



# **VANTAA: STRENGTHENING PARTNERSHIPS TOWARDS A MORE INCLUSIVE CITY**

## **Integrated Action Plan**

### **April 2018**



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## Introduction

The current trends in migration in the City of Vantaa has brought significant changes to its demographic structure, making it Finland's most multicultural city. As such, this has a substantial impact on the issues of integration, social inclusion and urban development. Local stakeholders are constantly searching for sustainable and innovative solutions in order to be more effective in responding to these issues.

This integrated action plan (IAP) is a direct outcome of Arrival Cities, a two-year transnational project which aims to foster exchange of experiences and mutual learning between cities on the themes of migration and integration. The project is funded by the European commission's URBACT program. URBACT is a European exchange and learning program, that aims to foster sustainable integrated urban development in cities across Europe. Arrival Cities network is composed of 10 cities:

- Amadora (PT)
- Dresden (DE)
- Messina (IT)
- Oldenburg (DE)
- Patras (GR)
- Riga (LV)
- Thessaloniki (GR)
- Val-de-Marne (FR)
- Roquetas de Mar (ES)
- Vantaa (FI)

The integrated action plan of Vantaa strongly focuses on partnerships between local stakeholders. This IAP was developed and produced by the Arrival Cities Urbact Local Group (ULG), and the process also involved several consultations with residents and other stakeholders in the City. Through the strong commitment of the ULG, this IAP aims to strengthen partnerships between local stakeholders and the residents towards better integration services and a more inclusive city.

# 1. Integration of migrants in Finland

In Finland, integration of migrants is promoted as a horizontal policy area involving different sectors - employment, education, housing, early childhood education and care, cultural, sports, youth and social and health policies. The preconditions for good integration are based on the immigrants' rights and duties laid down in the Constitution and sector-specific legislation, the suitability of services for immigrants' needs as well as the integration services specified in the Integration Act.

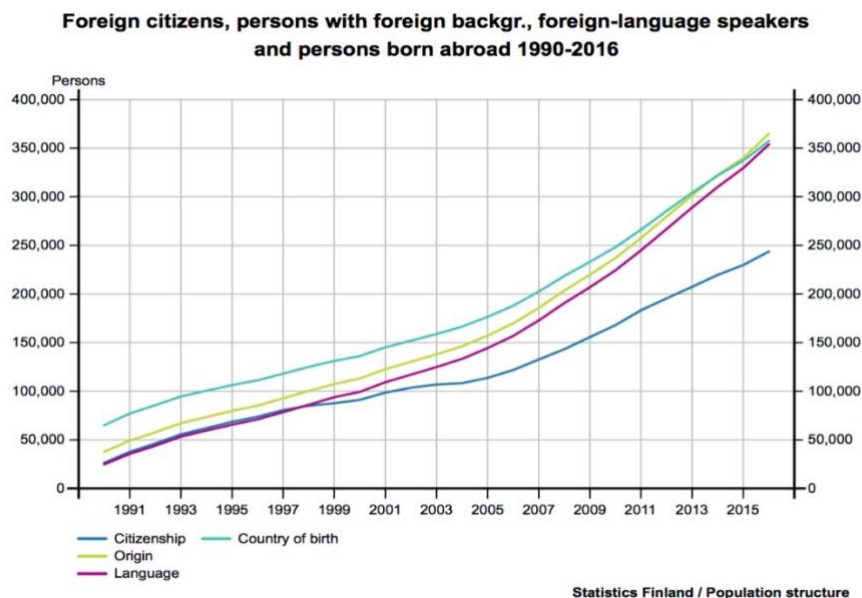
The Act on the Promotion of Immigrant Integration (1386/2010; the Integration Act) contains provisions on promoting integration, immigrants' duties and rights as well as the authorities' obligations and the coordination of the integration measures. The scope of this act applies to persons possessing a valid residence permit in Finland, to persons whose right of residence has been registered or who have been issued with a residence permit under the Aliens Act (301/2004). The scope of the act also extends to EU and Nordic citizens and their family members. Moreover, the status of the residence permit is irrelevant to the scope of the act, as persons who immigrate to Finland on a temporary basis, including students and those who have been issued with a temporary residence permit based on employment, also have access to the measures and services referred to in the act.

In the Integration Act, integration is defined as an interactive development involving immigrants and society at large. The aim is to provide immigrants with the knowledge and skills required in society and working life and to provide them with support, so that they can maintain their culture and language. Immigrants should be offered measures and services that promote and support integration, including instruction in the Finnish or Swedish language as well as information about the Finnish society and culture and opportunities of finding employment and pursuing education, especially in the initial period after their arrival in the country. However, it is also important to note that as residents of a municipality, immigrants are entitled to municipal services, and that different legislation applies to different services (such as early childhood education and care, basic education, social welfare, healthcare and housing). Thus, legislation on specific services should always be taken into account in integration work.

The purpose of the Act on the Promotion of Immigrant Integration is to make it easier for immigrants to play an active role in Finnish society and provide opportunities for immigrants

to achieve an equal status in the society together with the rest of the population. Other purposes of the act include promoting gender equality and non-discrimination. In other words, integration as defined in the Finnish legislation consists of two-directional dialogue and cooperation between people and population groups in daily life.

