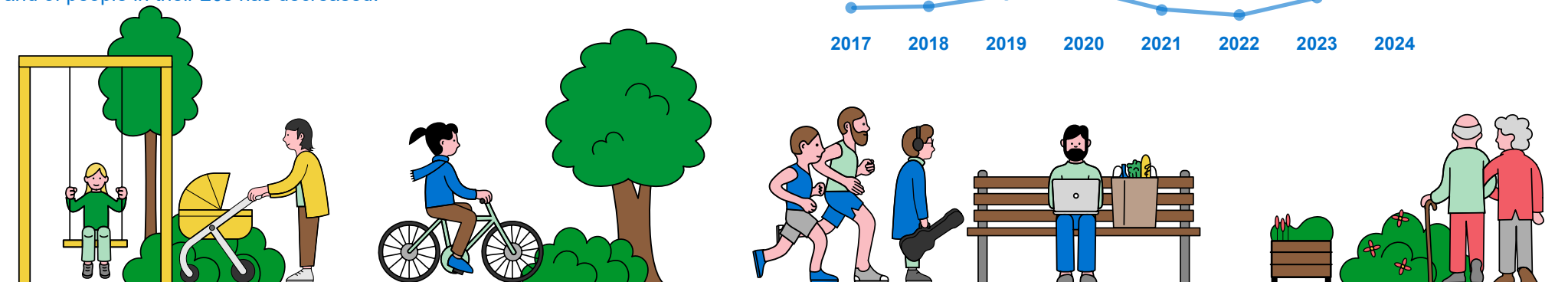
## Number of residents in districts



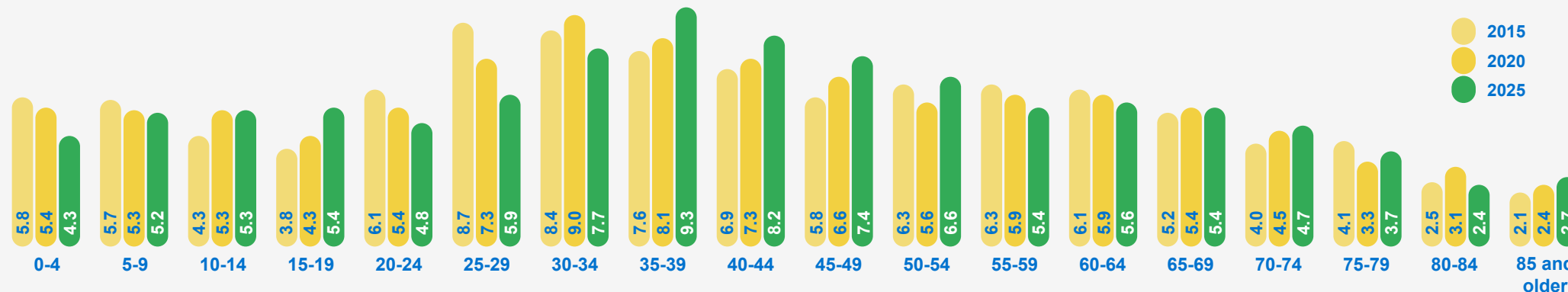
## Age groups in Tallinn

According to Statistics Estonia, 3,262 children were born in Tallinn in 2024, which is 9% less than in 2023. Proportional to the population, the most children were born in the City Centre. **A total of 82,545 children live in Tallinn.** The share of children in the population has remained at a similar level for the past ten years, the current level being 18.5%. The natural growth rate in population has been negative since 2020.

**People in their 30s and 40s make up the largest part of the population** (17% and 16%). In particular, the share of the population aged 15–19 and 35–49 has increased over time while the share of children up to 4 years of age and of people in their 20s has decreased.

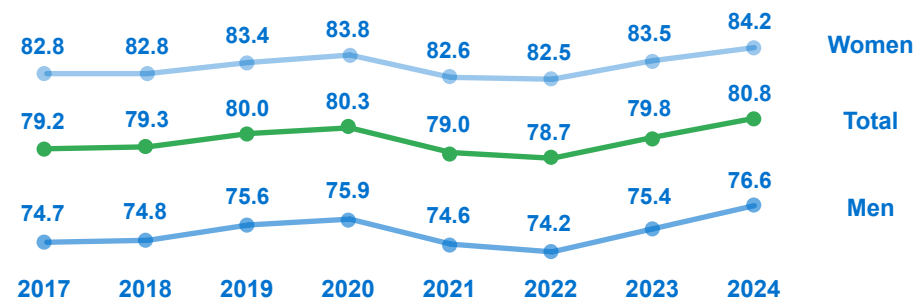


## Share of age groups in Tallinn



## Life expectancy at birth in Tallinn

**According to Statistics Estonia, the average Tallinn resident lives to be 80.8 years old** and women have a life expectancy 7.5 years higher than that of men. After a temporary decline, average life expectancy has returned to and surpassed its pre-COVID levels.



# Health and health behaviour of residents

## State of health and nutrition

### Of residents 16 and older:



Evaluates their health as  
'good' or 'very good'

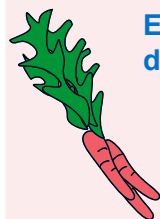
**63%** **59%**  
| 2024 | 2014

### Of residents aged 16 to 64:



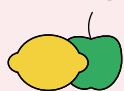
Is overweight or obese

**50%**  
| 2024 | 2014



Eats enough vegetables every  
day (at least 300g)

**36%** **32%**  
| 2024 | 2014



Eats enough fruit/berries every  
day (at least 200g)

**49%** **58%**  
| 2024 | 2014

### Of children aged 11 to 15:

Evaluates their health as  
'very good'

**35%** **34%**  
| 2022 | 2014

Is overweight or obese

**17%** **12%**  
| 2022 | 2014

Eats vegetables at least once  
a day

**36%** **27%**  
| 2022 | 2014

Eats fruit at least once a  
day

**40%** **36%**  
| 2022 | 2014

The number of healthy life years has increased over the past ten years, but nutrition-related indicators are not at a good level – one in two people aged 16 to 64 is overweight, only one in three eats enough vegetables; fruit and berry eating has decreased. These indicators are similar to Estonian averages. Consumption of vegetables has increased among children aged 11 to 15, but most children still do not eat enough vegetables and fruit.



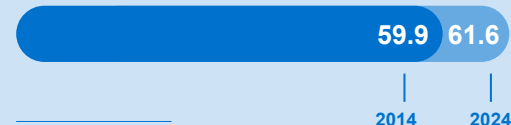
Experiences depression  
(has been more depressed  
or sad than in the past)

**25%** **20%**  
| 2024 | 2014

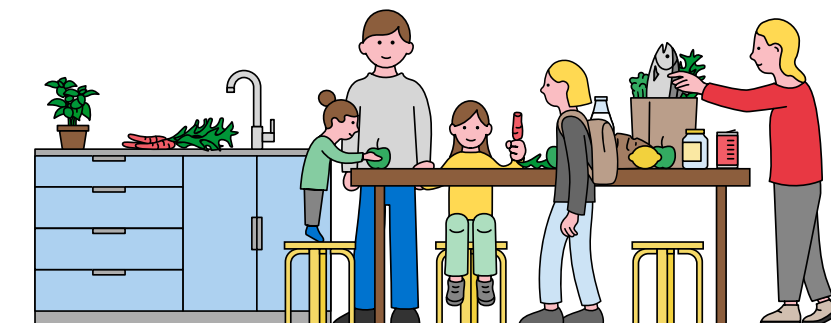
Experiences depression  
(has experienced depressive  
episodes)

**38%** **37%**  
| 2022 | 2014

### Healthy life years of Harju county residents\*



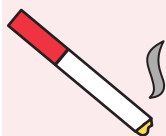
\* Tallinn residents account for 71% of the population of Harju county.



## Risk behaviour

### Of residents aged 16 to 64:

Is a daily smoker



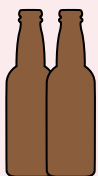
11%

2024

20%

2014

Consumes alcohol multiple times a week



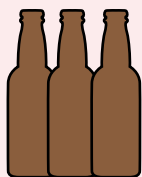
20%

2024

23%

2014

Consumes 6 or more alcohol units at once every week



12%

2024

Has used narcotics, or prescription drugs without doctor's orders, in the past year



6%

2024

8%

2014

### Of children aged 15:

Has smoked cigarettes on at least 3 days in their life

22%

2022

Has smoked e-cigarettes on at least 3 days in their life

32%

2022

Has been intoxicated at least twice in their life

21%

2022

26%

2014

Has tried or used cannabis

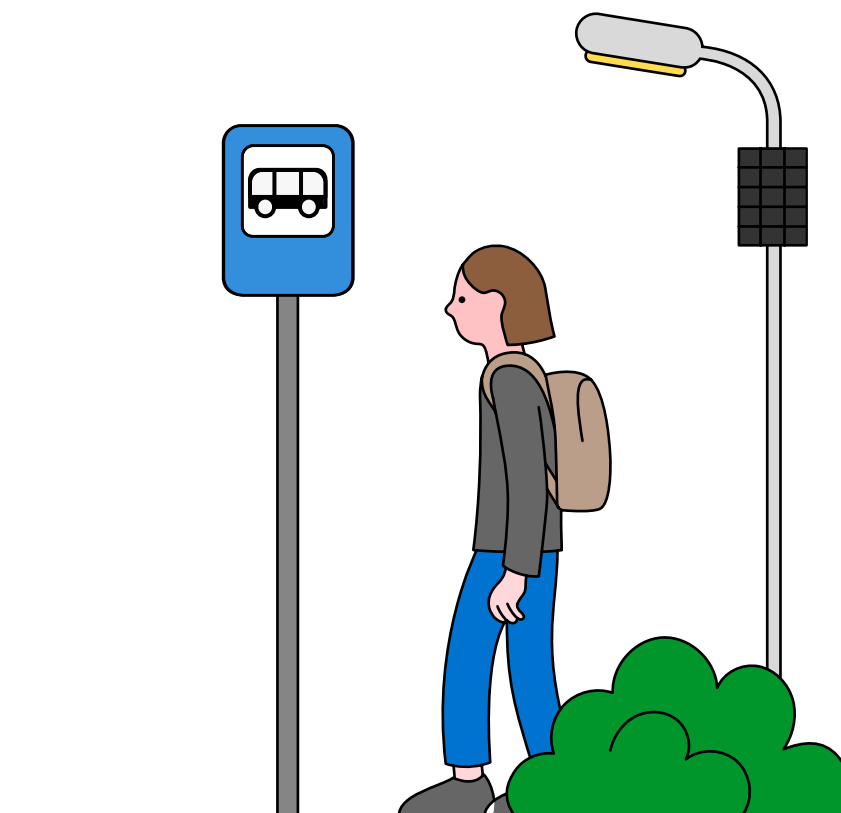
15%

2022

27%

2014

The proportion of daily smokers is decreasing in Tallinn (as in all of Estonia). However, 13% of people aged 16 to 64 use nicotine e-cigarettes at least several times a month, as well as other nicotine products that are more popular among young people. Consumption of alcohol and use of narcotics has not decreased notably among 16–64-year-olds in the past ten years. Every fifth resident, 26% of men and 15% of women, consumes alcohol multiple times a week. Men also use narcotics twice as often as women – in the past year, 8% of men and 4% of women have done so. The share of children aged 15 who have tried cannabis in their life, however, has decreased significantly.



## Mobility habits and opportunities in Tallinn

There are 8 health trails along with 26 gyms and sports halls managed by the city, as well as public outdoor gyms and sports grounds in every district. For every school in the city, there are an average of 10.5 sporting spaces in schools. According to the Sports Training and Information Foundation, gyms (94%) and stadiums (65%) are used the most in the daily teaching of the city's schools. Gyms are used by 45% of schools on a daily basis.

