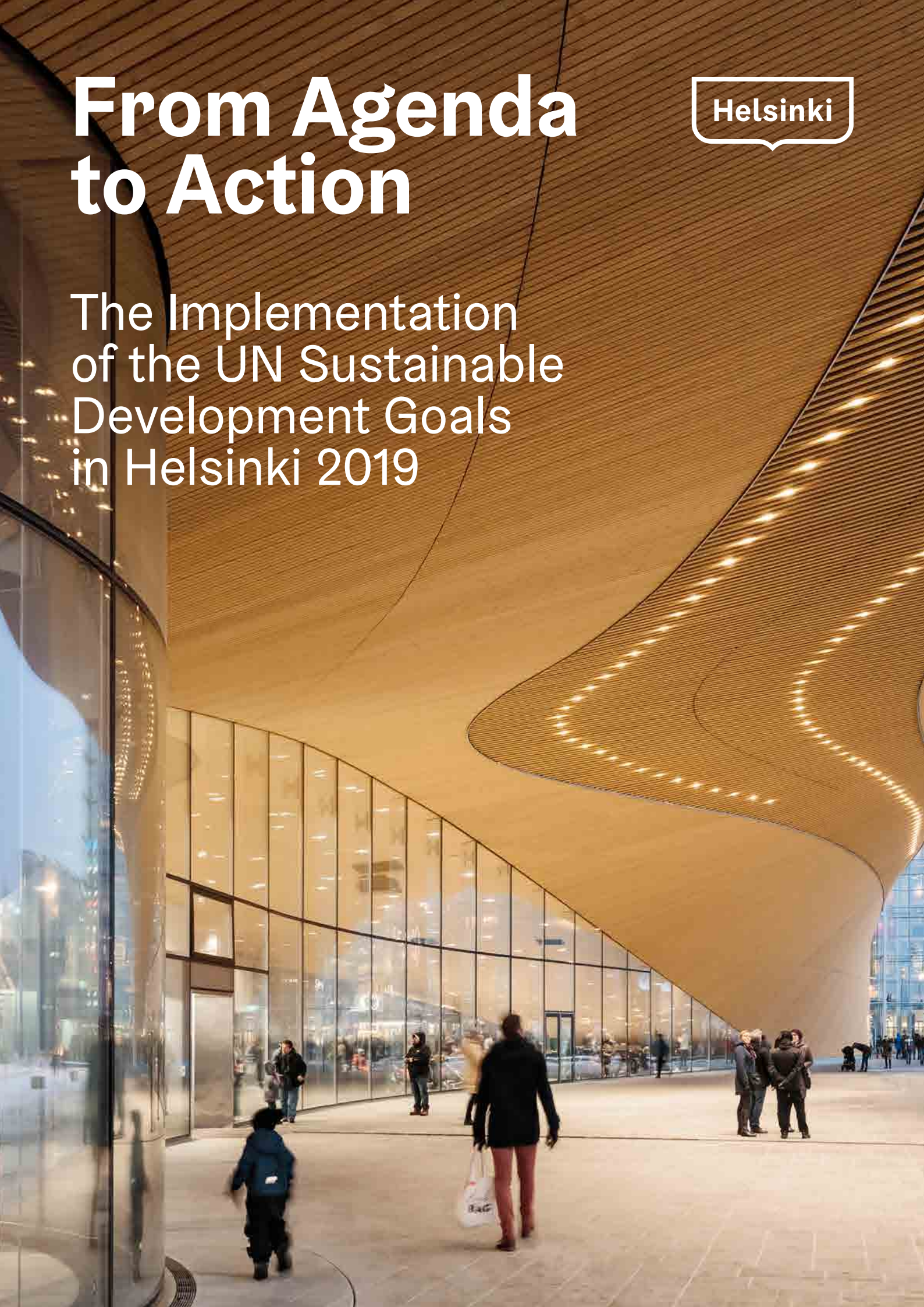


# From Agenda to Action

Helsinki

The Implementation  
of the UN Sustainable  
Development Goals  
in Helsinki 2019



Helsinki

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# From agenda to action

## Implementing the UN's Sustainable Development Goals locally in Helsinki

**In 2015, the UN member states** agreed upon goals and an agenda for sustainable development. The 2030 Agenda aims toward eliminating extreme poverty and facilitating sustainable development that takes the environment, the economy and people into consideration in equal measure.

