



TURKU 2029

THE NORTHERN BALTIC'S MOST INTERESTING CITY

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Turku, in Finland, turns a respectable 800 years old in 2029. This important year has also been chosen as the focus point for examining the city strategy and Turku's future. The city strategy and the programmes it includes detail our city's most important goals and the related decisions on which the future will be built.

Our vision is:

Turku is an attractive European city of universities and culture and is boldly renewing itself. Turku is a good place to live and succeed together.

The history of the City of Turku is uniquely Finnish. The roots of our country's economy, well-being and culture are in Turku. Our history provides us with the experience and strength to regenerate and go forward. The Swedish language and the culture of the Swedish speaking population exist in Turku as a strong part of our identity. Over the years we have encountered different times, and they have all left their mark on our city and our lives. Turku is a city where the past and the future come together.

Valuing its history and as a city that is good to live in, Turku is interesting to residents, students, experts and tourists, as well as big and small businesses. Turku is a European Capital of Culture, and a forerunner when it comes to city culture. Turku is known for its strong tradition as a city of sports and events. The riverside will pulsate with life with ever greater strength in the years to come. It is the year-round living room of the city's residents, and for others carries the air of a European city. The river leads towards the sea, and at the river's mouth starts a unique archipelago of which Turku is the pearl. As a coastal city in the northern Baltic, Turku is and wants to develop as part of the northern European growth zone, which extends from Stockholm through Turku to Helsinki, and onwards to St Petersburg. The City's aim is to achieve a fast "one hour" rail connection between Helsinki and Turku.

Turku will boldly regenerate and grow in the coming years, and sustainable promotion of residents' wellbeing and green business life is a key aim. At the same time, Turku wants to bear the responsibility for the competitiveness and success of the whole city region. We want the whole region to be able to offer functional services to its residents and businesses in the future too.





There are two starting points for the regeneration of the city. We want Turku to be a good city to live in, whilst at the same time being competitive. The city's vitality and growth must be constructed on ecologically, socially and economically sustainable foundations. The development of the city must be consistent, and it must be based on both the strengths that carry Turku's reputation, and the people of Turku's own experiences of the city they call home.

The city's future will be built in an environment in which municipalities' operating environments are changing at an increasing pace. Some of the major challenges will be structural changes experienced in the business world, employment, the distribution of well-being, and demographical changes. Responding to the changes will require the ability to regenerate, smooth administration, better management and decision making, resident and customer orientation, and improvement of the productivity of operations. The ability to change will be improved by the implementation at city level of a development goal,

which will create a systematic way to plan and realise development projects. Management based on information will allow for more efficient and economic operations.

The key lifeline to success is maintaining balanced finances. The city's operations will be designed to ensure that the funds generated cover the costs and replacement investments of operations. Taxes and fees will be kept at a competitive level, and the city will not run into excessive debt. The corporate-style operating model will be emphasised more and more as time goes by. When setting out the City concern's operational and economic aims, the overall benefit to the city will always be taken into account.

Responsibility for the organisation of social and healthcare services will be transferred to an area covering the entire west coast. From this city's perspective, the completion of a major national regeneration will take several years, and achieving a good result will require a great deal of input from the city in the planning and execution of the regeneration.

Turku does good

Turku does good for its residents and its residents' well-being, as well as the competitiveness of the city and the business world.

Turku creates well-being and activates

Turku has a modern service network and functional local services. As a bilingual city, Turku offers services in Finnish and Swedish. Services will be organised in accordance with a modern multi provider model, to ensure customer-oriented, high quality and cost effective services. Services will be purchased in a more structured manner, and in a way that improves procurement expertise. In making innovative purchases, the city supports both the development of the local services market and employment, as well as improving its ability to adapt to change in the operating environment and demand. Making purchases, planning services, and realisation take place in good partnership with services and organisations providing services.