Of children aged 11 to 15, less than half are physically active\*

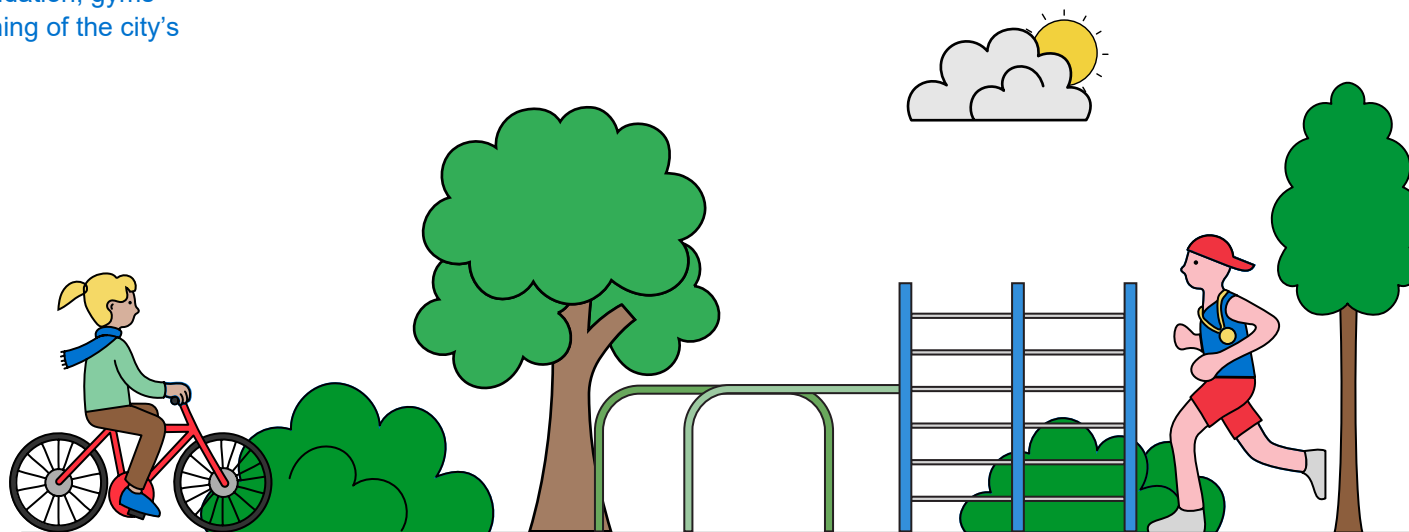
**42%;**

with 46% of boys and 37% of girls being active.



**63% of children (same age) are in training.**

*\* Meaning they move or do sports for 60 minutes consecutively at least 5 times a week.*



On a weekly basis,

**64%**

of adult residents engage in active mobility or sports, with 53% doing so outdoors and 34% indoors.



A fifth of residents (19%) do not engage in physical activity at all.



**59%**

of Tallinn residents spend at least 30 minutes consecutively in outdoors active mobility at least 6 days a week.







# Development Strategy 'Tallinn 2035'

## Vision

**Tallinn is a green and global city** inhabited by forward-looking people who value their heritage. Here, greenery is always 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 nurtured into grand ones, green and digital innovations merge and world-renowned success stories are born. Our plans and actions are driven by responsibility for the future, leaving 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 these through Tallinn's 14 fields of activity in cooperation with its citizens, communities, entrepreneurs and partners.



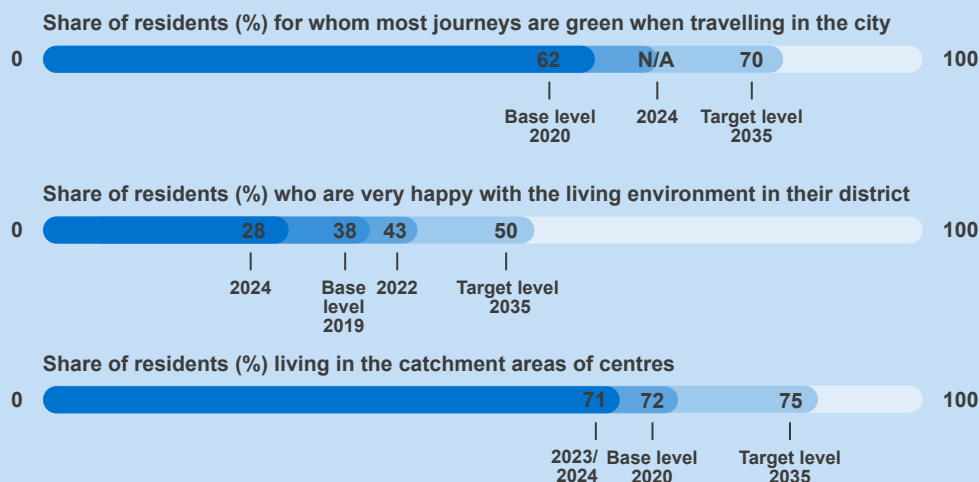
# 01 Friendly urban space

With its compact and inviting city centre and diverse centres, Tallinn is a human scale city close to nature and accessible to all. Tallinn region forms a coherent 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
- Green urban space everywhere
- 15-minute city
- Inviting heart of the city
- Shared streets
- A city open to the sea

## METRICS



# 02 Creative global city

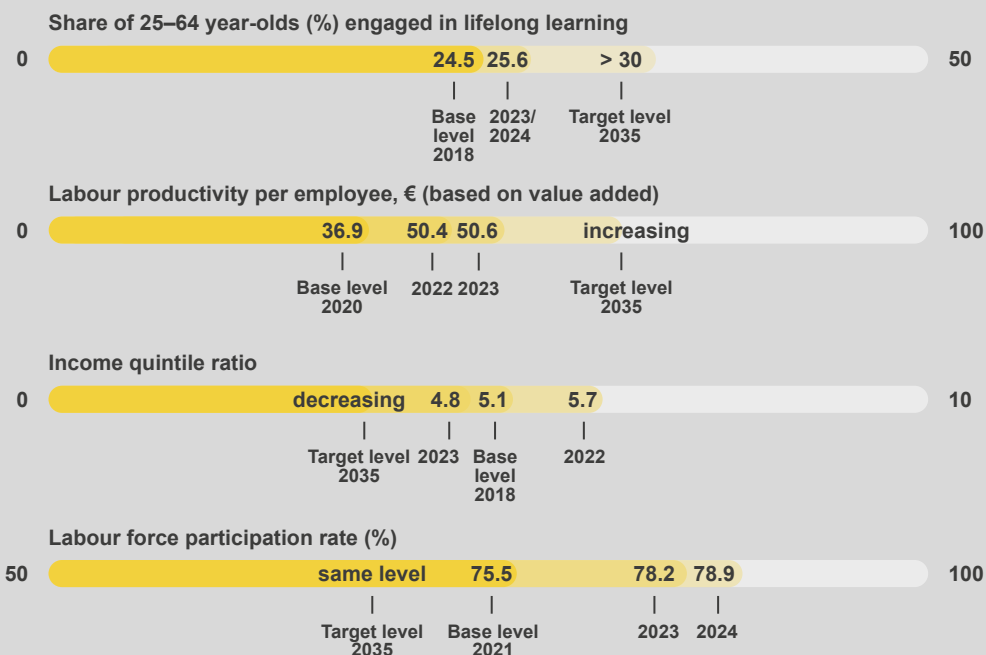


The urban region of Tallinn has become the heart of smart and green economy in Northern Europe, with an excellent living environment as well as fast and convenient connections inside the region and with the rest of the world. The wellbeing of the region is based on knowledge-intensive economy, a good 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

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

## METRICS





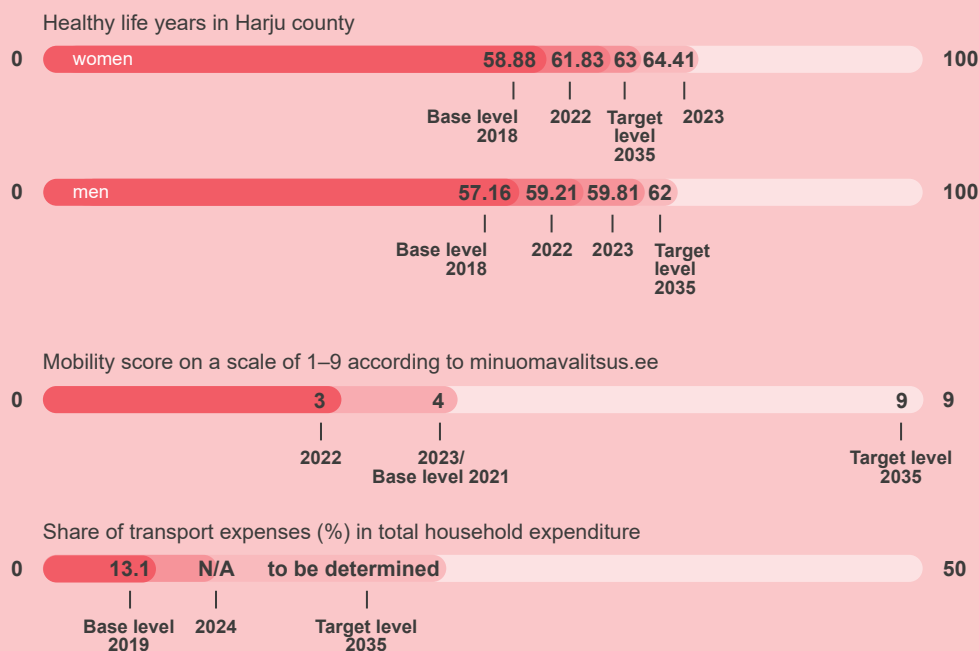
## 03 Healthy mobility

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

### METRICS



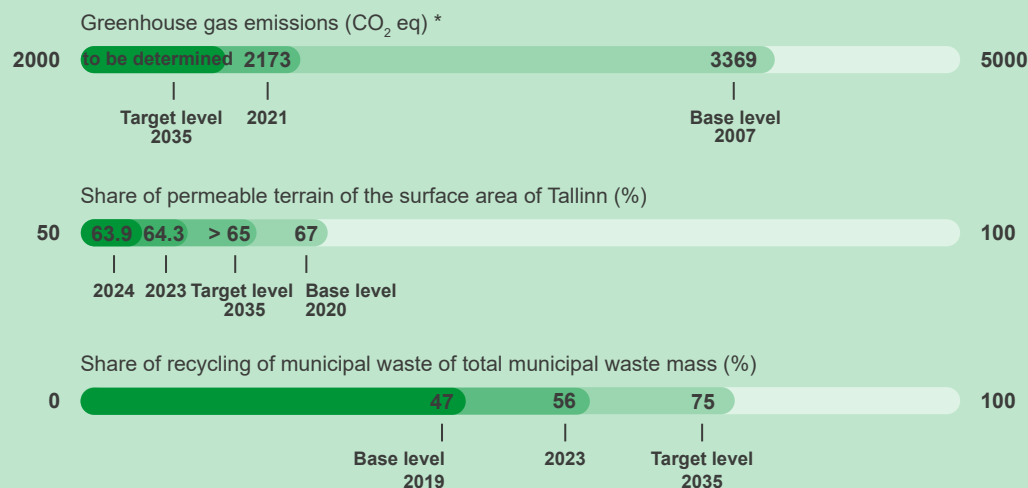
## 04 Green transformation

Sustainability and green transformation is about so much more than the natural environment of Tallinn – it is at the heart of our society and economy. Residents of Tallinn live in an environmentally responsible way because they feel a sense of responsibility for the future: every generation bears responsibility for creating and maintaining a good living environment for their children. Tallinn is adapting to climate change and will reduce greenhouse gas emissions until reaching climate neutrality by mid-century. To do this, the city will shift transport to non-fossil fuels and build resource-efficient buildings. 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 engage in a circular economy consumerism. The knowledge, attitudes and behaviours of its residents make Tallinn a pioneering, modern city with a good living environment, providing good conditions for green renewal.

### SUB-THEMES OF THE STRATEGIC GOAL

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

### METRICS



\* The target level will be set on the basis of the analysis 'Opportunities towards climate neutrality in Tallinn' to be carried out in 2025.





