

Maritime Helsinki Action Plan 2026–2029

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Photo by: Jaakko Jylhä

1. Introduction

1.1. Foreword

Helsinki is a unique capital city where the sea is an integral part of residents' lives. The sea is not just a nice view; it is part of our identity, our everyday lives and our leisure time, and a source of growth and vitality. Approximately 70% of the city's area is sea, and the network of over 300 islands, together with the long, varied coastline, make the sea an integral part of everyday life for the people of Helsinki.

As the city's population continues to grow, people's appreciation of experiences and the surrounding natural environment also increase. As a result, the sea is becoming an increasingly important factor in promoting wellbeing, leisure and community cohesion. Helsinki is an archipelago municipality in which the shores and the archipelago serve both as residential areas and as important local nature sites. At the same time, Helsinki's maritime identity is one of its key competitive advantages. Helsinki's growing tourism, thriving port and business activities linked to maritime services are driving new and sustainable growth in the city. The development of waterfront areas opens up opportunities for new services, innovations and experiences. Many international tourists arrive in the city by sea. In the future, maritime Helsinki will be an even more accessible, year-round and sustainable destination.

The Maritime Helsinki Action Plan 2026–2029 contributes to the implementation of the Helsinki City Strategy 2025–2029, which strongly emphasises the importance of the sea to Helsinki's pleasant urban environment, identity and attractiveness. The Action Plan is part of the renewal programmes implementing the City Strategy, which are aimed at developing the City's operating practices across division boundaries. The Maritime Helsinki Action Plan will ensure that, in the future, Helsinki is an even more attractive coastal city where the sea is a natural part of everyday life, culture, identity, the cityscape and the city's vitality. At the same time, security of supply and preparedness have become increasingly important issues in the changing operating environment. The Maritime Helsinki Action Plan is also closely linked to Helsinki's objectives for growth, skills and vitality and the associated Development Programme for Helsinki Tourism and Events, the A More Beautiful Helsinki programme, the Environmental and Climate Package, the Nature Reserve Programme, the Walking Promotion Programme, the Bicycle Action Plan and the City Plan Implementation Programme.

The Maritime Helsinki Action Plan was drawn up by a City-level preparation group during the winter of 2025–2026. The preparation process also involved a wider range of the City's specialists and managers through comment rounds and workshops. The preparation of the Action Plan was overseen by the City's management group and leading local government officials. The preparation drew on the work carried out as part of the 2025 update to Helsinki's Maritime Strategy 2030, which involved extensive consultation with the City's internal and external maritime stakeholders. (Appendix 1, p. 24)

1.2. Situation picture

Maritime development has been one of the objectives of Helsinki's City Strategies for over ten years. The Helsinki City Strategy 2025–2029 highlights the sea as one of the cornerstones of Helsinki's urban development, attractiveness and identity. The sea is reflected in the development of infrastructure and accessibility, as well as in business, tourism and recreational activities. Responsibility for the marine environment is a key principle underpinning our activities. Helsinki views the sea as both a source of everyday services and a strategic competitive advantage.

The development of maritime Helsinki is a multidisciplinary endeavour involving entrepreneurs engaged in practical work, City specialists, public authorities and third-sector organisations. Under the current model of the City organisation, responsibilities related to the maritime operating environment are divided between more than 40 different units, as well as numerous Helsinki City Group enterprises and joint municipal authorities, which makes overall management and long-term development challenging. Effective development requires a more efficient organisational structure, as well as a stronger shared vision and set of objectives.

Successes of varying sizes

The most significant successes in Helsinki's maritime development relate to initiatives to which sufficient resources have been allocated and that have been successfully integrated into the City's structures and operational processes. Examples include the development of waterfront routes, the municipal infrastructure of Vallisaari, the Helsinki Biennial, the Baltic Sea Action Plan and maritime OmaStadi projects.

In addition to these, there have been many smaller, everyday successes in Helsinki's maritime areas, such as the innovative Callboats pilot focusing on electric water transport, which even attracted international attention, shared-use city boats, the refurbishment of boat landings and improvements to signage and lighting. Other important parts of maritime development include marketing campaigns carried out in collaboration with local businesses and the City of Espoo, maritime events and the identification of service points along the waterfront route.

Areas for development

As part of the preparation of the Maritime Helsinki Action Plan, the City commissioned a review entitled 'Merellisten asioiden kehittäminen' ('Development of Maritime Matters') (2025). Based on the findings of this review and workshop sessions, the greatest areas for development relate to strengthening strategic guidance and cooperation, as well as making operational activities more systematic and cost effectiveness.

