CITY OF TAMPERE'S DIGITAL ROADMAP

years 2025–2028

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Picture: Visit Tampere / Laura Vanzo

Roadmap for digital development in the City of Tampere

The digital roadmap brings together the digital development of the City of Tampere for the years 2025-2028. The purpose of the digital roadmap is to visualise the development needs related to digitalisation on a timeline across the entire city organisation. It links the changes identified in the operating environment with the measures to make the city's services customer-oriented and proactive.

The digital roadmap aims to create a vision for the future. It can be used to identify common areas for development, to target resources and to develop skills.

Skilled navigators know that without a compass you can navigate, but without a map you can't find your way. Welcome to the future map of Tampere!

Maria Nikkilä, Executive Director, Digitalisation and ICT

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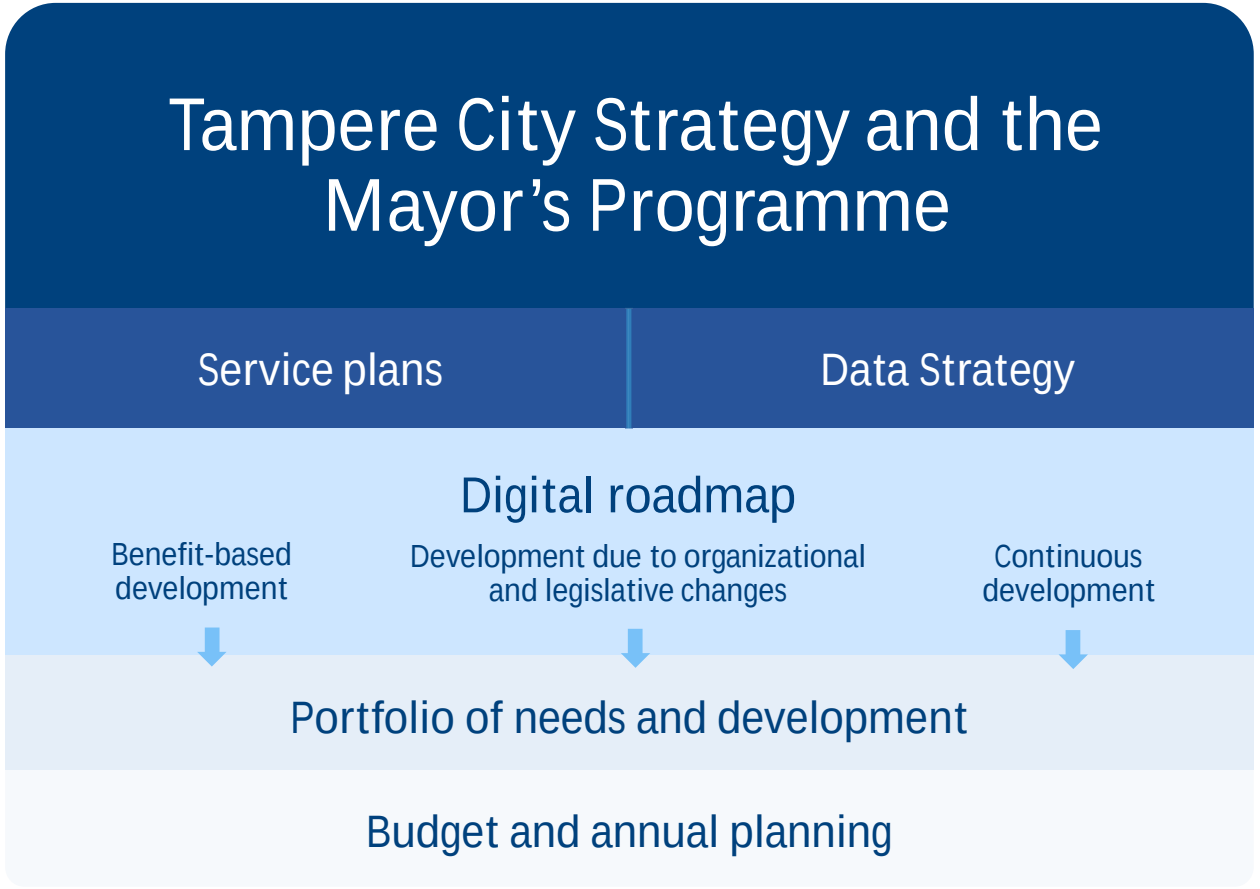
1. Overview of the Digital roadmap

Digital roadmap as part of city development



Tampere City Strategy and the Mayor’s Programme set out a common long-term strategic vision and development direction for the city.