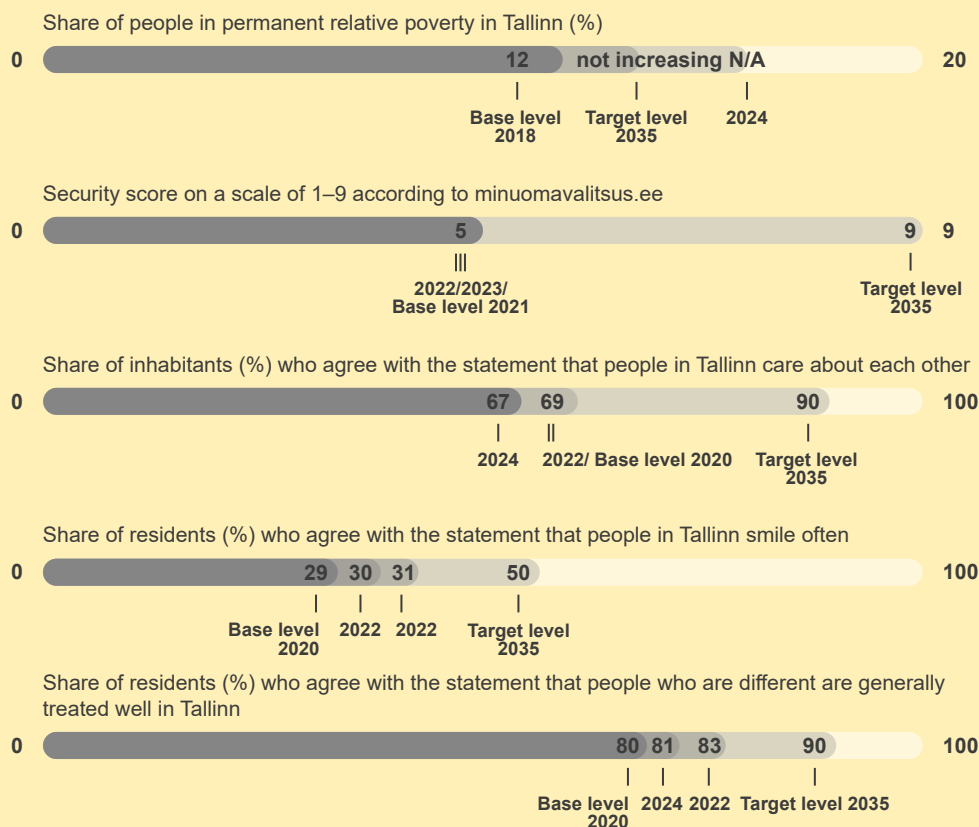
## 05 Kind community

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
- Strong and courageous civil society
- Integrated society
- Independent coping

### ■ METRICS



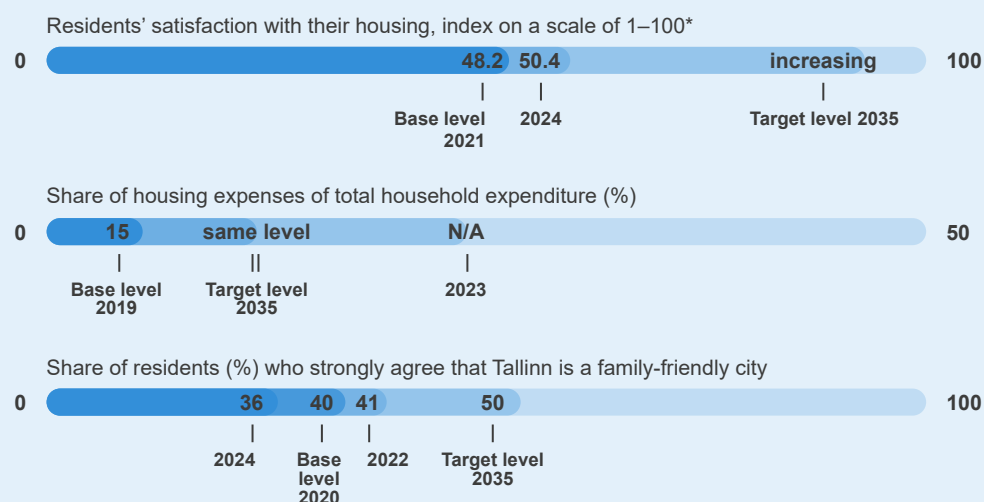
## 06 A home that includes the street

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

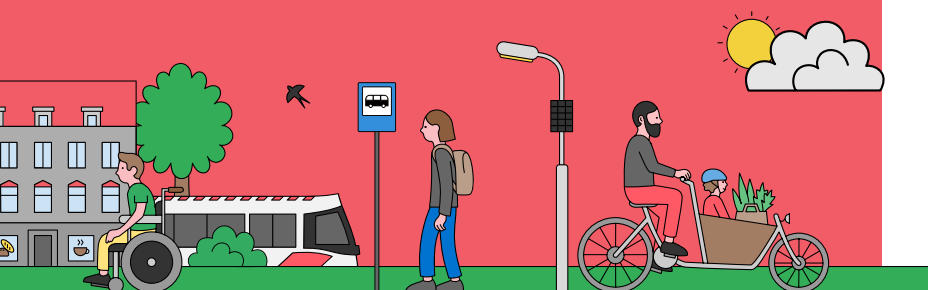
- Unique subdistricts and yards
- Homes that meet people's needs
- Energy-efficient and comfortable homes
- Multi-purpose residential areas

### ■ METRICS



\* 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 Transport Department  
Phone +372 640 4618 | tta@tallinnlv.ee

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

**08 URBAN PLANNING** – Tallinn Urban Planning Department  
Phone +372 640 4375 | ttpa@tallinnlv.ee

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

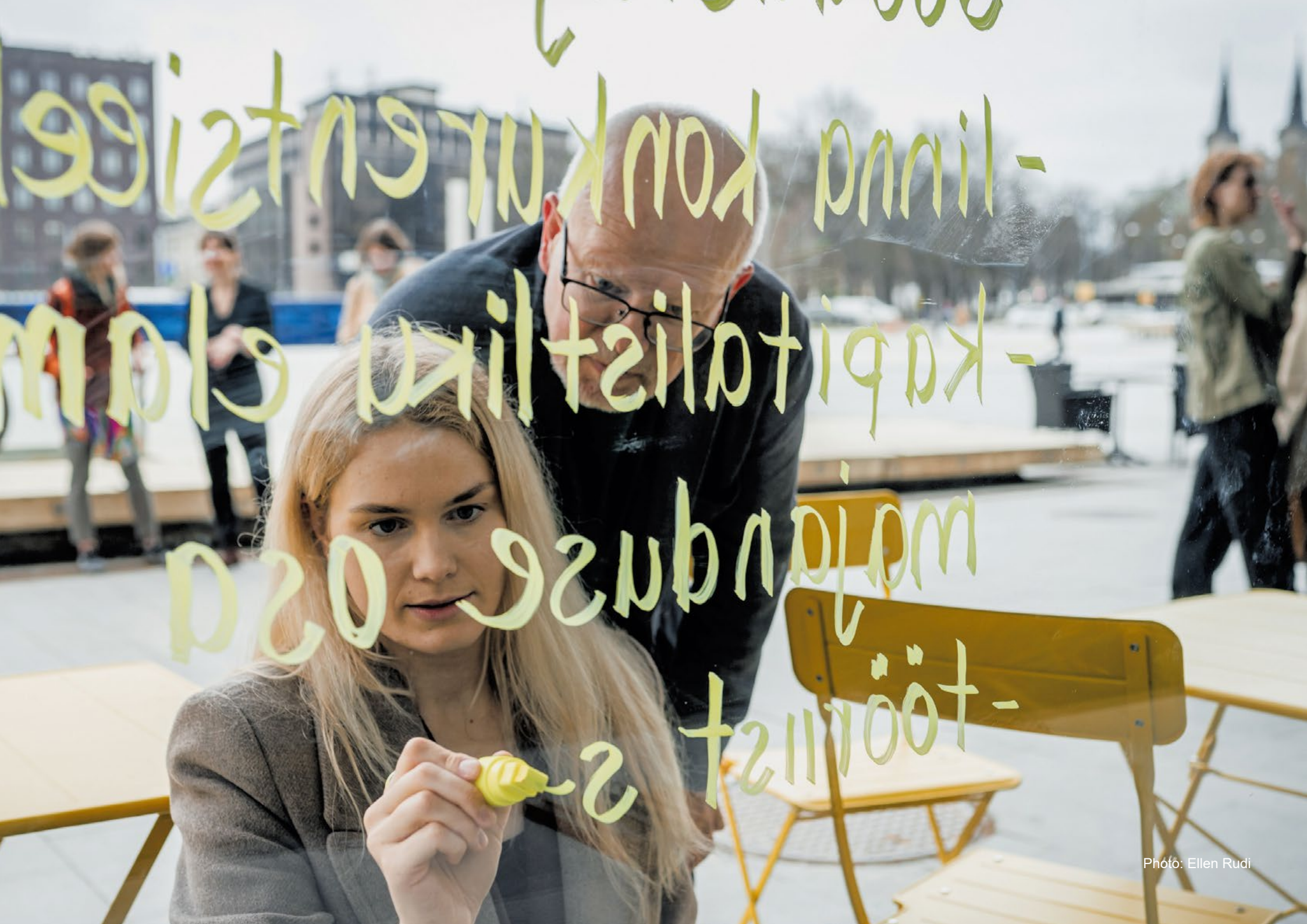
**10 SOCIAL WELFARE** – Tallinn Welfare and Health Care Department  
Phone +372 645 7440 | sotsiaal@tallinnlv.ee

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

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

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

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





# External environment



Although the total volume of the Estonian economy decreased, the last quarter of the year brought about long-awaited growth. The fall in interest rates eased the debt burden, lowered inflation and improved consumers' real incomes, although people's purchasing behaviour remained modest. The fall in the price of energy carriers reduced production costs and supported exports, but global crises and the rising cost of living continued to weigh on the consumption of services.

The economic environment and price pressures affected the availability of public services. A survey of the residents of Tallinn, for example, revealed that 54% of them would like to visit more cultural events and institutions in Tallinn, but are hindered mainly by lack of time and money. The increase in value added tax and decrease in state support also partly increased ticket prices. The 1.6% increase in the construction price index, the rise in labour costs and inflation had an impact on the field of city property, including real estate maintenance services. Construction volumes in the private sector have decreased in recent years, making construction companies increasingly dependent on public procurements. High energy prices led the city to invest in energy efficiency. The economic environment has also strongly influenced the area of

city governance and support services. In 2024, the number of positions in departments and offices and in administered institutions were reduced by around 140.

However, Estonia's economic outlook for 2025 is good. According to the forecast by Eesti Pank, growth of around 3% is expected in 2025. This is supported by a fall in energy and commodity prices, a slowdown in inflation, a fall in interest rates and an improvement in people's purchasing power in Estonia and in Europe in general. The unemployment rate is gradually decreasing and employment rates remain high. Accelerated growth is also expected for the European economy, which may contribute to improving export opportunities.



The war in Ukraine has had a direct impact on the city's business environment, including tourism. However, the general outlook is positive. The overall security situation and the resulting uncertainty made investors and businesses more prudent, but did not discourage foreign investors and companies with international reach from entering and remaining on the Estonian market. There has also been a significant increase in the number of overnight guests in Tallinn accommodation establishments. The war in Ukraine has inspired improvements in civil protection

and the city's crisis preparedness. The security of the urban environment, including the provision of civil protection solutions (e.g. shelters and crisis-proof urban spaces) became more important. In 2024, education continued to be affected by the refugee crisis caused by the war in Ukraine, which has led to the need for additional resources (educational places and facilities, teachers and support specialists). The combined effect of many factors put a heavy burden on youth workers, who, in addition to recognising and supporting the needs of local young people, had to create opportunities for young people coming from Ukraine and provide information to both young Ukrainians and their parents. Instability in the world has affected the wider area of sport and physical activity, such as the organisation and participation of international competitions as well as their outcomes.

From a security point of view, international collaboration between the Baltic States, their capitals and law enforcement units will continue to receive much more attention in 2025.



Emphasis was increasingly placed on the development of clean and energy-efficient infrastructure and climate-proof cities, as well as on the re-use and recycling of space and material in the





built environment. The impact of global warming must continue to be taken into account: floods, increased rainfall, plant pests and diseases, and biodiversity loss. In order to ensure the sustainability of urban greenery, more attention needs to be paid to rainwater management, permeable terrain and pavement use must be increased in the design process. For a number of topics, including landscape architecture, the city has started implementing the requirement to calculate the CO2-footprint when making investments and other choices, and expectations have emerged for the assessment of other environmental impacts.

In 2025, Estonia is planning to implement a waste reform that will bring about changes in the organisation of waste management for local authorities. Environmental legislation must be taken into greater account in the development of urban mobility. As a new trend, it must be ensured that development objects are in line with the principles of high-quality public spaces and the New European Bauhaus initiative. The motor vehicle tax is also expected to have an impact on people's mobility preferences, which in turn will have a direct impact on achieving the city's mobility objectives.

#### EDUCATIONAL REFORMS, SUPPORTING THE YOUTH

- Education and youth work
- Health and healthcare

2024 was a notable year in Estonia in the field of education and youth, in particular as the first year of the transition to Estonian-language learning. The amendments to the act adopted by the Riigikogu at the end of 2022 stipulated that, as of 1 September 2024, teaching in kindergartens and 1st and 4th grades would be carried out entirely in Estonian. Of the 58 municipal general education schools in Tallinn, 20 are gradually transitioning to Estonian, and 47 out of 125 kindergartens already transitioned (of which 28 had Russian and 19 Estonian and Russian as teaching languages) – thus the transition concerned a significant part of the Tallinn education network. In particular, it exacerbated the existing shortage of teachers and support staff, which led both national and city-wide measures to focus on raising the level of Estonian language skills of existing teachers in preparation for the transition. Teacher overload and pay challenges led to a strike by educators in early 2024. In 2024, negotiations on the education pact continued at a national level and a number of legislative amendments were adopted that will enter into force in 2025, leading to reforms in basic, vocational and general education. There is an increased need for support services for young people, such as counselling, language learning and psychological support, and the role of youth work in preventing young people's risk behaviour is increasing.

#### PRESSURE ON SOCIAL WELFARE AND HEALTHCARE SYSTEMS, MENTAL HEALTH

- Education and youth work
- Health and healthcare
- Social welfare

Significant public budget cuts were made in 2024, which also affected the financing of health services. The shortage of healthcare professionals is a considerable problem in the health sector. The heavy burden on staff increased both waiting lists and waiting times for patients. As patients wish to access treatment quickly, the use of private medical services increased as well. The focus was on technological development, including the wider use of telemedicine services.