The development of maritime Helsinki requires long-term planning, a broader knowledge base and effective information management. Furthermore, clear management of projects and processes, as well as the clarification of tasks with adequate resources, are important areas for development. These require both the centralisation of strategic guidance and an increase in cross-administrative cooperation and exchange of information. Clear areas for development in operational activities include the asset management of maritime infrastructure, the upkeep and maintenance of the archipelago, municipal infrastructure solutions in coastal and island areas, the preparation of network and project plans to guide operations and the accessibility of the islands.*

* Further information: Maritime Helsinki | Assessment Report 2020; Group initiative, Kok, Maritime Helsinki from vision to reality 2024

1.3. Changes in the maritime operating environment

The population is ageing, urbanisation is continuing and geopolitical tensions are escalating. Climate change and biodiversity loss are having an ever-greater impact on living environments, while digitalisation and AI are transforming people's everyday lives. These phenomena inevitably affect the lives of city residents and businesses, the experience of tourists and the maritime operating environment. Recognising this, the Maritime Helsinki Action Plan seeks answers to the question of how we should seize the opportunities of the future.

Population growth is putting pressure on the development of maritime areas

Helsinki's population is expected to continue growing, which is reflected in the city's waterfront areas. As the city structure becomes denser, the islands and waterfront areas provide much-needed local recreational spaces and places to cool off.

Demand for maritime tourism, leisure services and events is growing. Helsinki's waterfront areas and islands can be integrated more closely into the everyday lives of city residents, housing, services and tourism. Maritime operations are becoming increasingly professional, while regulations are becoming stricter in some respects. Competition for the use of urban space and resident participation are emphasised.

The ways in which people enjoy water-based activities are becoming more varied, and lighter forms of recreation, such as jet skis and canoeing, are growing in popularity. Other water-based leisure activities, such as standup paddleboarding, sailing and kiteboarding, have also grown in popularity. At the same time, however, the number of boats is falling and the culture of boating is changing, which has an impact on factors such as the demand for berths, winter storage and other boating services. On the other hand, growing tourism affects the demand for guest berths. There is also demand for operating areas for floating saunas.

As swimming skills decline, water safety must be given greater consideration in the maintenance and safety of beaches in future. Public beaches and coastal areas in general play an important role in providing easy access to the seaside, encouraging children and young people to be active. Beaches, island services and harbours are also significant sources of employment for young people and providers of seasonal jobs.

Marine nature in transition

As a result of climate change, storms and heatwaves are becoming more frequent, with the latter also increasing the need for places to cool down. Climate change is also altering the marine ecosystem, leading to issues such as increased blue-green algae blooms, flood risks and fluctuations in sea level, which reduce opportunities for using coastal areas and increase costs. The use of these areas is also affected by Helsinki's new Nature Reserve Programme, which aims to increase the proportion of marine nature reserves from the current 1% to 10.7% of marine areas.

Stricter environmental requirements are increasing the need for the electrification of waterborne transport and more efficient maintenance and recycling.



Photo by: Tuukka Ylönen

2. Vision and main objectives

2.1. Vision

Helsinki is an attractive coastal city where the sea is a natural part of everyday life, culture, its residents' identity, the cityscape and the city's vitality. This vision is reflected in the fact that the Maritime Helsinki Action Plan focuses on everyday services, investments, security of supply, transport and clarification of the role of the sea in the City's communications and public image. To achieve this vision, we will improve the security of supply of the archipelago in particular and launch the electrification of waterborne transport on the routes between Pihlajasaari and Suomenlinna. In addition to this, we will develop the archipelago's star attractions into top destinations in the city of maritime experiences.

As regards city residents, our aim is to create the conditions for a good life by the sea. To this end, we will strengthen the role of the sea in everyday environments so that the accessibility, pleasantness and diverse uses of maritime areas support the convenience of everyday life, wellbeing and community cohesion. We will develop maritime Helsinki in a way that safeguards the biodiversity of marine nature. Vibrant and rich marine nature is at the heart of Helsinki's maritime identity, and we will safeguard it, particularly in view of the potential increase in the number of people using maritime areas.

From the perspective of tourists, we will pursue the vision by developing Helsinki into a coastal city of experiences. We will utilise the sea more effectively than ever as a draw for tourism and events, with the aim of making it a clear and recognisable part of Helsinki's visitor experience.

As regards entrepreneurs and business operators, we will pursue the vision by creating the conditions for collaboration and business development to flourish. To this end, we will support the diversification of business activities in maritime areas and provide space for new innovations and services.

From the perspective of the City organisation and the authorities, we will pursue the vision through a shared direction and clearly agreed responsibilities. Maritime development requires more coordinated cooperation between various stakeholders.

