



THE DEVELOPMENT STRATEGY  
**TARTU 2030**

TARTU 2006



## DEAR CITIZENS AND FRIENDS OF TARTU,

The completion of the development strategy "Tartu 2030" is an extraordinary event for us because it is the first time when we look so long ahead into the future. This is why in designing the document we applied a somewhat more high-spirited way of thinking than usual, thus giving an opportunity to people of different walks of life to weigh their future plans and dreams, strengths and weaknesses.

Designing of the development strategy gave us all, the participants in the working groups, an experience of unique and creative team-work while all the political parties together worked out the future vision. All the people of Tartu had also a possibility of creating the vision – proposals were made at public discussions and submitted to the homepage of Tartu. After a year and a half of analyses and discussions you can read the vision what Tartu could look after a quarter of the century – the way its citizens see it.

In the year 2030 Tartu will mark the 1000th anniversary of its first mentioning in chronicles. Thanks to the document in your hands we can rather exactly visualize what the 1000-year-old Tartu might be like. Our home town, an Estonian centre for research and culture, is rapidly developing as a town with human-friendly environment where everybody enjoys comfortable and safe life.

The development strategy "Tartu 2030" will continue living in the new development plans according to which particular activities and the construction of new buildings will be supported by budgetary funding.

I wish you and all of us to witness our present enthusiastic dreams come true.



*Laine Jänes*

Laine Jänes  
Mayor of Tartu



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## INTRODUCTION

A city is as if a living organism which, preserving its character, is constantly changing. Every point of the life arc contains its challenges and choices. How to react, which road to take with the purpose of sustainable and balanced development of the city? Wise choices help the city cope with changes and move on- to do right things in the right order at the right time.

### **A. What is Tartu 2030?**

Tartu 2030 is a strategic basic document for city management allowing to build a more favourable future for the present and the future citizens of Tartu. The pre-requisite of good governance is a shared vision. The temporal horizon of the vision is 25 years. The document features the activities which provide competitiveness to Tartu. After certain periods the strategy should be analyzed and updated. The vision Tartu 2030 is the basis for the continuing broad-scale dialogue on the issues of the city's development.

### **B. For whom is Tartu 2030 meant?**

Tartu 2030 is a platform for cooperation and a set of guidelines primarily to the present and future members of the City Council and the City Government of Tartu, also to all the people interested in the welfare of Tartu. Tartu 2030 lays the perfect foundation for negotiations with public agencies, local self-governments, private investors, business people and non-governmental organizations. Together the best ideas for supporting sustainable development and competitiveness of Tartu are generated. With this purpose plans are made for the use of resources.

### **C. Who are the initiators of working out Tartu 2030?**

The leaders of designing the document are the City Council and the City Government of Tartu. The Decision of the City Council of Tartu No 402

as of 17 March 2005 for initiating the designing of "The Development Strategy for the City of Tartu- Tartu 2030" provided the policy for continuing strategic planning of the city. The further development of the document "The Development Strategy Tartu 2012" approved in 1999 started. The new guidelines for activities were born as a result of the analysis of the situation and numerous documents for the management of the city including the General Plan and the Development Plan of the City of Tartu, sectoral development plans and strategies, Agenda 21, the Development Strategy of the County of Tartu 2014. When working out the vision, the most important national strategic documents including "Sustainable Estonia 21", the National Plan "Estonia 2010", "Knowledge-based Estonia", "The Estonian National Agreement", etc. were used. The designers of Tartu 2030 also acquainted themselves with the practice of compiling strategic development documents of Uppsala, Lund, Oulu and other cities which are similar to Tartu and served as an example.

The designing of Tartu 2030 was coordinated by a leading group consisting of the members of the City Government and the City Council of Tartu which was headed by Deputy Mayor Anto Ili. In the process of work the methodology worked out by Geomedia, the consultation and further education centre, was followed, the final composing of the document was supported by the consultant Rivo Noorkõiv. Nine thematic groups were involved: education and employment, transport infrastructure, urban economy, sustainable use of natural and urban environment, image building, cooperation relations. Politicians, experts, officials, researchers, entrepreneurs and representatives of non-governmental organizations- a wide range of citizens of Tartu and the people interested in the welfare of Tartu- participated in composing Tartu 2030. The basic principles of the document were discussed in September 2005 at the conference "The Vision of Tartu 2030" with more than 300 people participating who represented more than 40 organisations. People could express their opinions about the future of Tartu on the homepage of the City of Tartu and at the conference workshops, the materials of which are accessible in the City Government of Tartu. The presented ideas and feedback to the document have been considered in perfecting the final version of the document.



#### **D. What is the structure of Tartu 2030 like?**

Tartu 2030 consists of seven parts. In the first part of the work the starting position of Tartu in the country moving towards knowledge-based society has been given. First of all answers to the questions which the potentials of Tartu are in shaping the future of Estonia are given. In the second part the challenges which Tartu faces and the opportunities how to respond to them have been dealt with. In the third and the fourth part Tartu's future vision by the year 2030, the pre-requisites for achieving it and the logic of respective activities are provided. In the fifth and the sixth part concentrated attention is paid to a more detailed description of the picture of the future in Tartu, establishing essential aims and determining strategic directions of activities. In the seventh part the opportunities for implementing the strategy are given.

#### **E. How will Tartu 2030 be implemented?**

On the basis of the strategy Tartu 2030 the City Development Plan for the years 2007-2013 and the plans for the following years, sectoral development plans and thematic plans will be composed. The development plans are based on the long-term prognosis of the revenue of the city budget. Each year, when designing the city budget and additional funding of projects, it is necessary to consider the strategic guidelines for the development of urban natural environment, economy, social and cultural sphere and the urban space presented in the document.



# I

## THE STARTING POSITION OF TARTU AT THE BEGINNING OF THE 21ST CENTURY

### 1.1 Tartu- a city at the crossroads of cultures

Tartu- a thousand-year-old commercial town, a centre of spiritual and cultural life, a centre of administration- has become renowned as a carrier of creative and academic intellect. The area of communication of the people of Tartu began to expand very quickly when the university was established and started developing. Russian and Baltic German cultural background was more and more enriched with the ideas and cultural impact of the Nordic and Western European countries in the situation which was in its turn influenced by local rural Estonians. At present the communication networks of the citizens of Tartu reach all the continents.

From the rich historical and cultural heritage Tartu has obtained its symbols- Tartu as a Hanseatic town, a centre of Livonia, a university town, the birthplace of the Singing Festival, the cradle of Estonian National Awakening. These are only a few key words which shape our picture of Tartu. The Spirit of Tartu, a unique cultural sign, was born in such a historical and creative milieu. To perceive the Spirit of Tartu, it is necessary to experience the academic mentality of alma mater, the juvenile freshness on the slopes of the Toome Hill in spring, the peace of the River Emajõgi, the creative atmosphere of the theatre Vanemuine, festivals, museums and exhibitions, and also the romantic historical parts of Tartu.

The above given epoch signs of Tartu embody its citizens` aspirations and dreams- in the past before us and today when we live here. First of all what Tartu really means is its population and The Spirit of Tartu, indigenous dwellers of Tartu and temporary visitors. Everybody who



feels himself or herself as a citizen of Tartu in spite of the native language or cultural background belongs here.

### **1.1.1 The political context: from a closed city to an open regional centre at the eastern border of the European Union and NATO**

With the restoration of Estonia's independence at the beginning of the 1990s Tartu became free from the burden of having been a restricted military base, a closed town under spiritual pressure in the Soviet period. In Tartu preferential development of the plants which mainly fulfilled the orders of the military industry of the Soviet Union lasting for decades was finished. The prevailing eastern foreign relations were replaced by the relations with other European countries. Social and economic integration became especially strong with the Nordic countries. Again, attention was concentrated to human-centred and other European values. A major break-through in safeguarding Estonia's independent statehood was the accession of Estonia to the European Union and NATO. This is how the Estonian eastern border became the eastern border of the European Union which allows Tartu to function as a pilot area of the European Union in promoting the values of good-neighbourly relations between the European Union and Russia. In its new status Tartu has good pre-requisites to be a path finder in modernizing Estonian society which is based on the free will and responsibility, knowledge and cooperation of people in the global network. The role of the path finder in the regional centre presupposes the understanding that in the future Tartu should survive in global competition using its resources in a sustainable manner.

### **1.1.2 The geographical location: known and sensitive**

Tartu is located on the border of the social-economic space where on the one side there are Nordic countries with a high standard of living and on the other side Russia. In the cultural space European life-style and mentality prevail.

Tartu is located at almost the same distance of 200 kilometres from Baltic capitals Tallinn and Riga. Less than 100 kilometres separate Tartu from the eastern border. Across the border closest to Tartu are big north-


western Russian towns Pskov and Novgorod. In providing everyday services, the Counties of Jõgeva, Põlva, Valga, Viljandi, Võru and indirectly Northern Latvia function as the hinterland of Tartu. In the direct hinterland of Tartu more than 350,000 people live constituting a considerable intellectual, economic and cultural potential for the development of Tartu.