Mental health issues became a topic of focus in 2024. The risk behaviour of residents, including addiction problems, remains a challenge. Population ageing and chronic diseases also put greater pressure on the healthcare and social welfare sectors than in the past. Access to health services has also been made more difficult by the number of new migrants.

In 2025, the health sector will certainly be influenced by both national fiscal policies and changes in healthcare funding and people's out-of-pocket payments.



# TALLINNA ETTEVÕTLUSPÄEV



# 01 Business environment

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

**A city where the future is today.**

**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



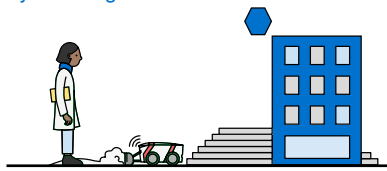
The residents of Tallinn are entrepreneurial and well-paid and local companies are ambitious.

2



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

3



Tallinn is also internationally known as an innovative environment.

4



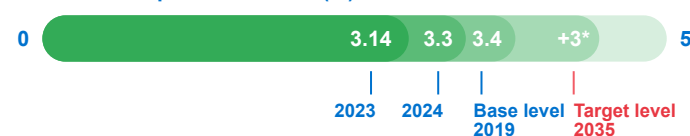
Tallinn is an internationally known and valued visitor destination all year round.

## METRICS

**Entrepreneurial activity, i.e. the number of enterprises per 1,000 residents**



**Share of export in turnover (%)**



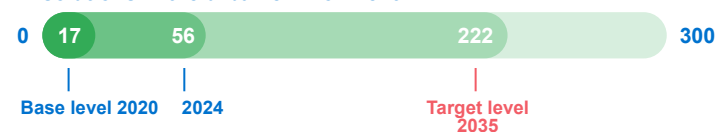
**Exports of travel services, billions**



**Share of residents who consider foreign tourists to have a positive impact on the quality of life of Tallinn residents (%)**



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



\* Average annual growth rate

## ACTIVITIES IN 2024

- The number of consultations on business matters was similar to that of the previous year (around 1,230 consultations). A record 209 applications for enterprise support were processed, 151 of which received funding.
- In cooperation with major Estonian universities, Entrepreneurship Academy seminars were held for a total of 1,260 participants.
- Annual business conferences continued to be organised: Nearly 425 visitors took part in the MELT Innovation Forum, and the 21st annual Tallinn Entrepreneurship Day, which put the spotlight on future skills, had more than 2,500 business enthusiasts participating.
- Due to market demand and the expansion of the customer group, the Tallinn Creative Incubator was rebranded and became the Tallinn Business Incubator. The business incubator now offers services to micro and small enterprises in different sectors through accelerator programmes.
- Supporting businesses continued for entering foreign markets and launching export activities.
- Supporting businesses continued through Tallinnovation, an innovation fund for enterprises, and the Test in Tallinn programme. Nearly 50% of the enterprises participating in the programme were from other countries. Among others, this included testing an interactive sound infrastructure that improves the mobility of visually impaired people in public spaces, a platform for actively including residents in the planning of the city's repair and maintenance work, and smart relays that allow using home electrical devices at an hourly market price.
- Branding and marketing of Tallinn as a destination for travel and conference was worked on.
- Development continued on the cultural tourism product Tallinn Card.
- Work started on applying for the Green Destinations Award, an international sustainable tourism destination certificate.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €4.9 million**

- Continued support for business development and innovation, provision of consulting services for those interested in starting a business and for active companies. Support for the creation and implementation of new business models.
- Organising entrepreneurship trainings and Entrepreneurship Academy seminars, as well as major events such as the MELT Innovation Forum and Tallinn Entrepreneurship Day.
- Sandbox and product development opportunities continue to be provided for companies to develop and test innovative products and services in urban spaces.
- Pleasant visitor experiences are ensured by sharing tourism information through the Tallinn Card mobile app and the tourism website [visittallinn.ee](https://visittallinn.ee).
- Continued development of tourism, focusing on data and sustainability principles. Tallinn will participate in the Green Destination Sustainability Index program and apply for an international sustainable tourism destination certificate.

Friendly urban space

Creative global city

Healthy mobility

Green transformation

Kind community

A home that includes the street

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

# 02 Education and youth work

Main responsible body: Tallinn Education Department

Tallinn is home to happy learners.

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

## GOALS

1



Every learner develops the best in themselves.

2



Learners have an inspiring and supportive learning environment.

3



Young people participate actively in social life.

4



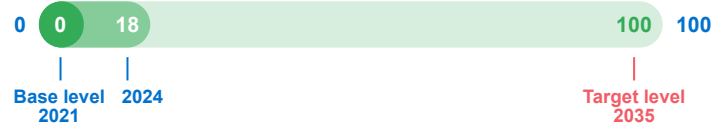
Transition to teaching in Estonian in all Tallinn schools.

## METRICS

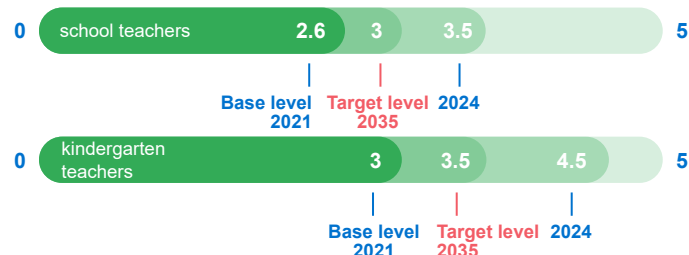
Index of student satisfaction with the learning environment among 11th graders on a scale of 1–6



Share of Tallinn schools that have transitioned to teaching in Estonian



Reputation index of the teacher profession on a scale of 1–5



Share of young people aged 18 to 24 with basic education or less not continuing their studies (%)



Share of young people (aged 7 to 26) attending hobby schools (%)



## ACTIVITIES IN 2024

- With the transition to Estonian-language learning, all students in 1st and 4th grades of municipal schools and children in municipal kindergartens of Tallinn started their studies in Estonian in autumn 2024. In order to provide competent staff, a recruitment unit began work at the education department. Creating teacher assistants' positions was supported as well as learning mobility organised for educators. A methodology centre (MEKK) was set up by the Tallinn Teachers' House, supporting teachers and educational institutions in the transition to teaching in Estonian and serving as a centre for gathering information, organising training and advising teachers.
- The terms of reference of the development plan for the education and youth work field of activity was approved and preparations began on creating the development plan.
- The novice teacher onboarding programme continued, showcasing the value of the teaching profession and strengthening the new generation of educators in Tallinn.
- Tallinn received a positive financing decision in the application for national measures, which will result in twenty-nine general education, vocational and hobby schools in Tallinn being able to implement the principles of inclusive education and to more closely involve students with special educational needs in the teaching process.
- Educational institution buildings were designed, built and renovated. Among others, buildings of the Maasikas, Magdaleena, Männiku and Männimudila kindergartens were finished and the renovation of the Tallinn Art Hall was completed.
- Youth information was collected and shared, youth information services and mobile youth work was developed.
- At the Tallinn Youth Work Recognition Gala [Great Deeds](#) (Suured teod), awards were given to the youth worker of the year, the youth volunteer of the year, the youth association of the year, the great deed of the year for young people and the great deed of the year by young people themselves.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €518.1 million**

- To support the development of employees in educational institutions, Estonian language courses will be organised for educators and the teacher programme for school and kindergarten teachers at the Tallinn Teachers' House will continue. Content associations at the Teachers' House will be supported to empower the teaching profession.
- The effectiveness of the transition to Estonian-language learning and the impact on students' well-being will be monitored.
- Designing, building and renovating educational institutions will continue, including the continued extension of the Tallinn Secondary School of Science, the renovation and extension of Hiiu Kool and the completion of the extension of the Piritä Gymnasium of Economics.
- Online exams will be technically prepared for and the IT needs and readiness of educational institutions determined, providing clear guidance and standards for the procurement, maintenance and replacement of IT equipment needed by educational institutions.
- Elections for the Tallinn City Youth Council will be organised.
- A youth cafe will be launched for young people aged 13–17.

Friendly urban space

Creative global city

Healthy mobility

Green transformation

Kind community

A home that includes the street



# 03 Environmental protection

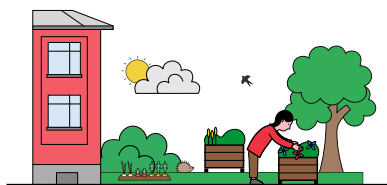
**Main responsible body:** Tallinn Urban Environment and Public Works Department

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

**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.

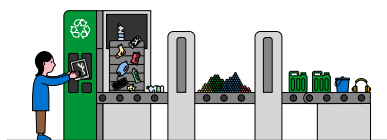
## GOALS

1



Tallinn has diverse nature and a healthy urban environment.

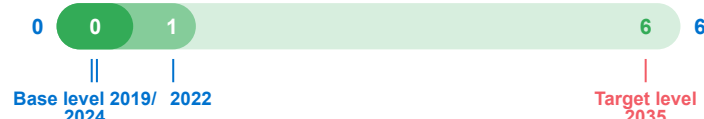
2



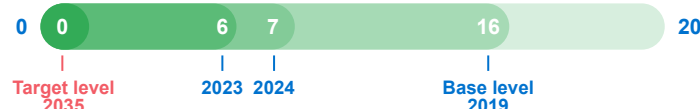
Waste management is sustainable.

## METRICS

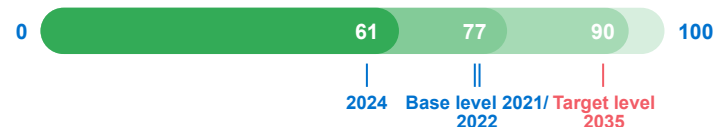
### Water bodies in good ecological condition



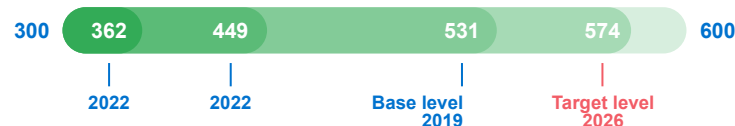
### Fine particle limit (PM<sub>10</sub>) exceedances per year



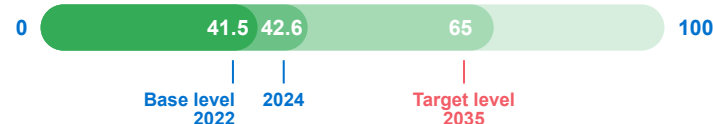
### Share of population satisfied with noise levels (%)



### Municipal waste generation, kg per resident



### Environmental awareness of Tallinn residents (index 0–100)



## ACTIVITIES IN 2024

- Wildlife surveys continued (brooding birds, plant communities, mosses, lichens).
- Restoring valuable communities in the Paljassaare special conservation area and the Pääsküla bog protected area continued and maintenance of meadows in the Merimetsa protected area began. The amphibian breeding pond along Astangu street was restored.
- The control of alien species of *Heracleum sosnowskyi*, *Impatiens glandulifera* and *Arion vulgaris* continued.
- Monitoring rainwater quality and surface water in the Lake Harku catchment area continued, as well as identifying pollution sources in Tallinn's rainwater system flowing to the coastal sea.
- Noise studies were completed in twelve areas to determine the potential impact of noise reduction measures. Work continued on compiling the environmental noise reduction action plan, which will be completed in 2026.
- Work began on creating the circular economy development plan: working group meetings and engagement events took place and a working version of the development plan was finalised.
- A circular economy centre was opened in Lilleküla in October and construction began on the circular economy centre on Punane Street at the end of the year.
- General repair workshops were built at the Pääsküla waste treatment plant and the Lilleküla circular economy centre and a sewing repair workshop was opened by the NGO Uuskasutuskeskus shop at Sõpruse 255. Equipment was purchased for the repair workshop in Paljassaare and a construction procurement carried out for the repair workshop.
- A record 13 new urban gardens were added and the establishment of 29 new school-gardens was supported. The first allotment garden in Tallinn was opened on a section of the Pollinator Highway in Põhja-Tallinn, where more than one hundred gardening hobbyists grow food in a garden of almost 3000 square metres, both in beds and in horticultural areas and greenhouses.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €14.8 million**

- The establishment of the Astangu-Mäeküla protected area and the Kakumäe forest protected area will be completed.
- Requirements for the construction of thermal wells will be developed.
- The best locations will be identified and three new ambient air monitoring stations will be created.
- Wildlife surveys (brooding birds, plant communities) and control of alien species (*Heracleum sosnowskyi*, *Impatiens glandulifera*) will continue.
- The circular economy development plan will be approved, adding the new field of activity of circular economy to the 'Tallinn 2035' development strategy.
- A circular economy centre in Lasnamäe and a composting field at the Pääsküla waste treatment plant will be completed and the repair workshop for wooden items in Paljassaare will open.
- Work will begin on compiling the Tallinn Waste Management Plan 2027–2031.
- Nature-focused action campaigns will be organised for students and adults.
- Community and school-gardens will continue to be supported to encourage the establishment of new urban gardens and to ensure the sustainable operation of existing urban gardens.