* Star attractions are particularly diverse and attractive maritime destinations. They are often areas of historical and natural value, and may also include areas subject to restricted use. Visitor numbers at star attractions require a sufficiently diverse range of activities and recreational services, and the aim is to ensure that they can be accessed not only by private boat but also by public water transport. www.hel.fi/static/liitteet/kaupunkiymparisto/julkaisut/julkaisut/julkaisu-12-21.pdf (in Finnish)

2.2. Main objectives

The Action Plan has five main objectives, two of which (1 and 4) are cross-cutting objectives.

1. Helsinki is an attractive and functional coastal city
2. Maritime services and opportunities for recreational water activities increase and are widely accessible
3. Helsinki is a maritime innovation and growth hub where businesses thrive
4. Helsinki has a strong maritime reputation and a vibrant maritime culture
5. Operations in Helsinki's maritime environment contribute to sustainable development and security of supply

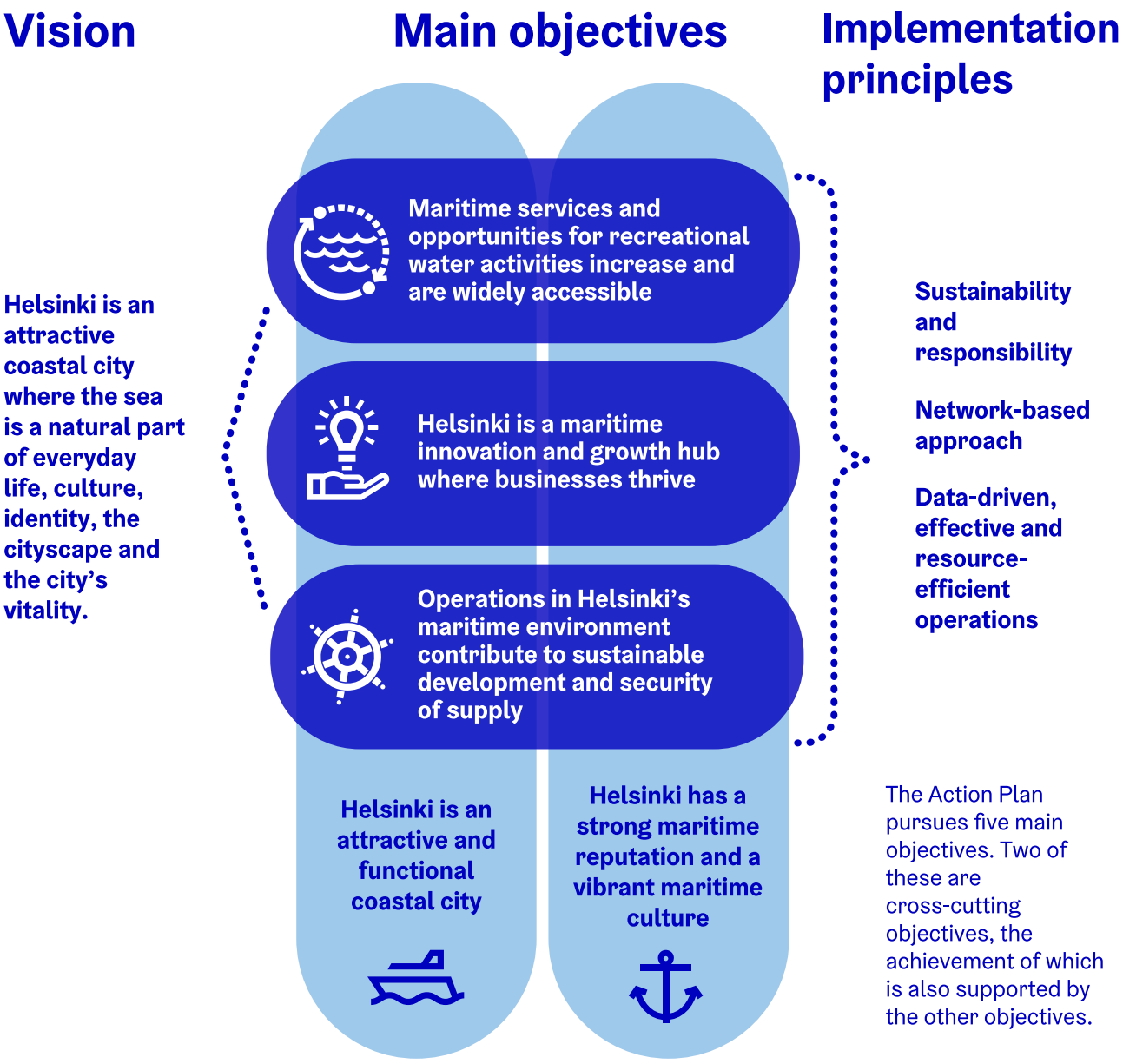

Figure 1: The vision, main objectives and implementation principles of the Action Plan

2.3. Sets of measures

To achieve the main objectives, we have drawn up 10 sets of measures, along with a vision that sets out what we want to achieve by the end of 2029. The Action Plan sets out the key measures within each set of measures required to achieve the vision. To support practical implementation, we have also drawn up separate and more detailed action sheets, setting out the task descriptions, content and implementation stages, the conditions for implementation, the parties primarily responsible and the partner organisations.



