



Turku's Growth Story towards the 2040s

City Strategy



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Turku's Growth Story towards the 2040s – City Strategy

City of Turku publication 2026

Foreword

Now is the time to be bold and grow!

Turku is growing and changing rapidly. We want to build a city where life feels good and where growth translates into wellbeing across Turku. That is why we need a shared direction on our journey towards the 2040s. This City Strategy sets out the kind of Turku we want to build and the choices we are committed to making.

Growth is not an end in itself. It is a means of building a better Turku. We want to grow in a way that supports the wellbeing of children and young people and gives everyone the opportunity to enjoy a good everyday life. A good city feels like home and supports people in their daily lives.

Vitality is the foundation of our development. A strong economy, jobs, expertise and entrepreneurship enable high-quality services and sustainable investments. At the same time, thriving residents, well-functioning residential areas and a vibrant urban culture strengthen the city's attractiveness. In Turku, the economy, wellbeing and sustainability go hand in hand.

Growth requires responsibility and the ability to make choices. We cannot do everything at once. That is why we ensure that growth is managed and sustainable in ecological, social and economic terms. We pay particular attention to the cohesion of residential areas, the prevention of segregation, expertise and the carrying capacity of nature and the climate. The decisions we make now will have an impact far into the future.

Turku has always looked ahead and evolved with the times. The approaching 800th anniversary invites us to continue this work. Turku's Growth Story is an invitation to build the city together. To build a city that evokes emotions, cares for people and the environment, and is a good place to live now and in the future. A city that makes you smile.

Piia Elo
Mayor



Turku today and in the future

Turku's Growth Story is the story of Turku's journey towards the 2040s. It is a City Strategy that sets out the city's vision, objectives and values. Growth is a shared journey. That is why we call the City Strategy Turku's Growth Story.

Turku, Finland's oldest and first city, has grown throughout its history. In 2029, the city will celebrate its 800th anniversary. Today, Turku is a city of 210,000 residents, where the past, present and future coexist.

By most key indicators, Turku and the Turku region rank among the leading cities and regions. Turku's strengths are its history, culture, education and learning, bilingualism, the sea, climate and nature work, international outlook and strong identity.

Studies also show that the majority of Turku residents are doing well. Most are satisfied with their lives and their residential area. Cultural and sports services, in particular, receive positive feedback.

Turku is also a place that evokes emotions. Today, a place does not truly exist unless it evokes emotions. Turku's superpowers are Turku itself and being from Turku.

Turku residents describe their home city as beautiful, growing, historic, cosy, pleasant, vibrant, compact and welcoming. Every one of these words is a declaration of love for Turku.

Turku is growing, becoming more international and increasingly multilingual at a record pace. Turku attracts people from Finland and around the world. People do not end up in Turku – they want to come here.

Every new and long-standing Turku resident is part of Turku's Growth Story.

A successful city needs both hard and soft power. Growing population and service needs require both "hard and soft" investments now and in the future.

Hard investments relate to urban development, land use, transport and mobility. Soft investments support the smooth running of Turku residents' daily lives and everyday services, such as education and learning, day-care centres, sports facilities, employment services, culture, libraries and events. Sustainability criteria are applied to investments.

Turku's growth opens up new opportunities, but it also brings new kinds of challenges for residents, nature and the economy. In the short term, growth increases financial pressures and indebtedness. This, too, is characteristic of a growing city.

The year 2029 will mark Turku's 800th anniversary. The anniversary year will highlight Turku's position as a pioneer in culture, education, learning and sustainable development.



By 2040, Turku will be known as a pioneer in sustainable development and one of the world's leading cities in climate and nature action, having achieved its ambitious climate and sustainability targets.

By 2040, Turku will be a more regionally and socially cohesive city than it is today, with smaller differences between residential areas and wellbeing distributed more evenly across the city. In Finnish urban policy, the city will be recognised as a good example of a large city that has successfully reduced harmful residential segregation through collaborative efforts.

According to different scenarios, Turku's population is expected to grow by several tens of thousands and the number of jobs by approximately 20,000 by the 2040s.

Turku is itself a driver of growth, while also forming part of Finland's growth corridor. It is a key hub in Western Finland and, of all Finnish cities, reaches furthest towards the West as a gateway. The Swedish language and connections with Sweden and the rest of

Northern Europe are among the keys to this gateway.

Turku's operating environment is changing rapidly and, in part, unpredictably. By 2040, Turku must prepare for, among other things, growing population and service needs, increasing diversity, risks of segregation, rapid changes in working life and skills needs, intensifying competition for talent and investment, and the impacts of climate change and the deterioration of the natural environment on the urban structure and everyday life.

As its operating environment changes, Turku must be a city that makes conscious choices rather than merely reacting to change. Turku's future success will depend on whether the city succeeds in translating growth, wellbeing and sustainability into practical action. Changes in geopolitics and geoeconomics further emphasise the importance of preparedness and comprehensive security in everything the city does.

Turku's vision

800 years ahead

Turku's story is a story of growth, respect and sustainability.