## 1.2 Tartu the Athens of the River Emajõgi

### 1.2.1 Where are you - Tarbatu-Yuryev-Dorpat-Tartu?

At the beginning of the 21st century Tartu with its population of one hundred thousand is the second largest town in Estonia and a regional centre of Southern Estonia playing an important role in balancing spirit and power in Estonia. In Tartu 7.5% of the population of Estonia live, four fifths of the people of Tartu are Estonians. Tartu is made very special by its educational institutions which attract many people from Estonia. More and more foreigners come to Tartu to spend their young years studying here.

The area of Tartu is 38.8 km<sup>2</sup> and it consists of 17 different districts. The urban space is cut into parts by two notable corridors – the River Emajõgi and railway lines. The heart of Tartu is the Old Town where the main building of the University of Tartu with newly renovated Town Hall Square, Rüütli (Knight) Street, St John's Church and the Antonius Craftsmen's Courtyard are the most interesting sights. Neighbouring the Old Town there is the Toome Hill with a historical park where we can find the Old Anatomical Theatre and the Observatory, being entered into the UNESCO World Heritage Register, which need restoration. Quick construction of residential and business buildings near the crossing of Riia Street and Vabaduse (Freedom) Avenue and on the banks of the River Emajõgi has made the city centre more extensive. With the purpose of linking the Old Town, new residential districts and the business centres, preserving the network of green areas and dispersing the traffic loads, it is necessary to find new solutions. Tammelinn and



Tähtvere have remained respectable dwelling districts. Karlova, Supilinn and Ülejõe districts are waiting for renovation which would revitalize their unique and genuine wooden architecture dating back to the years before World War 2. Annelinn, the part of Tartu with the biggest number of residents built in the Soviet period, could more easily find access to the city centre when the Market Bridge was built. Again, active trade in the city centre was increased.

Considerable development has taken place on the border and the environs of Tartu. In the recent years the construction of dwelling houses and the transfer of some production units to the territories of neighbouring municipalities have brought along urban sprawl. In the neighbouring municipalities the population is 15,300 and it is growing. The townscape is more and more enriched by commercial and recreation centres built at the edge of the town at the junction of the main roads. Near the administrative borders of the town several industrial parks are displaying signs of growth, the Raadi area being the most prospective among them. It is evident that the polyfunctional commercial Southern Centre of Tartu will have a strong competitor – the Northern Centre in the Raadi area. On the initiative of the of the City Government of Tartu two new industrial areas in Ropka and Veeriku are being developed. Organization of traffic and parking, pedestrian safety and coping with the pollution of the environment cause problems. As a result of changes in the urban space of Tartu, the location of transport arteries and their capacity need to be reconsidered.

The policy of constructing dwellings both in the city limits (for example, the renovation of Annelinn) and outside the administrative borders needs to be analyzed. Uncontrolled urban sprawl leaves little space for the network of green areas and such plots of land which the city needs for the fulfilment of its social and cultural functions.

New energy has been applied to the use of the River Emajõgi. The continuing efforts of the Emajõe Barge Yard, building of the new moor in front of the Atlantis restaurant, the construction of the recreation and water sports centre in the area of the Anne canal, the tourist projects of Lake Võrtsjärv and Lake Peipsi support the plan of making the River

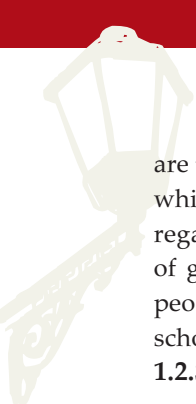
Emajõgi an attractive site for free time activities. Hopefully the nature protection limitations on the flood of the River Emajõgi will soon be fixed. Preparation is under way for opening a regular shipping line Tartu – Pskov.

### **1.2.2 Tartu – alma mater Estoniae**

Tartu is one of the Estonian hubs of growth, the dynamics of which relies primarily on its excellent international academic reputation and Tartu`s domestic role as a centre of education, research, medicine, being the bearer of national culture. In Tartu there are the leading public universities – the University of Tartu and the Estonian University of Life Sciences – and seven scientific centres of excellence. At the higher educational establishments of Tartu about 23,000 students study. The major part of Estonian researchers and members of the academic teaching staff works in Tartu.

The Tartu affiliation of the Estonian Academy of Music and Theatre functions in Tartu as a public university. Among applied higher schools there are the Baltic Defence College, the Estonian National Defence College, the Tartu School of Health Care, the Tartu Higher Art School, the Tartu Aviation College, the affiliation of the Mainor Business School, the Theological Seminary and the Theological Academy of the Estonian Evangelical Lutheran Church. The Baltic Defence College is an international educational establishment for teaching high ranking officers. In Tartu there are the only educational establishments in Estonia which offer higher military education , higher aviation education and applied higher education in art. SA Tartu Ülikooli Kliinikum (the university hospital) offers health care services, further education for physicians and deals with medical research. In certain spheres of medicine the university hospital is the only provider of medical services in Estonia.

The Vocational Education Centre of Tartu, being in municipal ownership, teaches more than 3,000 future qualified workers. Adult education is gaining popularity, at the same time guaranteeing dynamic development of the labour market and offering opportunities for the employees to get adapted to the new working conditions. In Tartu there



are the best teachers and a strong network of general educational schools which include the ten best Estonian secondary schools (gümnaasium) regarding the results of national school-leaving examinations. The aim of good general education is to lay a strong foundation for the young people of Tartu to successfully cope with further life. Specialization of schools is a popular trend.

### **1.2.3 The economy of Tartu – blending the old and the new**

Despite the presence of a high concentration of research and development centres, Tartu is characterized by traditional economic enterprises. The leading Estonian beverage plant A. Le Coq Tartu Õlletehas (Brewery), also several strong food industry enterprises like AS Salvest, AS Pere Leib work here. Accelerated growth has taken place in the sectors of timber and construction materials (AS Tarmeko, AS Tarkon, etc.), clothes and footwear (AS Sangar, AS Ilves-Extra, AS Samelin, etc.) and printing (AS Kroonpress, AS Greif, etc.).

Concerning the new branches of economy in Tartu, enterprises of biotechnology, material science and information technology have favourable perspectives for further growth. More than a half of biotechnology enterprises and 90% of research and development activities of Estonia characterize Tartu where the Estonian Biocentre, the European Union centre of excellence, and the Tartu Biotechnology Park functioning as a support structure for the same sector are located. At the University Hospital the Tissue Bank, SA Estonian Gene Bank and the most viable biotechnology companies in Estonia like AS Quattromed, AS Asper Biotech and others work. The development of the sector is also supported by the Institute of Veterinary Medicine and Animal Husbandry at the Estonian University of Life Sciences. More and more the Institute of Physics at the University of Tartu is winning international recognition in working out and testing new materials. In the sector of information and communication technology AS Playtech, AS Regio and OÜ Mobi Solution gain growing international recognition.

For most of the small and medium size enterprises local and regional market plays a major role. Namely Tartu with its strong commercial relations, services and numerous state agencies can successfully perform

the role of logistics and an administrative centre in Southern Estonia.

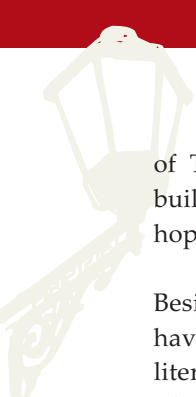
#### **1.2.4 Tartu – a city of culture in Estonia and Europe**

Alternation and mingling of cultures characterizes Tartu during the whole course of its history. Medieval ruins of the Dome Church and St John's Church, fragments of the town wall, the Old Town in classical style with the Town Hall and the main building of the University of Tartu, the romantic Toome Hill, the district of Tähtvere, the last born in the first period of Estonia's independence, enrich the townscape. Annelinn, a typical Soviet time industrially built residential area, is in sharp contrast with the above said.

Tartu is the cradle of Estonian national culture, the centre of awakening where national journalism, the tradition of Singing Festivals, the Estonian theatre and the Estonian language of science were born. In Tartu the largest professional theatre of Estonia, the Vanemuine, works offering performances in three basic genres – drama, ballet, opera. Choirs, brass bands, amateur theatres, dancing groups, etc. are most numerous representing amateur culture.

The Vanemuine Concert House is the centre of concert activities, it is also a venue of conferences. Non-profit organizations the Cultural Project of St John's Church, Festivitas Artium, SA Tartu Music Festival, music schools, etc. are successfully contributing to the organization of concerts.