A significant portion of the actual implementation of the Sustainable Development Goals is carried out at the local level. Cities play an important role in attaining the goals. The Sustainable Development Goals turn from the agenda into action especially at the city level. Attaining the goals will require strong co-operation between countries and cities in the future.

Helsinki wants to be the most functional city in the world and stand out as a pioneer in implementing global responsibility locally. Our strategy features several goals through which the City takes part in promoting the UN's Sustainable Development Goals. The goals are a cross-cutting part of our City Strategy, but concretizing their attainment also requires closer examination.

In May 2018, New York City became the first city in the world to report to the UN on the development of the Sustainable Development Goals with a city-level model. In June 2018, the City published its first voluntary implementation report, i.e., Voluntary Local Review. The report illustrates the development of New York City in a manner that facilitates comparisons with the UN's metering and provides insight on the successfulness of the sustainable development program in relation to these meters. The program has also given the City new co-operation opportunities with various functions of the UN, as well as with the member states, other cities and stakeholders. It has also promoted international discussion and brought the Sustainable Development Goals to a concrete level.

In September 2018, Helsinki decided to follow New York City's example and become the first European city to commit to submitting Sustainable Development Goal implementation reports at the city level. The goal of the reporting is to illustrate how well Helsinki's strategy succeeds

## The Sustainable Development Goals turn from the agenda into action especially at the city level.

in relation to the UN's Sustainable Development Goals, produce understandable and open information about the City's sustainable development, promote dialogue and co-operation with the international community, improve cities' opportunities to interact with the UN, and point out any weaknesses that Helsinki has, which we can then address. The long-term vision is to produce solutions and information that can help cities around the world implement the UN's Sustainable Development Goals so that the 2030 Agenda can be actually implemented.

Over the past year, we have collaborated with New York City to encourage other cities to take part in the voluntary implementation reporting, and this summer, many cities around the world will submit their own reports to the UN. Our goal is to achieve concrete actions and results – not just to produce reports. The cities' combined voice is now perhaps louder than ever, and its message is clear: achieving a permanent positive change requires that we all do more than our best. The special characteristics of cities make it possible to bring global responsibility to the level of everyday life.

**Helsinki's report is the first stage** in a long process, the ultimate goal of which is to realize the UN's Sustainable Development Goals successfully and productively in our city. The information and insight we produce form a basis for steering our resources and operations.

**Jan Vapaavuori**  
Mayor of Helsinki



# Introduction

**Helsinki's goal** is to be one of the world's leading local implementers of global responsibility. In this work, the UN's Sustainable Development Goals provide a globally relevant framework, the realization of which will provide not only evidence of Helsinki's success, but also insight on areas of development.

This Voluntary Local Review describes how the Helsinki City Strategy connects with the UN's Sustainable Development Goals, and how the City promotes and monitors their implementation. The goal of the reporting is to produce understandable and open information about the City's implementation of sustainable development, promote co-operation with the international community and contribute to cities' increasing efforts in implementing the Sustainable Development Goals globally.

**The Most Functional City in the World** – Helsinki City Strategy 2017–2021 was approved by the Helsinki City Council on September 27, 2017, and the strategy provides guidelines for the City's operations. In this report, the City Strategy is summarized into three themes: securing sustainable growth, developing services and responsible financial management. These themes cover 14 identifiable overall goals that are designed to realize at least one of the UN's goals at the local level.

The UN has defined a total of 17 Sustainable Development Goals (SDG), which are divided into 169 targets. The first stage of the reporting involved carrying out a cross tabulation analysis (so-called mapping), which compared the Helsinki City Strategy, key projects implementing the strategy and the Carbon-neutral Helsinki 2035 action plan with the UN's goals. Based on that, we formulated a perception of the linkage between Helsinki's key strategic objectives and UN goals SDG1–SDG16. There is a description of these linkages in the beginning of the report.

The UN's High-Level Political Forum (HLPF) defines annual focus point goals, the progress of which is reported. This report for 2019 focuses on examining the following five goals: quality education (SDG4), decent work and economic

The objective is to generate information about the implementation of sustainable development in Helsinki, to promote cooperation with the international community and to influence matters in order to increase the contribution of cities in the implementation of the sustainable development goals globally.

growth (SDG8), reduced inequalities (SDG10), climate action (SDG13) and peace, justice and strong institutions (SDG16). The report chapters, which have been named after the SDG goals, examine in depth what concrete procedures have been carried out over the course of this strategy period. The meters with which the development is monitored are also reported in connection with the procedures.