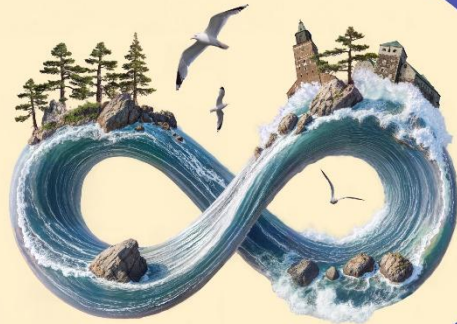


Turku's strategic priorities on the journey towards 2040

The central theme of the Strategy is enabling growth while managing it. The priorities of Turku's Growth Story guide the city's development towards 2040. Managed growth, community sustainability, a good urban life, and leadership in climate and nature reinforce one another. The city's vitality, attractiveness, economy, wellbeing and sustainable development go hand in hand. Turku wants to

safeguard high-quality services and a good everyday life while caring for people and the environment, enabling the city to continue growing sustainably in the future. Turku aims to succeed particularly in reducing segregation and its impacts, reconciling population growth with climate, nature and economic development, and promoting residents' wellbeing by safeguarding basic services.

 
**800
years
ahead**



**Turku's story
is a story of
growth,
respect and
sustainability.**

Community

We evolve and succeed together.

Responsibility

We share responsibility as equals.

Resident focus

We work for Turku residents.

Managed growth



Community sustainability



Good urban life



Leading through nature



1. Managed growth

- Sustainable finances and active ownership policy
- Enabling and managing growth
- Higher education cooperation
- Marketing and visibility
- Culture as a driver of vitality
- Internationality
- Regional cooperation

2. Community sustainability

- Services for children and young people
- Regional and social cohesion
- Sports and cultural services as a means of promoting wellbeing
- Promoting integration
- Safety

3. Good urban life

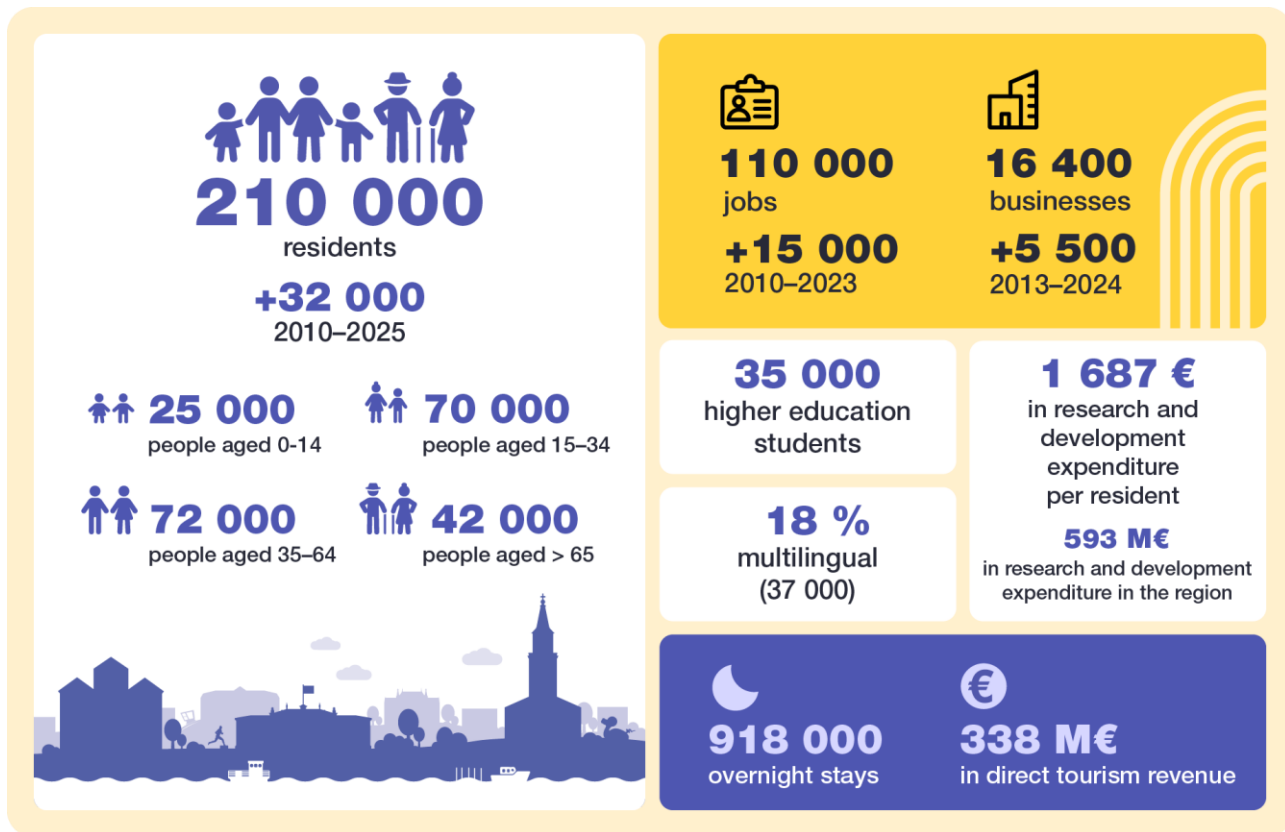
- Urban development
- Housing and housing policy
- Development of residential areas and the city centre
- Smooth mobility
- Transport connections

4. Leading through nature

- Leadership in climate and nature action
- Climate plan
- Resource-wise circular economy
- Nature positivity
- Sustainable mobility
- Sustainable construction
- Protection of the archipelago and the Baltic Sea

1. Managed growth

Where are we now?