Service plans and Data Strategy guide the work of the Council. The service plans set out priorities for action and targets in different areas. The data strategy sets out the objectives for the use of data.

The Digital roadmap is an annually updated document that covers the city's digital development plans for the next four years.

The needs and development portfolio manages information on projects and small developments.

The budget and annual plans prioritise annual development priorities and secure resources.

Categorisation of digital development

Digital roadmap

Benefit-Based Development

Improving operations through digitalisation, based on service plan actions

An annually updated utility development plan, consisting of a set of selected development themes. Development themes are based on a set of objectives and measures defined in the service plans. As larger sets of needs and projects become ongoing activities and small-scale developments, the development focus shifts to ongoing digital development.

Continuous Development

Maintaining service levels, optimising the ICT environment, continuous improvement and ensuring continuity

Digital Development Due to Organizational and Legislative Changes

ICT development resulting from organisational changes or required by legislation, for example.

Overview of the Digital Roadmap 2025-2028

The indicative budget for digital development and ICT development under the economic plan is around €48 million. After a multi-stage preparation process, the city council decides each year on the city budget and, as part of it, on the budget for digital development.

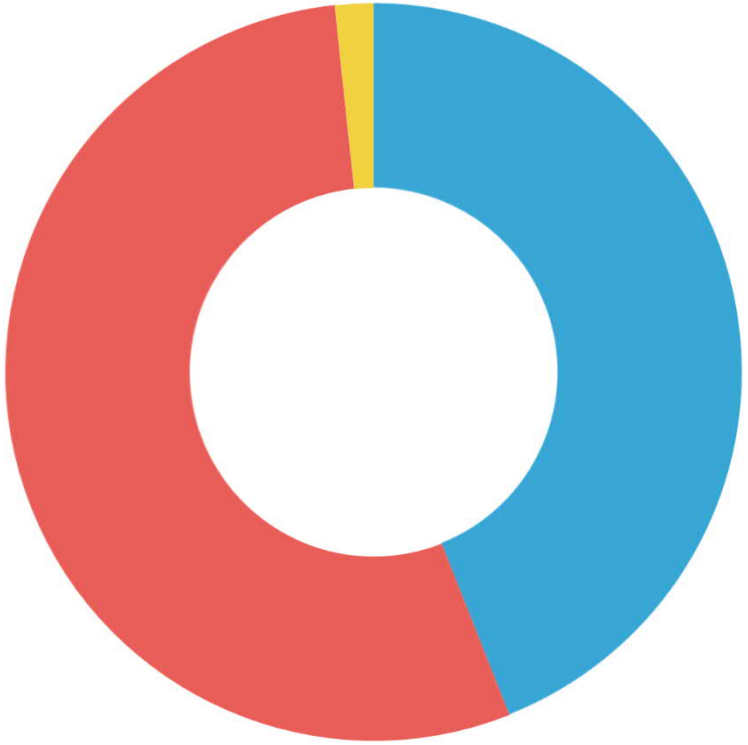
€21 million will be spent on benefits-based digital development

i.e. new ICT solutions that will help the city improve its services and develop its operations. The themes for benefit-based digital development emerge from the service plans.

€26 million earmarked for continuous digital development

i.e. improving the existing ICT environment, maintaining service levels and ensuring continuity.