1. Helsinki is an attractive and functional coastal city

1.1 Draw up a network plan for maritime services

We will draw up a network plan for maritime services (Marine Compass), encompassing Helsinki's maritime operating environment, development objectives and priorities. The Marine Compass will serve as an internal tool to support the City's guidance and decision-making, ensuring that development initiatives and investments are targeted effectively. The network plan will be established as an integral part of city planning. In addition to this, we will draw up clear and measurable service commitments for visitors to the archipelago and service providers to support sustainable and long-term development.

Parties primarily responsible: The Strategy Unit of the Urban Environment Division and the Sports Unit of the Culture and Leisure Division

1.2 Develop services for the waterfront route network

We will strengthen the attractiveness, profile and range of services offered by Helsinki's waterfront route network by developing the waterfronts and routes as a whole. We will identify opportunities for the establishment of diverse maritime services and implement projects to develop the waterfront routes in stages, particularly in eastern Helsinki, taking into account the specific characteristics of the areas, accessibility, sustainability and a balance between quiet and active areas. We will define maritime hubs where we will concentrate public services and municipal infrastructure and facilitate the provision of private services and the creation of new venues, such as those suitable for events. At the same time, we will launch measures on a broader scale to address challenges relating to municipal infrastructure in coastal and archipelago areas, so as to enable new services and year-round use.

Parties primarily responsible: The Land Use and City Structure Unit of the Urban Environment Division, the Economic Development Department of the City Executive Office and the Sports Unit of the Culture and Leisure Division

2. Maritime services and opportunities for recreational water activities increase and are widely accessible

2.1 Make the archipelago genuinely accessible by developing waterborne transport to function more like public transport

Instead of focusing on individual routes, we will develop the waterborne transport route network as a whole in collaboration with stakeholders. We will implement a unified waterborne transport system with harmonised tickets, timetables and management, which will be seamlessly integrated with other forms of public transport, waterfront routes and travel chains. We will ensure that up-to-date information on waterborne transport routes is available across various channels. We will draw up a roadmap for the transition to electric transport and determine the appropriate procurement methods for the electrification of waterborne transport. We will systematically begin the electrification of the revamped local waterborne transport route network, starting with the most significant routes, such as the passenger routes to Suomenlinna and the waterborne transport routes to Pihlajasaari. We will establish a new circular archipelago route, operated by electric vessels, to connect the Market Square and the islands. We will also engage in close cooperation with other island owners, such as Metsähallitus, in the planning and implementation of the route network. We will reallocate the resources used for the procurement of the Kruunuvuori ferry service to measures for the development and electrification of other waterborne transport once tram services on the Kruunuvuori Bridge commence. We will promote opportunities to develop the Helsinki archipelago into a year-round tourism and recreational destination by improving the accessibility of selected islands during the winter season, supporting services that remain open in winter and creating the conditions for winter activities, events and marine nature experiences.

Parties primarily responsible: The Strategy Unit of the Urban Environment Division and Suomenlinnan Liikenne Oy

2.2 Develop the conditions for maritime leisure and recreational activities

We will improve the conditions for maritime leisure and recreational activities. We will draw up a network plan for maritime leisure and recreational activities and implement infrastructure that facilitates independent water-based recreation, winter storage facilities for boats and services for water-based recreation users through strong partnerships with associations and other stakeholders. We will establish boat landings that are important for water-based recreation and develop the operations of guest boat harbours. We will improve the accessibility of Helsinki by small boat, particularly in the city centre. We will extend the duration of short-term mooring for small boats. We will provide diverse, multi-purpose and year-round low-threshold recreational facilities for different user groups. We will improve the conditions for competitive and recreational activities and develop these activities in collaboration with participants, clubs and other stakeholders.

Parties primarily responsible: The Sports Unit of the Culture and Leisure Division

3. Helsinki is a maritime innovation and growth hub where businesses thrive

3.1 Ensure that maritime Helsinki serves as a hub for growing innovation and business activity

We will promote investment and new business opportunities related to the maritime operating environment by strengthening cooperation with key stakeholders and actively seek new international investors for Helsinki. We will provide businesses with development tools and enable them to test new infrastructure solutions and service innovations. As part of land use planning, we will identify potential business sites and ensure that they are put out to tender and implemented to a high standard. We will actively involve operators and stakeholders in the development process.