A continuous increase in the population of residents with immigrant background in Finland has been remarkable over the past decade. Annually, Statistics Finland publishes the statistics on the population based on citizenship, country of birth, language and origin classification. The demographical implications of these categories should always be taken into consideration when examining the statistics. Various groups such as foreign citizens and persons born abroad can be seen as partly overlapping. For instance, Russian speakers may include citizens of Estonia, Russia and other countries, recipients of Finnish citizenship (those who have former citizenship as Russian) and children born in Finland with Russian parents whose mother tongue is reported as Russian. It also deemed insufficient to use merely foreign citizenship as a category to describe the population with immigrant background due to the fact that many persons with foreign background have already acquired Finnish citizenship after living in Finland for years. The chart below shows the differences in these categories:



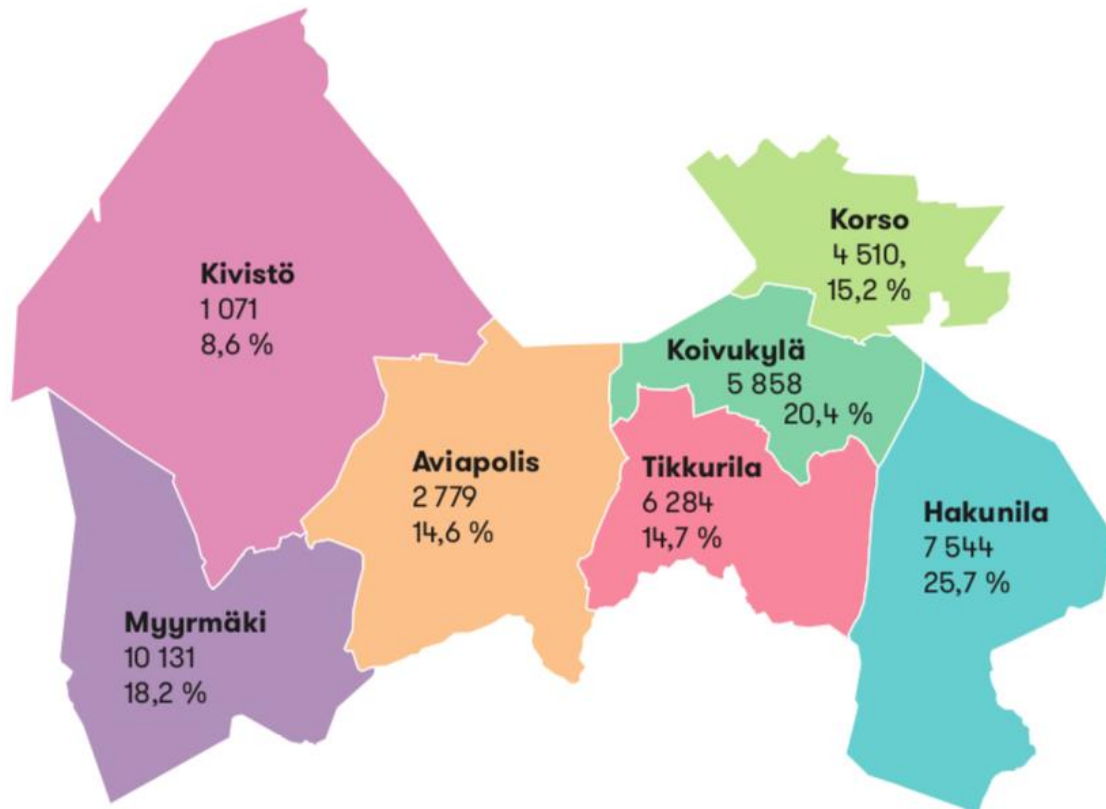
*Picture 1 Foreign citizens, persons with foreign background, foreign-language speakers and persons born abroad 1990-2016*

In the same way as other cities and countries in the European union, a strong concentration of foreign-language speaking population resides in the Uusimaa region, in particular, in its three largest cities: Helsinki, Espoo and Vantaa. About 55% of the entire foreign-language population in Finland lives in Uusimaa region. The largest foreign-language speaking groups are the Russians, Estonians and Somali.

## 2. The Multicultural City of Vantaa

Strategically situated in a major transportation hub and close to Helsinki, Vantaa is one of the four municipalities in the Helsinki Metropolitan Area and is the fourth biggest city in Finland. The city has been independent since 1974 and is composed of large urban areas such as Tikkurila, Korso, Koivukylä-Havukoski, Myyrmäki, Martinlaakso, Hakunila, Länsimäki and Pakkala. Vantaa is a thriving, dynamic and growing city with a population of 223, 219 residents, of which 17.7% are registered as non-Finnish and non-Swedish speakers.

There are 120 languages spoken in Vantaa and the number of foreign language speakers varies depending on the age group and area. In the beginning of 2017, 23% of children between the ages of 0 -6 and 19% of school-age children are registered to be non-Finnish and non-Swedish speakers. The number of foreign language speakers are also relatively high when looking at the demographics of 16 - 29 years old (20%) and 30- 44 years old (24%). On the other hand, the proportion of foreign language speakers is significantly lower but considerably increasing in older age groups. For instance, only 4% of residents between the ages of 60 are registered as non-Finnish or non-Swedish speakers.



Picture 2 Population of Foreign language speakers in Vantaa by area, 2017

The existing housing policy inevitably drives the low-income households to areas with rental apartment buildings. This issue particularly affects the situation of immigrants in the city. As shown in the picture below, the largest concentration of foreign language speakers is in Hakunila area while the lowest is in the area of Kivistö.

In terms of gender, the proportion of males compared to females are relatively higher. However, there are slight differences in certain language groups. For example, 83% of Thai language speakers are women while 64% of Turkish and French speakers are men.