Finland was one of the first countries to set national focus points, procedures and a monitoring and evaluation system for attaining the UN's goals. Helsinki's local reporting complements Finland's national reporting, and the goal is for Helsinki's example to encourage Finnish cities and other operators to take part in getting the Sustainable Development Goals off the ground locally.

# Work process

The first Voluntary Local Review (VLR) implementation report by the City of Helsinki was carried out by applying the model created by New York City, and it describes the Helsinki City Strategy 2017–2021 and the operations implementing it within the SDG framework.

For the reporting, a so-called mapping was carried out by cross tabulating the goals of the Helsinki City Strategy, the monitoring meters and the goals of the Carbon-neutral Helsinki 2035 action plan against the UN's Sustainable Development Goals. This stage also involved charting the connections between the seven key projects realizing the strategy and the UN's goals and compiling examples of concrete procedures that the City has carried out or is currently carrying out.

The first stage of the modeling (mapping 1) involved examining Helsinki's goals, meters and procedures and presenting the connections between the UN's goals and Helsinki's goals.

The second stage (mapping 2) involved focusing the examination on the UN's goals and describing which of Helsinki's goals were linked to which of the UN's goals.

For more detailed reporting, a compilation was created of procedures that were linked to the following 2019 focus points defined by the UN's HLPF: quality education (SDG4), decent work and economic growth (SDG8), reduced inequalities (SDG10), climate action (SDG13) and peace, justice and strong institutions (SDG16). Descriptions of the progress of the procedures were collected from an extensive group of the City's experts.

The procedure descriptions were complemented with a selection of key indicators that best describe the development following the UN's Sustainable Development Goals in Helsinki. The key indicators were picked primarily from the monitoring meters of the Helsinki City Strategy. The whole was complemented with a few context-appropriate additional indicators with which Helsinki monitors the state and the development of the city. As regards the indicators, the aim was to achieve a presentation consistent with indicators such as the EU-level SDG indica-

tors used by Eurostat and the national-level UN Sustainable Development Indicators produced by Statistics Finland, where applicable.

The City's procedures selected for the monitoring were compiled from key projects realizing the City Strategy, the Carbon-neutral Helsinki 2035 action plan and the action plans of the City's divisions. Furthermore, experts involved in the projects and programs realizing the City Strategy complemented the report with other procedures realizing the UN's Sustainable Development Goals that have been promoted over the course of the strategy period.

Developing and coordinating the implementation report within the City was under the responsibility of a work group consisting of experts from the Helsinki City Executive Office and the Urban Environment Division. The texts describing the progress of the procedures detailed in the report were produced in collaboration by several employees of the City from the Helsinki City Executive Office and the Urban Environment, Education, Culture and Leisure, and Social Services and Health Care Divisions. The work was directed by a steering group led by the Strategy Unit. Helsinki's report was carried out between November 2018 and May 2019.





# The Most Functional City in the World

## The City Strategy 2017–2021 has been created in accordance with the City's new management system

Helsinki's new City Council began its strategy work by gathering for a seminar on June 15–16, 2017. At the seminar, the Council assessed the current state of and changes to the operational environment of the City as the starting point for preparing the City Strategy for the council term of 2017–2021. Analyses required by the Local Government Act were prepared for the seminar to serve as the basis for the Council's strategy work. The materials of the council seminar consisted of an operational environment report, scenario and vision work carried out in connection with the renewal of the City's management system and a summary report on interviews with businesses. The materials have been published on the City's website.

In early August 2017, the new division committees gathered for strategy seminars that involved identifying the City's common and division-specific goals and themes for the council period. The Education Committee's seminar was held on August 8, 2017, the Urban Environment Committee's seminar on August 10, 2017, the Culture and Leisure Committee's seminar on August 9–10, 2017 and the Social and Health Committee's seminar on August 9, 2017. Additionally, the City Board's Economic Development Sub-committee discussed the strategy's economic development policy related issues at its seminar on August 21, 2017.

After the committee seminars, the Mayor and Deputy Mayors worked on a vision regarding the central themes of the City Strategy. The Mayor and Deputy Mayors also collaborated with the office holder management in order to utilize the planning and preparation work carried out in connection with the management reform in the spring of 2017 in creating the guidelines of the City Strategy. The City Council decided on the Strategy on September 27, 2017, and the Strategy can be read in its entirety on the City's website.