€1 million for digital development due to organisational and legislative changes



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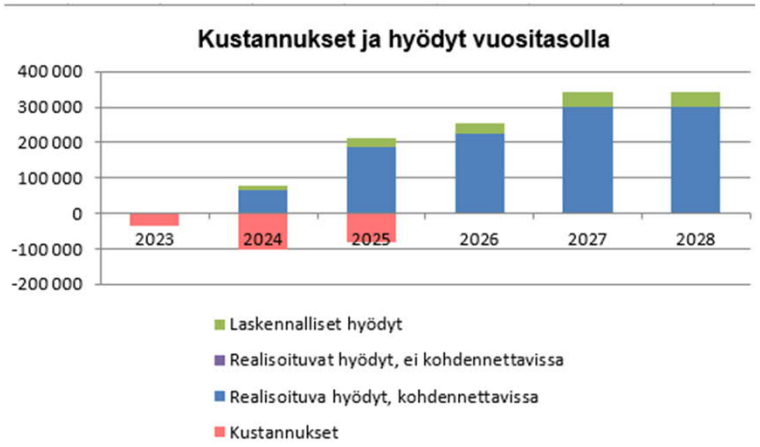
2. Overview and Roadmap of Benefit-Based Development

Benefit-Based Development

- The starting point for benefit-based digital development is the benefits of change
- At the top level, the benefit is divided into productivity and effectiveness. Both are important
- At the moment, the City of Tampere places special emphasis on productivity, without forgetting effectiveness
- It should also be noted that productivity and effectiveness can be promoted simultaneously
- In the case of benefit-based digital development, the relationship between expected benefits and the inputs required for change is crucial
- In autumn 2023, the City of Tampere has adopted an operating model in which all ICT project proposals with a budget of more than EUR 200,000 must be subject to a benefit assessment, on the basis of which the development service area-specific management teams assess the progress of the project to both the planning and implementation phases
- There are high expectations for benefit-based digital development and plenty of appropriations available if the expected benefits are positive



Diagrams are examples of a benefit estimate for a project proposal

Classification of development needs

Benefit-based digital development

Productivity

Creating the conditions for improving productivity

Actual productivity improvement

= Improving the output/input ratio

- Add output
  - Employee competence development
  - Reducing process lead time
- Managing investments (i.e. improving operational efficiency)
  - Optimising/reducing resource requirements
  - Reducing disruptive demand
  - Reducing process lead time

Effectiveness

= "The overall change in the ultimate objective of the activity as a result of the activity"

- Quality improvement
- Improve accessibility
- Creating new options/opportunities

Customer experience

Employee experience

Preparedness and prevention

Overview of benefit-based digital development themes

Education and Culture Themes

- Digitalisation and automation of early childhood education processes
- Digital competence and new technologies in early childhood education and pre-primary education
- Digital skills and new technologies in basic education
- Digital services for culture, sports and youth services
- Increasing physical activity among residents
- Support for inclusion and community activities
- Virtual Experience Services
- Digital solutions for event development
- Digital ecosystem for education
- Knowledge management on the path of growth and learning

Economic Development Themes

- Development of digital guidance and training services for upper secondary education
- Promoting service ecosystems – growth services
- Employment services: information capital for productivity
- Promoting service ecosystems – international skills services
- A safe city of pedestrians
- Promoting safety in educational institutions
- Developing land use information management and processes

Urban Environment Themes

- Sustainable, safe and functional urban mobility
- Development of public transport payment and information systems
- Infrastructure asset management, development of urban IOT and urban information model
- Recipes for sustainable urbanization

Citywide themes common to the service areas

- Supporting the development of digital services
- Digitalization of human resource management
- Electronic archive integrations and automation
- Digital security
- Utilising customer data to develop automated and predictive services
- Digitalisation of procurement
- Automation, integrations and robotics
- Metaverse
- Digital development of financial processes
- Citywide document management
- Data analytics and AI

Education and Culture Services

Drivers of digitalisation – early childhood education and preprimary education

- Changes in the operating environment
  - The number of children is growing in Tampere
    - Tämä näkyy erityisesti monikielisten lasten määrän osuuden kasvussa
  - Diversification of children's support needs
  - Realisation of equality in digital services brings challenges – poverty among families with children has increased
  - Increasing the equipment base and equality in different areas of early childhood education and preschool education
    - Number of equipment numbers of personnel is a challenge (especially the number of phones)
  - Improving staff skills
    - Challenges posed by technological change
  - Two-year pre-primary education may enter into force within three years
    - Creates demands on systems, facilities and possibly school paths
  - The safety issues of the units will be further emphasized
- Priorities for operational renewal (service plan)
  - Developing processes using digitalization
  - Knowledge management
  - Competence development