Where are we heading during the 2025–2040 strategy period?

Turku has moved from a period of slow and steady growth to a period of rapid growth associated with urbanisation. Growth is comprehensive and extends across many areas. Growth is not just about numbers; it is a direction that is visible in and affects the everyday lives of Turku residents. Growth creates a new, vibrant, diverse and changing city around it. The logic of growth is that people, expertise, higher education institutions and businesses attract more people, jobs and expertise. Growth is managed, guided and led using data.

Strong municipal finances are a prerequisite for the city to be able to invest in

services, make the investments necessary for urban development and keep residents' tax burden at a reasonable level.

Turku invests in a sustainable future. Investment priorities and overall levels are determined through investment programmes and annual financial planning and management. Urban development is realised through investments, which respond to the city's growth, vitality and changing service needs. As is characteristic of investments, the financial burden comes first, while the positive impacts materialise later. Turku's revenue base is strengthened by improving the city's vitality, particularly by promoting business and job growth and attracting businesses to the city.

Decisions take into account Turku's future competitiveness and the need to encourage work, skills development, innovation and entrepreneurship.

Turku pursues an active ownership policy that supports the city's finances and vitality and increases the value of its holdings.

The need for services and investments is growing, but central government transfers are not increasing at the same rate. Operational and financial objectives are set so as to safeguard balanced city finances and sustainable levels of debt and liabilities over the medium term. Balanced finances are achieved through budgets, the long-term financial plan and investment programmes. Sustainable finances require the ability to make choices and set priorities.

Turku supports the conditions for growth and prepares for future growth while actively managing it.

We invest in a good life for Turku residents, a smoothly functioning everyday life and good relations between population groups. Growth requires proactive preparation, particularly for population growth driven by immigration and an ageing population. At the same time, we ensure investment in pleasant living environments and the quality of housing. Economic and population growth alone do not define the city's success; we also take the wider impacts of growth into account. We aim to create a positive cycle of growth in which changes reinforce one another.

Together with key partners, we enable growth in jobs, businesses, investment, research and development expenditure, and tourism. By 2040, Turku aims for growth of at least 30,000 residents, 15,000 jobs, 6,500 businesses and 500 startups and growth companies. The targets also include increasing research and development expenditure to EUR 800 million, strengthening the retention of higher education graduates and doubling tourism revenue. We invest in promoting employment and reducing

structural unemployment in cooperation with the employment area.

We attract investment and growing companies and promote the creation and growth of new businesses in cooperation with key partners. We support businesses in locating in Turku by providing plots and business premises and through planning, plot allocation and permitting. We ensure that education and skills development meet the needs of Turku's industries and growth sectors, such as the maritime and pharmaceutical industries. We harness sustainability-related business and investment opportunities, as well as green transition and blue economy solutions, to attract investment and businesses. **Measures to enable growth, promote employment and attract investment and businesses will be defined in detail in the Growth and Vitality Programme currently under preparation.**

Turku is a respected university city with a long tradition. All our higher education institutions operate internationally. We support their attractiveness, cooperation and international networks. We ensure that Turku remains among the three most popular student cities and develop student life and campus areas. We deepen cooperation particularly to strengthen the attraction and retention of talent and research, development and innovation activities. We invest in strengthening the retention of international talent in cooperation with higher education institutions and other stakeholders. We recognise the importance of the Swedish-language university in Turku and the Swedish-language study pathway for the city's ability to attract and retain talent.

Culture strengthens Turku's vitality and is a key competitive factor. Opportunities for culture are expanded throughout the city, not just in the city centre. The creative industries are a significant source of employment and strengthen the identity of different areas. Cultural life, the arts community, sports clubs and recreational organisations are a major

resource for the city. Turku strengthens its position as an attractive bilingual city of culture and leverages this in its marketing and efforts to increase visibility both nationally and internationally.

Internationality is a key part of Turku's Growth Story. For us, internationality is not a separate matter; it permeates everything we do and is part of our identity. An international mindset helps us better understand future trends. We position ourselves as a bilingual Northern European city of culture, climate and nature. Turku's most important international arenas are the Nordic countries, the Baltic Sea region and Europe. We invest in

tourism growth, major events and cooperation with tourism and restaurant-sector operators. We leverage Turku's 800th anniversary year in marketing and place branding and in strengthening the city's visibility.

Turku and the Turku region succeed together. We strengthen cooperation with municipalities in the city region and seek joint solutions for developing a sustainable and equitable urban structure. Shared objectives are defined in the regional strategy and MAL planning. The aim is for the Turku city region to rank among the three most competitive city regions by key indicators in 2040.