Parties primarily responsible: The Economic Development Department of the City Executive Office, the Strategy Unit and Land Use and City Structure Department of the Urban Environment Division and Helsinki Partners

3.2 Clarify permit processes and service pathways

We will compile clear information for businesses and organisations on the permits and procedures required for operating in maritime areas. We will streamline City services through a centralised or digital service model and by providing guidance. We will ensure the operating conditions for maritime service providers through sufficiently long-term and appropriate operating and lease agreements, which facilitate investment and long-term development.

Parties primarily responsible: The Services and Permits Department and Land Use and City Structure Department of the Urban Environment Division and the Economic Development Department of the City Executive Office



Photo by: Julia Kivelä

4. Helsinki has a strong maritime reputation and a vibrant maritime culture

4.1 Utilise the marine environment as a setting for experiences and events

We will make innovative use of the sea as a theme for events and experiences. We will collaborate with existing maritime events to maximise their impact and create the conditions for the creation of new maritime event programmes. We will aim to host international water sports and sailing events in collaboration with organisations based in Helsinki. We will develop key maritime areas, such as Kauppatori–Eteläranta and the surroundings of the future Architecture and Design Museum into attractive and accessible tourist and recreational destinations, taking different user groups into account.

Parties primarily responsible: The Communications Department and Economic Development Department of the City Executive Office, the Land Use and City Structure Department of the Urban Environment Division, Helsinki Events Foundation and Helsinki City Premises Ltd

4.2 Strengthen the maritime image and the visibility of services

We will strengthen Helsinki's maritime identity and reputation by making the sea a visible, recognisable and meaningful part of the City's communications and marketing through a shared target impression, storytelling, key messages and service promise. We will carry out clear, inspiring and multi-channel communications targeted at local residents, schoolchildren, tourists and businesses. We will ensure that maritime services, attractions and events are easy to find. We will produce information on opportunities related to maritime experiences to support the planning of phenomenon-based learning modules and field trips. Our communications will highlight the benefits of the sea and reinforce Helsinki's position as an internationally recognisable coastal city.

Parties primarily responsible: The Communications Department of the Urban Environment Division, the Shared Services of the Culture and Leisure Division, the Communications Department of the City Executive Office and Helsinki Partners

5. Operations in Helsinki's maritime environment contribute to sustainable development and security of supply

5.1 Mitigate environmental risks and prepare for changes in the maritime operating environment

We will ensure our capacity to mitigate environmental risks in the marine environment and preparedness for changes in the operating environment by implementing an environmental damage prevention plan and strengthening preparedness under all circumstances. We will improve the management of environmental risks in marine and coastal areas by developing solutions for waste prevention, collection and management, as well as litter management, in collaboration with relevant operators. We will steer visitor flows away from the most sensitive areas and develop signage, routes and communication so that sensitive natural areas are not strained by the growing number of visitors. We will strengthen adaptation to climate change by taking into account the role of maritime areas in city planning, including extreme weather events, rising sea levels and maritime safety.

Parties primarily responsible: The Rescue Department, the Environmental Services Department of the Urban Environment Division

5.2 Develop the operating model and bases for archipelago maintenance

We will develop the operating model and bases for archipelago maintenance to meet changing and growing maintenance needs by improving organisation, cost-effectiveness and cooperation with various operators. We will establish, in collaboration with our partners, maintenance bases, support services areas and logistics hubs that are critical for maritime logistics, security of supply and the prevention of environmental damage. We will define the responsibilities for water supply in the archipelago, as well as the conditions for the upkeep and maintenance of islands that are to be opened up for recreational use.

Parties primarily responsible: The Buildings and Public Areas Department, Services and Permits Department and Land Use and City Structure Department of the Urban Environment Division and the Sports Unit of the Culture and Leisure Division



Photo by: Unto Rautio

2.4 Indicators

The implementation of the Action Plan will be monitored regularly using pre-defined indicators (Table 1). The purpose of these indicators is not to measure everything, but rather to highlight impacts that are strategically significant and reflect the success of development efforts.

The indicators were formulated on the basis of the experiences of city residents and service users, the visibility of services and the development of vitality and the operating environment. The baseline values for some of the indicators will be determined during 2026. The indicators can be used to identify both successes and potential bottlenecks, based on which the Action Plan can be updated as part of the City's strategic and financial management. The success of the Action Plan will also be measured in terms of implemented measures. During the preparation of the Action Plan, it became apparent that, in order to support the management of maritime Helsinki, a more diverse and up-to-date knowledge base is required, on the basis of which the implementation of the Action Plan can be monitored and steered. The relevant data should be collated into a single shared system that allows the data to be utilised widely by different units and shared with businesses and stakeholders. At the same time, methods and tools for data-driven management should be actively developed.