Drivers of digitalisation – basic education

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- Changes in the operating environment
- The continuation of the DigiOne project will be reviewed, and if the development of DigiOne continues, the estimated implementation of the pilot school for basic education would be during 2025
- Growth in the number of children continues moderately, but groupings become more diverse
  - Multilingual, special and preparatory groups
- Personal equipment purchases for basic education
  - From 2024 to 2028, all 6th-9th graders will have a personal device
  - The number of teachers' devices will be increased – in autumn 2026, everyone will have a personal device
- The operating environment is becoming more digital
  - Staff and pupil competence development
  - Utilising the pioneering school concept of digitalisation (Ahvenisjärvi School)
  - Regional harmonisation of application usage patterns
- The safety issues of the units will be further emphasized
- Priorities for operational renewal (service plan)
  - Developing processes using digitalization
  - Knowledge management
  - Competence development

Drivers of digitalisation – Culture, Sports and Youth Services

- Changes in the operating environment
  - Growing customer expectations, growing customer numbers
- Priorities for operational renewal (service plan)
  - Improving customer experience, developing service quality and content, streamlining work
  - Most of the processes of cultural, sports and youth services are digital (e.g. book lending, facility reservation management)
  - About 20 digital systems in the ICT management portfolio
  - There is still work to be done in the digitalisation of customer-oriented service channels (Planned e.g. Unification of group bookings and transaction bookings as a whole, digital customer-specific development of marketing and sales services and finalisation of the assistance system.)
  - The development of a customer-oriented reservation system should continue.
  - Each year, cultural services reach approximately 4 million customers in physical services and about 1 million customers digitally (e.g. streamed concerts, e-materials).
  - New technologies and growing customer expectations enable and require the development of new experience services. New services can be developed around augmented reality solutions.

Digital development themes for Education and Culture

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Digital Roadmap theme	Service plan measure set	Brief description of the theme	Duration
DIGITALISATION AND AUTOMATION OF EARLY CHILDHOOD EDUCATION AND PRESCHOOL PROCESSES	Process development utilizing digitalization, knowledge-based management	eVaka's customer processes and ERP systems are being developed. The city is involved in creating a national digital service platform and building an education ecosystem around it.	2025–2028
DIGITAL ECOSYSTEM FOR EDUCATION(SIPA)*	Process development utilizing digitalization, knowledge-based management	Basic education customer processes and ERP systems will be developed. Digitalising processes and developing knowledge management and the utilisation of data warehouses.	2025–2028
DIGITAL COMPETENCE AND NEW TECHNOLOGIES IN EARLY CHILDHOOD EDUCATION AND PRESCHOOL EDUCATION	Process development utilizing digitalization, knowledge management, competence development	The increase in digitalization and the number of personal devices creates a need to increase the digital competence of staff and students. A training model must be created for this need to increase the competence of the personnel. At the same time, new immersive technologies and artificial intelligence are becoming commonplace.	2025–2028
DIGITAL SKILLS AND NEW TECHNOLOGIES IN BASIC EDUCATION	Process development utilizing digitalization, knowledge management, competence development	Establishing a comprehensive digital skills training model. Defining training levels and the requirement for minimum levels, training provision and enrolment, needs mapping and channels for enrolment and training. More extensive use of external partnerships. Experimenting with the use of AI in basic education.	2025–2028
DIGITAL SOLUTIONS FOR DEVELOPING EVENT OPERATIONS**	Creative and innovative The most attractive city in the Nordic countries	The solutions support the development of an attractive city.	2022–2025
DIGITAL SERVICES FOR CULTURE, SPORTS AND YOUTH SERVICES	Process development using digitalization	New service channels and forms increase the accessibility and quality of services. Better data and asset management makes more efficient use of resources.	2024–2027
VIRTUAL EXPERIENCE SERVICES***	Development of service quality and content	Developing innovative ways to make cultural and artistic content available to citizens using the latest technologies.	2024–2027
KNOWLEDGE MANAGEMENT ON THE PATH OF GROWTH AND LEARNING***	Process development utilizing digitalization, knowledge management, competence development	Making data and quality analysed information available to services and management, from early childhood education to employment services, to prevent segregation. Developing a people-centred, continuous process of action based on up-to-date information on the phenomena to be identified, the effectiveness of the phenomena and anticipation.	2024–2025
INCREASING PHYSICAL ACIVITY AMONG RESIDENTS	Everyone's opportunity for hobbies and experiences	The aim is to make it easier to start exercising and access sports services.	2024–2028
SUPPORT FOR INCLUSION AND COMMUNITY ACTIVITIES	Strengthening inclusion	We will create a uniform and systematic model for the digital development of participatory activities.	2024–2028