Considering the demographic characteristics of Vantaa presented above, integration of immigrants is seen as an important priority for the city. In the provision of integration services, the city has had a long history of cooperation with different sectors, i.e., non-government organizations, the church, civil societies, as well as the private sector. Promoting partnerships and cooperation is a very important strategy of the City, not only due to the limited resources available, but most importantly, the City has a firm strategy of

fostering social innovation. Local stakeholders are encouraged to employ the complementary principle in the provision of integration services and activities, however, developing synergies and finding common goals still remain to be a huge challenge.

Vantaa is also experiencing reduction in public-sector funding, which means that the local government has fewer resources to fully support and promote integration of migrants in the local level. In addition, Finland is also in the process of a regional, social and health reform. There is a possibility that this reform could already take effect in the next couple of years and this would definitely change the structure of social services delivery, including integration services.

This upcoming reform will also place a very important role to non-government organizations and private sectors as possible integration service providers. As integration service provider, the City will have the mandate to procure certain services from them. These forthcoming changes can also be seen as an opportunity to change the way the local authorities and relevant stakeholders work together, thus, reinforcing the need for a more collaborative, closer partnerships and increase the possibilities for dialogue between the different sectors.

The city of Vantaa is continuously developing the existing services and programs in order to face these current and future challenges. Since 2002, the city has published its multicultural program which provides the city's strategy and core framework in dealing with the increasing diversity. For 2018 - 2022, this programme is now called the "multicultural plan" and is incorporated in the city's Well-being strategy. The proposed actions drafted in this integrated action plan are part of this Well-being strategy which was recently approved by the City council in April 2018.

The multicultural plan is evaluated and monitored by the Vantaa's Advisory board for Multicultural affairs. This board is composed of experts, government officials, political party representatives and trustees. The main task of the board is to monitor the living conditions of the ethnic minorities as well as the impact of the national migration and integration policies in Vantaa. The board also adheres to promote good ethnic relations in the City and to propose actions and initiatives which will be beneficial to ensure social inclusion. Furthermore, this integrated action plan will also be monitored and evaluated by the Advisory board for Multicultural Affairs on a yearly basis.

### 3. Integrated Action Plan: process and methodology

To develop this Integrated Action Plan, efforts were undertaken to set up the URBACT Local Group (ULG) of Vantaa. A comprehensive stakeholder mapping was conducted in order to identify the key actors that will become members of Vantaa's ULG.

Vantaa's ULG is composed of highly inclusive, multi-sectoral stakeholders, bringing their diverse expertise and knowledge on the theme of migration and integration. In selecting the possible ULG members, priority was given to migrant-led, non-government organizations in Vantaa. This is to ensure that the process of developing the integrated action plan will focus on the grassroots level information as well as the current context of integration in the city. The members of the Vantaa ULG are the following:

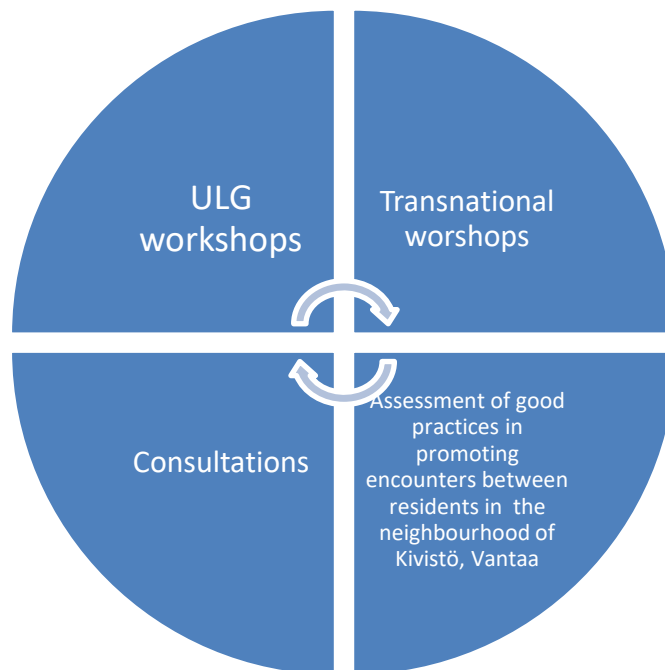
1. Vantaan kaupungin edustajat
2. Vantaan Järjestörinti
3. Hakunilan kansainvälinen yhdistys
4. R3 Maahanmuuttajanuorten tuki ry
5. Nicehearts ry
6. Sorasod ry
7. Vantaan Venäläinen klubi
8. Monimaa ry



*Picture 3 Vantaa Urbact Local Group members*

The co-creation, participatory process of developing this IAP can be described as long and tedious, but it also showed the commitment of the ULG members in planning and implementing this IAP. The process is shown in the picture below:





*Picture 4 The process of developing the Integrated Action Plan*

It should also be noted that in the process of developing this IAP, one ULG member attended the URBACT summer university 2016 in Rotterdam and transferred the knowledge and learning gained in the summer university to the ULG members. Thus, the co-creation process began with the capacity building of the ULG in applying the results framework to this IAP.

## **ULG Workshops**

The ULG had a total of 6 workshops that focused on the following themes: dialogue on setting the key objectives and priorities of the IAP (1 workshop), defining the actions (2 workshops), and finalizing the IAP (3 workshops). The analysis of the results of these workshops provided the framework and content for this IAP. Thus, this guaranteed that this action plan is integrated, and that co-creation and participatory aspect of the process was supported. In addition, the ULG had representation from different sectors and various levels of government officials were involved in the process of developing this IAP.