Table 1. Indicators of the Maritime Helsinki Action Plan 2026–2029

Key indicators	Baseline 2025	Target 2029
Residents' and tourists' perception of the maritime identity of Helsinki		
• The importance of the sea to Helsinki residents increases @Helsinki Barometer	To be determined in 2026	Increases
• Tourists' interest in the sea increases, % @DataLokki	6.7	12
Use of maritime areas		
• Visitor numbers in maritime areas increase @Telia Crowd Insights	22,319,000	24,550,900
• Pihlajasaari, Kaunisaari, eastern archipelago traffic, water transport passenger numbers increase @Transport operator	77,078	92,400
• Development of passenger numbers on Suomenlinna transport services throughout the year (from the Market Square) (Gini index: the closer to 0, the better) @Transport operator, City of Helsinki	0.29	0.27 (+11%)
Visibility		
• Visitor numbers to maritime websites and social media reach increase @City of Helsinki	To be determined in 2026	Increases
• The proportion that maritime content accounts for on social media increases, % (myhelsinki and visithelsinki channels) @Helsinki Partners	30	40
Number and experience of maritime companies		
• Number of establishments operated by maritime businesses increases, number @Statistics Finland, regional statistics on entrepreneurial activity	304	330
• Turnover of maritime companies increases, EUR billion @Statistics Finland, regional statistics on entrepreneurial activity	1.32	1.45
• The perception of members of the merellisen Helsingin tekijät ('Maritime Makers of Helsinki') network regarding the predictability of the operating environment improves @City of Helsinki	To be determined in 2026	Improves

2.5. Shared principles of action

The shared principles of action govern all maritime development and activities. They guide the way in which we develop maritime services, the environment and infrastructure in a sustainable, network-based and data-driven manner.

Sustainability and responsibility

Sustainability and responsible practices are cross-cutting principles that underpin all maritime development and the City's operations.

Sustainability means environmentally sustainable solutions (a clean sea, functional coastal areas, adaptation to climate change), services that are sustainable for people (accessibility of maritime destinations, equal opportunities to use coastal areas) and economically sound practices (advance planning of infrastructure needs in coastal areas, taking maintenance into account, division of labour with maritime partners).

Responsible practices means that we plan and implement maritime solutions in a considered and transparent manner and through effective cooperation. Our decisions are based on knowledge; we carry out planning using clear processes that respect the environment and take different needs into account; we assess impacts before implementation; and we use resources wisely. Sustainability objectives and measures relating to the maritime operating environment are also described in the Environmental and Climate Package and the Nature Reserve Programme.

A network-based approach

We promote the development of maritime Helsinki through cross-sectoral collaboration. Each measure has a clearly defined party responsible, and development is based on joint planning, close cooperation and the open flow of information. This network-based approach strengthens competence and ensures that maritime solutions form a coherent whole.

Data-driven, effective and resource-efficient operations

We make decisions based on an up-to-date situation picture and comprehensive information. We make use of resources such as data from the network plan, aka the Maritime Compass; existing statistical data; regularly collected customer feedback; and the practical experience of maritime operators in our decision-making and planning. The aim of data-driven management is to bring about meaningful change.

Achieving the vision requires effective measures. We ensure effectiveness by assessing the impacts of measures in advance and regularly monitoring their implementation. The Action Plan is not static; we can update it to take account of changes in the operating environment. We ensure resource wisdom by avoiding duplication of work, utilising a shared knowledge base, agreeing upon and clarifying roles and carrying out operations in stages, among other methods.



Photo by: Nicole Bittger



Photo by: Beatrice Bucht

3. Implementation and monitoring of the Action Plan

3.1. Clarification of responsibilities and tasks

Responsibilities relating to the maritime operating environment are divided between more than 40 different units within the City organisation, as well as numerous Helsinki City Group enterprises and joint municipal authorities. Objectives relating to the maritime operating environment have not been achieved as hoped under the current model of the City organisation.

Effective development requires a **more efficient organisational structure** (fewer parties, more centralised decision-making power), as well as a stronger shared vision and set of objectives. During the current strategy period, we will carry out groundwork to enable the establishment of the necessary organisational structure.

The City's management group and operational management group will regularly monitor and steer the implementation of the Action Plan. They will ensure that the City divisions, departments and relevant Helsinki City Group enterprises implement the measures of the Action Plan as planned.

In addition to these, we will establish a clearer and more coordinated three-tier model for maritime development to implement the maritime action plan:

The Maritime Steering Group comprises the management of the key City divisions responsible for the implementation of the Action Plan and is responsible for the vision, objectives and major projects relating to maritime development. The Maritime Steering Group will, for its part, ensure that the measures of the Action Plan are implemented within the matrix organisation and will take into account the necessary actions and resource allocation in operational and financial plans.