Tartu is famous for its different museums. The Estonian National Museum, the Estonian Sports Museum, the Art Museum of Tartu, the Estonian Literary Museum, the Museum of the Estonian Post are the public museums located in Tartu. The museums of the University of Tartu constitute a notable part of all the museums of Tartu: the Museum of Tartu University History, the Art Museum, the Museum of Geology, the Museum of Zoology. The Tartu City Museum with its affiliations of the House Museum of Oskar Luts, the Museum of the 19th Century Citizen, the KGB cells, the House Museum of Karl Ristikivi and the Toy Museum of Tartu are in municipal ownership. The House Museum of Karl Ernst von Baer is also open. The Botanic Garden of the University



of Tartu receives visitors. With the construction of the new main building for the Estonian National Museum at Raadi the area will hopefully be revitalized as an attractive place for free time activities.

Besides continuing traditional cultural activities, several new events have been initiated in the recent years – the Tartu Month of Art, the literary festival Prima Vista, the Days of Supilinn, the Days of St John's Church, the interdisciplinary festival Eclectica and the Festival of Vanemuine Cultural Street. The folk culture festival Regiöö also takes place. The days in the folk calendar jaanipäev (the Midsummer Day), jüripäev (St George's Day) and mihkclipäev (the Michaelmas Day) are celebrated. The theatre festival Drama, PÖFF (a film festival), the Hanseatic Days, the students' celebrations in spring and autumn, the international breakdance festival "Battle of the EST", the Light Festival, the festival of young artists "Something else", the children's festival "The Child is a Wonder", the amateur film festival for young people NAFF, the dance festival I.D.A., the ancient Music Festival of Tartu and certainly the traditional Singing Festivals deserve mentioning.

The best-known sports events in Tartu belong to a series of four events, the most famous among them being the Tartu Marathon. Memorial light athletics competitions named after Gustav Sule, Miss Valentine Rhythmic Sports Gymnastics Competitions, the Tammeka Cup in youth football, Orienteering Thursdays, ball games series of the city teams are also among the most important sports events. Sports centres of schools, universities, those belonging to the municipality and private owners offer multiple facilities to go in for sports. In the recent years the sporting facilities have notably been improved – the novel experience of movement can be gained at the Aura Aquatic Centre, the skating rink at the Southern Commercial Centre and the sports park in Tähtvere, the new sports hall A. Le Coq SPORT is being built.

A considerable number of new places, necessary for the city development as pleasant and cultured sites for spending free time, for example, national restaurants, cafe-clubs, youth centres, sports and play grounds, promoting youth culture, have been added. The city has also become more lively in the summer. While consciously shaping the urban



space, it is possible to link the museums, theatres, galleries and cinemas, which are predominantly located in the city centre, into an integral cultural environment which will create favourable pre-requisites for carrying out public festivals and events. There is much room for improvement of the cinematographic culture in Tartu.

The position of Tartu at the media market, publishing houses and virtual media has remained comparatively modest in comparison with the peak periods but, however, several national journals like Akadeemia (Academy), Eesti Loodus (The Estonian Nature), Eesti Mets (The Estonian Forest), Eesti Kirik (The Estonian Church), Eesti Arst (The Estonian Physician), Värsked Rõhk, Vihik and Cheese are issued in Tartu. The regional editorial offices for the major daily newspapers of Estonia are situated in Tartu. Also, the Publishing House of the University of Tartu, the Publishing House Ilmamaa and the Publishing House Elmatar function in Tartu. The most popular private radio station in Estonia Kuku is also represented in Tartu.

The development of civic initiative supports Tartu's vitality and its original character. Numerous non-profit associations enrich the urban environment offering multiple services to the citizens of Tartu. The only centre for volunteer services in Estonia is located in Tartu. The incomparable liberal atmosphere created by student organizations makes Tartu different from other towns of Estonia.





## 2 FUTURE CHALLENGES OF THE CITIZENS OF TARTU

### 2.1 Decreasing number of population, the aging population

The world's population is changing. On the one hand, the population is growing in the developing countries, on the other hand the population of the developed countries is decreasing and aging. The indigenous population and the ethnic regional homogeneity diminish. In the population of Europe the growth rate is negative and in the age structure the proportion of the elderly people is quickly increasing. It is possible to presume that the migration from the east and the south may grow. In Estonia the reproduction of population is also below the critical level, the population is decreasing and quickly aging. According to the prognosis of the United Nations Organization the number of Estonian population in the year 2030 is estimated in different variants 0.90-0.99 million and the prognosis excludes migration pressure to Estonia and this is why noteworthy influx of foreign labour force does not take place.

In spite of these developments the population of Tartu will remain between 95,000 and 100,000 people which would mean that in the future the share of the population of Tartu in the whole population of Estonia grows. We can be optimistic because of the fact that the growing need for labour force in the enterprises encourages local inflow of people. On the one hand, for Tartu it is useful to strive to become the leader in the knowledge-based economy and in the conditions of the inflow of labour the main aim is to use and generate intellectual capital on the basis of which added value is produced. On the other hand, student migration makes it possible for Tartu to perform a balancing role in the development of the country.

In the condition of a certain decrease of population the biggest changes in the age structure of the population are connected with the children in the age group of 7-16 years which becomes smaller by 3,000 children during

the prognosis period up to the year 2015. The population groups reaching working age are smaller in comparison with the groups of retirees. The aging and the decrease of population characterize the whole of Southern Estonia. Consequently, Tartu must be the leader of the development of the whole of Southern Estonia with the purpose of making it an attractive area for living and working.

Tartu as a counterbalance to Tallinn should give stability to Southern Estonia and make the city of Tartu an attractive migration destination for the people living in the region of the capital. A certain positive factor influencing such migration is the transfer of interesting and well-paid jobs to Tartu. The wider use of new technologies (information technologies, digital television), the application of reasonable transport connections with the outside world become attractive.

Namely for the employees doing intellectual work in the choice of the place of residence the quality of the environment becomes decisive. Tartu must take good care in preserving the competitive advantages which give special value to the living environment such as intellectual atmosphere with rich cultural life, high quality urban milieu, green areas and security. Cooperation with neighbouring rural municipalities, the division of labour, avoiding of useless rivalry and wasting of resources help guarantee these favourable conditions. The population of Tartu, the use of nature, social and economic development must be treated in the conditions of urban sprawl together with the changes taking place in the neighbouring municipalities. The relocation of the citizens of Tartu in the urban space and their departure to neighbouring rural municipalities have a different influence on the districts of Tartu. With the growth of the number of one-family houses more and more families live

separately and there are fewer families where different generations live together. It refers to the facts that individualism is gaining firm ground in society and there is a constant need to build new housing facilities. When speaking about the districts of Tartu, most evidently Annelinna will face considerable reconstruction. The possibilities for increasing the density of urban space in Tartu are relatively few and it is estimated that new housing could be built for about 7,000 citizens within the the present city limits.



## 2.2 Knowledge-based economy and global triumph of technologies

In the whole world enterprises compete more radically with each other in the field of high-quality science-based production and the labour force capable of fulfilling respective tasks. Such competition also characterizes Estonia where enterprises with the purpose of receiving high-quality employees are more and more ready to outwin their competitors offering their employees higher salaries and better working conditions.

When in the 1990s Estonia in its development model made efforts to use the available resources for increasing primarily the economic capital, now it is possible to prognose a bigger investment into human capital. Considering the developmental needs of Tartu, it means that investments into education and research, social service will grow. In the present situation, when one third of the jobs of Tartu are in the establishments with budgetary funding, from the point of view employment and personal income the investments into the public sector are more important. Tartu must find a way how to be a strong regional centre which balances the development in the region, offers better public services and creates added value to the public money in cooperation with the private and non-profit sectors. When today Tartu is offering opportunities for consuming services primarily in the fields of education, health care, commerce, different services and cultural life, in the future it becomes more important than today to provide jobs in the field of research and development which will be accompanied with the use of new technologies and the added value generated by the commercialization of research results. As Estonia is characterized by considerable readiness to implement new technological solutions (the Internet, electronic services, etc.), the possibilities for establishing a centre for international trade, financial intermediation, logistics and becoming a center of excellence in research, are relatively available in the whole country. It should be born in mind that top-level research and development in high technology need not have an impact on the

character of local economic development because the received income may go to global enterprises which are very few in Estonia. It is necessary to bring ideas and money to one table because the development of strong and outstanding enterprises in Tartu needs considerable investment of public resources into the formation of the general and business climate of the city.

Thanks to the wide scope of activities of educational establishments and support structures for entrepreneurship, the character of different branches and the capability to appreciate human capital, the enterprises and research and development centres are able to participate in cluster-based cooperation. Enterprises of Tartu in the field of biomedicine, food and biotechnology, information and communication technology, forest and timber processing, metal engineering and electronics have best prospectives for forming clusters.

The key words of the new century are continuing education and requalification. Educational establishments of Tartu are actively involved in adult education Participating in shaping the labour market. In the conditions of broadening the network structure of society and developing more profound regional cooperation it is reasonable to look at other regions of Estonia, including the region of Tallinn, as partners, not as competitors. The competition for the access to global markets is a common aim to both Tallinn and Tartu. Regional cooperation restrains the growth of differences in the different areas of the country and improves the efficiency of both cities in international competition. Blending of the national financial capital concentrated in the Tallinn region and the research-based competence of Tartu will lay a good foundation for the economy based on product development. The development of Tartu is also accelerated by finding strategic cooperation partners in North-Western Russia, the Nordic countries and Latvia. From the point of view of development it is reasonable to involve financial resources primarily from the European Union.