Following the URBACT methodology, it is required that the partners identify the nature of the city's challenges and problems and this served as a first step towards finding the right solutions. Vantaa's IAP development phase began with a preliminary baseline workshop in order to recognize the current context of the city as well as to set the key objectives and priorities of the IAP.

The focus is to define the change that the ULG members would like to see in the city based from the current challenges that the city is experiencing. By setting the key objectives at the outset, it provided the core framework in defining the solutions and proposed actions. In finalizing the IAP, additional inputs from the wider consultation events were also incorporated.

### **Transnational workshops**

The Arrival cities transnational workshops and networking activities that took place during the implementation phase of Arrival cities provided insightful vision to the Vantaa ULG. The following are the themes covered by the transnational workshops:

- January 16 - 19, 2018 - Civic participation of refugees and migrants, Val de Marne
- September 12 - 14, 2017 - Education services for migrants and refugees, Oldenburg
- May 23 - 26, 2017 - Reception services for migrants, Thessaloniki
- January 24 - 27, 2017 - Integration of migrants in the labor market, Vantaa
- September 21 - 23, 2016 - Building community cohesion, Dresden

These workshops were attended by the selected members of the ULG. The criteria for the selection process was based on the theme of the workshops and also if the ULG members have a good practice that can be presented in the case study presentations during the Transnational workshops. After each transnational workshop, ULG meetings were held and those who were selected to attend the transnational workshops delivered presentations on the case studies presented as well as the places that were visited to the whole ULG. These ULG meetings also ensured the transfer of ideas and learning points gained from the transnational workshops.

The series of thematic case study presentations as well as local experts and practitioners sharing their own city's good practices became an important added value in developing this IAP. While each city or area has a unique way of dealing with local planning depending on their history, their socio-economic features, and their culture, some practices have a strong transferability potential. Here are a few examples of the insights gained and partnerships developed during the transnational workshops:

The Russian club of Vantaa had the opportunity to network and learn from the German model IQ during the transnational workshops held in Vantaa and Oldenburg. The model provided an effective structural system in recognizing the qualifications of highly educated talents, which is currently a big challenge not only for Vantaa but also on a national level in Finland. The Russian club of Vantaa, in cooperation with the Arrival Cities ULG, invited a representative from the German IQ model to become a keynote speaker in a national dissemination event. The event was attended by representatives of various ministries, national organizations, government authorities and non-government organizations. This event effectively opened the dialogue on recognition of qualifications, which is the first step in effecting structural changes. Recently, the center of excellence on integration has commissioned a preliminary study/assessment on the current policies and programs.

During the presentation of the Thessaloniki transnational workshop experiences of the Vantaa delegation to the ULG, the discussion brought some insights on how to better utilize existing spaces for implementing integration work. As such, the ULG decided to include the documentation, assessment and effective dissemination of information regarding the existing public spaces in Vantaa that can be used by NGOs and active residents in organizing events and activities in their local areas.

Attending the transnational workshops have also contributed in the creating a stronger bond and commitment within the Vantaa ULG. The experience of travelling and learning together has contributed immensely to the trust building process. One of the ULG members even pointed out that, they are now more confident to take lead roles in this IAP because they trust that the ULG members are also working towards a common goal.

Furthermore, Vantaa also shared their own good practices with the Arrival Cities partners. The strong tradition of working in partnership with different stakeholders, particularly with the NGOs is something that Vantaa was able to inspire some of the partner cities that had little or no experience with participatory decision and policy making.

## **Consultations**

Four (4) wider consultation events were held in Vantaa during the IAP development process. The consultations provided the opportunity for the ULG members to confirm the feasibility of the proposed actions that are included in the IAP. Through these consultation events, the IAP's objectives and actions were redefined and assessed. Moreover, the consultations also served as a way for the ULG members to network and disseminate the information on the IAP process. In addition to the wider consultation events, the IAP process was also presented to the Multicultural Advisory board of Vantaa. The multicultural advisory board oversees the implementation of local level integration in the city and the board consists of representatives from the political parties as well as government authorities.

## **Assessment of good practices of promoting encounters between residents in the neighbourhood of Kivistö, Vantaa**

The neighbourhood of Kivistö is one of the areas in Finland where the government established a reception center for unaccompanied minor asylum seekers in 2015. The residents strongly opposed this initiatives and a group of residents were able to gather over 1400 signatures to prevent the establishment of the center. The tension between the residents who are in favor and those who are opposed somehow escalated, and even efforts made towards open dialogue seemed futile at that time. Despite the petition and the ongoing tension, the reception center was formally established in 2015.