The city will try to decrease the discrepancies in well-being with its own operations. By anticipating the demand for services, services can be allocated at



the right time to where they will have the greatest impact. Service processes and channels will be regenerated in collaboration with customers. The city will create more opportunities for its residents and customers to access services regardless of time or place, by digitalising services and increasing the number of citizen services points. The city will be investing heavily in the development of digital services and the related cooperation networks, as well as at the same time aiding the generation of new kinds of business operation and transparency by opening up its databases for use by citizens and companies.

One of the key things for well-being is an active lifestyle, and the prerequisites for this will be improved. Residents' opportunities to take responsibility for themselves and those close to them will be strengthened with preventive services.

Staff are the city's most important resource, and it is they who are largely responsible for the provision of services and the development of the city. In staff planning, the changes and expertise needs impacting on services' organisational needs will be anticipated to a greater extent. Turku is a reliable and appealing employer whose staff are proud of their workplace. The work, processes and responsibilities are clearly defined and rewarding, meaning that all employees can feel that their own contribution is important. In addition to professional pride and development at work, multi-sectoral and up-to-date expertise, a comprehensive bonus system, and open communications and the chance to influence matters all increase the well-being of employees at work. Better management of requirements and expertise will also allow productivity to grow.

In order for the regeneration of services to succeed, the city must know its residents and customers. Similarly, residents must have a feeling of ownership for the city and be able to, if they so wish, influence matters, service planning, and the development of the city where they feel it is important to do so, especially in their local environment. Thus resident participation will be seen as an important part of the city's basic operations, the preparation of matters,

and decision making. The city encourages and creates the conditions for a low threshold for residents' participation, without the need to commit to permanent organisational forms.

Turku increases competitiveness

Companies wanting to do business and people wanting to live in Turku form the basis of competitiveness. It is the city's aim that the area's economic structure remains diverse in the future, and that the number of jobs grows. The city offers the business world and businesses a competitive and business friendly operating environment, which it promotes the development of in cooperation with different operators.

For businesses the city has modern and clear business services, which are both fast and flexible. The business services will ensure that businesses get the city services they need, whilst also trying to meet the needs of businesses in all the operations of the city's organisation. The city will assess the impact of businesses and take these into account in its operations.

With institutions of higher education and other partners the city is building an attractive environment for investment and science park area, which will facilitate the utilisation and commercialisation of expertise. Joint investment services will support businesses' growth and the creation of new businesses, as well as student-oriented business operations. Cooperation between the city, institutions of higher education, educational institutions, and the business world will allow for new operating models and create the conditions needed for continual regeneration and innovation in the business world. In addition to this, the conditions required for growth and the establishment of companies in Turku will be ensured in advance with land use solutions.

Employment goals will be promoted with efficient services and partnerships, the aim of which is to end unemployment at the earliest possible stage. The target is to merge the services of different authorities into one customer-oriented entity.



In the future the city will continue to provide quality basic and secondary education. With the active implementation of the Youth Guarantee we will attempt to effectively prevent social exclusion, as well as ensuring that young people finish school and recent graduates join the work force as quickly as possible. Multiculturalism will be utilised as a way of increasing the city's competitiveness, and immigrants' access to the business world will be increased. In Turku investment will be focused on immigrants successfully learning the Finnish language, providing support in achieving the requirements for employment, and making access to education and training easier.

Turku is located in the northern growth zone, which stretches from Stockholm, through Turku and Helsinki, to St Petersburg, and the city wants to increase the dynamics of the zone. This requires the rapid transportation of people and goods, as well as functional land, sea and air connections, which is something the city is investing in improving further. The city will be investing in increasing the provision of services available to Russian tourists, and in particular tapping into the markets in the St Petersburg region, in cooperation with businesses.

Turku is Finland's best student city, and also features the best student accommodation in Finland. Its position as an international university city will be strengthened by developing a concentrated campus



and science park area, which will provide students and the business world with an attractive and inspiring environment that facilitates networking. Turku also wants to invest in the kind of professional expertise that is in demand in different roles throughout the business world – now and in the future.