Friendly urban space

Creative global city

Healthy mobility

Green transformation

Kind community

A home that includes the street

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

# 04 Municipal order

**Main responsible body:** Tallinn Municipal Police Department

**A clean and safe city.**

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

## GOALS

1



Tallinn is a safe city.

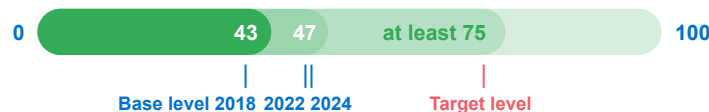
2



Tallinn is a clean city.

## METRICS

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



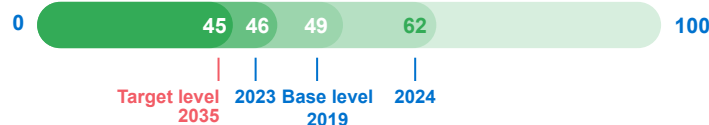
**Crisis preparedness score on a scale of 1–9 according to minumavalitsus.ee**



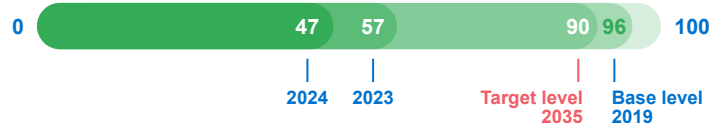
**Number of offences per year by sector**



Dogs/cats



Waste Act



## ACTIVITIES IN 2024

- The city of Tallinn crisis management model was improved. A crisis HQ was formed and the city's crisis manager was appointed. A network of experts and 'crisis breakers' was set up to provide support in preparedness and to ensure the continuity of services.
- Employees from city authorities and district governments participated in national crisis exercises, including the national civil registry exercise RREX24, the Estonian Defence League exercise Põhjaneel and the in-house exercise Decisive Lancer 2024.
- On the basis of the Rescue Board's comprehensive evacuation plan for the state, an evacuation plan for the city of Tallinn was drawn up. In 2024, the Rescue Board had approved evacuation sites for 10,254 people (2.2% of Tallinn residents) in 50 locations. The list of places of evacuation includes sports buildings, hobby centres and schools owned by the city.
- The Kopli volunteer rescue commando was launched for the benefit of the residents of Põhja-Tallinn, aiming to increase the ability to respond to rescue events there.
- Coastguard services were provided, including administering first aid on 214 occasions and rescuing three people from risk of drowning. There were no drowning victims in 2024. A total of 3,963 public order offences were settled at beaches.
- In order to detect parking offences, parking controls on urban streets were made more efficient: monitoring focused on illegal parking on cycling and pedestrian tracks and sidewalks, bicycle patrol was also used for this purpose. Parking officials imposed 39,098 parking fines.
- To reduce violations of petkeeping rules, a training programme for dog owners was developed in collaboration with the Estonian Academy of Security Sciences. The possibility to participate was offered to dog owners whose pets had been the subject of misdemeanour proceedings after causing damage. The completion of the training was offered as an alternative to paying a fine.
- Municipal police availability was ensured (via the 24-hour hotline 14410 and the e-mail address korrapidaja@tallinnlv.ee).

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €8.4 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.
- The city's crisis plan, which includes a civil protection plan, a plan for taking cover and an operation continuity plan for the city's authorities, will be further developed. The city's emergency stockpile (food, evacuation site equipment) will be increased, providing essentials for up to 5,000 people.
- As part of the Ministry of the Interior security development programme, Tallinn's action plan will be finalised and the implementation of its activities will begin as agreed upon.
- Focus will be put on making proceedings faster and more cost-effective.
- Increased attention will be paid to disturbances of public order during quiet hours.

Friendly urban space

Creative global city

Healthy mobility

Green transformation

Kind community

A home that includes the street

# 05 Culture

Main responsible body: Tallinn Culture and Sports Department

City air inspires creativity.

**Area of responsibility:** The field of culture delivers a vision where all residents of Tallinn can explore their creativity. The field 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.

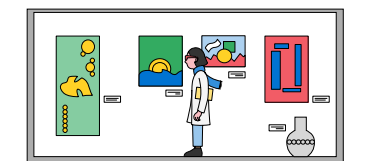
## GOALS

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.

## METRICS

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



Share of residents aged 15 and over who have participated in cultural life in the last 12 months (%)



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



Share of cultural practitioners (incl physical activities) among residents aged 15 and over (%)



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



## ACTIVITIES IN 2024

- International and city-wide cultural events and projects were organised and supported, the most important of which were the light festival Light Walks (Valgus kõnnib), the Literary Street Festival on Koidula Street in Kadriorg, the Days of National Cultures festival, the Pikk Street festival, the city and culture festival Kultuuriöö, the international sailing regatta The Tall Ships Races Tallinn 2024, the Birgitta Festival, Tallinn Music Week and Jazzkaar.
- Work continued on implementing the UNESCO Cities of Music action plan. Among others, the Tallinn Children's Jazz Festival Kräsh took place and contributions were made to Tartu's programme as the European Capital of Culture 2024.
- The Tallinn Police Orchestra held the spring concert 'Tuulte serenaad' (Serenade of the Winds) and five school concerts at Tallinn schools, and participated in concerts in Tartu as part of the European Capital of Culture programme.
- Support activities began for creating cultural events for people with special needs.
- The Tallinn City Museum's development plan was approved. The permanent exhibit 'A Fortress City, A Safe Haven' was opened at Kiek in de Kõk and was nominated for the Annual Museum Awards. The Fortifications Museum is breaking all-time visitor records. The Kalamaja Museum earned the title of Europe's Best Community Museum.
- With a modern and bright visual identity, Tallinn Central Library became Tallinn Libraries, acquired a new [mobile library](#) and improved the accessibility of libraries.
- Almost 370,000 guests visited the Tallinn Zoo, at which the new 'Tiger Valley' exhibition area was opened and nature education events were organised. Around 500 active study programmes for schools and kindergartens were carried out (with 11,660 participants), with 22 hobby schools, nearly 300 excursions, birthday programmes and many one-time events taking place.
- Almost 80,000 people visited the Tallinn Botanic Garden, of whom nearly 56,000 took part in events (the most popular ones were the orchid and African violet exhibitions, Peony Days, the Apple Party and the exhibition of exciting fruits and seeds). The old administrative building was reconstructed as a visitors' centre.
- In libraries, work continued on the development of services supporting language learning and cultural adaptation. The Tallinn Migration Centre continued to develop and provide services for new immigrants. A cooperation network between city and national authorities and active NGOs was set up to support new immigrants.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €52 million**

- The new theatre quarter complex of the Tallinn City Theatre will be opened in Old Town.
- Work will continue on supporting and organising international and city-wide cultural events and projects, as well as implementing the UNESCO City of Music action plan.
- As a project of Tallinn's Musical Trails, the audio guide 'Sounds hidden in history' will be completed.
- A new permanent exhibition on three floors will be opened at the Tallinn City Museum, and the museum's entrance hall will also be renovated.
- The 28th Song and 21st Dance Celebration 'Iseoma' (Kinship) will take place.

Friendly urban space

Creative global city

Healthy mobility

Green transformation

Kind community

A home that includes the street

Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

# 06 Mobility

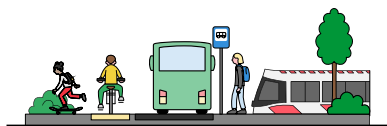
**Main responsible body:** Tallinn Transport Department

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

**Area of responsibility:** The field of mobility is responsible for safe, healthy and environmentally friendly urban mobility. To deliver results in this area, the urban space, public transport and other mobility services of the city will be designed, and the infrastructure for mobility and parking will be developed for all modes of transport.

## GOALS

1



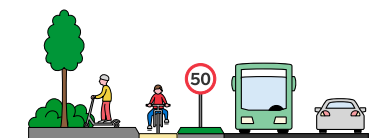
The distribution of mobility modes in the Tallinn region is balanced.

2



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

3



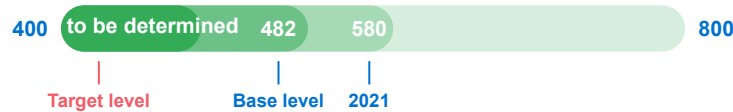
The mobility environment of the Tallinn region is safe.

## METRICS

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



**Greenhouse gas emissions from transport CO<sub>2</sub> eq\***



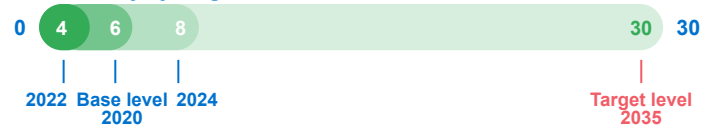
**Number of traffic accidents with human victims per year**



**Share of residents (%) travelling to their main destinations by cycling\*\***



**Share of children aged 7–14 (%) travelling to school and hobby/training facilities by cycling\*\***



\* The target level will be set on the basis of the analysis 'Opportunities for achieving climate neutrality in Tallinn' to be carried out in 2025.

\*\*from spring to autumn

## ACTIVITIES IN 2024

- Construction finished on the Old City Harbour tramway and reconstruction of streets along the tramway (Hobujaama, Ants Laikmaa, Gonsiori), the railway crossing of Tondi Street was reconstructed and the Paldiski highway passage tunnel was built.
- Under the 'Safe School Route' (Turvaline koolitee) programme, temporary traffic management measures were implemented around eleven schools to increase the safety of their surroundings.
- The largest reform of the public transport network in Tallinn was implemented. Fifteen new electric buses and sixteen new trams joined the transport network and a procurement was held for forty new battery-run trolleybuses.
- Safe cycling solutions were built at the public transport stops of Kaarli and Mere puistee. As part of the construction of the Old City Harbour tramway, cycling lanes were also completed on Hobujaama Street and the port area, as well as on Varraku Street during its reconstruction.
- The Tallinn traffic model helped create scenarios for planning traffic solutions (e.g. modelling changes to the public transport route network, analysis of the traffic solution of the Kristiine junction and Paldiski highway, and the green wave solution for the traffic lights in Liivalaia).

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €236.2 million**

- Reconstructions will begin on the streets of Värvi, Mustjõe and Ants Lauteri, Peterburi and Rahumäe roads and the inner-quarter roads of the Mustamäe II microdistrict. Lastekodu and Masina Street will be completed, as well as the Kadaka tee overpass. Design work will begin on the main street project, Liivalaia (including tramway), Tulika and Tehnika streets and Pärnu road.
- On city lands bordering private properties, the number of pavements to be maintained will be increased in view of the objective of the city maintaining all pavements.
- A mobility nodes concept will be developed, involving development of convenient transfer options to connect different modes of mobility (such as train, city and county transport, micromobility, 'Park and Ride'). Design work will begin on the public transport hub in Kristiine.
- The demand-oriented route network will continue to be planned and modernised, public transport connection times decreased and connection speeds increased.
- Investments in the implementation of the bike strategy will continue, including the construction of pedestrian and cycling underpasses by the Endla overpass and the enhancement of junctions, public transport stops and school journeys to be more cyclist-friendly.
- A mid-term review of the implementation of the bike strategy will be carried out.
- The assessment of road surface roughness and the mapping of road signs with the help of camera technology will begin. A central database will be created for displaying in the city's digital twin and as open data.
- Regulations will be drawn up to better control the activity of non-motorised rental service providers.
- A new 'Park and Ride' parking lot will be completed in Tondi.
- An integrated ticketing system will be implemented in the capital region in summer 2025.
- The renewal of traffic lights programmes will continue on the basis of the frequency of use of the various modes of movement.

Friendly urban space

Creative global city

Healthy mobility

Green transformation

Kind community

A home that includes the street



# 07 Urban landscape

**Main responsible body:** Tallinn Urban Environment and Public Works Department

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

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

## GOALS



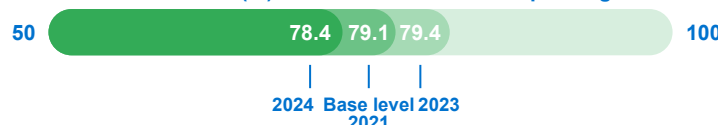
The city is clean, green and attractive.