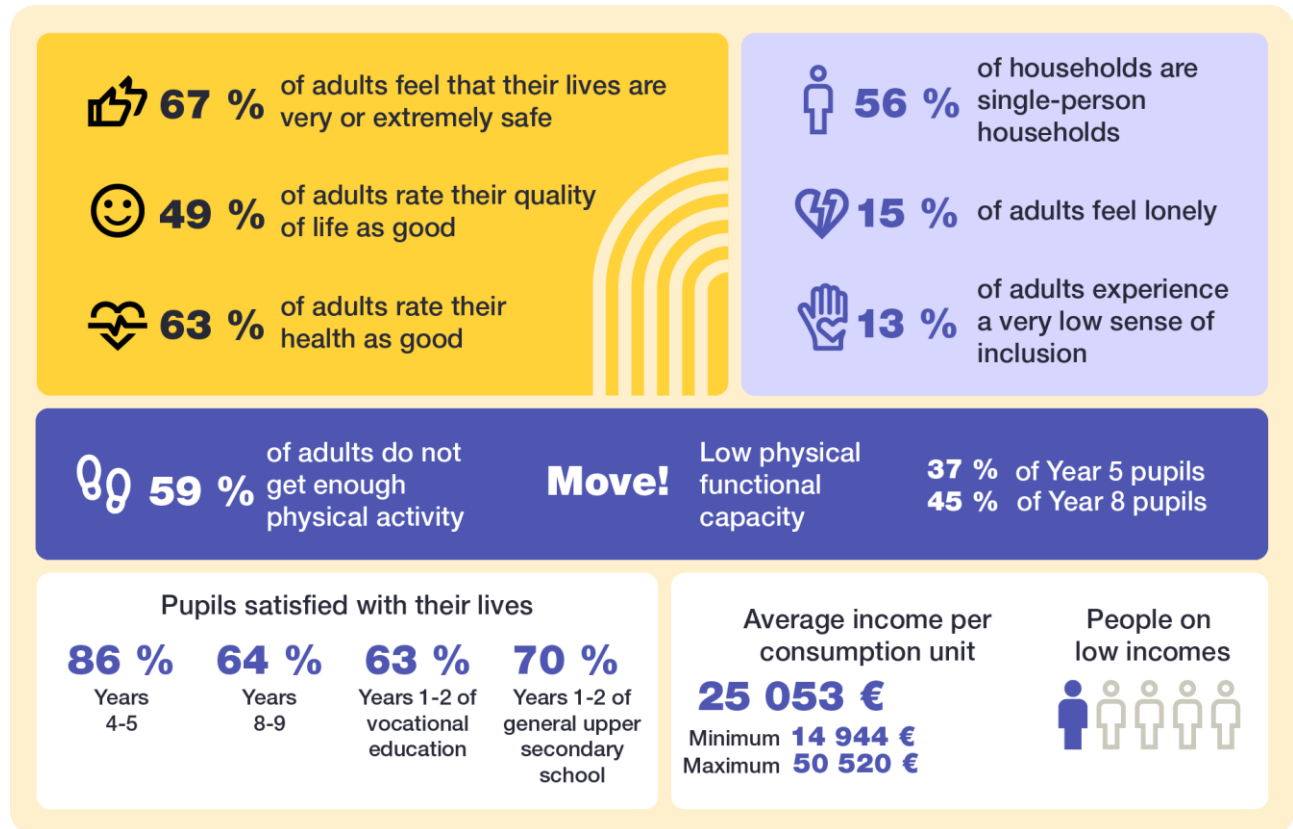
Strategic impact objectives for the 2025–2029 City Council term and the medium term 2025–2040

(The baseline and target levels for the indicators will be defined separately during implementation for the City Council term and the medium term.)

1. The city's finances are balanced.
2. The number of residents, jobs and businesses increases.
3. Research and development expenditure increases.
4. The number of startups and growth companies increases.
5. The retention rate of higher education graduates in Turku increases.
6. The employment and unemployment rates are competitive compared with other cities with more than 100,000 residents.
7. The number of visitors and tourism revenue increase.

2. Community sustainability

Where are we now?



Where are we heading during the 2025–2040 strategy period?

Turku is a city for children and young people, offering a high-quality learning path for people of all ages. We take a comprehensive approach to strengthening the well-being of children and young people. We invest in learning support, addressing disruptive behaviour and safety. Our activities are based on research, and learning outcomes are improved by using learning analytics and new support structures. We monitor the regional model for children and young people and utilise the information it produces. We ensure that every child and young person is seen and heard. The aim is to strengthen the literacy skills of all children and particularly to support language learning among young people with an immigrant background. We strengthen older people's functional capacity,

the participation and equal opportunities of people with disabilities, and a sense of community.

We target models for recreational activities, participation and community engagement based on need, by residential area and target group. In the School as a Platform model, physical activity and cultural experiences are part of everyday life both during and after the school day. We develop opportunities for recreational activities on school premises and strengthen the Finnish Model for Leisure Activities. We prevent school segregation by supporting local schools, improving basic skills and ensuring equal opportunities throughout the city. We act as a pioneer in child impact assessment across different

sectors and levels of decision-making. We continue to plan the service network based on need. We ensure that services are accessible throughout the city. Investments in

network of premises provides healthy and safe conditions and is up to date.

We reduce disparities in health and wellbeing between different population groups, residential areas and age groups.

Wellbeing is supported through preventive measures and by increasing opportunities for participation. The aim is a smoothly functioning everyday life, an accessible environment and strong local communities. Homelessness will be eliminated by 2040. The impacts of decisions are monitored using data, including the regional segregation index and the new resident barometer. We deepen cooperation with the wellbeing services county and organisations, particularly in services for older people and people with disabilities and in strengthening participation. Digital and online services are developed with a customer- and resident-oriented approach.