The Operational Cross-Administrative Coordination Group (managers responsible for operational activities) is responsible for implementation within its own profit centre; streamlines operations, processes, practices and policies; agrees on responsibilities and prepares operational and financial plans to support decision-making. The Coordination Group is responsible for carrying out the annual monitoring of the action plan.

Operative sub-groups and the operator network carry out planned operational activities, led by the organisations with substantive responsibility, in collaboration with cooperation groups such as the Maritime Project Initiative Group and the merellisen Helsingin tekijät ('Maritime Makers of Helsinki') network, as well as service providers.

3.2. Implementation, monitoring and updating of the Action Plan

The Maritime Helsinki Action Plan 2026–2029 will be implemented in stages through annually defined measures. The Action Plan defines the overall direction, sets of measures, priority measures and parties responsible, whereas the details of the measures, the persons responsible for them and their timetables are specified annually. In accordance with the decision on implementing the City Strategy, the implementation of the main objectives of the Action Plan will be overseen by the City's management group and leading local government officials.

The Action Plan is implemented as one City. The City Executive Office and the City's divisions and enterprises will be involved in the pursuit of the main objectives. Subsidiary communities will be involved in the implementation to the extent that the action plan is related to the community's activities and ownership strategy. The work will be carried out in close cooperation with businesses, networks and other key stakeholders. The aim is to strengthen shared ownership, make more effective use of existing structures and resources and ensure that development and promotion support the Action Plan as broadly as possible in achieving Helsinki's strategic objectives and bring about renewal. The City's divisions are responsible for taking into account the objectives of the City Strategy and the Maritime Helsinki Action Plan as part of their annual operational and economic planning processes. They also ensure that the implementing units allocate their resources accordingly. The measures required to promote the Action Plan are also recorded in the annual plans for service agreements and other similar agreements between the City and organisations that play a significant role in the implementation of the Action Plan.

The implementation of the Action Plan relies primarily on the existing resources of the City Group's organisations and on cooperation with partners. Resource allocation is specified in annual financial and operational planning. A significant proportion of the measures can be advanced by directing activities within the framework of existing resources, developing operating methods and the service culture, and strengthening cooperation within the City. Smaller initiatives to strengthen the vitality of the city can be implemented through the City's growth and vitality funds. Some of the measures will require additional resources, the exact amount of which will be clarified once more detailed operating plans are finalised. Resources will be effectively allocated to the sets of measures that have the greatest impact on positive overall outcomes. The objectives of the Action Plan will be coordinated with the other objectives of the City Strategy, whilst recognising the economic boundary conditions and making efforts to ensure that the implementation is as cost-effective as possible. Implementation will be supported by taking the priorities into account in the City divisions' communications.

The implementation of the Maritime Helsinki Action Plan is managed, monitored and carried out using the operating model described in section 3.1. The implementation of the Action Plan will be monitored regularly throughout the strategy period. The monitoring is based on a limited and appropriate set of indicators that supports the assessment of the main objectives. Progress on the indicators is monitored annually. Progress on the Action Plan will be reported as part of the annual monitoring of the implementation of the City Strategy and the mid-term and final

assessments of the City Strategy. The Maritime Steering Group is responsible for promoting implementation and reporting to the City's management group and office holder management.

Where necessary, the priorities and measures of the Action Plan may be refined or reoriented in the light of changes in the operating environment to ensure that the Action Plan remains up to date and effective and serves Helsinki's needs throughout the strategy period.

3.3. Impact assessment

The Action Plan has wide-ranging impacts, particularly on the economy, wellbeing and the marine environment. From an economic perspective, the Action Plan will strengthen maritime business, investment and the city's attractiveness, but it also entails expenditure arising from infrastructure development. From a social perspective, the Action Plan will improve the wellbeing of city residents, the convenience of everyday life and equal access, while also creating opportunities for new jobs. From an environmental perspective, the Action Plan will support the condition of the marine environment by strengthening the management of environmental risks, sustainable land use and responsible practices, thereby generating long-term or permanent effects. A more detailed impact assessment is provided in Appendix 2 (p. 25).