## 2.3 The mentality of sustainable use of the environment gains importance

The mentality of respecting the principles of sustainable development and their practical implementation deepens in the society. More and more people prefer nature-friendly residence and the production environment which constitute significant factors of competition and indicators of the quality of life. In everyday life people start considering the value of their health, more attention is paid to decreasing risks, the principles of social justice are respected, the limits of restoration and endurance of the ecological system are taken into account. Evident breakthrough in the production of alternative energy changes the understanding of people and the countries how environmental problems should be solved. When intergrating into the European system of values, Estonia`s costs for protecting the environment, social safety, providing ergonomic working environment, consumer protection and social security will increase. Efforts to start using environmentally sustainable technologies help decrease environmental risks connected with production.

Tartu has the best prerequisites to be a national pioneer in the promotion of environmentally friendly attitudes fulfilling the tasks of being a centre for environmental education. The research institutes of Tartu are most adequate for working out environmental technologies best suited for the natural conditions of Estonia. Environmental friendliness demands that the environmentally sustainable life-style should become common to each citizen. In urban life it means that more environmentally friendly waste collection, sorting and dumping is practised. In building or renovating one`s dwelling, nature-friendly solutions and materials are preferred. In managing urban life spontaneous urban sprawl is controlled, cycling and public transport are supported.

## 2.4 Civil society becomes stronger

As a result of civic initiative, the number of non-profit organizations grows and their influence on the decision-making processes of the public


power in Tartu increases. The public power weighs solutions and implements reasonable decisions involving interest groups and the general public. Consequently the decision making process becomes longer but the decisions are better weighed. The coherence of the people who are satisfied with the development of the city increases.

The formation of the open civic society creates prerequisites for best ideas and solutions in the interests of the city development. In the open society being a citizen of Tartu is determined by the person's good will, it is not limited by cultural or other prejudices. Safeguarding of mutual respect and cooperation between the representatives of different cultures will be a serious challenge for Tartu.

## 2.5 More free time for self-realization and travelling

With the people's growing welfare their opportunities for appreciating free time become numerous. In this case it is customary to travel more often and to more distant lands. People look for new experience, impressions and uniqueness with the purpose of which they are ready to cover thousands of kilometers. The quality of spending time, natural and cultural values, curiosity and security as the components of tourism which are constantly becoming more important influence the choice of the destination. In the field of research and cultural tourism the aims of trips are scientific conferences, concerts, museums, theatre performances, conventions of interest groups, exchange of specialists, etc. Tourism of senior citizens, interested in spas and personal service, is growing. In Tartu there is much room for improvement in this field.

From Tartu the tourist gates to Southern Estonia open. This is why it is useful for the whole region if Tartu belongs to bigger tourist routes involving Baltic countries and North-Western Russia. From the point of view of safety the road Tallinn-Tartu-Võru-Luhamaa must be rebuilt to have four traffic lanes. Via Hanseatica, the tourism corridor passing through Tartu, must become an international route for tourists which will become more important thanks to the opening of the programme Emajõgi Riverland which restores connections between Lake Võrtsjärv and Lake Peipsi. The water-way increases the value of Tartu as a



destination from where further one-day cruises can be made to Russia. Quick railway connections with Tallinn, Latvia and Russia, also regular airlines from the airport at Ülenurme, are preconditions for making conference and scientific tourism international. The symbiosis, on the one hand, between the top level research and instruction with modern conference organization and, on the other hand culturally rich comfortable and safe urban atmosphere combined with recreation opportunities in Southern Estonia, constitutes a favourable reason why tourists should visit Tartu.

## 2.6 Planning activities become more city-based

The problems accompanying urban sprawl demand that regional cooperation should become closer. To solve the problems, it is necessary to develop common infrastructure of Tartu and neighbouring rural municipalities with the purpose of guaranteeing a better quality of services, the preservation of green areas for free time activities and to achieve saving of financial resources as a result of the scale effect. The movement of tax-payers and enterprises outside the city limits influences the city budget and decreases the ability to invest. Similar to the practice of other towns it now discussed whether to correct the borders of Tartu in conformity with the system of settlement.



## 3

## THE VISION OF TARTU 2030 - THE CITY OF ACTIVE, CREATIVE AND HAPPY PEOPLE

In the year 2030 Tartu will celebrate one thousand years of its first written mention. The highest goal of the developmental aspirations of the city of Tartu is the welfare of its citizens. In the year 2030 Tartu will be a pleasant, compact university town preserving its traditions, creativeness and spirit. We wish that Tartu were more enterprising, open, ethetic, better planned and more dynamic than today with the quality of life at the level of Nordic university towns.

**The vision of Tartu 2030- the city of active, creative and happy people.**

**Tartu is the intellectual capital of Estonia and the centre for promoting development in the whole of Southern Estonia: it is a university town with traditions, a city of youth where creativeness and open reasoning support developmental activity and innovation in entrepreneurship; a city with modern urban environment , safe, developing sustainable way of life and an actively cooperating Estonian city.**

A more detailed description of the vision of Tartu can be presented through five intertwined subvisions given below:

Tartu is a city of knowledge

Tartu is a city of entrepreneurship

Tartu is a city with a modern urban environment

Tartu is a caring city

Tartu is a creative city

The descriptions of subvisions are given in Chapter 6.



## 4

### CONDITIONS SHAPING THE VISION OF TARTU 2030

#### 4.1 The values determining the arrangement of urban life in Tartu

Uniting traditions and aspirations to modern life, Tartu relies on the following values which serve as guidelines in arranging urban life:

**Innovativeness** – working out, using and recognizing new ideas and solutions. New knowledge and its application shows the road to the future. At the same time the past and the traditions are respected as important signs of things and phenomena to the present people and the coming generations in Tartu being expressed in the new language.

**Openness** – recognition of the multiplicity of truths, beliefs, values and life styles. Tolerance is developed, people are ready to learn from mistakes and achievements. The prerequisite of the openness of Tartu is quick access to it from different parts of the world thanks to parallelly functioning types of communication.

**Participation** – the feeling of responsibility and activeness in common efforts of the citizens of Tartu before their community. The people of Tartu consider it right to participate in the creation of common values, in shaping their environment and making decisions how to use social benefits.

**Synergy** – cooperation and cross-border activities are stimulated. The people of Tartu do not cling to routine, rigid institutional framework and territorial borders but they try to achieve their goals in cooperation and networking.

#### 4.2 Changes start from mentality

To achieve the goals of the vision Tartu 2030, it is necessary for the people of Tartu to reconsider some conceptions of the present time and act according to the needs of the future. In implementing the above given principles in different aspects of urban life, the characteristic features of the new mentality become evident.

	Dominating habitual mentality	Future mentality
<b>A city of knowledge</b>	<ul style="list-style-type: none"> <li>- Closed educational space</li> <li>- Explaining knowledge</li> <li>- Educational institutions operate separately</li> <li>- Mass teaching, insufficient consideration of peculiarities</li> </ul>	<ul style="list-style-type: none"> <li>- Open educational space</li> <li>- Knowledge and skills can be applied</li> <li>- Educational institutions are integrated, organization of research and instruction is based on synergy</li> <li>- Individual instruction based on the cooperation between the teacher and the learner</li> </ul>
<b>A city of entrepreneurship</b>	<ul style="list-style-type: none"> <li>- Production is based on natural resources</li> <li>- Traditional mass production</li> <li>- Insufficient initiative</li> <li>- Subprocurement, a short value chain and single actors</li> <li>- A tourist spending one day in Tartu and passing through it</li> <li>- Closed business culture, local protectionism</li> </ul>	<ul style="list-style-type: none"> <li>- Production based on sustainable technologies</li> <li>- Innovative niche production</li> <li>- Enterprising, initiative attitude</li> <li>- Clusters, new trends of production based on networking</li> <li>- A tourist accommodated in the hotel, a guest looking for knowledge and experience</li> <li>- Entrepreneurship based on open competition</li> </ul>
<b>A city with a modern urban environment</b>	<ul style="list-style-type: none"> <li>- Decision making proceeding from the interests of power structures causing exclusion</li> <li>- Zoning of urban space</li> <li>- Automobile-centred transport, separation of types of transport</li> <li>- Pressure on nature</li> <li>- Institutional responsibility</li> <li>- Project-centred use of public money</li> <li>- Organizing and guiding public power</li> </ul>	<ul style="list-style-type: none"> <li>- Social cohesion and decision making based on partnership</li> <li>- Systemic, district-centred integrated urban space</li> <li>- Public transport, integrated types of transport functioning in harmony</li> <li>- Ecological balance</li> <li>- Responsibility and initiative of citizens</li> <li>- Sustainable financial policy of the public sector</li> <li>- Public power providing conditions</li> </ul>
<b>A caring city</b>	<ul style="list-style-type: none"> <li>- Ideology of eliminating sore points</li> <li>- Health is the absence of a disease or physical disability</li> <li>- Medicine-centred approach</li> <li>- Behaviour of the liquidation of wrong results</li> <li>- Economic conditions domineering</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable ideology for planning the future life</li> <li>- Health is the state of full physical, spiritual and social welfare</li> <li>- Creating the health supporting environment, behavioural patterns evaluating health</li> <li>- Behaviour of foresight and prevention</li> <li>- Considering the impact of the social environment significant</li> </ul>
<b>A creative city</b>	<ul style="list-style-type: none"> <li>- Identity based on traditions</li> <li>- Lack of diversity</li> <li>- Passive environment expressing ideas of the past</li> </ul>	<ul style="list-style-type: none"> <li>- Identity linking traditions and new trends</li> <li>- Behaviour favouring tolerance and diversity</li> <li>- Environment of the future, supporting creativity</li> </ul>