The wellbeing of Turku residents is a prerequisite for a vibrant city. A physically active lifestyle, culture and a sense of community strengthen wellbeing and help everyday life run smoothly. Preventive wellbeing measures, such as increasing physical activity, providing early support and strengthening a sense of community, support residents' ability to work and function and represent a significant investment in the city's financial sustainability. Sports and cultural services and opportunities for recreational activities are developed together with sports clubs, associations and other partners. Low-threshold services as well as major events, exhibitions and productions are accessible throughout the city. We focus on developing the network of sports facilities, regional multi-purpose buildings, play and recreation areas in residential areas, local libraries, the cycle path network, parks and urban woodlands, as well as low-threshold events and cultural offerings.

premises are allocated, as needed, to new day-care centres, schools, multipurpose buildings and meeting places. At the same time, we ensure that the existing

We invest in helping new Turku residents settle in and learn the language. Turku is a home for everyone, regardless of background. Language must not be a barrier to becoming part of the Turku community. We develop services that support smooth integration and strengthen the commitment of international talent, students and businesses to the region. We invest more in Swedish-language communications, increase the city's communications in English and other languages, and also provide information in plain language. We promote equality and recognise the need for anti-racist measures within the city's structures.

We strengthen the city's approach to safety and crisis resilience, as well as the safety of residential areas, residents' attachment to their neighbourhoods and their sense of security. We prepare for disruptions and emergency conditions together with other actors. We proactively develop risk management within the city and the City Group.



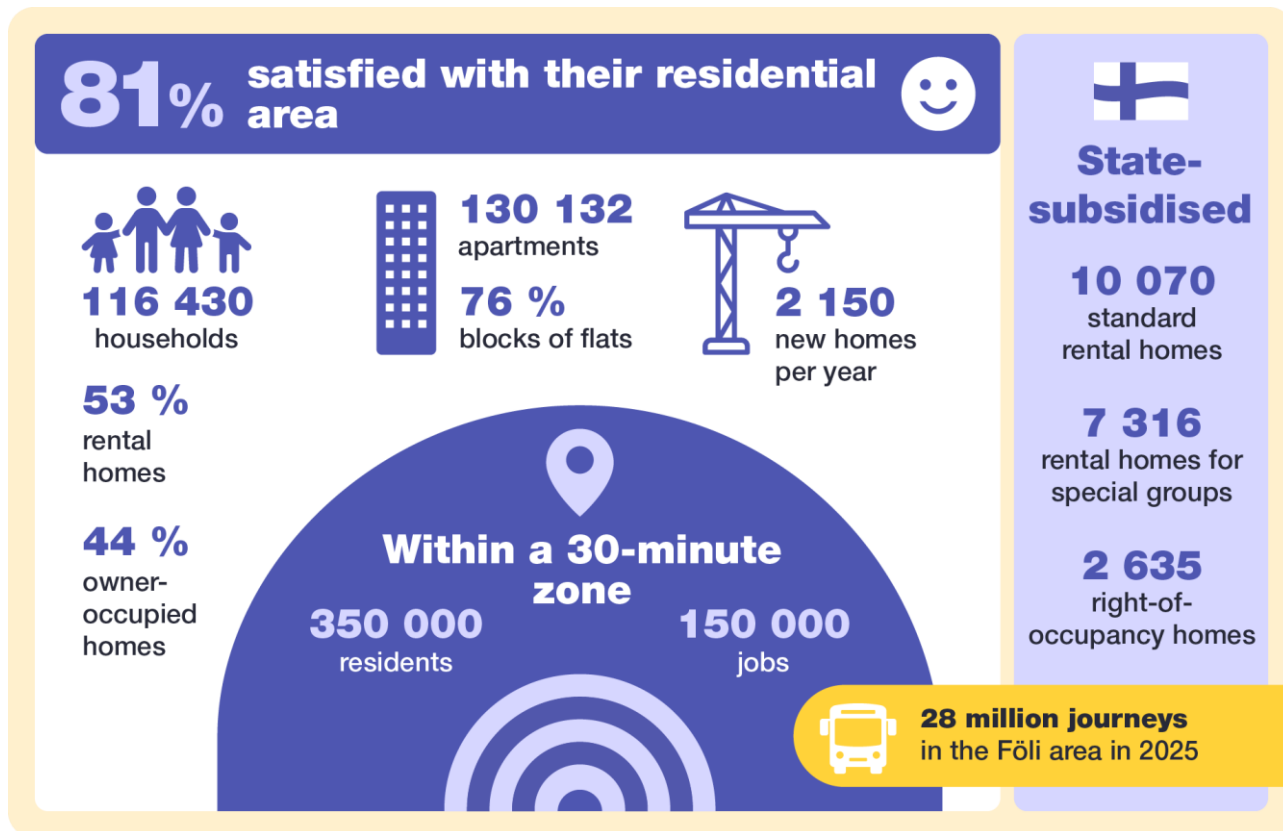
Strategic impact objectives for the 2025–2029 City Council term and the medium term 2025–2040

(The baseline and target levels for the indicators will be defined separately during implementation for the City Council term and the medium term.)