Turku's diverse, green, city culture and year round events calendar strengthen the area's competitiveness and well-being. Culture is a part of everyday city life. Turku offers an appealing environment for active residents and tourists. Turku wants to grow and develop as a city for tourism, conferences and events.

Turku grows sustainably

Attractive housing options are a key factor in the city's competitiveness. Turku creates the conditions for housing opportunities that meet residents' wishes, are diverse, and are innovative. The proximity to the sea is emphasised wherever possible in planning. The cleanliness and security of residential and natural environments is something we want to devote particular attention to maintaining. Through its actions the city also influences the sufficient provision of owned and rented accommodation in the area. Larger regional entities are a feature of how the city is being planned. Smart digital services and innovative energy and transport solutions will be incorporated into the planning and realisation of new ambitiously

implemented residential areas surrounding the city. The vibrant city centre's position as a shared pleasant environment for residents will be strengthened by improving quality public urban spaces, and in particular the historic pedestrian-oriented areas close to the river. The competitiveness of the commercial centre will be improved with the necessary investment and cooperation. The Market Square's surroundings will be improved to attain the appearance they deserve.

Everyday life for the people of Turku runs smoothly. Getting about is easy, whether it's by walking, cycling, driving or taking public transport. The coherent city structure, successful transport solutions, and the provision of services offered within the different districts will reduce the need to move around, save time, and from an environmental perspective, be sustainable and reduce emissions. Compatibility between different modes of transport will be supported, and public transport will be developed from a regional perspective. The growth of walking and cycling as modes of transport will be promoted in city planning. By increasing the digital self-service options available, the need to travel to use services will be reduced.

By the year 2040 Turku aims to be carbon neutral, with ambitious climate and environmental policy measures to be undertaken to achieve this. An energy efficient and resource-smart mode of operation will

be rolled out across all operations. The percentage of energy coming from renewable sources will be increased, and the intelligence of the energy system will be developed. Environmental protection is important to Turku, and the city works actively to protect the Baltic Sea and the Archipelago Sea in particular.

Transparent evaluation keeps us on the right track

The step-by-step progression of the strategy and attainment of results will be verified with the use of indicators, which will diversely reflect the development of the city's competitiveness and well-being. The indicators will aid the decision making that contributes to the effectiveness of services.

The use of indicators will be rolled out throughout the whole city organisation. In order for everyone to be able to evaluate performance and success, background information will be openly available, and de-

isions will be based on the best possible information. Decision making will be transparent and consistent. When it comes to increasing transparency, open data brings new opportunities, and Turku aims to be at the national forefront in the utilisation of these opportunities.

In addition to the continual use of indicators and evaluation, a precondition for the successful regeneration of operations is an operation culture that favours trying out bold new approaches. This also includes accepting failures and learning from them. Only then can the city truly regenerate and reform its own operations. The city's aim is to improve the quality of set municipalities' financial and operating information and comparability at a national level.

With good transparent decision making, management, and working together, Turku can ensure that we stay on the chosen development path and keep going in the right direction. At the same time, the city is very aware of its responsibility towards the future people of Turku.

2029

Turku works like a permit

The city's operating permits have been drawn up based on values that were commonly felt to be important. The values are the basis of our operations, and they show us what is right and what is wrong, what is worth striving for, what is important. The city's values are common to us all, and they are the basis on which the operating permits have been formed. Commitment to operating permits is important to us, as they guide the whole city's operations.

Citizen and customer orientation

We value our citizens and customers. We offer good quality and easily available services with a good attitude. We develop the city's services in a professional manner together with our citizens, customers and partners.

Responsibility and tolerance

We act according to the sustainable development principles in all our operations and carry our responsibilities for a comfortable and safe environment and the future Turku citizens. We make decisions based on the best knowledge available and our decision making is consistent and transparent. We promote the acceptance of difference, communality and equality in the entire city.

Reforms and co-operation

We actively renew our operations and appreciate know-how. We want to be innovative and courageous pioneers. We co-operate in all levels. Our co-operation is based on respect, openness and trust. We want to succeed together.

TURKU