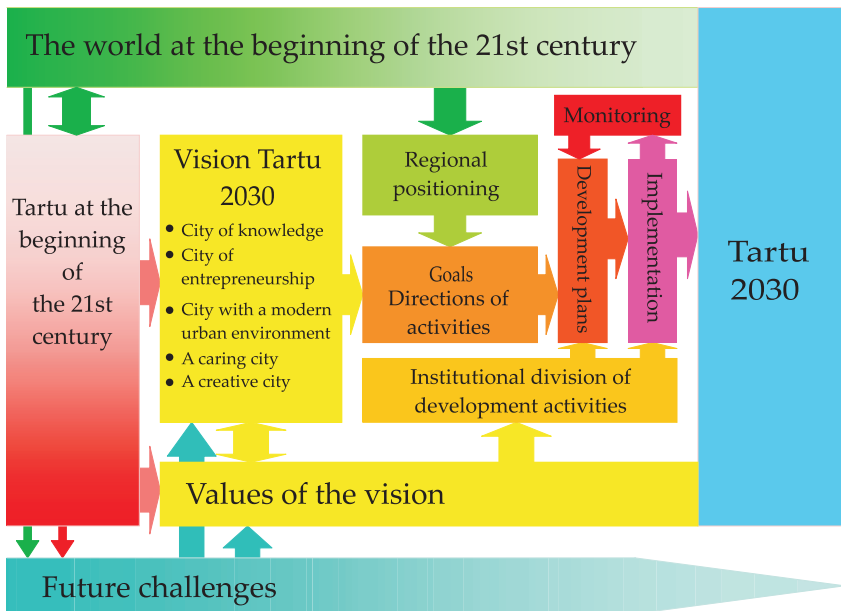


## 5 THE MODEL FOR STRATEGIC PLANNING OF THE CITY DEVELOPMENT

According to the vision Tartu develops in a balanced unity of five types of cities – a city of knowledge, a city of entrepreneurship, a city with a modern urban environment, a caring city, a creative city. The desired future image of Tartu is supported by the values favouring innovation, openness, participation, cooperation and the future-oriented mentality which is the basis for urban development and the organization of life.

To make the vision Tartu 2030 more specific for each type of the imaginary city, there is a subvision, also goals and strategic directions of activities. At the same time strategic questions about the regional positioning of Tartu are answered – with whom Tartu compares itself, what kind of a place Tartu would like to become in comparison with others, what kind of contribution is made to the development and what kind of assistance is expected from the outside to promote development, success and the improvement of welfare. At the same time Tartu's development is a result of the common activities of several parties in which the local public power plays a major role – the City Council and the City Government being the leaders. One of the key issues of strategy is the responsibility of the local self-government what kind of tasks and in which degree it bears and what kind of contribution is expected from the other agents who influence the city development. Proceeding from the aims set, strategic directions of activities and the long-term prognosis of city revenues, general plans, development plans and sectoral plans are worked out. Feedback is received through monitoring development and the development activities. It is equally important that all other parties – the state and state agencies, public institutions, private enterprises, non-profit organisations and the citizens of Tartu – should consider the principles of the development strategy of Tartu as the starting point in planning their future and everyday activities. The city develops proceeding from the common vision while the most important

development activities are coordinated. Tasks are distributed in an optimal manner, each other's interests are respected and each other's contribution is reciprocally assessed. The model of the development of Tartu 2030 is presented in the figure.





## 6 SUBVISIONS, GOALS AND STRATEGIC DIRECTIONS OF ACTIVITIES OF TARTU 2030

### 6.1 Tartu is a city of knowledge

As a city of knowledge Tartu is an internationally recognized university town with all the conditions for receiving diverse high-quality education and carrying out scientific research. The biggest employers of Tartu are educational and research establishments. A high quality of instruction is guaranteed by an integrated network of the system of education including general, vocational and higher education. Engineers and other specialists who have studied in Tartu find work everywhere in Estonia. Innovative Tartu functions as a leader of Estonian knowledge-based society. The University of Tartu belongs to the most recognized universities in the world and participates in the global network of universities. The research institutions of Tartu have the leading position in developing Estonian key areas and in certain fields of science Tartu has a global level of achievement. Tartu is interested in employing young people not only in providing them a short-term period of education. More and more young people wish to study at the PhD course and have post-doctoral research opportunities. The rate of internationally recognized researchers in Tartu increases. Tartu supports life-long learning. With the growth of Estonian national wealth investments into education, research and technology transfer grow. More and more research results find useful implementation in everyday life. Tartu is an international learning community of people in all ages.

#### 6.1.1 Goals and strategic directions of activities

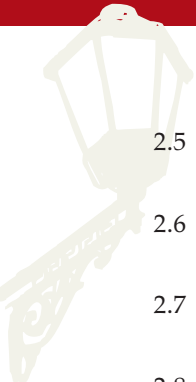
- 1 At the educational and research establishments of Tartu very good teachers, excellent researchers and members of the academic

**teaching staff, highly recognized theoreticians and practitioners from all over the world work.**

- 1.1 Systemic education of the new generation of education and research workers.
- 1.2 Creation of favourable conditions for teachers, academic teaching staff and learners with the purpose of providing opportunities of self-development and mobility.
- 1.3 Creation of the competitive motivation system for European level educational and research workers.
- 1.4 Recognition and involvement of teachers and researchers in the development of the public, private and third sector.

**2 In Tartu an integral, internationally open network of educational establishments, which links different levels of education and offers competitive education, functions.**

- 2.1 The implementation of the curricula and the system of the assessment of the results of studies which support the individual-centred attitude, creativeness and entrepreneurship, the learner's personal peculiarities and the learner-teacher cooperation.
- 2.2 The integration of educational establishments which is based on the mutual recognition of curricula and the employees' cooperation of the higher schools of Tartu, the Tartu Vocational Education Centre, the Tartu Environmental Education Centre, general educational schools and non-formal interest schools.
- 2.3 The optimization of the network of general educational establishments, the separation of *gymnasiums* (secondary schools) from basic schools. Establishment of an international gymnasium for the talented young people of the Baltic countries, the CIS and Eastern Europe.
- 2.4 Appreciation of general and vocational education, more opportunities for profound study of technological subjects, closer contacts between vocational education and future jobs.

- 
- 2.5 Support to language learning, inviting foreign teachers to Estonia with the purpose of developing studies in the English language.
  - 2.6 Considerable expansion of Master's and PhD studies in cooperation with foreign higher schools.
  - 2.7 Expansion of the market of higher education services to Russia, the USA and Asian countries.
  - 2.8 More extensive exchange of students between universities, applied higher schools and research establishments.
  - 2.9 Advertising Tartu as a city supporting education and research.

### **3 Tartu as an original, integral, internationally competitive education and research campus.**

- 3.1 The development of the space of study and research centres of higher schools. The completion of the construction of the campuses of the Estonian University of Life Sciences at Tähtvere and the University of Tartu at Maarjamõisa, the extension of the Tartu Vocational Education Centre at Ropka, the construction of premises for the Tartu Higher Art School at Karlova and the establishment of laboratories for the Tartu Aviation College at Ülenurme.
- 3.2 The renovation of the historical buildings of the university in the city centre for the development of the university campus in the city centre from Vanemuine Street up to the Botanic Garden, including study blocks, museums and other adjacent support buildings as a result of the cooperation between the University of Tartu, the national and the municipal government.
- 3.3 The completion of the construction of guest houses of universities for guest lecturers and researchers in cooperation between the public and private sector.
- 3.4 Guaranteeing contemporary infrastructure for the educational environment.
- 3.5 Supplying educational and research establishments with modern technological installation.
- 3.6 Development of the scientific library meeting the needs of the university of excellence.