## METRICS

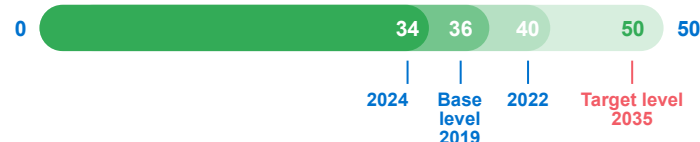
Share of residents (%) who are very satisfied with the cleanliness of urban space



Share of residents (%) who live within 300 m of public green areas



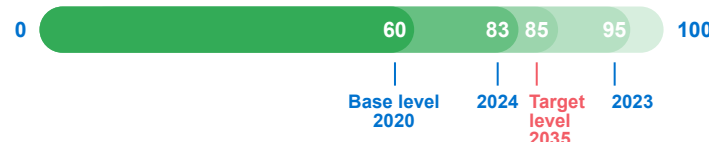
Share of residents (%) who are very satisfied with the amount of green spaces and parks



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



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



## ACTIVITIES IN 2024

- The Järveotsa promenade, Pelguranna green area and Kadriorg Park Orangery were completed.
- As a continuation of the Green Tracks project, new subdistrict centres (urban space solutions with landscaping and urban furniture) were built in Nõmme and Lasnamäe, along with a temporary Trassipark by Liivalaia Street, and the Town Hall Square summer park was reopened.
- Trees and shrubbery were planted and meadow areas created, including nearly 400 trees, 4,000 bushes and 4,000 other perennial plants, and four community food groves were established.
- Shelter services continued to be provided. Nearly 700 animals arrived at the Tallinn animal shelter, of which 298 went back home and 264 to new homes. The principles of animal protection and keeping a pet were introduced in general education schools. The fifth international animal welfare conference was held.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €43.6 million**

- Investments will be made in parks, green areas and urban spaces (including planning of the Klindipark near Suhkrumäe, construction on the Pollinator Highway, tidying up the Pae Park and constructing the part of Tammsaare Park facing Viru Keskus).
- Supported by external funding, the Vormsi green area will be established (from the measure 'Development of larger urban areas').
- The Rahumäe cemetery service building reconstruction will complete and investments will be made for maintenance of the city's cemeteries. New rules for the use of cemeteries will be introduced.
- A plan for creating and reconstructing of playgrounds will be compiled, investments will be made into playgrounds and training elements and playgrounds will be maintained. Among others, the family playground at Õismäe 22a and the playgrounds at Jugapuu, Sõstra 1a and Merivälja will be reconstructed.
- The dog park in Toompark will be completed.
- Information days will be organised for dog owners in districts to raise people's awareness of pet-keeping legislation, dog health and veterinary procedures and behaviour in order to prevent risks associated with having dogs as pets.
- A promenade named after August the Cat will be constructed in Põhja-Tallinn.
- A public skating rink will be created in Õismäe.
- The Stroomi beach house will be completed.

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Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

# 08 Urban planning

**Main responsible body:** Tallinn City Planning Department

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

**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.

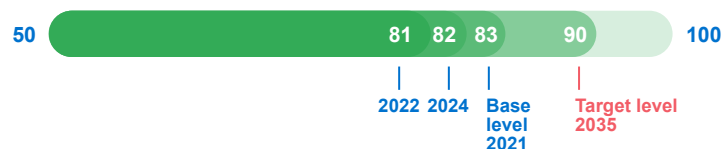
## GOALS



In order to implement the strategic goal of a friendly urban space and the vision of the field, Tallinn has a uniform and consistent framework for guiding the spatial development of the city and for knowledge-based and cross-sectoral planning. Contemporary urban planning principles and research methods where innovation and the experience of foreign countries hold an important role are followed. Modern digital tools are used. The planning activities are transparent and the public and all stakeholders are involved. The consistency of the decisions made about the urban space is ensured – everything that has been agreed on will be implemented.

## METRICS

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



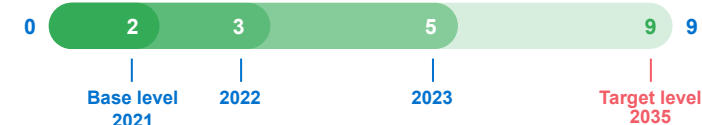
**Average processing time for building-related permits in days from initiation to issuing**



**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**



## ACTIVITIES IN 2024

- The participation centre Avalinn continued to actively promote cooperation, education and inclusivity among city residents. In 2024, Avalinn moved to its new facilities at Vabaduse väljak 10.
- Work continued on preparing the masterplans of Põhja-Tallinn and City Centre.
- Architectural competitions were held for Koidu Street and the Manufaktuuri kindergarten.
- Consultancy services and related information systems were developed on detailed planning, building and use permits, construction supervision and heritage conservation in order to shorten processing times and improve the quality of services.
- The city's digital twin started to be utilised in spatial planning processes.
- The position of the city's Chief Architect was reinstated.
- The first building permit applications were adopted which included a digital building information model (BIM).
- The geodetic survey information system GeoVeeb was developed, along with the land operations information system MaTIS, which was introduced the previous year.
- 42 sites received restoration grants worth over €480,000. The best restoration works and restorers of 2023 were awarded.
- The restoration of Skoone Bastion and its surroundings continued. Restoration works began on the Ingrian Bastion. The Patkuli Steps, the roof of the St. Catherine's Church of the Dominican Monastery, sections of the City Wall and others were restored.
- The use of the accessibility information system (LIPS) was extended in collaboration with other municipalities and public authorities. The extension was rewarded second place at the idea competition for data economy development. LIPS currently covers around 3,100 sites.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €11 million**

- The Old Town development plan until 2035 will be approved.
- A map application for publishing detailed plans will be developed.
- The Põhja-Tallinn masterplan will be adopted.
- Continuing with the vision of Tallinn's seaside city centre, an expert assessment of the Linnahall building complex's construction and technical features will be completed, during which the building's structures will be opened up. This will be the basis for the development of new special conditions for heritage conservation of the Linnahall complex.
- A spatial vision of the Kristiine multimodal hub and its vicinity will be developed as a basis for the development of a technical solution for the area.
- The organisation of architectural competitions and the development of the service will continue.
- Services for processing detailed plans and building and use permits will continue to be developed.
- The organisation of protection and awareness-raising activities for milieu areas and precious individual objects, restoration grants and recognition of the best renovation sites and works will continue.
- Investment in heritage conservation will continue.
- To ensure accessibility, public building plans, design conditions, building permits/notices and use permits/notices are assessed for compliance with accessibility requirements and designers, builders and public authorities will be advised on compliance.

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# 09 Preservation and development of city property

**Main responsible body:** Tallinn City Property Department

**City property is well maintained and wisely managed.**

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

## GOALS

1



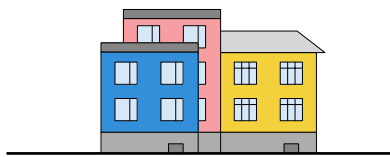
City assets are in the best possible use and an optimal real estate volume for the provision of services is ensured.

2



The city's assets are sustainably managed.

3



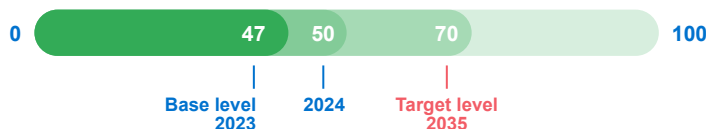
The city has a housing fund for people who need help and for the achievement of the city's strategic goals.

## METRICS

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 support grants given to apartment cooperatives out of all eligible applications (%)



## ACTIVITIES IN 2024

- Six new energy class A municipal buildings were completed: four kindergartens, the Lasnamäe Social Centre and the orangery in Kadriorg park.
- An overview of the energy consumption (electricity, heat, water) of the city's buildings was created. The analyses and data provide additional input for decision-making (e.g. investments into solar panels and district heating).
- Installing solar panels on city buildings continued. Altogether 28 solar panels have been installed on municipal buildings (including schools, kindergartens, social housing and libraries).
- The planning, construction and furnishing of social housing continued, as well as leasing accommodations and extending existing lease contracts.
- Grants were given to apartment associations for maintaining outdoor areas, renovating buildings and increasing security (including grants for the fire safety of taller buildings). A total of €1.6 million was paid to apartment associations under the nine support measures. The most popular measures were the grants for courtyard renovation, the construction of bicycle storage and facade renovation.
- On the basis of the Acquisition of Immovables in Public Interest Act, twenty-eight properties were acquired from private owners and five properties were acquired from the state on the basis of the State Assets Act. The city's land ownership increased by nearly 140,000 m².

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €70.7 million**

- Work will continue on the preparation of the development plan for city property field of activity, focusing on the long-term view of the real estate environment.
- Construction will begin on the solar power plant of Tondiraba Ice Hall.
- The provision of project management services will continue for construction investments and the planning, preparation and execution of construction investments. 14 buildings will be constructed, nine of which will be energy class A.
- Consolidation of investment management to the Tallinn City Property Department continues.
- The implementation of the new housing policy will continue, meaning a comprehensive assessment of the need for assistance by new social housing applicants (people in need) and redirecting them to a provision of dwellings service. The need for assistance for people seeking accommodation from the city will be assessed and, if necessary, the need for assistance will also be assessed for the renewal of lease contracts.
- Construction of social housing at A. H. Tammsaare 135 will complete, and design, construction and management of further social housing projects and municipal apartments will continue.
- Support will be provided for connection to district heating, zero-emission heating solutions, planning building renovations, installing elevators, restoration of outdoor areas and construction of bicycle storage and garbage houses under the new apartment association support scheme.
- Neighbourhood-wide modular renovations will be tested through the SOFTacademy project.

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Contribution to strategic goals to a very large extent

Contribution to strategic goals to a large extent

# 10 Social welfare

**Main responsible body:** Tallinn Social Welfare and Healthcare Department

**Healthy and independently coping citizens.**

**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.

## METRICS

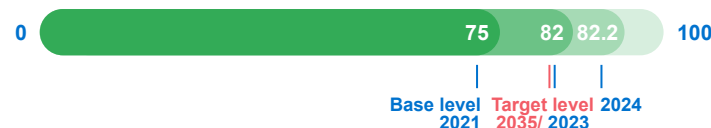
**Child welfare score on a scale of 1–9 according to minuomavalitsus.ee**



**Share of people receiving services to assist independent living at home out of the total number of adults with disabilities in Tallinn (%)**



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



## ACTIVITIES IN 2024

- The first prevention and competence centre Family Nest (Perepesa) was opened in the City Centre, supporting families with children from pregnancy to school age. Between May and December 2024, 577 families received services from the [Family Nest](#).
- The organisation of social transport services continued.
- The housing adaptation system continued to be supported in order to ensure that people with special needs can cope in the home environment.
- Käo Support Centre, the Tallinn Support Center Juks, the Tallinn Mental Health Center and the special care service of Tallinn Children's Home were grouped together under the Tallinn Centre for Special Care and Rehabilitation Services, a new institution administered by the city.
- The development of services to support families experiencing difficulties in coping and the creation of new services (subsistence counselling service, subsistence training) continued to help people achieve greater autonomy.
- To support the homeless, a new component-based concept of social and accommodation services was developed and will begin to be implemented in 2025.
- Dwellings were provided on a new basis, with a comprehensive assessment of the need for assistance: city dwellings will be first and foremost made available to those in need for assistance. Families who do not have access to accommodations for socio-economic reasons will be supported either by the payment of a rental allowance or by the temporary provision of a dwelling belonging to the city.
- The upper limit of income-related grants was raised from €250 to €350 for adults and from €350 to €450 for children.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €129 million**

- A pilot project for family support homes will be launched. The purpose of the service is to support the relationships of at-risk families between parents and children and to improve parenting subsistence in order to prevent the need for children to be separated from their families.
- A Family Nest will be opened in Haabersti and the network of Family Nests will continue to be expanded. The parenting programme Incredible Years (Imelised aastad) will continue to be implemented and be integrated into Family Nests.
- Construction will continue on the milieu therapy home at the Tallinn Children's Home and a new family house.
- Services to support families experiencing difficulties in coping will continue to be provided and new services will be tested (subsistence counselling service, subsistence training).
- On the basis of a comprehensive assessment of the needs for assistance, the reformed provision of dwellings will continue to be implemented in stages. There are around 100 people in the queue for the provision of dwellings services.
- A home care service model will be utilised, meeting new service requirements and tailoring to the customers' needs, the service will be provided by the Tallinn Home Service Center, a newly created institution administered by the city.
- Accessibility of high-quality day-care services for people with memory problems will continue to be increased and the provision of the service will be merged to the Iru Nursing Home.

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# 11 Sports and physical activity

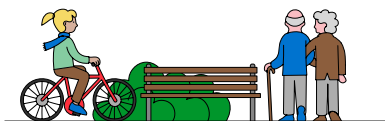
Main responsible body: Tallinn Culture and Sports Department

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

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

## GOALS

1



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

2



Outstanding and successful in sports.