- 1. Learning outcomes among children and young people improve and regional disparities in learning outcomes narrow.**
- 2. The wellbeing of Turku residents increases.**
- 3. Resident experience: residents' satisfaction with their own residential area increases.**
- 4. The coefficient for the promotion of health and wellbeing (HYTE) increases.**
- 5. Regional segregation decreases.**
- 6. A physically active lifestyle and culture become part of everyday life for an increasing number of people.**
- 7. Development of visitor numbers at selected cultural attractions and libraries.**

3. Good urban life

Where are we now?



Where are we heading during the 2025–2040 strategy period?

Strategic urban development projects strengthen Turku's vitality and its ability to attract and retain people and businesses, while also increasing the city's attractiveness. Hard investments are directed at strategically significant urban development projects in accordance with the visions and plans drawn up for them. Soft investments involve developing day-care centres, schools and multipurpose facilities, as well as opportunities for sports and culture, for a growing and increasingly multilingual population. Soft attraction factors, such as wellbeing and the quality of the living environment, are playing an increasingly important role in the location decisions of both residents and businesses.

Good urban life is built on pleasant residential and living environments, which are developed through carefully considered housing policy and land-use choices that respect local architectural heritage and nature. Turku's housing policy and land-use guidelines will be revised at the beginning of the strategy period. The guidelines will ensure a diverse supply of housing for different stages of life and a balance between owner-occupied and rental housing. The aim is to strike a balance between density, greenery and living space, taking particular account of the diverse needs of families. At least one quarter of new homes will be family homes. We will strengthen Turku's family-friendliness

so that families with children also want to live in the city. This requires a diverse and affordable supply of family housing. We will increase the supply of owner-occupied homes as well as detached, terraced and semi-detached houses in selected areas. We will promote an adequate supply of plots for detached houses and the conditions for a smoothly functioning everyday life. In our housing policy, we prepare for an ageing population and the needs of special groups. Turku must also be an attractive place to live for older people in terms of services, housing, meeting places and mobility. We will avoid concentrations of state-subsidised housing or unregulated rental housing.

Planning and housing policy are used to promote a mixed and diverse housing stock and a sustainable urban structure.

Planning and permit processes will be accelerated, particularly at stages that are not required by law. Interaction between city actors will be increased, understanding of the needs of businesses will be strengthened, and feedback received will be used more effectively in decision-making. Infill development will primarily be directed to existing plots in order to preserve nearby natural areas. Green environments and biodiversity will be safeguarded in the planning of new areas and in infill development. Policies on subsidised housing will be defined as part of the housing policy reform. Options for the city's own financing will be explored together with other large cities. Cooperation will be deepened with housing providers within the City of Turku Group (TVT, TYS and Vaso) and other actors. Market-based affordable housing will be promoted to reduce pressure on price-regulated housing.

In Turku's Growth Story, the city centre is the hub of housing, jobs, services and events, as well as the city's calling card. Alongside the city centre, other residential areas will be developed equitably, taking their distinctive characteristics into account. The principles of the City Centre Vision 2050 will be further developed through

an action programme bringing together the key development projects for the strategy period. We encourage residents to contribute to the development of their own residential areas. A sense of community will be strengthened through various events in cooperation with local actors such as libraries. The riverfront is a key feature that sets the city apart and forms part of the development of the expanding city centre. The potential of the Art House Turku, Music Hall Fuuga, the renewed WAM and the entire cultural riverfront will be harnessed to enhance the attractiveness of the city centre.

Good accessibility and smooth transport connections are key competitive factors for Turku and the city region.

Turku takes the needs of different transport user groups into account and prioritises walking, cycling and public transport. On the busiest routes, solutions will be implemented that support a well-functioning urban structure, pleasant urban spaces and sustainable mobility. We will develop the public transport corridor, particularly between the port and Varissuo, as well as transport conditions in accordance with existing plans. Föli serves as the regional backbone of smooth everyday mobility.

We invest in developing transport hubs and connections and improving accessibility by road, rail, air and sea. We will ensure the implementation of the first and second phases of the West Railway and promote the launch of local rail services. Together with other actors, we will explore a joint Nordic transport and growth corridor from Helsinki via Turku to Stockholm and onwards to Oslo and Copenhagen as part of the EU's strategic objectives.