The Strategy will be monitored and reported on with a set of meters, and the monitoring is

connected to the reporting rhythm of the City's operations and economy.

## Objectives of the Helsinki City Strategy

Helsinki's goal is to be the most functional city in the world. The Strategy sets ambitious and clear goals indicating that the City wants to get better every day in the future. The goal is to create a more international, agile, service-oriented and attractive Helsinki.

Above all, Helsinki is a place and a community. The City is made by the residents themselves. The City's attractiveness comes from a clean and safe environment, a unique urban culture and the residents' participation in building good and functional everyday life.

The Strategy acknowledges that the significance of cities as solvers of current major global challenges will inevitably increase. Cities are solution-oriented, pragmatic and agile as they seek solutions to the challenges of social segregation, climate change, energy efficiency, participation and digitalization alike.

The Helsinki City Strategy features several identifiable goals through which the City takes part in promoting the UN's Sustainable Development Goals. The Helsinki City Strategy is summarized into three main themes: securing sustainable growth, developing services and responsible financial management. These themes cover 14 overall goals that are designed to realize at least one of the UN's goals at the local level.

# Helsinki City Strategy Objectives



**Pleasant and safe**  
We will make Helsinki safer and more pleasant.



**Carbon neutral**  
We will develop Helsinki to become an ecologically sustainable and carbon-neutral city.



**Sound and healthy**  
Well-being and health for all Helsinki residents.



**Resident-oriented and engaging**  
Helsinki will be developed in a resident-focused and open manner.



**Minds the wellbeing of children and young people**  
We will take care of the well-being of children and youth, as well as prevent marginalization.



**Digital**  
We will take advantage of digitalization opportunities.



**Athletic and active**  
The physical activity of residents will be promoted.



**Learning**  
We will enable lifelong learning.



**Functional urban structure**  
The development of the City structure will take accessibility and functionality into account.



**Business-friendly**  
Helsinki's focus on business will be developed.



**Vital**  
The appeal and vitality of Helsinki will be increased



**Responsible leadership**  
Helsinki will be managed responsibly, and the well-being of staff will be looked after.



**Diverse nature**  
We will secure the diversity of urban nature and sea nature.



**Financially sustainable**  
The economy of Helsinki will be managed responsibly, sustainably and profitably.

# Helsinki City Strategy and the UN's Sustainable Development Goals

The first stage of Helsinki's reporting (mapping 1), The Most Functional City in the World – Sustainable Development Goals, First Part of the City-level Implementation Reporting was published in April 2019 in connection with the Helsinki Symposium. It presents the themes and objectives of the Helsinki City Strategy, as well as the meters used for monitoring the strategy.

In connection with the goals, the report brings up concrete procedures with which the City realizes its strategy while also promoting the UN's goals. The following image illustrates which Sustainable Development Goals are linked to the three themes of the Helsinki City Strategy: **securing sustainable growth**, **developing services** ja **responsible financial management**.