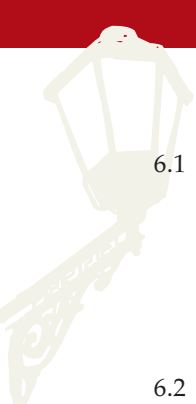
**4 Universities in Tartu make a considerable contribution to the development of the innovation system supporting regional economy.**

- 4.1 The coordinated use of public and private programmes for carrying out fundamental and applied research and working out applied solutions on the basis of research together with domestic and foreign entrepreneurs.
- 4.2 The increase of applied research with the purpose of sustainable use of natural resources and the preservation of environment.
- 4.3 The implementation of the conception of an enterprising university, the development of the entrepreneurship of the academic community.
- 4.4 The creation of the support system for those leading researchers who deal with fundamental and applied research having an industrial potential.

**5 Tartu is a centre for continuing education and requalification which involves educational establishments of different levels. Life-long learning is accessible to all the people of Tartu depending upon their abilities and needs.**

- 5.1 The extensive use of new educational technologies (e-studies, multimedia, etc.).
- 5.2 Offering more opportunities for adult learners in general, vocational and higher education.
- 5.3 The organization of training of trainers.
- 5.4 The development of further education in entrepreneurship and advisory services.

**6 The educational establishments of Tartu safeguard the preservation of good research and education in the Estonian language in the process of globalization.**

- 
- 6.1 The creation of favourable academic conditions for high-level research of issues of Estonia and the publication of research results in the Estonian language, also making the respective research outcomes wider known publishing them in other languages the international researchers use. Carrying out research proceeding from the geographical location and the history of culture.
  - 6.2 Working out a plan of activities at the University of Tartu for promoting national sciences.
  - 6.3 Teaching the Estonian language to foreigners who have resided in Tartu.

## 6.2 Tartu is a city of entrepreneurship

Entrepreneurship of Tartu is internationally competitive. The leading entrepreneurs are the large enterprises which are successful at international markets and represent the major branches of economy supported by old and new economy. The client-friendly and sustainable product development, both in production and services, guarantees success for the entrepreneurs of Tartu. Knowledge-based economy is prevailing. Niche products and services are sold both at domestic and foreign markets. Innovation characterizes the mentality of the entrepreneurs of Tartu. Close cooperation between research and development establishments allows the enterprises to participate in working out and implementing new technologies which increases their competition advantages in international networks.

Tartu is known as a city supporting and recognizing new ideas. As an innovative and developing city Tartu is an attractive place for investments. Educated and highly qualified labour force and quickly developing economy can offer cooperation partners attractive environment for investments aimed at creating higher added value. Innovative and knowledge-based economy offers desired and well-paid work for educated and skilled people of Tartu. As an active centre,

supporting research and small businesses, Tartu has resultative and mutually developing cooperation at an international level.

In Tartu there are internationally recognized support structures for entrepreneurship which give assistance to the newly established enterprises and conditions are provided for their quick development. Diversity of entrepreneurship is encouraged and the increase of technological and developmental capabilities of enterprises is supported. Also, Tartu approves of its enterprises becoming international. The enterprises participate actively in the functioning of the regional innovation system. Entrepreneurship is not only viewed as a creator of material wealth but also as a producer of social balance.

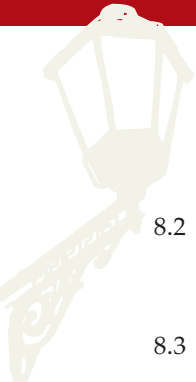
### **6.2.1 Goals and strategic directions of activities.**

#### **7 The enterprises in Tartu are of great vitality.**

- 7.1 Support to enterprises in training their labour force. Raising of qualifications of the labour force and increasing investments into teaching of educated and skilled specialists.
- 7.2 Promotion of cooperation between enterprises and research and development institutions.
- 7.3 Support to enterprises in the increase of their technological and developmental capabilities. Concentration of attention to the points of the intersection of different branches of economy and on this basis developing and marketing respective unique new products satisfying the needs of the market.
- 7.4 Support to the enterprises in their efforts to become international. Assistance for entering new target markets.

#### **8 Economy in Tartu is at the high-technological level.**

- 8.1 Establishment of technology and development centres based on the departmental network structure of branches of industry which are important for regional economy. Creation and development of clusters of knowledge-based electronics, material science,



biotechnology, information and communication technology and health industries.

- 8.2 Implementation of technology transfer programmes, support for the establishment of experimental and licensing laboratories, independent expertise centres and spin-off companies.
- 8.3 Providing risk and seed capital for working out new technological solutions, product development and giving assistance to the commercialization of research results.
- 8.4 Creation of the system of cooperation for roundtables, quality circles between enterprises, research institutions and local municipalities.

## **9 Tartu – the best place for starting a business, with attractive investment environment.**

- 9.1 Offering broad-scale, diverse and flexible support services to entrepreneurs.
- 9.2 Long-term planning of the needs of labour force and investment into human capital. Development of education for engineers.
- 9.3 Development of specialized areas for entrepreneurship and centres of incubation.
- 9.4 Creating the image of Tartu as a city of open, business-friendly and innovative economy.

## **6.3 Tartu is a city with modern urban environment**

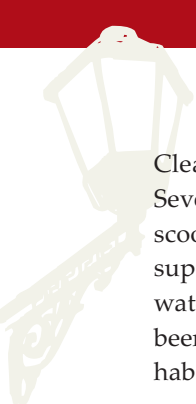
Beside the public and the private sector an active network of civic associations has been formed, the members of which are partners of the governing bodies of the city of Tartu which are making political decisions and offering services. Information exchange, cooperation, coordination of activities and joint actions constitute a traditional pattern of behaviour.

The urban space of Tartu is used in a sustainable manner. High-rise and dense construction in the city centre is avoided. In the city spiritual atmosphere is governing. The green corridor on the banks of the River Emajõgi is kept in order and the open views to the river are preserved. The water area of the Emajõgi is used for entertainment and free time activities. At the swimming and water sports canal in Annelinn there is a wide recreation area. Another recreation area is in the township of Raadi. The wind corridor in the primeval valley of the Emajõgi guaranteeing air exchange in the city centre is preserved. The Fortuuna quarter will be developed as a full project and it will be the most dignified representative area of modern architecture in Tartu. The use of new dwelling areas and the location of enterprises depend on the environmental tolerance and the preservation of milieu values of the city. The adding of blocks of flats and small houses into the dwelling areas respects and follows the earlier ways of building and the architectural style.

The restructuring of industrial areas proceeds from the principle of intensifying land use and stimulates the use of sustainable technologies. New businesses are concentrated at Raadi, Ropka, Ráni and Veeriku industrial areas. Positioning of environmentally sustainable small businesses on the unused land considers the principles of making the population more permanent and decreasing the traffic burden. The environs of Tartu, which are dwelling, industrial and recreational areas, are connected with Tartu from the point of view of urban construction and functioning. Special care is taken of preserving the green (ecological) network system.

In developing the street network, attention is paid to traffic safety. In the city centre pedestrian precincts have been extended. The crossing of roads and streets, the railway and main street crossings are on different levels. All the streets inside the administrative limits of the city are lighted with the lamps of low energy consumption.

In the city limits the embankments of the River Emajõgi have been developed into promenades.



Clean water is accessible to everybody through public watermains. Several measures have been taken to protect ground water and water scoops. The whole of Tartu's urban space is united into one water supply, waste water removal and waste water treatment system. Waste water is treated and residues are reused. Separated sewer system has been built. The quality of water in public water bodies is guaranteed and habitats are protected.

The waste collection, treatment and dumping system meets the highest environmental requirements. The city has a sustainable and supply-proof energy system. Gas supply is guaranteed in the whole city. The electricity transmission lines do not spoil the urban environment. Every city dwelling has an access to the IT-communication connections free of charge. The city knows how to act in the case of emergency.

The main road Tallinn-Tartu-Võru-Luhamaa has been reconstructed having four lanes. The city is surrounded by a circuit and the ray roads are connected with the bridges crossing the River Emajõgi. Radial and circular streets form a system of "across and around" traffic system. The city traffic problems have been solved in a new way.

Tartu has quick railway connections with Tallinn, Riga, Pskov and Moscow. The Rail Baltic line has been constructed and passenger rail traffic functions in the whole European system. Transit rail traffic passes the city without entering it. For passengers safe waiting pavilions have been built. To decrease noise, barriers have been built. The areas of the railway have undergone sanitation and the soil is cleaned.

The airport at Ülenurme, which is open for regular international passenger lines, services the air transport of Tartu. The airport offers an alternative to airlines for functioning when the airports of Tallinn and Riga are overburdened. The airport at Ülenurme belongs to the cooperation network of airports.

Passenger traffic functions on the River Emajõgi, regular shipping lines connect Tartu with harbours on Lake Peipsi including Russia. Mooring sites, tourist routes and attractive places have made the River Emajõgi suitable for active use.