Stakeholders working in the area had to do something to alleviate the tension between the residents. The Kivistö case has raised two important points. First, the strong commitment from the city of Vantaa was made concrete by employing a volunteer work coordinator. The coordinator definitely played a key role in promoting cooperation between the different sectors and engaging them to work together. This basically meant that the grass roots- level

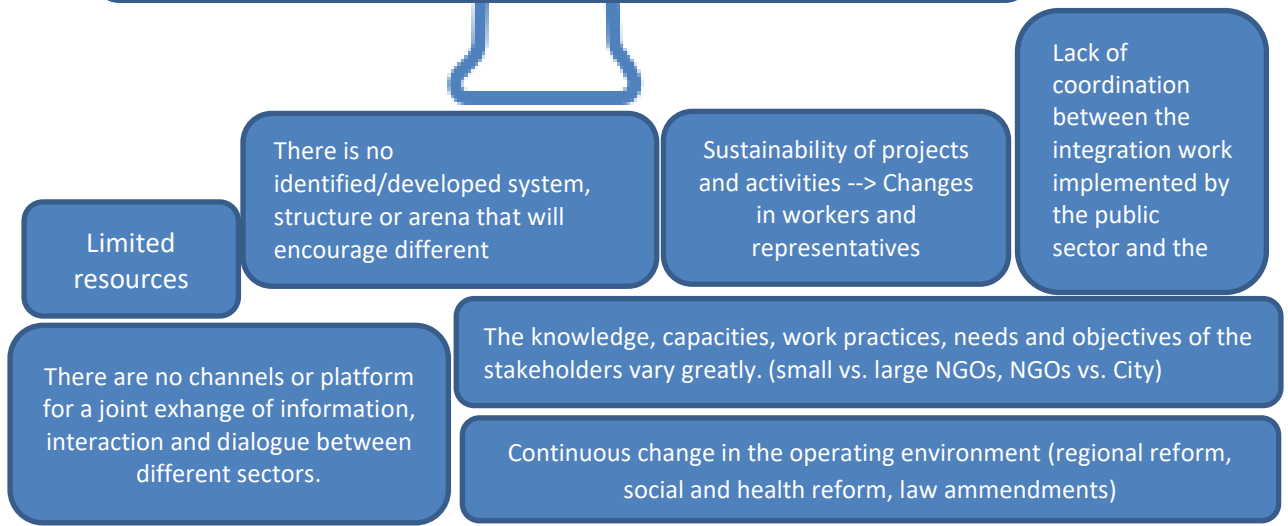
activities like support groups, hobbies, language courses as well as volunteer work training were organized in coordination with all the stakeholders. Secondly, active participation of the residents was a crucial factor in the implementation. The residents did not have to be members of any organization, everyone is encouraged to give or do anything that they are willing or ready to do. In a way, the volunteers or what we call the 4<sup>th</sup> sector was remarkably mobilized. Kivistö area is now known as one of the pioneers in the development of a multi-sectoral model of promoting encounters between residents and the young asylum seekers. The ULG members decided to incorporate the Kivistö model in this IAP to be used as a basis for the development of a city-level intervention to promote good relations between residents in different neighbourhoods in Vantaa.

#### **4. Integrated Action Plan: setting focus and objectives**

As partnerships and cooperation between NGOs and the city officials are already promoted and implemented in Vantaa, this is not enough to address the current challenges in the city, particularly in terms of integration of migrants. These challenges are shown in the problem tree below:



**Ineffective coordination of integration practices in Vantaa due to an absence of a joint vision and action plan between relevant stakeholders (NGOs, public and private sector, residents).**



**The integration services and practices in Vantaa (historically based on the reception of refugees and focused too much on individual client work) no longer correspond to the current context of Vantaa and has not increased in relation to the number of immigrants.**

This problem tree was one of the outputs of the ULG preliminary baseline workshop to recognize the current context and challenges of the city. The baseline exercise highlighted that despite being a forerunner in promoting partnerships between different sectors, initiatives implemented in this respect were scattered, knowledge, information and good practices were not shared effectively. Every sector - be it the local government or non-government organizations - had developed several models, had collected rich and detailed data they seldom have the opportunity to talk and learn from each other's experiences. Duplication of integration practices and activities was common and some of the initiatives were quite overlapping. It became clear that structures and processes are needed to be optimized to make local long-term planning more efficient. Partnerships had to be strengthened and the stakeholders' networks had to be expanded to include smaller organizations and active residents who play a very important role in promoting integration and good ethnic relations.

## **Reviewing local challenges and redefining priorities**

The ULG members defined priorities and identified solutions that the local authority did not have on its radar otherwise, whether because they had not thought about them or because they believed they did not have the expertise or means to address. The process of developing the Integrated Action Plan (IAP) created a focus for discussions that brought previously unconnected organizations work towards a common goal. Such partnerships usually take years to develop, let alone build trust, but the IAP process brought a concrete focus and objective, in a way that the right stakeholders could be involved at the right time.

The ULG members unanimously decided that having a concrete and co-produced partnership strategy between the city and the different stakeholders will help in ensuring that Vantaa will be a more inclusive city and that active citizenship as well as good relations in the neighbourhoods will be promoted. To be more specific, the ULG decided that the main goal of this IAP is: **"Facilitating and strengthening partnerships between different stakeholders to promote integration and active citizenship toward a more inclusive city."**

The key opportunities that this IAP will provide are identified as the following:

- To ensure that the expertise and activities of different stakeholders in the city will be recognized.
- To strengthen and increase mutual appreciation and trust between the city officials, different stakeholders and the residents of Vantaa.
- To guarantee the complimentary principle in practice, thus, avoiding duplication of services, activities and events and promoting reciprocal collaboration between different sectors.

The ULG also decided on three (3) specific objectives that this IAP will address:

1. Developing partnerships through effective utilization of the existing professional, formal and non-formal networks in the city.
2. Establishing a support system that will facilitate collaboration between non-government organizations and the city
3. Promoting and strengthening good neighborhood relations in Vantaa



## 5. Integrated Action Plan: Proposed actions and framework for delivery

The proposed actions as well as the key priorities of this IAP was incorporated in the multicultural plan of the city of Vantaa. This means that the scope of this integrated action plan will be the same as the multicultural plan, which is from 2018 - 2022. The multicultural plan was approved by the Vantaa city council on April 2018.