## Securing sustainable growth



## Developing services



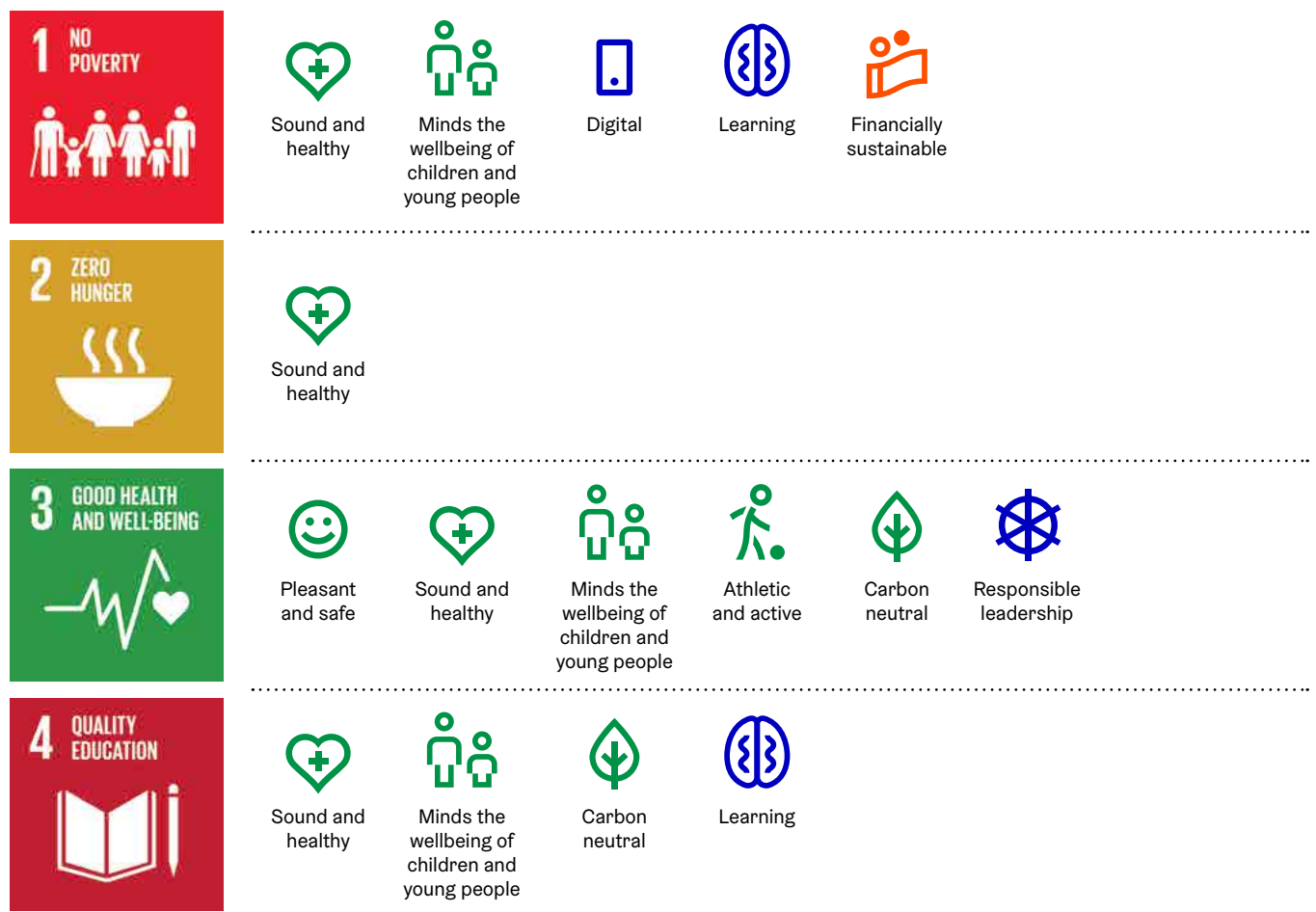
## Responsible financial management



# The UN's Sustainable Development Goals and the Helsinki City Strategy

In the second stage of the reporting (mapping 2), the examination was reversed so that the UN's Sustainable Development Goals served as the starting point. Below is a presentation of the Helsinki City Strategy objectives that are linked to each UN Sustainable Development Goal.

## Sustainable Development Goals and the Helsinki City Strategy





Pleasant and safe



Resident-oriented and engaging



Learning



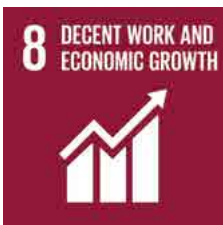
Responsible leadership



Diverse nature



Carbon neutral



Sound and healthy



Minds the wellbeing of children and young people



Functional urban structure



Vital



Carbon neutral



Digital



Learning



Business-friendly



Responsible leadership



Financially sustainable



Pleasant and safe



Functional urban structure



Carbon neutral



Digital



Business-friendly



Pleasant and safe



Sound and healthy



Minds the wellbeing of children and young people



Athletic and active



Functional urban structure



Resident-oriented and engaging



Digital



Learning



Responsible leadership



Pleasant and safe



Minds the wellbeing of children and young people



Functional urban structure



Carbon neutral



Resident-oriented and engaging



Digital



Carbon neutral



Carbon neutral



Diverse nature



Diverse nature



Carbon neutral



Diverse nature



Carbon neutral



Pleasant and safe



Minds the wellbeing of children and young people



Resident-oriented and engaging



Digital



Responsible leadership



Financially sustainable





# Quality education

Helsinki wants to be  
the world's most effective  
place to learn.





## SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Helsinki wants to be the world's most effective place to learn. The City already provides its residents with high-quality and attractive local services for early childhood and comprehensive education. However, the growing Helsinki is in constant need of active procedures and investments in order to be able to provide everyone with open, equal and high-quality education and lifelong learning opportunities.