Appendix 1: Preparation of the Action Plan

The Maritime Helsinki Action Plan was drawn up by a City-level preparation group during the winter of 2025–2026. The preparation of the Action Plan was overseen by the City's management group and leading local government officials. The preparation drew on the work carried out as part of the 2025 update to Helsinki's Maritime Strategy 2030, which involved extensive consultation with the City's internal and external maritime stakeholders. The preparation process involved a wider range of the City's specialists and managers through comment rounds and workshops. The views of key stakeholders on the necessary measures and changes in the operating environment were ascertained during the preparation using various methods, including a survey. The preparation process also included three workshops aimed at both the Helsinki City Group and maritime operators, in which the key sets of development measures were worked on, roles were clarified and responsibilities were prioritised. A total of approximately 200 stakeholders from the maritime sector took part in the workshops. In addition to this, eight focus group meetings were organised and background surveys were carried out (including a boating survey and Valor Oy's survey on responsibilities and tasks). The compiled data was refined and expanded during the winter of 2025–26 by City specialists under the leadership of the preparation group. In addition, as part of the preparatory work, a survey was carried out (33 responses) and a workshop (38 participants) was held for the Helsinki City Group's operators, covering maritime tasks, resources and cooperation, as well as proposed measures. Participants also had the opportunity to comment on the draft Action Plan.

Appendix 2: Effectiveness and impact assessment

The Action Plan is intended to steer decision-making instead of serving as a mere guideline. What this means is that significant maritime investment, project and permit decisions are to be assessed in terms of their links to and impacts on the Maritime Helsinki Action Plan. The links are assessed in relation to the main objectives (M1–M5) and the sets of measures. The links to the Maritime Helsinki Action Plan are to be taken into account as early as the preparatory stage. This provision applies in particular to decisions on maritime investments, projects and permits that are significant at city level.

The effectiveness of the Action Plan was assessed by means of a review of its objectives. With regard to the measures, an assessment was carried out to determine how they contribute to the achievement of the international Sustainable Development Goals (SDGs), the priorities of the Helsinki City Strategy and the main objectives of the Maritime Helsinki Action Plan. In addition to this, the measures were assessed in terms of which target groups they emphasise.

From the perspective of the SDGs, the Action Plan is focused on **urban development**. The most relevant SDGs are SDG 11 (sustainable cities), SDG 9 (infrastructure) and SDG 8 (work and growth). **The Action Plan has a strong emphasis on everyday functionality and attractiveness**. Most of the measures are linked to two of the priorities of the Helsinki City Strategy: a smooth everyday life and functional services; and development that respects nature and makes the city more attractive.

The innovation and growth objective is clearly defined as a separate entity. It is not spread across other measures, which improves manageability but requires that sufficient resources be allocated to the objective. **Security of supply** is reflected in fewer, but critical, measures.

Sustainability has been made a cross-cutting principle, ensuring that a sustainable and responsible approach is incorporated into all measures.

As regards target groups, the Action Plan emphasises **city residents and the City organisation.** This indicates that the Action Plan is primarily aimed at building functional basic structure and promoting wellbeing, while measures relating to investors, for example, are focused and limited in scope.

At the end of the preparation of the Action Plan, a concise impact assessment was also drawn up (Table 1, p. 26). The Action Plan has wide-ranging impacts, particularly on the economy, wellbeing and the marine environment. **From an economic perspective,** the Action Plan will strengthen maritime business, investment and the city's appeal, but it also entails expenditure arising from infrastructure development. **From a social perspective,** the Action Plan will improve the wellbeing of city residents, the convenience of everyday life and equal access, while also creating opportunities for new jobs. **From an environmental perspective,** the Action Plan will support the marine environment by strengthening the management of environmental risks, sustainable land use and responsible practices, thereby generating long-term and, in some cases, permanent effects.

Table 1. Impact assessment of the Maritime Helsinki Action Plan 2026–2029.

Impacts	Description of the impacts	**Scope 1–5** 1 = very local 2 = local 3 = affecting multiple districts 4 = city-wide 5 = regional or wider	**Duration 1–5** 1 = < 6 months 2 = 6 months to 2 years 3 = 2–5 years 4 = 5–10 years 5 = permanent
Economic impacts	The Action Plan will create opportunities for maritime business and innovation, thereby generating corporate tax revenue for the City. The measures will enhance the city's maritime image and may have an impact on its ability to attract and retain residents. This will also have an impact on tax revenue. On the other hand, investments, particularly in the development of infrastructure in coastal areas, will have an impact on expenditure.	4	2–4
Social impacts	The Action Plan will improve residents' wellbeing, the convenience of everyday life and the accessibility of maritime services. It will have impacts in particular on recreational opportunities, improved equality as a result of better accessibility and city residents' perception of a good life by the sea. New maritime services may also create new jobs for city residents.	4	2–5
Environmental impacts	The Action Plan will support the condition of the marine environment, in particular through the management of environmental risks and preparedness. Environmental impacts arise not only from the prevention of environmental risks, but also from steering land use, infrastructure solutions and the use of maritime areas to reduce environmental pressure and guide activities in a sustainable manner. Furthermore, the Action Plan will strengthen environmental awareness and responsible practices among city residents, operators and tourists, which will have indirect but long-lasting environmental impacts.	4	2–5

Photo by: Maija Astikainen

Helsinki