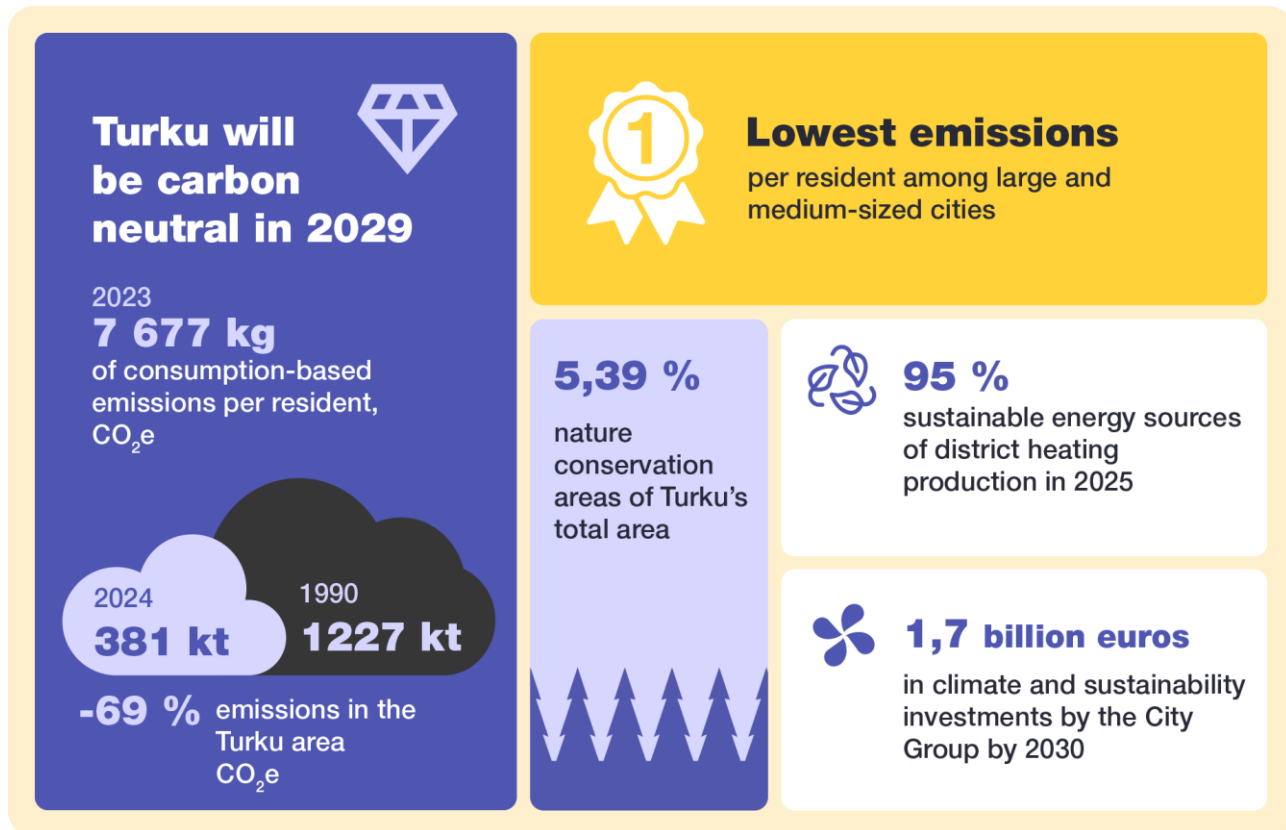
Strategic impact objectives for the 2025–2029 City Council term and the medium term 2025–2040

(The baseline and target levels for the indicators will be defined separately during implementation for the City Council term and the medium term.)

- 1. Resident experience and satisfaction with their own residential area increase.**
- 2. Housing production and the number of permits granted increase.**
- 3. The number of family homes increases.**
- 4. The supply of plots for detached houses and the number of detached houses increase.**
- 5. The vibrancy and vitality of the city centre increase.**
- 6. The modal share of sustainable mobility in journeys within Turku increases.**
- 7. The number of Föli public transport users increases.**

4. Leading through nature

Where are we now?



Where are we heading during the 2025–2040 strategy period?

Turku will be carbon neutral in 2029 and a resource-wise urban area by 2040. The aim is to become an emission-free, waste-free city that uses natural resources sustainably. The objectives and indicators will be updated as necessary to reflect national and international policies. In Turku, objectives related to sustainable growth, a just transition, climate change mitigation and adaptation, and biodiversity are reconciled in cooperation with partners, stakeholders and residents. The city prepares for the impacts of global warming and extreme weather events.

In Turku's Growth Story, climate, nature and resource wisdom objectives are systematically put into practice. Solutions are

based on data and simultaneously support the regional economy and society's crisis resilience. The climate partnership harnesses the expertise of businesses, research organisations and networks to develop new nature and circular economy solutions. At the beginning of the strategy period, the Climate Plan and Circular Economy Roadmap will be updated and a roadmap for a nature-positive Turku will be prepared. They will be widely integrated into the activities of the City Group, higher education institutions, businesses and communities. The Biodiversity Programme (LUMO) will be updated for 2030–2038. The energy transition will be completed and the energy system will be developed to become

climate positive. Sustainable construction solutions will be promoted.

Climate and nature objectives guide transport and mobility solutions in a lower-emission, smoother and healthier direction. This is steered through land-use planning and financial planning. Transport emissions are reduced by developing a sustainable transport system, promoting walking, cycling and public transport, and utilising electric and autonomous transport solutions. Sustainable construction emphasises urban greenery, stormwater management and nature-based solutions.

Climate and nature objectives make the urban environment greener and more pleasant while supporting residents' health and the city's attractiveness. Greater density will not be pursued at the expense of greenery. Land-use planning and the urban structure will be used to improve preparedness for extreme weather events as

well as emergency and crisis situations. Attention will be paid to emissions from construction and demolition. Turku will primarily seek to avoid harm to nature, then mitigate any harm that cannot be avoided, and compensate for unavoidable harm. Green areas, ecological connections, nearby forests and cultural landscapes will be safeguarded. Green structures, including green walls, roofs, balconies and decks, will be diversified. In the city's construction and planning, the aim is to bring nature and trees close to every resident in accordance with the so-called 3–30–300 principle.

Turku will play a leading role in protecting the Archipelago Sea and the Baltic Sea together with central government and partners. The unique nature and biosphere of the archipelago will be taken into account in all decision-making. Turku will make the Archipelago Sea more accessible by developing tourism in the area in a sustainable manner.