The goal of the teaching is that the learners are provided with the support they need in their local school and study with the other learners of their neighboring area. The City aims to provide all of its young residents with secondary education opportunities, as well as professional know-how for the needs of adults and working life. Partnership networks, such as those between businesses and various operators of the City, make studying more versatile. One example of such co-operation is the currently developed competence cluster for the construction industry in Myllypuro.

Helsinki utilizes the entire city area as a learning space for people of all ages. The phenomena being studied are examined as wholes, and digital technology enriches learning and facilitates learning that is independent of time and place. The goal is for every learner to have access to a modern digital learning environment and materials, as well as appropriate equipment. The goal of information system development for teaching and learning is to develop an environment and system that provides open interfaces with other systems, including national systems and information resources.

The Carbon-neutral Helsinki action plan includes education-related procedures, the goal of which is to increase climate change and circular economy know-how at all education levels. The environmental management and curricula of the Education Division include environ-



Sound and healthy



Minds the wellbeing of children and young people



Carbon neutral



Learning

mental education in which daycare centers, schools, educational institutions and adult education centers are instructed to promote a climate-friendly lifestyle.

The City promotes education, employment and participation among immigrants with several projects. The goals include improving the conditions for learning and support for immigrants, as well as developing their competence and recruitment.

Helsinki grants schools appropriations for positive discrimination, which are targeted toward some of the schools with specific criteria. Positive discrimination promotes the realization of equal early childhood, comprehensive and secondary education services.

Since the fall of 2018, the teaching of the first foreign language has started in the first grade of comprehensive school. Foreign-language teaching in Helsinki schools has been increased in pre-school and comprehensive education, general upper secondary education and at the Helsinki Vocational College. Language immersion teaching and education have been increased as well.

### Children aged 5 are provided with free-of-charge early childhood education 4 hours a day

In August 2018, Helsinki began to provide its residents aged 5 with free-of-charge early childhood education (4 h/day). High-quality early childhood education and teaching reduce inequality. The goal of providing the education free of charge has been to increase the participation rate in early childhood education, which has been attained.

### Inclusive schools provide learners with the support they need in their local school

Learners and their families have greatly varying situations. Flexible teaching arrangements and groupings

## An inclusive school is equal, and it teaches diversity and everyone's right to comprehensive operations.

and co-teachership implement individual learning paths and respond to the learners' support needs. The goal is to enable as many learners as possible to study in their local school or close to their home.

In an inclusive school, the learners are provided with the support they need in their local school and study with the other learners of their neighboring area. The distances between home and school are reduced and the amount of learning path transfers decreases. An inclusive school is equal, and it teaches diversity and everyone's right to comprehensive operations. When a learner has a significant need for support and the teaching cannot be carried out in an integrated manner, it is arranged in a small group as class-format special needs education. Special schools and special classes for demanding special support serve at the level of the entire City.

### The City of Helsinki uses €2 million on a free-of-charge secondary education trial

All learners graduating from comprehensive school are given access to further education in Helsinki. In addition to this, the City of Helsinki targeted €2 million toward a free-of-charge secondary education trial. The funding is targeted toward new students at the City's upper secondary schools and the Helsinki Vocational College to be used on education materials available for a loan, HSL travel cards inside Helsinki and cultural visits.

### The City of Helsinki has begun establishing a competence cluster for sports, the Urhea campus

The Urhea campus is being promoted as a competence cluster for sports. The Urhea campus consists of an expansion to the Mäkelänrinne upper secondary school,

a sports hall and student apartment buildings. The joint project has involved charting shared use of the facilities between the upper secondary school, the sports hall and the Foundation for Student Housing in the Helsinki Region (HOAS). The implementation of the project has begun.

### A competence cluster for the construction industry to be established in Myllypuro

The Helsinki Vocational College operates in collaboration with Metropolia University of Applied Sciences, businesses in the industry and the surrounding community in the competence cluster for the construction industry in Myllypuro. The spatial arrangement is based on the co-operation agreed upon with Metropolia and shared use of the facilities. The facilities will be established in 2020–2022, and the project will be carried out as a leasehold project.