### Specific objective #1

**Developing partnerships through effective utilization of the existing professional, formal and non-formal networks in the city.**

<b>Proposed Action # 1</b>	<b>Documentation of the existing local networks and stakeholders involved in implementing the integration work in Vantaa.</b> This will be done by conducting an extensive research and survey of all networks, organizations and current projects in the city.
<b>Agencies involved and Lead agency</b>	The City of Vantaa, particularly the department of multicultural affairs and the integration team from the social office
<b>Timescale</b>	2018 - 2022
<b>Key performance indicators</b>	<p>The results of the documentation are made available to all stakeholders.</p> <p>The documentation was done thoroughly and extensively.</p> <p>The smaller NGOs and other active networks who are not currently involved in the Urbact local group are reached and identified.</p> <p>A more diverse, wide-range, multi-level, multi-sectoral networks of different stakeholders in Vantaa is developed.</p>
<b>Funding and other resources required</b>	The existing human resources of the city of Vantaa will be used as the initial funding needed for this documentation.
<b>Riskfactors</b>	<p>Inevitable changes of personnel and/or contact persons of the organizations Vantaa.</p> <p>Difficulty in engaging smaller NGOs who are operating on a voluntary basis.</p>

<b>Proposed Action # 2</b>	<b>Cooperation forums will be organized annually.</b> The main goal of these forums is to provide an arena that will facilitate and allow co-creation, participatory planning, sharing of information as well as good practices between the local stakeholders.
<b>Agencies involved and Lead agency</b>	The lead agency role for this action will be shared and rotated between the ULG members. For 2018, Nicehearts ry will take the lead role, Hakunila International Society and Sorasod ry will be the lead agencies for 2019, while the Russian club of Vantaa will take the lead in 2020.
<b>Timescale</b>	Annually
<b>Key performance indicators</b>	<p>The cooperation forums are attended by representatives from different sectors.</p> <p>The number of participants reached the minimum target of 60 participants per forum.</p> <p>The themes and program of the forum are in line with the current context and challenges in Vantaa.</p> <p>Joint projects and collaboration that are discussed between the participants in the forum are planned and implemented.</p>
<b>Funding and other resources required</b>	<p>The total expenditure for organizing one forum is 1,500€ (max.)</p> <p>The lead agencies together with the ULG members as well as other interested partners will jointly explore possibilities for funding sources.</p>
<b>Riskfactors</b>	<p>The funding for organizing forums is not sustainable, thus, there is a possibility that the lead agencies might find it difficult to find financial support to organize this.</p> <p>The themes that will be chosen for the forums and the program might not be interesting for the relevant stakeholders.</p>

<b>Proposed Action # 3</b>	<b>Arrival Cities ULG joint project planning: "Bridging training programs for migrants"</b> The aim of this project is to promote and effectively utilize existing traineeship programs offered (by the City, vocational schools and the employment office) to support migrants in their career paths. The initial idea is to develop a model that will provide a lower threshold for migrants to find internships and traineeships, as well as to give capacity building training to NGOs on effectively utilizing this possible workforce.
<b>Agencies involved and Lead agency</b>	The City of Vantaa through the Multicultural affairs department Vantaan Järjestörinki Hakunila International Society Russian club of Vantaa R3 ry Nicehearts ry Sorasod ry Monimaa ry Local employment office (TE-office)
<b>Timescale</b>	2019
<b>Key performance indicators</b>	The project is jointly planned by the ULG members.  The extent of cooperation between the partners is clearly stated in project proposal
<b>Funding and other resources required</b>	The funding application will be submitted to the European social fund.
<b>Riskfactors</b>	The funding will not be granted.  Some of the partners will not be active in planning the proposal.  Some partners will drop out before the project proposal is conceptualized.  The partners will not have the financial capacity to be able to fully commit in the project.

<b>Proposed Action # 4</b>	<b>Arrival Cities ULG joint project planning: "Commodification of local NGOs integration services"</b> The idea of this project is to provide training and acceleration programs for local NGOs to transform their existing integration activities into marketable and sellable services to the public and private sectors. This idea is in response to the possible regional, social and health reform in Finland.
<b>Agencies involved and Lead agency</b>	The City of Vantaa through the Multicultural affairs department Vantaan Järjestörinti Hakunila International Society Russian club of Vantaa R3 ry Nicehearts ry Sorasod ry Monimaa ry
<b>Timescale</b>	2019 - 2020
<b>Key performance indicators</b>	The project is jointly planned by the ULG members.  The extent of cooperation between the partners is clearly stated in project proposal
<b>Funding and other resources required</b>	The potential funding channels will be explored by the ULG members.
<b>Riskfactors</b>	The funding will not be granted.  Some of the partners will not be active in planning the proposal.  Some partners will drop out before the project proposal is conceptualized.  The partners will not have the financial capacity to be able to fully commit in the project.