The joint urban public system includes different types of transport – buses, minibuses, taxis and rivertaxis. Service functions on the principle “by order”. The public transport and light traffic, which is environment friendly and uses energy economically, prevail. A telematic system of monitoring bus transport has been applied. Technology allows to forward information about traffic jams and vacant parking places, to guide traffic with an intelligent traffic lights system, etc. The capacity of public transport will be increased – from one third of the whole transport today to the half of the whole transport. In the year 2030 half of the public transport vehicles are environment friendly. From one fifth to one quarter of all the rides are made by bicycle.

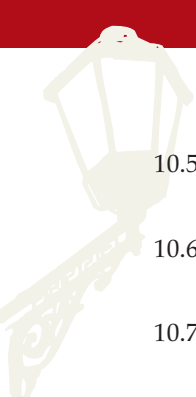
The public power pursues active land policy in the urban space in the interests of the city dwellers, in the framework of which lands are municipalized and long-term land development takes place.

In defending the interests of city dwellers, the public power decreases risks and is ready to react in different cases of emergency.

### 6.3.1 Goals and strategic directions of activities

**10 In Tartu there is an urban space which is safe and characterized by valuable milieu, which is used and developed following the principles of sustainability.**

- 10.1 The urban areas bordering on neighbouring municipalities are developed in cooperation.
- 10.2 In the built areas a joint network of compensation areas together with green core areas, involving verdant lawns, parks and protection belts of water bodies, are created.
- 10.3 In the embankment area of the River Emajõgi, especially in the city centre, it is prohibited to erect high-rise buildings densely.
- 10.4 To avoid the appearance of slums, city planning measures are taken.

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- 10.5 The activities raising the milieu value (restoration, repairs, allowances) are supported.
  - 10.6 In urban construction safety and risk decreasing measures are taken.
  - 10.7 Tartu increases municipal development activities. The city deals actively with municipalization and purchasing of land, with real estate development.
  - 10.8 The blocks of flats in Annelinn, Ränilinn and the Ravila area are reconstructed.
  - 10.9 The Fortuuna quarter will be developed in cooperation between the local self-government, private enterprises and landowners as a modern architectural prestige project.

## **11 Tartu is a city of citizens full of responsibility and initiative.**

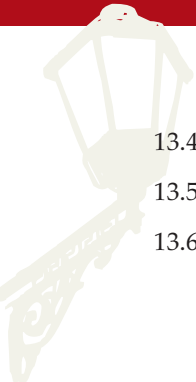
- 11.1 Support to civic initiative which guarantees access to information and advisory services and contemporary non-formal education.
- 11.2 Recognition of voluntary work and good initiative of non-profit organizations.
- 11.3 Involvement of non-profit organizations and the general public in the decision-making process proceeding from the good practice of involvement.

## **12 The technical infrastructures of the city of Tartu are economical, reach each household and enterprise/institution.**

- 12.1 To guarantee the contemporary level of the transport infrastructure, norms are established for exchanging street and pavement cover and for the renewal of the fleet of public transport vehicles.
- 12.2 Good care is taken of water resources and several measures to decrease water losses are taken. A system of the city clean water supply and waste water removal is worked out.



- 12.3 To minimize pollution risks, the new water scoops will be used outside the city limits.
- 12.4 The possibility for the alternative use of the water of the River Emajõgi as drinking water in addition to ground water.
- 12.5 New technological solutions are looked for the storage and the reuse of the heat energy released from the waste water plant in winter.
- 12.6 To decrease water supply risks, water towers are built.
- 12.7 The production of bioenergy and the biotreatment of the composting wastes is supported.
- 12.8 A new waste dumping ground will be opened in cooperation with the municipalities of South-Eastern Estonia. The amount of waste stored in the dumping ground is decreased, the opportunities for the reuse of waste will become more numerous and the treatment of wastes meeting the environmental requirements is guaranteed.
- 12.9 In the main electric network the development of the circular feeding system takes place. The replacement of high-voltage transmission lines with underground cables.
- 12.10 Completion of the distant heating system and building of the combined electricity and heat production plant.
- 12.11 The creation of the system of information dissemination for the population based on the telecommunication technology.
  
- 13 Tartu is integrated into international transport network in which transport organization is safe and environmentally friendly.**
- 13.1 Directing transit traffic out of the city.
- 13.2 The completion of the construction of main streets, bridges and different level streets and road crossings to guarantee smooth traffic.
- 13.3 Dispersion of the traffic load, avoiding useless entering of the old town.

- 
- 13.4 The organization of the efficient parking system.
  - 13.5 The development of public and light transport is a priority.
  - 13.6 The development of transport connections: the reconstruction of the Tallinn-Tartu-Võru-Luhamaa road into a four-lane throughfare, the reconstruction of Via Hanseatica (Jõhvi-Tartu-Valga), the completion of the construction of the Rail Baltic and the establishment of regular airlines from the airport at Ülenurme.

## 6.4 Tartu is a caring city

All the people of Tartu have an opportunity to lead dignified life. The environment of Tartu is caring and safe. Every person is responsible for his or her activities and respective outcome. High-level primary health care, specialized medical treatment, active and post-treatment cure, social care and security, the solution of the health and social problems of the population of Tartu, the maintenance and restoration of their health and coping during the whole life span. Preventive activities result from close links between all the fields of functioning of the city like education, economy, health care and others. The high quality of life, care and participation in the life of the society is guaranteed to each person living in Tartu regardless of his or her social, health, economic status and other factors.

The network of social care functions for all the risk groups. All the sectors supporting the people's coping with life are linked in cooperation. Together with preventive activities the task of social work is to reinvolve the people of Tartu who suffer from exclusion in the community life. Services are provided to the people in need of them. Service provision is based on the needs which have been duly and consciously fixed. Proper intervention and feedback of results are considered. Social workers who have graduated from the University of Tartu constitute the Estonian social care system. The high regard for the people's health and the safe study and work environment help increase the economic activity of people who live in Tartu.

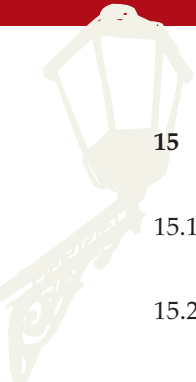
The university hospital is the only one in Estonia where together with the provision of high-level health care services the Faculty of Medicine of the University of Tartu teaches health care employees at an advanced level. In Tartu there is an excellent primary care system which relies on the high-quality system of family doctors who carry out regular active health examination and counselling with the purpose of disease prevention. In addition to the high-level qualifications of medical workers and the contemporary facilities, the material base, the strength of the social and medical care system is achieved thanks to cooperation and open partnership.

The people of Tartu respect a healthy way of life. Consequently, each person is responsible for his or her and the family members` coping with life. Socially responsible behaviour of people who care for their health decreases social problems and guarantees a higher quality of life to each person who lives in the city.

#### **6.4.1 Goals and strategic directions of activities**

##### **14 The people who live in Tartu are healthy, joyful, socially active and coping well with life.**

- 14.1 Developing the attitude to life which respects good health and popular sports activities.
- 14.2 Raising the people`s awareness about health care, health risks and accompanying dangers, primarily carrying out systemic instruction at schools and pre-school day-centres of children.
- 14.3 The people`s awareness about social risks is increased with the purpose of avoiding marginalization.
- 14.4 The implementation of active employment to avoid poverty and guarantee social inclusion.
- 14.5 Measures are taken to decrease social tension caused by social stratification and instability of welfare.



**15 In the case of need each person living in Tartu has access to high-quality social and health care services.**

- 15.1 Guaranteeing access to health care and social services in the case of need in the district of residence.
- 15.2 Establishing and developing the cooperation model and the cooperation network between health and social care, education, youth work and cultural centres.
- 15.3 Popular health promoting sports facilities and events are accessible to everybody.
- 15.4 The development of quality assurance system for providing health and social care services
- 15.5 Access to the information about health and social care and the respective services, including the IT environment, is guaranteed.
- 15.6 Continuing co-financing of health care, primarily post-treatment care and the family doctor's services.
- 15.7 The development of alternative employment and opportunities for activities to the persons of special needs who cannot participate in ordinary working life.
- 15.8 To rehabilitate the persons in need of social services, municipal housing and supporting accommodation are developed.

**16 Tartu is a centre of development for the Estonian health care and social care.**

- 16.1 Continuing development of the university hospital as a leading medical centre in Estonia where high-level health care services are provided to Tartu, the whole country of Estonia and also to foreign countries.
- 16.2 On the basis of the university hospital continuing education to health care employees is constantly provided proceeding from the principle of interdisciplinary attention to patients.
- 16.3 The university hospital continues to function as a local hospital for the population of Tartu.

- 16.4 Functioning of the strong and high-quality primary level of health care in cooperation with different specialist doctors.
- 16.5 For shaping the social care system in Tartu cooperation between the city and the higher educational establishments is developed. Exchange of experience between the social care workers of Tartu, Estonia and foreign countries takes place.