### Developing learning environments promotes the development of extensive know-how

Authentic learning environments promote the development of extensive know-how required in the future. The learning environment will be made more versatile, and teaching will utilize the entire city area. Learners can connect their learning to actual everyday environments and problems. The phenomena being studied are examined as wholes, which in turn promotes the development of thinking and problem-solving skills. Since the beginning of 2019, learners have been able to use public transportation free of charge during school days, which promotes the expansion of the learning environment to cover the entire Helsinki metropolitan area.

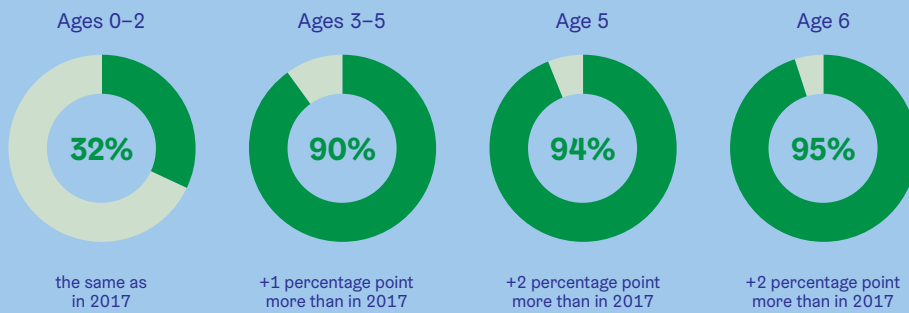
Communality and communal learning have been strengthened. According to assessments by the schools, learners are working together more, producing information and solving problems together. These are essential skills in future know-how. Communal working also reinforces the development of socio-emotional skills needed in the future. The learners' active role and participation in planning, implementing and evaluating their own learning has been reinforced. Electronic portfolios have made the learning process visible and facilitated individual progress.

### The City of Helsinki has launched several projects to promote the digitality of teaching

Teaching is being developed so that digital know-how is up-to-date at every school in Helsinki and it supports the change in the school's pedagogical operating culture. In comprehensive education, the goal is for every learner to have access to a modern digital learning environment and materials, as well as appropriate equipment. This enables everyone to have access to new teaching technology and digital learning materials and guarantees equal treatment.

Laptop computers make it possible to expand the teaching environment and monitor learning regardless of time and place. Learner computer procurements have

## Day care participation rate in 2018



## Quality of public day care 2018

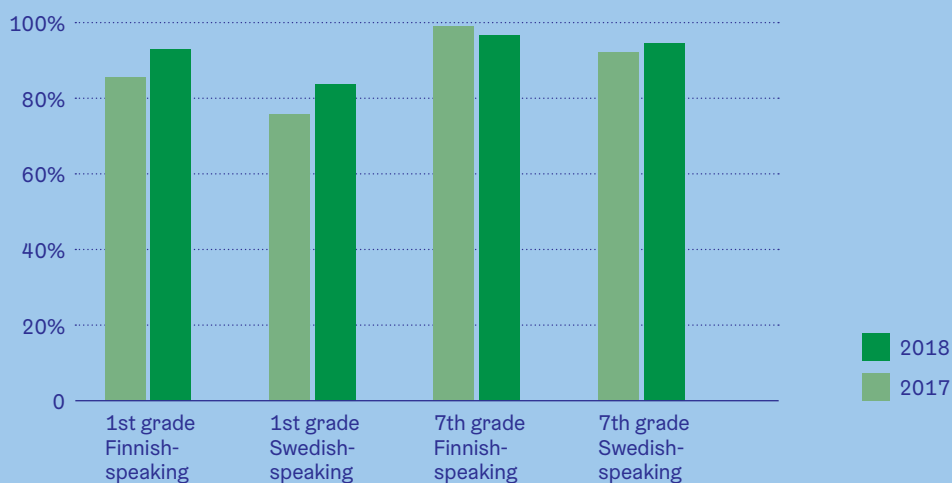
21%

Percentage of non-eligible kindergarten teachers (kindergarten teachers without training corresponding with the task) of all kindergarten teachers.