## METRICS

Share of residents (%) regularly\* engaged in recreational sports (ages 16–64)



Share of physically active\*\* children (%) (ages 11, 13 and 15)



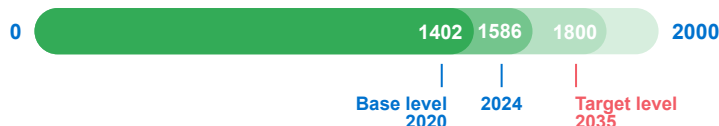
Annual number of medals won in individual international title competitions



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



Number of qualified coaches



\* At least twice a week

\*\*Are physically active at least five days per week

## ACTIVITIES IN 2024

- Main football field and training field of Hiiu Stadium was built.
- The extreme sports field in Ilmarise Street in Nõmme was completed.
- The city's football infrastructure was mapped out and a plan for its development was drafted.
- The city's support measures in sports were reviewed and the programmes as a whole and their conditions were improved.
- Tallinn's top athletes and representative teams who achieved high ranks in major sports leagues were supported.
- Continued support was provided for the organisation of major international sporting events in Tallinn, including world championships in powerboat racing and winter swimming, IRONMAN European Triathlon Championships, U21 Judo European Championships and several qualification matches in ball games.
- Preparations were made for the programme and organisation of Tallinn carrying the title of the European Capital of Sport 2025.
- The Sports in Schools (Sport kooli) project continued to be implemented, particularly for children aged 7 to 8. Around 600 children participated in the project and nearly 100 sports organisations were involved as partners.
- To promote physical activity, 42 school stadiums were opened for the citizens to engage in sports in the summer period. 35 school stadiums opened during autumn weekends and school holidays. The initiation will continue in 2025.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €36.4 million**

- Tallinn will bear the title of the European Capital of Sport 2025. The title year programme will focus on different sports each month and several major international sporting events will take place.
- As a new institution administered by the city, the Tallinn Sports Center brings together all seven of the city's sports centres along with 21 sports bases and facilities under a single management.
- Design work will begin on sports and leisure facilities on Varraku Street. The most notable of these is the city's first swimming pool conforming to olympic standards.
- New public sports facilities will be completed in all districts as part of the European Capital of Sport 2025 programme. As part of the reconstruction of the health tracks of the Nõmme Sports Center, the ski bridge will be renovated, the city's health tracks and sports parks maintained and maintenance repairs carried out.
- Organised sport activities will be supported more than ever, with the supported target group expanded to increase people's physical activity.
- Further development and information campaigns will be pursued, including traditional sports and mobility events in the capital (such as sports mornings, summer training sessions and the car-free day), recognition events, training courses and information days for sports organisations.
- In addition to organised sporting activities by young people, Tallinn will systematically focus on the physical activity of elders. Dozens of senior groups for swimming, muscular training, athletics and ball games will start under the guidance of qualified coaches. The planned amount of training sessions will allow nearly 2,500 pensioners to participate weekly throughout the year.

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

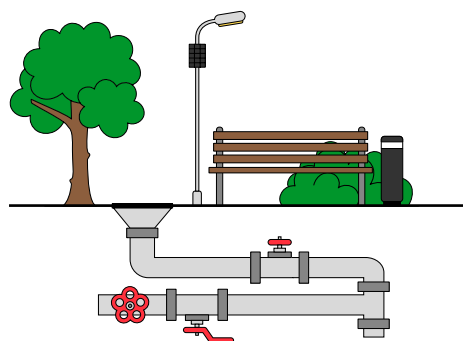
# 12 Utility networks

**Main responsible body:** Tallinn Urban Environment and Public Works Department

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

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

## GOALS



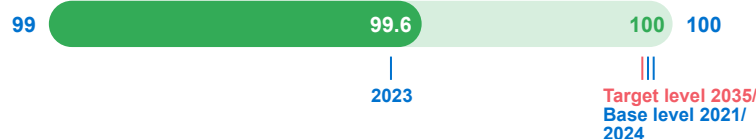
Utility networks are contemporary, of high quality and maintained.

## METRICS

**Average duration of water outages (h)**



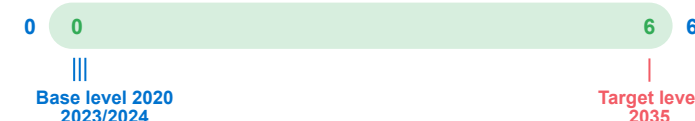
**Share of wastewater discharged to nature that meets environmental requirements (%)**



**Share of quality-compliant stormwater samples (%)**



**Number of nature-based stormwater solutions installed per year**



**The city's overall electricity consumption per lamp, kWh**



## ACTIVITIES IN 2024

- Based on the recommended methodology of the International Water Association (IWA), a leakage index of the city's water supply system was calculated for the first time, giving a comprehensive picture of the actual state and quality of maintenance of the water supply system. The score for 2024 (3.99 on a scale from 1 to 10) is better than the overall average of Estonian cities (4.7). The ideal leakage index is close to or equal to 1.
- AS Tallinna Vesi invested in drinking water treatment and drinking water networks, waste water treatment and sewage pipelines, and storm water sewerage.
- The district heating and cooling network was developed by reconstructing 14.5 km and building 7.5 km of heat network pipelines and 2 km of cooling network pipelines.
- Light pollution was measured in selected locations and a draft policy for reducing light pollution was drawn up.
- The fight against winter gloom continued with the installation of several hundred light solutions and several thousand light decorations.
- The transition to LED-lamps continued.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €32 million**

- Continuous activities will continue, including the coordination of water companies, promotion of sustainable water use, provision of drinking water for emergency situations and provision of water necessary for fire-fighting waterpoints, fountains and street maintenance, the construction of public water supply and sewerage systems, and the development of the waste water treating plant.
- Among the key investments in the security of the public water supply and water quality, the equipment for the production of ozone at the Ülemiste Water Treatment Plant will be reconstructed and reserve generators for water and wastewater pumps will be installed.
- A study will be carried out on the need to treat stormwater in parking lots and on the presence of microplastics and other substances in rainwater.
- Nature-based stormwater solutions will be constructed at Pardiitigi Park and work will begin in the Trummi area.
- The organisation of district heating, district cooling and gas supply and the maintenance of energy networks will continue.
- The management system for urban lighting will continue to be developed.

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# 13 Health and healthcare

**Main responsible body:** Tallinn Social Welfare and Healthcare Department

**Tallinners are healthy and vivacious.**

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

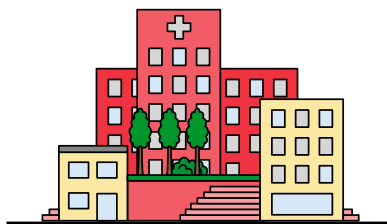
## GOALS

1



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

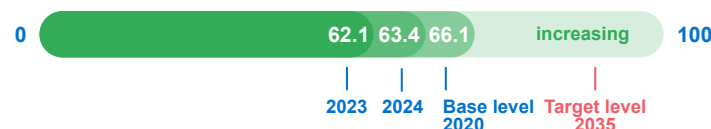
2



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

## METRICS

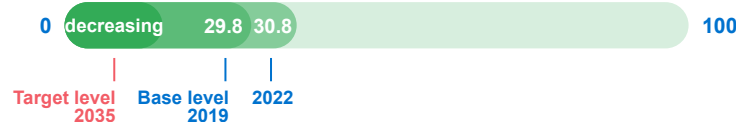
Share of residents aged 16 or over in very good or good health (%)



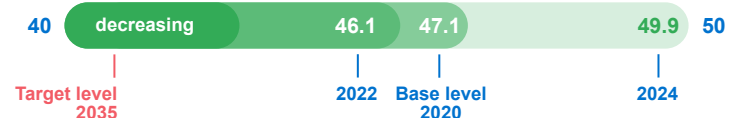
Share of residents (%) who are satisfied with the availability of health care



Share of overweight and obese students (%) (4th grade)



Share of overweight/obese residents (%)



## ACTIVITIES IN 2024

- Counselling and rehabilitation services for overweight children will continue (group training sessions for children and parents, summer camps for rehabilitation groups).
- The design continued on Tallinn Hospital and consolidation of hospitals and Tallinn Emergency Medical Service into a single health institution.
- A peer counselling service was launched for people with addiction problems staying at a sobering house in Tallinn. The volunteer peer counsellors worked two hours twice a week at the usual time of leaving the sobering house (6 to 8 a.m.).
- Support and empowerment of health promotion networks continued, including supporting the recovery path of recovering drug addicts and their loved ones and preventing the risk of relapsing. Support for health projects continued in order to help reduce residents' risk behaviour and improve their health. In schools, the Icelandic drug prevention model continued to be implemented in collaboration with students and parents.
- Eleven sectoral projects were funded as part of year-round activities. The most significant grants were the Lootusemaja rehabilitation centre's rehabilitation programme for HIV-positive men recovering from drug and alcohol addiction in Tallinn and family reunification, harm reduction in Tallinn by providing outpatient rehabilitation service for drug addicts under probation, organising rapid HIV testing and increasing antiretroviral adherence in Social Work Center units, LGBT night clubs and rehabilitation centres for drug and alcohol addicted patients. Raising people's awareness of the need to participate in screening continued.
- Work on the region's health network began in cooperation with the city's district governments and the Union of Harju County Municipalities.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €27 million**

- The Tallinn Mental Health Action Plan for Children and Youth 2025–2035 will be approved and begin to be implemented.
- Tallinn Children's Hospital is testing an on-call physician service for low triage (green and blue) patients and continuing the analysis and discussions about launching on-call general practitioner services.
- As part of the security development programme, an action plan for a drug-related harm prevention programme up to 2035 is being developed.
- 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.

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# 14 Governance and support services

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

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

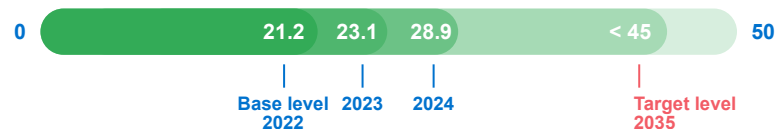
**Area of responsibility:** Governance must ensure that the abilities of the organisation and its employees, and the quality of both public services and internal support services (strategic and financial planning, communication, human resources, digital services) support the implementation of the development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

## METRICS

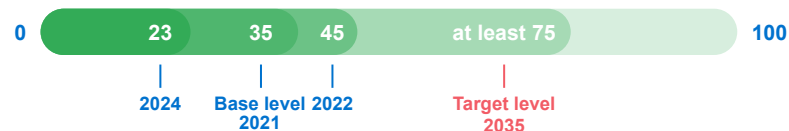
Share of residents (%) who are satisfied with Tallinn's e-services



Net debt burden of the city (%)



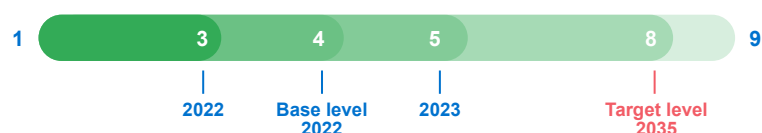
Share of residents (%) who have heard of the 'Tallinn 2035' development strategy



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



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



## ACTIVITIES IN 2024

- In order to manage the services of the city's institutions, the position of the institutions' development managers was fleshed out, the mapping of services was reviewed and revised, processes of larger services were identified and customer feedback collection was further implemented. As part of the Tallinn Design Sprint initiative, the user-centricity of six city services was improved.
- The [e-shop of Tallinn institutions](#) and its booking system were introduced.
- By the end of the year, a single information system for work plans was introduced in all departments and offices of the city.
- For the first time, the city's budget was prepared entirely by following the structure of the development strategy 'Tallinn 2035'.
- The Tallinn Sustainability Governance model was developed as part of the city's strategic management system. The model was presented in international networks and was awarded the [URBACT Good Practice label](#).
- The share of public procurements with environmentally friendly criteria was increased and the city gradually shifted to the first green procurements.
- The [2021 greenhouse gas emissions inventory of the city of Tallinn](#) was completed and preparations were made for complementing the Climate Action Plan.
- City media was dismantled: the production of television programmes and the publication of newspapers Pealinn and Stolitza was discontinued.
- Among major communication projects, most attention was paid to the transition to Estonian-language learning, the opening of the Old City Harbour tramway and the communication of the Tallinn budget.
- An overview of the most important risks that may affect the services, processes or investments of the city's departments and offices was compiled. A corruption prevention action plan was implemented, including the development of new arrangements for the implementation of the anti-corruption law.
- The preparation of multi-departmental external projects, pilot and demo projects, investments and activities continued, as well as the strengthening of collaboration between universities and city institutions.
- Population services were centralised and employees working on population operations in city district governments were integrated into the Vital Statistics Department.
- The book 'The World Drawn by Conrad Dellingshusen (1527–1603)' and article collection 'Old Tallinn' 33 (37) were published and the city's history was introduced on the ERR series 'Eesti Lugu'.

## ACTIVITIES IN 2025

**Budget for the field of activity in 2025 is around €68.6 million**

- Many of the activities in the field of governance and support services will continue in 2025. Among others, a number of key development documents expanding on the 'Tallinn 2035' development strategy will be adopted (including 'Digital Tallinn', 'International Tallinn', '24-Hour Tallinn', 'Personnel Development Plan').
- The development of services will continue and solutions for data-driven decision-making will be developed (including launching a dashboard for city metrics and statistics).
- The crisis preparedness of the city organisation and its residents will be strengthened.
- Work will begin on developing place branding for Tallinn.
- An analysis of options for the development of affordable housing policies will be completed.
- The support measures for apartment associations will be thoroughly renewed in line with the objectives of the Tallinn Climate Action Plan.