*) Shared theme with Economic Development
**) Shared theme with Economic Development, descrition in Ec. Dev.
***) Shared theme with Economic Development

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Economic Development, Competence and Real Estate Services

Drivers of digitalisation – Tredu

- Changes in the operating environment
  - Increasing demands on access control and security
  - Independence of time and/or place in teaching
    - Enrichment tools
    - Diverse learners
    - Individual learning paths
  - Increasing wireless network capacity to meet needs – Infrastructure supporting digital development
  - Digitalization of guidance services – guidance and customer service (24/7)
  - Small competence entities and their management (micro credentials)
  - Versatile use of facilities (reservation of facilities, registration of attendance)
- Priorities for operational renewal (service plan)
  - Future competence needs and promotion of matching
  - Providing predictive and automated services using data and artificial intelligence
  - Learning environments of the future
  - Developing customer experience and services through knowledge-based management

Drivers of digitalisation – upper secondary education

- Changes in the operating environment
  - Growth in the number of upper secondary school students
    - Bring demands to high school facilities
    - Opportunities for hybrid teaching will be enhanced
    - New technologies, virtual learning environments
  - Bilingual general upper secondary education to begin in 2025
  - New unit for Sporttikampus – new ways of thinking for the new unit
  - Increasing wireless network capacity to meet needs – Infrastructure supporting digital development
  - Increasing demands on access control and security
  - Independence of time and/or place in teaching
    - Enrichment tools
    - Diverse learners
    - Individual learning paths
  - Increasing need for learning support - digital solutions
  - Digitalization of guidance services – guidance and customer service (24/7)
  - Versatile use of facilities (reservation of facilities, registration of attendance)
- Priorities for operational renewal (service plan)
  - Future competence needs and promotion of matching
  - Providing predictive and automated services using data and artificial intelligence
  - Learning environments of the future
  - Developing customer experience and services through knowledge-based management

Drivers of digitalisation – recruitment and matching

- Changes in the operating environment
  - The transfer of responsibility for organising employment services (TE24) to municipalities will significantly change the operating environment. Wide-ranging effects e.g. ICT service management and development.
  - Carrying out statutory official duties links national and regional-local ICT development together with regard to ICT solutions that complement legal obligations and national information systems.
  - Decision-making on ICT development priorities and funding is subordinate to the institution of the employment area (Employment Section), with the exception of Tampere's own digital development.
- Priorities for operational renewal (service plan)
  - Future competence needs and promotion of matching
  - Providing predictive and automated services using data and artificial intelligence
  - Developing customer experience and services through knowledge-based management

Drivers of digitalisation – international skills services

- Changes in the operating environment
  - The population growth in Tampere relies increasingly on immigration.
  - The transfer of responsibility for organising employment services (TE24) to municipalities will have an impact on ICT service management and development.
- Priorities for operational renewal (service plan)
  - Promoting the integration and settling of immigrants.
  - Promoting matching between immigrants and employers.
  - Providing predictive and automated services using data and artificial intelligence.
  - Developing customer experience and services through knowledge management.