Strategic impact objectives for the 2025–2029 City Council term and the medium term 2025–2040

(The baseline and target levels for the indicators will be defined separately during implementation for the City Council term and the medium term.)

- 1. Turku's consumption of natural resources and emissions decrease.**
- 2. Adaptation to climate change is strengthened.**
- 3. Territorial and consumption-based greenhouse gas emissions decrease.**
- 4. The circular economy is strengthened in the Turku urban area.**
- 5. Biodiversity and ecosystems in the region are strengthened.**

Turku's values

The city and its services exist for its residents. Our shared goal is for Turku residents to be satisfied with the residential and living environments and services in their city. To achieve this, we are committed to values that guide our activities every day. Our values show what is right and worth striving for, and what is important to us. The City of Turku's values are:

1. Resident and customer orientation

We value our residents and customers. We provide high-quality and easily accessible services with a positive attitude and respect for everyone. We develop services professionally together with residents, customers and partners.

2. Responsibility and equality

We operate in accordance with the principles of sustainable development and take responsibility for a pleasant and safe living environment and for both current and future Turku residents. We carry out long-term, effective climate and nature work and safeguard the unique natural environment of our region. Our decisions are based on up-to-date information and are consistent and transparent. We promote a sense of community, gender equality and equal treatment.

3. Renewal and cooperation

We actively develop and renew our operations and value expertise. We want to be bold, innovative pioneers. Cooperation is based on respect, openness and trust. We succeed and thrive together.



Operating principles that apply across the City organisation's own activities

Personnel

As an employer, the City of Turku supports the wellbeing of its personnel in meaningful work. The organisational culture is respectful and safe and encourages participation and open dialogue. As the operating environment changes, we encourage experimentation and renewal so that services develop in line with residents' needs. Through good work organisation and management, we ensure that the city's workplaces attract and retain employees.

Finances and sustainability

The City of Turku manages its finances sustainably, supporting growth and vitality while safeguarding services. The city's financial position is strengthened primarily through its own measures. Operating models are continuously assessed and adapted to changing needs. Investments and procurement promote resource-wise growth and vitality. Financial and sustainability considerations are taken into account at all levels as part of core activities, investments and procurement. Decisions are based on comprehensive impact assessments.

Collective impact

Turku works to achieve collective impact. This means cross-sectoral planning and delivering services together. The aim is to achieve more effective and resource-wise solutions and more inclusive decision-making. Participation increases openness and interaction with residents, communities and businesses. This operating model is used to address complex phenomena such as segregation, physical inactivity and climate change. It requires a shared knowledge base and an understanding of the factors underlying these phenomena.

Ownership steering

Turku's ownership steering is responsible for preparing and implementing the ownership policy during the strategy period. The aim is to ensure that the entire City Group works consistently towards achieving the strategic objectives. Activities carried out through companies and foundations support the objectives of the parent city and create synergies. The activities of City Group entities form a significant part of the services provided to Turku residents. Ownership steering ensures that the Group's financial and operational resources are used efficiently to achieve impact.



Knowledge-based management

Knowledge-based management is based on reliable, up-to-date and usable information and its open sharing. Information is available to the right actors at the right time and is used consistently in management, decision-making and operations. Knowledge-based management increases transparency, efficiency and continuous learning and strengthens the ability to prepare for change. The aim is to develop services with a resident- and customer-oriented approach. The opportunities offered by digitalisation and artificial intelligence are utilised as part of this approach.

Artificial intelligence

Turku supports the responsible adoption of artificial intelligence as part of meaningful work. The City's culture around AI is transparent and safe and encourages experimentation and open dialogue. We support continuous learning as technology develops so that services run more smoothly and better meet the needs of residents and businesses. Through clear guidance, we ensure that AI strengthens the city's vitality and makes Turku an attractive workplace for leading experts in digital technologies.

Internationality

An international outlook permeates Turku's activities. International connections and networks strengthen the city's position and support its long-term success. They support the achievement of strategic objectives and help the city respond to changes in its operating environment. Turku plays an active role in European and global networks and uses them to strengthen business, expertise and research and innovation activities. International partnerships support renewal and enable the city to leverage funding and investment.

Bilingualism

Turku is a vibrant bilingual city. We provide high-quality services in Finnish and Swedish and cherish the city's historic bilingualism. Swedish-language institutions, associations and the university are among Turku's strengths and key distinguishing features.

Advocacy

Turku's advocacy is strategic, forward-looking and proactive work aimed at promoting the objectives of the City Strategy and securing the best solutions for Turku. The aim is to strengthen the city's vitality and finances, improve accessibility, support expertise and the operating conditions of businesses, and promote the wellbeing of Turku residents. Success requires the ability to identify the right opportunities to exert influence, build strong partnerships and act with determination at local, national, European and international levels. Advocacy is a shared task for the entire organisation, based on knowledge, a proactive approach and effective communication.

Communications and marketing

Turku's communications and marketing support the city's attractiveness, growth and internationality. Turku is marketed consistently both nationally and internationally. In Finland, Turku is presented as an evolving city full of surprises and enjoyable experiences, growing sustainably by the sea while respecting its history. Internationally, Turku is positioned as a Northern European pioneer in culture and climate action. The objectives of Turku's 800th anniversary year are leveraged throughout these activities. Communications and marketing are effective and proactive.