Friendly urban space

Creative global city

Healthy mobility

Green transformation

Kind community

A home that includes the street





Photo: Ilja Matusihis



# 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.

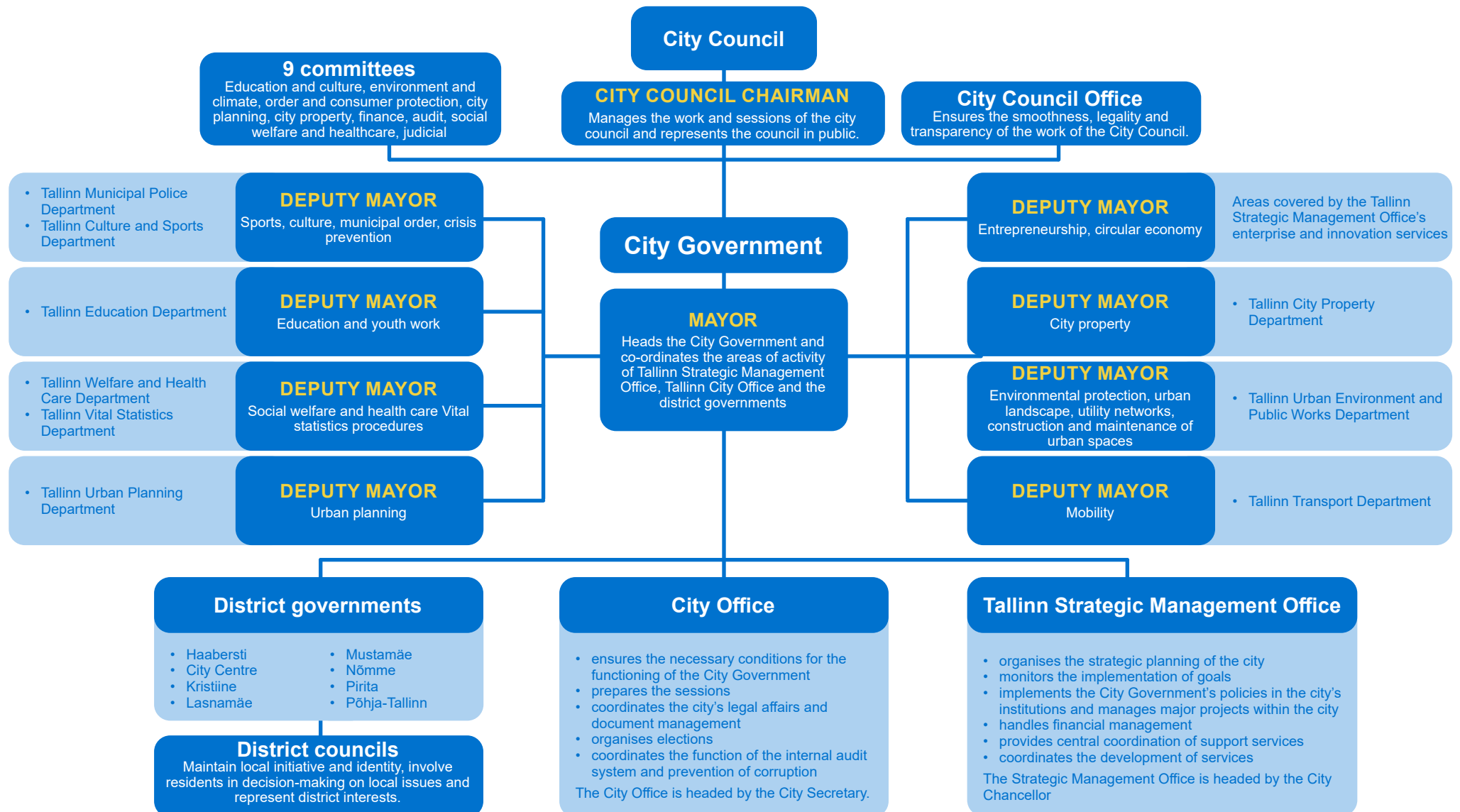
### Collaboration



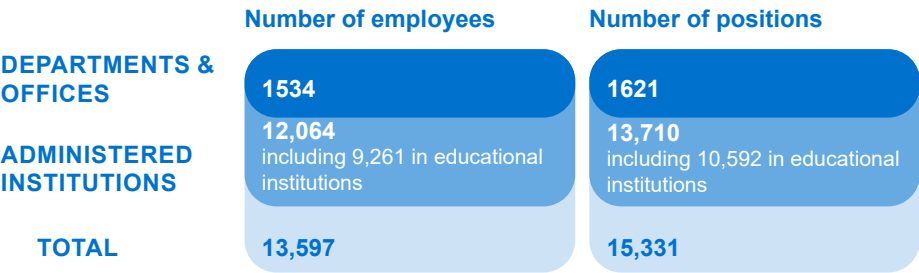
We achieve results by acting smart and working as a team.

# Governance structure

The City of Tallinn is governed by the City Council and the City Government. 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 nine members: the Mayor and eight 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.



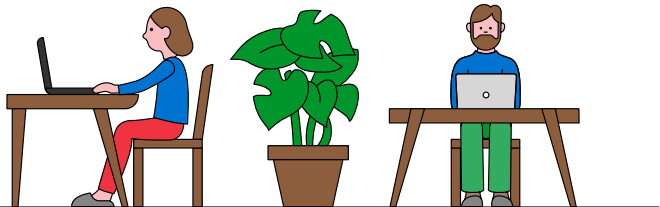
# City employees



In the course of 2024, **4,576 new employees** joined the city organisation (84% of them women) and **4,700 employees left** (85% of them women). The number of positions decreased by 94.

## Employees by age and gender

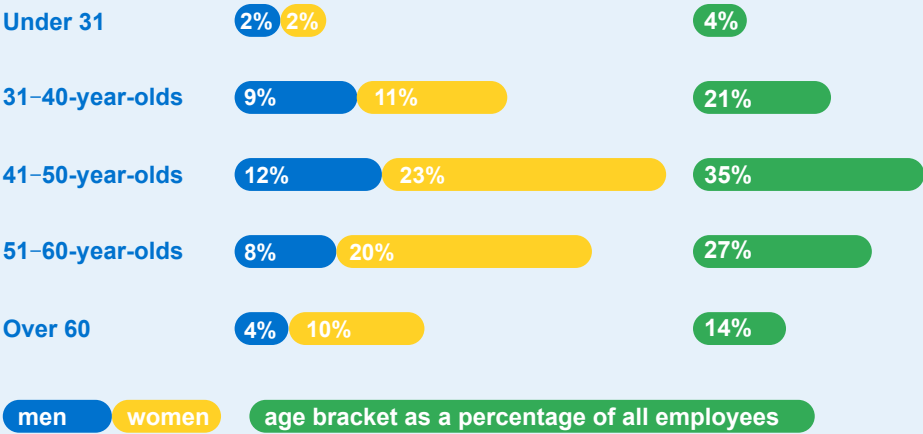
Most (83%) of city employees are women. The majority of this comes from the institutions administered by the Tallinn Education Department, where women make up 88% of employees. Most of the women (40%) are aged 50 and over. The proportion of men in the city organisation is 17%, the highest number of which work in institutions administered by the city (30%). There are fewer young men working in the city than older men. Most men are aged 30 and over.



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

In total, the city has **385 managers** (except educational institutions) for 4,336 employees, or about 9% of city employees. The largest number of managers per employees are in district governments (16%) and departments (13%) and the least in administered institutions (6%).

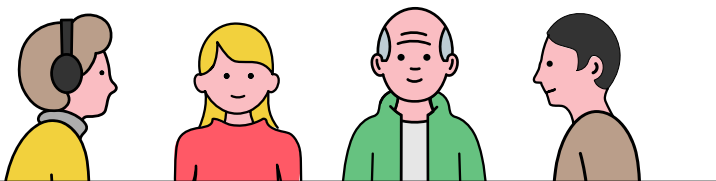
**79% of the managers in the city are women**, with an average age of 50.3 years and an average length of service of 10.8 years. The majority of managers are in the age group of 41 to 50 (35%) and 4% of managers are under the age of 31.





Most of the city's employees (67%) have higher education. 31% of employees have upper secondary education. 2% of employees have basic or lower level education. 71 employees have doctorate degrees, of which 36 are teachers.

## A word cloud of professions and fields. The words are arranged in a roughly circular shape, with 'business management' at the top and 'bookkeeping' in the center. The words are in various sizes and colors (blue, green, and black). The words include: business management, humanities, youth work, economics, hotel management, construction technician, civil engineer, industrial and civil engineering, automotive technology, landscape architecture, administrative organisation, lawyer, administrative management, social work, class teacher, legal service, business organisation, accounting, information sciences, cultural management, human resources, technical sciences, music interpretation, organisational behaviour, administrative assistant, road construction, education management, environmental management, wind instruments, history, legal science, architecture, law, natural science, logistics, urban governance, media and communication, trade economics, applied architecture, public sciences, public administration, environmental protection, economist, construction, geography, business and administration, police work, social sciences, architecture and urban planning.



In 2024, 122 central citywide and 1,082 department based training courses were carried out, with a total of 3,477 city employees participating.



Training expenses were most used for training activities related to the departments' core activities, along with a large share of training courses on the functioning of organisations and teams.



# Key figures for the city budget in 2024 and 2025

## Implementation of the 2024 budget

### Income

€1095.3 million

### Operating expenses

€ 973.7 million

### Investments

€ 201 million

### Total debt

€ 395.6 million

Net debt burden 28.9%

## Budget for 2025

### Income

€ 1103 million

### Operating expenses

€ 1027.9 million

### Investments

€ 250 million

### Total debt\*

€ 489 million

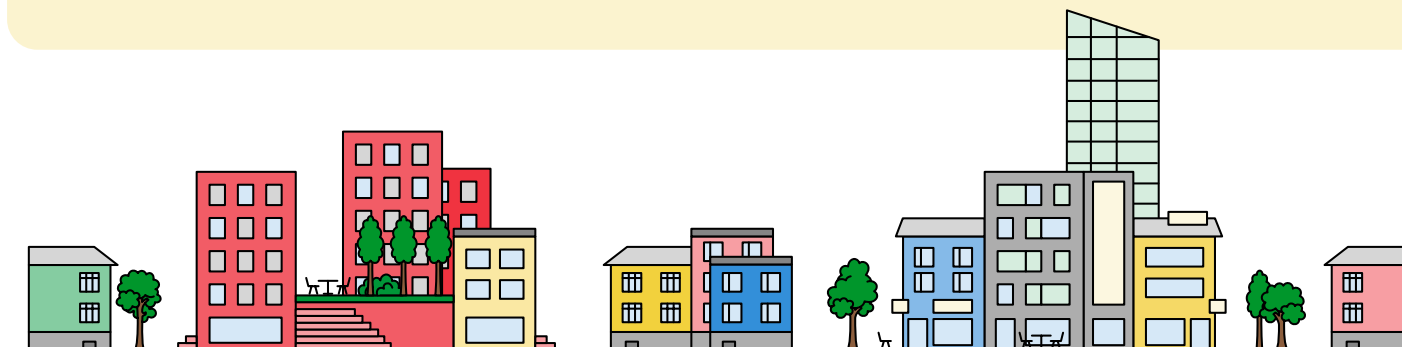
Net debt burden\* 40%

\* If the total budgeted loan of €150 million planned for 2025 is taken out



## Tallinn's membership in national and international organisations:

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

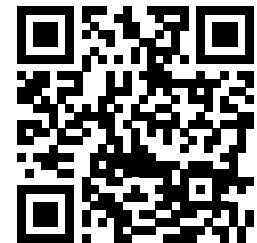




## Sources

- Development strategy 'Tallinn 2035' ([strateegia.tallinn.ee/en](https://strateegia.tallinn.ee/en))
- Operational programme for 2025–2028 for the development strategy 'Tallinn 2035' (<https://www.riigiteataja.ee/akt/416102024001>)
- Consolidated annual financial report of Tallinn for 2024 (<https://www.tallinn.ee/et/media/566624>)
- Page 6: Estonian Social Survey 2024 (Statistics Estonia)
- Pages 6-7: Health Behaviour among Estonian Adult Population 2024 (National Institute for Health Development)
- Pages 6-7: Health Behaviour among Estonian Adult Population 2014 (National Institute for Health Development)
- Pages 6-7: Health Behaviour in Estonian School Students Survey 2013/2014 (National Institute for Health Development)
- Pages 6-7: Health Behaviour in Estonian School Students Survey 2021/2022 (National Institute for Health Development)
- Page 8: Report on the mapping of sporting conditions in schools 2024 (Sports Training and Information Foundation)
- Page 8: Tallinn residents' survey 2024 'Culture, recreational activities and quality of life' (Turu-uuringute AS)

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