## 6.5 Tartu is a creative city

Tartu is a centre of Estonian culture, an open and developing city of culture with rich traditions. This is the city for promoting, consuming and transferring culture. The original cultural environment of Tartu attracts creative professional people as a magnet, active cultural life being a stimulating and favourable source for them. The administration of the city is aware how valuable culture and sports are for them and the citizens are making considerable investments into cultural and sports activities, respective organizations, infrastructure and further education in these fields.

The outcome of the work of creative people of Tartu becomes a part and parcel of Estonian and European cultural life. In Tartu several all-Estonia editorial offices of cultural publications work. The media and culture industry, using modern technologies, offers employment to the respective specialists.

The city's superb infrastructure and culturally loaded urban space allow to carry out most demanding events – concerts, festivals, sports competitions, conferences, etc. The Estonian research results are acquainted to the wider public by AHHAA, a cultural establishment introducing people with science-based mentality and the work of researchers.

The centre of Tartu, which is full of clubs, studios, galleries, cinemas, theatres and ball dancing halls, carries specific value and popularity internationally.



The cultural and sports buildings of Tartu have all been fully renovated. Tartu has a new central city library and an art museum. A new centre of modern arts, having an independent budget, will be opened with several halls and state-of-the art technology where all the people interested in fine arts starting from pre-school children and finishing with senior citizens can find pastime activities. The Estonian National Museum at Raadi as a nation`s culture treasury carries out research, acquaints visitors with the culture of Estonia, offers the opportunities to receive cultural and recreational impressions. Also, conference services are available. In Tartu there is the Centre of Estonian Archives. In the new recreational area on the banks of the River Emajõgi there are open air stages for concerts and sports facilities. The stadium at Tammelinn is fully restored and the schools` sports and playgrounds function as the district sports centres. All the different sports practised in Tartu have proper facilities.

Tartu develops branches of economy based on selling intellectual property. Festivals, singing festivals, art projects, literary events, theatrical performances, folk art days, concerts, etc. will also be visited by people from other countries. Professional arts and culture events satisfy the people of different age groups. Tartu participates as a leader in the cross-border movement of the Hanseatic cities. The sports clubs of Tartu organize important competitions which have deserved international attention. The sportsmen and the city teams participate in the European serial contests which offer the city`s sportslovers an opportunity to watch the high-level competitions round the year. The sports and cultural events, bearing the trademark of Tartu, develop the global image of Tartu, promote the learning capacity of the citizens and enrich their experience. The projects in music industry, advertizing, book publishing, architecture, design, fashions etc., characterizing a creative town, bring people of culture from all over the world to implement their ideas in Tartu.

Education in the field of culture for young people has key importance in training professional staff for cultural establishments and the new generation of consumers of culture.

Tartu appreciates and promotes Estonian national culture – choir

singing, brass orchestras, folk dancing, amateur theatres, handicrafts, etc. Centres for amateur culture offer many people satisfaction from activities. The centres have self-financing skills. Non-profit organizations take an active part in developing the districts. The facilities, recreational areas, sports groups and clubs located in the city and its environs offer services for sports and active rest round the year to most different interest groups.

The spiritual and creative atmosphere characteristic of Tartu encourages the active involvement of its citizens in shaping the urban environment where they live. The citizens have proper motivation and competence, they are able to think in terms of their own home, the district, the city, Europe and the whole world.

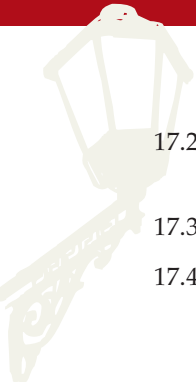
A citizen of Tartu has a habit of consuming culture, representing European culture and perceiving multiculturalism. Due to the large proportion of students among the culture consuming inhabitants, Tartu is a very specific place for obtaining the skills of consuming culture which later has an impact on the whole of Estonia.

Tartu is an attractive destination for tourists. As a city of conference, milieu, history and cultural tourism, Tartu offers diverse opportunities for active and interactive communication for both the local people and visitors. Tartu belongs to internationally recognized tourism associations. It is one of the tourist magnets in Southern Estonia and a port of entry on the River Emajõgi.

### **6.5.1 Goals and strategic directions of activities**

#### **17 Tartu has extensive opportunities for activity to offer to professional artists, musicians and sportsmen.**

17.1 Establishment of the safe, developing and contemporary environment for the work and creative activities of cultural institutions and workers.

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- 17.2 Project or activity-based support to professional cultural and sports life.
  - 17.3 Establishment of new professional orchestras and choirs.
  - 17.4 Participation of the teams of ball games in competitions is on the European level and the participation of single top-level sportsmen on the world level.
  - 17.5 Establishment of centres for further education and counselling in the field of culture, youth work and sports, promotion of training and cooperation networks.
  - 17.6 Increase of the mobility of creative people.
  - 17.7 Organizing international seminars, conferences and further education courses.
  - 17.8 The development of audiovisual media. Using the possibilities of digital television for working out the regional television and the increase of its participation in the national TV-programme.
  - 17.9 Management of cultural processes will become knowledge-based: keeping registers, carrying out research and analysis, assessment of the activities of professional organizers of culture.
  - 17.10 Working out (marketing) strategies for different fields of culture.
  - 17.11 Establishment of the research centre for the Estonian language and culture.
  
  - 18 The city dwellers are convinced that art, culture, creativity and esthetics are the parts of urban space in Tartu which should be treasured, protected and shared with guests.**
  - 18.1 The establishment and renovation of quarters and streets of culture: the esthetic development of urban environment with the help of parks, summer gardens and architectural small forms, at the same time reconstructing paths valuable for the milieu value.
  - 18.2 Acquainting people with a rich folk art heritage preserved in the museums and archives of Tartu.



**19 The city dwellers and guests have an opportunity to go to high-level cultural and sports events, festivals, exhibitions, youth events.**

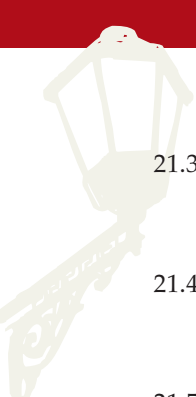
- 19.1 Shaping the habits of the people of Tartu in consuming culture through project supports, non-formal education, interest group activities and price formation.
- 19.2 Advertizing and supporting marketing of culture: the analysis of the offer, needs, markets and target groups.
- 19.3 The development of education in the field of fine arts and management of culture.

**20 The people of Tartu have diverse opportunities for amateur cultural activities, going in for sports at both the competitive and health promotion level.**

- 20.1 Building and reconstruction of culture houses, sports halls and stadia.
- 20.2 Developing the Tiigi culture house into a centre for amateur and folk culture in Tartu.
- 20.3 Building modern cinemas and offering possibilities to see valuable films which have won international recognition.
- 20.4 Supporting of creative people in the field of professional and popular culture through the project and activity support system.

**21 Tartu is known as a destination for tourism.**

- 21.1 Attractive introduction of Estonian cultural and research heritage to people with the help of contemporary methods making the museums of Tartu interactive and visitor-friendly.
- 21.2 The development of Tartu as an integral tourist object consisting of the Toome Hill, the science centre AHHAA, the Estonian National Museum at Raadi, the Jaani quarter of culture, the Emajõgi Riverland together with the Emajõgi embankment, etc.

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- 21.3 The sustainable development of Tartu as a destination for conference tourism, together with the establishment of a modern conference centre meeting all the international requirements.
  - 21.4 Introducing Tartu as a Hanseatic, university and museum town to other countries, active target-group based marketing of Tartu as a tourist destination.
  - 21.5 The development of regular water-borne transport on the River Emajõgi and Lake Peipsi, a regular shipping line to Pskov. The development of the Emajõgi Riverland into an attractive recreational area: building of moors, places for rest and the network for walking tours in cooperation with neighbouring municipalities.
  - 21.6 The development of the Via Hanseatica route and the development corridor – establishing a jointly connected tourist network in the region of the Baltic Sea.
  - 21.7 Raising the quality of tourist services – catering, accommodation, conference services, etc.
  - 21.8 Participation in international tourist projects and strengthening of international cooperation.

## 7 THE IMPLEMENTATION OF TARTU 2030

Tartu 2030 will be implemented with the help of general planning, budget strategy, development plans, sectoral development plans and the plans of activities of the establishments administered by the city. The above mentioned documents form an integral system in which documents should be in harmony and the respective activities supported by resources. These documents can also serve as a foundation for implementing initiatives on a project basis when the involvement of non-budgetary resources has an important role.

The picture of Tartu in the year 2030 is not only the result of the present strategy and the implementation of the activities of the strategy. Tartu 2030 offers a framework for shaping development activities, for analyzing, coordinating and evaluating the work. Efficient regional and institutional development work occupies a central role in the implementation of the vision.

Legal basis: Tartu City Council decree number 25, 18 May 2006.

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