Drivers of digitalisation– Growth services

Changes in the operating environment

- Prepare the TE2024 service model and prepare for organizational responsibility. Influences, for example, the organization of services for a new entrepreneur.
- Digitalisation and the use of artificial intelligence solutions will become part of business and entrepreneurship services

Priorities for operational renewal (service plan)

- Development of business and entrepreneurship services
- Services for businesses from data: Proactive and targeted services available on a company-specific basis
- Boosting the framework conditions for start-ups
- Strengthening business ecosystems
- Promoting the data economy
- Developing customer experience and services through knowledge-based management

Digital development themes for Economic Development, Competence and Real Estate Services

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Digital Roadmap theme	Service plan measure set	Brief description of the theme	Duration
DEVELOPMENT OF LAND USE INFORMATION MANAGEMENT AND PROCESSES**	Renewing operations and service processes: digitalization of land use processes and development of PALM processes and tools for decision-making	The development of land use processes and information management plays an important role in a changing urban environment and in the context of changes in building and land use legislation. Planning and construction project management, ERP and data management and use will be priorities for development.	2022–2028
DIGITAL ECOSYSTEM FOR EDUCATION*	Learning environments of the future, Equal study opportunities and education leading to employment, Future competence needs and promotion of matching, Provision of proactive and automated services	Ecosystem development responds to changes in the environment. Education must respond to and anticipate the needs of working life. Tredu and upper secondary schools will promote digitalisation in a holistic way by developing a common vision. Secondary education is at the forefront of the adoption and use of new technologies. Strengthening the skills of staff, empowering students for the future and changing the culture of learning management.	2025–2028
DEVELOPMENT OF DIGITAL GUIDANCE AND TRAINING SERVICES FOR UPPER SECONDARY EDUCATION	Learning environments of the future, Equal study opportunities and education leading to employment, Future competence needs and promotion of matching, Provision of proactive and automated services	Students increasingly need a wide range of options to complete their studies, and teaching and using digital skills is an important part of citizenship skills. Strengthen attractiveness, create smart technology and sustainable lifestyles. Improving the overall design of education and training provision, from application to employment or further study, and enabling more flexible and personalised learning pathways. The diversity of training provision will respond to the changing training needs and challenges of the world of work. This requires the development of staff digital skills.	2025–2028
DIGITAL SOLUTIONS FOR THE DEVELOPMENT OF EVENT OPERATIONS	The Creative and Innovative > the most attractive city in the Nordic countries	The solutions support the development of an attractive city	2024–2027
PROMOTION OF SERVICE ECOSYSTEMS GROWTH SERVICES	Creating a one-stop customer service experience using data and artificial intelligence. Key entities include the contents of the company section of the Tampere.Finland application and intelligent service management.	Boosting vitality through proactive and targeted business services	2022–2025
EMPLOYMENT SERVICES: INFORMATION CAPITAL FOR PRODUCTIVITY	Developing customer experience and services through knowledge-based management	Utilizes efficient and productive data and digital infrastructure as well as future digital platform solutions	2024–2027
PROMOTION OF SERVICE ECOSYSTEMS SERVICES FOR INTERNATIONAL EXPERTISE	Improved use of the Koto-CSM customer information system and managed migration to the national Koto-digi system during 2026. Improving the digital customer experience of CT services by building a customer portal and further developing the TAM chatbot. Developing indicators and a set of indicators for comprehensive integration.	Improves knowledge management and the efficiency and effectiveness of customer service.	2024–2027
A SAFE CITY OF PEDESTRIANS	Utilising digital twins and the IoT platform as part of design, modelling and co-creation.	The need for process development and system support is acute, especially in design and construction project management, ERP. Old systems being phased out (e.g. tilta)	2022–2027
PROMOTING SAFETY IN EDUCATIONAL INSTITUTIONS	Increasing the sense of security in educational institutions and learning environments.	Strengthening security in educational institutions, multi-purpose campuses. Increasing the sense of security in educational institutions and learning environments. Safety expertise.	2025–2028

*) Common theme with Education, both with their own theme descriptions
**) The common theme is with Urban Environment, described in UE