<b>Proposed Action # 5</b>	<p><b>Developing "Our Vantaa" network of volunteer workers and organizations in promoting integration.</b> "Our Vantaa" idea is a result of the first ULG workshop. The goal is to develop a joint strategy and model for volunteer work in the city. The network consists of non-government organizations, city officials, church representatives and volunteers.</p> <p>The network organizes "järjestötreffit" (organization meet-up) 2 - 3 times a year, with different themes, i.e., developing a joint training program for volunteer workers in Vantaa.</p>
<b>Agencies involved and Lead agency</b>	<p>The City of Vantaa through the Multicultural affairs department and the Citizen services department  Vantaan Järjestörinki  Hakunila International Society  Russian club of Vantaa  R3 ry  Nicehearts ry  Sorasod ry  Monimaa ry</p>
<b>Timescale</b>	2018 -2022
<b>Key performance indicators</b>	<p>The organization meet-up (järjestötreffit) is organized at least twice (2) a year.</p> <p>The members of "Our Vantaa" network has expanded and diversified.</p> <p>The model is developed as a sustainable framework in organizing volunteer work in the City.</p>
<b>Funding and other resources required</b>	The source of funding will be from the existing resources of the Our Vantaa network members
<b>Riskfactors</b>	<p>The commitment of the network members in achieving the stated common goal.</p> <p>There is a risk that some of the network members, especially those who have more resources, will develop a different network.</p>

## Specific objective # 2

### Establishing a support system that will facilitate collaboration between non-government organizations and the city

<b>Proposed Action # 6</b>	<b>Ensuring the sustainability and continuation of the Arrival Cities ULG network.</b> This will be implemented by organizing regular meetings and monitoring of action plan and activities.
<b>Agencies involved and Lead agency</b>	The City of Vantaa through the Multicultural affairs department
<b>Timescale</b>	2018 -2022
<b>Key performance indicators</b>	2 -3 ULG meetings are organized annually. Monitoring and evaluation of the IAP is carried out.
<b>Funding and other resources required</b>	The City of Vantaa will initially provide the resources, but funding from other sources (i.e., EU, Urbact) will also be considered.
<b>Riskfactors</b>	The commitment of the ULG members in the implementation of this action plan might decline in the coming years.  If other sources of funding are not identified or available, the existing resources of the city might not be enough to implement this action efficiently.  Difficulty in building trust with other organizations who are not members of the current ULG and encouraging them to become members

<b>Proposed Action # 7</b>	<b>Arrival Cities ULG joint project planning: "Employee exchange program and local study visits"</b> The idea of this joint project is to organizing employee exchange programs between non-government organizations and the city. The goal is to learn from each other and become more aware of the variety of contexts, differences, similarities and perspectives involved in the other sector. In addition, the project will also incorporate regular study visits to be more familiar with the current organizations, projects, and services in the city. The study visits are planned to follow the case study format that Arrival Cities used during the transnational networks.
<b>Agencies involved and Lead agency</b>	The City of Vantaa through the Multicultural affairs department Vantaan Järjestörinti Hakunila International Society Russian club of Vantaa R3 ry Nicehearts ry Sorasod ry Monimaa ry
<b>Timescale</b>	2018 - 2022
<b>Key performance indicators</b>	The project is jointly planned by the ULG members.  The extent of cooperation between the partners is clearly stated in project proposal.
<b>Funding and other resources required</b>	Possible EU funding will be explored.
<b>Riskfactors</b>	The project proposal does not fit any EU funding call.  Funding is not granted.  The idea of an employee exchange program might not be feasible due to some legal issues/restrictions.

<b>Proposed Action # 8</b>	<b>Promotion and active utilization of the new web portal developed by the Center for Economic Development, transport and the Environment, kotoutumisentukena.fi.</b> This web portal is under the project "järjestöistä voimaa kotoutumiseen", which is funded by the EU Integration fund. Through the development of the web portal, the project strengthens the cooperation, knowledge and dialogue between the third sector and the stakeholders in the integration services. The web portal serves as a platform that different sectors can use for joint planning of activities as well as development of local integration services.
<b>Agencies involved and Lead agency</b>	The City of Vantaa through the Multicultural affairs department Center for Economic Development, Transport and the Environment Vantaan Järjestörinki Hakunila International Society Russian club of Vantaa R3 ry Nicehearts ry Sorasod ry Monimaa ry
<b>Timescale</b>	2019
<b>Key performance indicators</b>	The ULG members are committed to actively promote and use the web portal.  The city officials are fully aware of the benefits of the portal and are actively engaged in using the web portal.
<b>Funding and other resources required</b>	The funding is fully covered by the project.
<b>Riskfactors</b>	The web portal is not updated and used.  The web portal does not answer the need for a common platform that NGOs and the city officials can use.



<b>Proposed Action # 9</b>	<b>Active usage of the newly developed online service toimeksi.fi.</b> Toimeksi.fi is a national web portal which includes several parallel online services operating on different regional areas. Each online service featured in the web portal is designed to make welfare related services easier to find, and to make it easier for citizens to get involved in civic activity. The web portal is especially aimed at private citizens, organisation workers, representatives of schools or academies, and authorities.
<b>Agencies involved and Lead agency</b>	Vantaan Järjestörinki
<b>Timescale</b>	2018
<b>Key performance indicators</b>	The online service has a wide user base.  The organizations show commitment in updating the information in the web portal.
<b>Funding and other resources required</b>	The funding is fully covered by the Toimeksi.fi project, which is funded by the Funding center for social welfare and health organizations (STEA).
<b>Riskfactors</b>	The online service is not updated and used.  The service does not answer the needs or the current context of the residents in the city.

### Specific objective # 3

## Promoting and strengthening good neighborhood relations in Vantaa

<p><b>Proposed Action # 10</b></p>	<p><b>Piloting the idea of "Lähiötalkoot".</b> Lähiötalkoot is a get-together where residents of a community or neighbourhood will be engaged to do something together. By doing something together, the residents will be given more opportunities to be familiar and get to know each other. Migrants will feel more at home and welcomed in their respective neighbourhoods and communities. Residents will be more aware of their own roles in the communities. "Lähiötalkoot" aims to promote active participation, feeling of belongingness, sense of security and good ethnic relations in the neighbourhoods.</p> <p>The idea is also to promote a lower threshold for the residents to influence the kind of activities organized and the quality of services provided by the city. The city can also utilize these events in receiving feedback, improving the existing services and developing new strategies to target specific issues concerning the neighbourhoods and communities.</p>
<p><b>Agencies involved and Lead agency</b></p>	<p>The City of Vantaa through the Multicultural affairs department  Vantaan Järjestörinki  Hakunila International Society  Russian club of Vantaa  R3 ry  Nicehearts ry  Sorasod ry  Monimaa ry</p>
<p><b>Timescale</b></p>	<p>2019</p>
<p><b>Key performance indicators</b></p>	<p>Lähiötalkoot was organized and piloted successfully.</p> <p>The participants in the event are at least 50.</p>
<p><b>Funding and other resources required</b></p>	<p>The funding will come from the existing resources available to the ULG members.</p>
<p><b>Riskfactors</b></p>	<p>Lähiötalkoot will not be implemented due to insufficient funds or other resource-related issues.</p> <p>Low number of participants</p>

<b>Proposed Action # 11</b>	<b>Disseminating information on the possible places of encounters in Vantaa that can be used by different sectors in organizing events and activities in promoting active participation of residents.</b> Places of encounters can be existing community centers, playgrounds, parks, NGO offices/premises, schools and other spaces that can be utilized for community interaction.
<b>Agencies involved and Lead agency</b>	The City of Vantaa through the Multicultural affairs department Vantaan Järjestörinti Hakunila International Society Russian club of Vantaa R3 ry Nicehearts ry Sorasod ry Monimaa ry
<b>Timescale</b>	2018
<b>Key performance indicators</b>	Increase in the use of the public spaces available for community engagement.  Effectively utilizing existing public spaces as a venue for integration
<b>Funding and other resources required</b>	The existing human resources of the city of Vantaa will be used as the initial funding needed for the documentation and dissemination of information.
<b>Riskfactors</b>	Documentation and dissemination of information will not be implemented due to lack of resources.  The existing spaces/premises are already being used by organizations and active residents for their own activities, which means that there will not be enough possibilities for developing new ways and methods for utilizing the spaces.  There are not enough public spaces available.

<b>Proposed Action # 12</b>	<b>Developing a model for promoting good ethnic relations that is well-suited to the context of Vantaa.</b> The basis for the model will be taken from the assessment conducted in the area of Kivistö. This assessment extensively describes the challenges and good practices in promoting encounters between the residents and the unaccompanied minor asylum seekers living in the area. The assessment will also include valuable recommendations that can be used authorities, policy makers and other stakeholders.
<b>Agencies involved and Lead agency</b>	The City of Vantaa through the Multicultural affairs department MarjaVerkko ry
<b>Timescale</b>	Assessment will be conducted in 2018.  The development of the model will be from 2019 - 2022.
<b>Key performance indicators</b>	The recommendations stated in assessment was used in developing a model on how to effectively promote encounters and good ethnic relations in Vantaa.  Readiness in encountering possible crisis situations and rapid, inevitable changes in the City.
<b>Funding and other resources required</b>	The funding for the assessment was taken from the Arrival Cities project.  Other funding sources will be explored by the lead agencies.
<b>Riskfactors</b>	Lack of resources in developing the model.  The recommendations provided in the assessment cannot be directly applied to the whole city of Vantaa due to some contextual differences.

## 6. Monitoring and Evaluation

The department of the multicultural affairs of Vantaa, being the lead agency for Arrival Cities project, will be responsible for coordinating and monitoring the delivery of this IAP. However, the vast majority of actions included in this plan will be delivered in partnerships with the ULG members as well as other relevant stakeholders. The ULG members also decided that monitoring the implementation of this plan will be a shared responsibility.

The evaluation of this IAP will be carried out through ex post, self-evaluation. There is a possibility that this will be done by an external expert or evaluator, but this is highly dependent on the actual funding sources received. Another option that was raised is to engage university level students as evaluators in the process of implementing the proposed actions. At the very least, the ULG members are committed in maintaining and sustaining communication lines through regular meetings, where the discussions and open dialogue on the impact and outputs of this IAP can be addressed.

Since this IAP is incorporated in the City of Vantaa's multicultural plan, the delivery of the proposed actions will also be partly monitored by the existing evaluation process of the city. Moreover, the advisory board for the multicultural affairs will also hold an annual meeting with the ULG in order to assess and evaluate the delivery of the proposed actions.

## 7. Conclusions

The participation of Vantaa in the Arrival Cities project has proved to be very valuable and beneficial. In addition to the significant amount of learning gained from the transnational workshops, Vantaa has greatly benefitted at the local level through the empowerment of the ULG network. The development of the integrated action plan has enabled the ULG to identify some key priorities in the integration of migrants and promotion of good relations in the neighbourhoods. It has also strengthened the partnerships at a local level by bringing together the relevant stakeholders around a set of clearly defined issues and actions. This integrated action plan will certainly improve the delivery of integration services while effectively utilizing the available resources.

## Contact details:

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