Urban Environment and Infrastructure Services

Drivers of digitalisation – Urban Environment and Infrastructure Services

Changes in the operating environment

- Several changes in legislation on the built environment, such as the National Built Environment Information System (BES) project, will require a change of approach and extensive system development by 2029. The scope of these changes will become more precise as both the legislative changes and the development projects progress. Land use application services will be developed as a whole to ensure that cost-effective solutions can be developed for future use.
- As the city grows, technological developments will enable the environment to evolve towards smarter mobility and housing. Robotisation and artificial intelligence will challenge existing ways of working, require new skills and create new opportunities to deliver existing services more efficiently.
- The green transition requires new digital solutions, both for the implementation of the transition and for monitoring its progress.

Priorities for operational renewal (service plan)

- Harmonizing and enhancing operating models through ongoing ERP and project management development projects.
- The data produced through the IoT platform can be used to create even better situational awareness and predictability, through which resident satisfaction is improved, among other things.
- Investing in a customer experience that exceeds expectations. More efficient use of digital and artificial intelligence solutions as part of the customer experience.
- Enabling and managing sustainable growth.
- Development and implementation of the city information model

Digital development themes for Urban Environment

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Digital Roadmap theme	Service plan measure set	Brief description of the theme	Duration
DEVELOPMENT OF LAND USE INFORMATION MANAGEMENT AND PROCESSES*	Renewing operations and service processes: digitalizing land use processes and developing PALM processes and tools for decision-making.	The development of land use processes and information management plays an important role in a changing urban environment and in the context of changes in building and land use legislation. Planning and construction project management, ERP and data management and use will be priorities for development.	2022–2028
SUSTAINABLE, SAFE AND FUNCTIONAL URBAN MOBILITY	Promoting a sustainable transport system and mobility services	A smart and sustainable mobility service chain that meets the needs of a growing city.	2023–2028
DEVELOPMENT OF PUBLIC TRANSPORT PAYMENT AND INFORMATION SYSTEMS	Promoting a sustainable transport system and mobility services; incl. Development of the public transport system	Improving the digital customer experience of public transport, for example by developing a payment and information system and intermodal parking.	2022–2027
INFRASTRUCTURE ASSET MANAGEMENT, DEVELOPMENT OF URBAN IOT AND URBAN INFORMATION MODEL	Leading the way in smart urban development and improving productivity	The city information model enables new automated services and the management of the repair backlog of infrastructure assets. The entity will be developed in such a way that it forms a key foundation for smart city development.	2023–2028
RECIPES FOR SUSTAINABLE URBANIZATION	Carbon-neutral actions, pioneering the future	Utilising sustainability data and new technologies (e.g. AI) to promote the carbon neutrality target and improve the state of biodiversity.	2024–2028

Citywide themes

Drivers of digitalisation at the city level

Changes in the operating environment

- Transfer of TE services to the city / employment area
- The beginning of the era of artificial intelligence challenges operating methods and personnel competence and opens up new areas for digitalisation
- Changes in the security environment
- Financial and HR system reforms
- The outlook for local government finances is weakening, and alongside productivity, work load management and well-being at work must be ensured, supported by digitalisation
- Customer and personnel expectations and legal requirements for digital services are growing
- Deepening regional cooperation

Toiminnan uudistamisen painopisteet (palvelusuunnitelma)

- Supporting the development of digital services
- Increasing productivity by leveraging digitalisation
- Development of automated and predictive services
- Digital security

Citywide themes (city portfolio)
Development package for digital services

Central Administration – Themes of digital services

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Digital Roadmap theme	Service plan measure set	Brief description of the theme	Duration
SUPPORTING THE DEVELOPMENT OF DIGITAL SERVICES	Supporting the exploitation of digitalisation	Consistent and smooth experience in different service channels (customer experience) The customer's view of the progress of their own case New digital services Customer-oriented management and development of the overall picture of digital services Eliminating manual work in service processes (employee experience), taking the internal customer into account	2022–
UTILIZATION OF CUSTOMER DATA TO DEVELOP AUTOMATED AND PREDICTIVE SERVICES	Development of automated and predictive services and data utilisation	Improves customer understanding of different actors and helps develop more effective services Improves customer experience Streamlines customer relationship management processes (internal) Enhance service guidance and service availability for municipal residents Development of the collection and processing of municipal data	2022–

Citywide themes (city portfolio)
Renewing operations and service processes

Central Administration – Renewal of operations and service processes

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Digital Roadmap theme	Service plan measure set	Brief description of the theme	Duration
DIGITALISATION OF PROCUREMENT	Strengthening the effectiveness and innovativeness of procurement.	A large number of contracts and suppliers is impossible to manage efficiently without digitalisation. In general, the renewal of procurement requires digitalisation and changes in financial systems, for example. Streamlining procurement processes by utilizing artificial intelligence. Development of contract management as a whole.	2022–2025
DIGITALISATION OF HUMAN RESOURCE MANAGEMENT	Renewing operations and service processes	The aim is to build a unified HR system enterprise architecture that meets the needs of the organisation, to digitalise and streamline HR processes and to develop the existing system entity. In addition, real-time knowledge-based management with HR data in the organization and predictive analytics will be improved.	2022–2027
DIGITAL DEVELOPMENT OF FINANCIAL PROCESSES	Renewing operations and service processes	In financial processes, digital development will improve productivity management, increase automation in reporting and planning. The number of SAP connections has a wide impact on non-financial systems and processes.	2024–2029
ELECTRONIC ARCHIVE INTEGRATIONS AND AUTOMATION*	Renewing operations and service processes	With automation, manual archiving work can be minimized. At the same time, data can be collected in one place and the archiving obligation can be secured.	2024–
CITYWIDE DOCUMENT MANAGEMENT	Renewing operations and service processes	Review and consideration of information lifecycle management processes in system acquisitions. Defining the process of integration and transfer of information between systems and repository management. Timely/automated destruction of data. Electronic signature and approval of documents.	2024–
METAVERSE	Renewing operations and service processes	Combining virtual and physical cities with the development of technologies (e.g. artificial intelligence, digital twin) offers opportunities to offer new digital services and increase the experiential nature of events.	2024–

Citywide themes (city portfolio)
Building an enabling knowledge and technology base

Central Administration – Building an enabling technology base

Digital Roadmap theme	Service plan measure set	Brief description of the theme	Duration
AUTOMATION, INTEGRATIONS AND ROBOTICS	Streamlining administration and improving customer experience	Streamlining administration by reducing manual work Improving the quality of services Improving the customer's user experience and facilitating access to information	2022–2028
DATA ANALYTICS AND AI	Development of automated and predictive services and utilisation of information	Enables automated and predictive services Streamlining administration with AI Knowledge management development / dashboard view (finance, HR, operations, decision-making, outsourced services)	2022–2028
DIGITAL SECURITY	Improving digital security	Ensuring continuity	2022–2028

3. Continuous Digital Development

Continuous digital development

- Continuous digital development contributes to ensuring the serviceability, cost-effectiveness and reliability of the existing ICT environment
- Continuous digital development has a strong focus on small-scale development, but also includes large-scale projects such as the tendering and deployment of basic IT every 7 years or so
- Small-scale development is carried out by ICT Service Managers (each service has an ICT Service Manager), together with the ICT Service Coordination Group
  - The ICT service coordination group includes users of the ICT solutions included in the ICT service

4. Digital Development Due to Organizational and Legislative Changes

Digital development due to organizational and legislative changes

- Development resulting from organisational and legislative changes ensures that:
  - The ICT operating environment enables the implementation of organisational change and, in particular, supports the operations of the renewed organisation in the best possible way
  - The ICT operating environment ensures and enables operations in accordance with the revised legislation at least within the prescribed time
- In recent years, several corporatisations and the formation of a wellbeing services county have been carried out in the development category due to organisational and legislative changes
  - The next major project, which is already underway, is the transfer of employment services to municipalities
  - There are new projects in this category quite regularly, so there is plenty to do in this category as well

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Picture: Visit Tampere / Laura Vanzo

Tampere – the City of Action