4.3%

Departure turnover rate of kindergarten teachers (Jan 1 – Oct 31, 2018)

## Percentage of families who chose the local school in comprehensive education



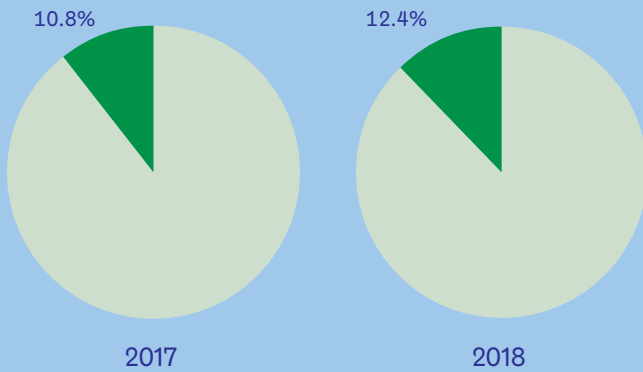
## People who have completed comprehensive school but have not been accepted into further education

For the 2018 application period, the system did not include those who were accepted from a reserve list for a place in preparatory training in the calculation. For the 2019 application period, the system will be made comparable with the 2017 information.



Source: Finnish National Agency for Education

## Percentage of non-Finnish-speaking students graduating from Helsinki upper secondary schools



Source: City of Helsinki, Education division

## Results of matriculation examinations

4.3/7

Average matriculation exam grades at Helsinki upper secondary schools in 2017

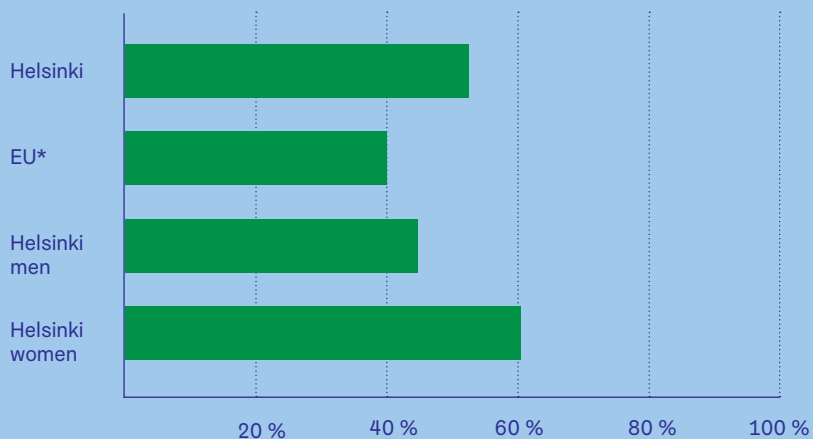
4.2/7

Average matriculation exam grades at all Finnish upper secondary schools in 2017

Source: Vipunen, Education Statistics Finland

## Higher education graduates

(percentage of population aged 30–34 in 2017)



Source: Statistics Finland, \*Eurostat

been made in accordance with the teaching digitalization program of the City of Helsinki, and the presentation technology and wireless networks of schools have been overhauled. Schools and educational institutions have carried out learning technology trials and charted and tried robot technologies, technology kits and sensors (Internet of Things). The trials involve testing the pedagogical and technological usability of the new opportunities.

A comprehensive teaching and learning information system development process has been launched to replace outdated systems. The goal is to create an environment and system that provides open interfaces with other systems, including national systems and information resources. The overall process covers the development of a customer information system, AI-based learning analytics and the learning environment.

The customer information system project involves developing an administrative whole related to core operations in order to develop the operations of different target areas and user groups. The development of the AI-based learning analytics is targeted toward areas such as the following: personalizing learning and study paths (early childhood education, comprehensive education, upper secondary and vocational education, vocational adult education and liberal adult education), supporting information management (by developing visualization and prediction methods utilizing school and student data, etc.), preventing social exclusion, promoting graduation from vocational education and guiding the learning process pedagogically in real time (so-called scaffolding). The project has involved collaboration with the Growing Mind research project of the University of Helsinki.

Technologies by Microsoft and Google serve as the technical basis for the learning environment development work. The project also involves charting other learning platform and tool needs.

### **Environmental education steering Helsinki residents toward a climate-friendly and sustainable lifestyle**

Finnish people's consumption behavior must become considerably more sustainable. It is especially important to introduce new courses of action as part of everyday life in early childhood education and at schools and educational institutions.

The Carbon-neutral Helsinki action plan includes education-related procedures, the goal of which is to increase climate change and circular economy know-how at all education levels from comprehensive education to vocational education and the course selections of adult education centers. The environmental management and curricula of the Education Division include environmental education in which daycare centers, schools, educational institutions and adult education centers are instructed to promote a climate-friendly lifestyle. The themes include but are not limited to securing biodiversity, an ecological lifestyle, energy conservation,

waste sorting, renewable energy production methods and people's own opportunities to contribute to climate change mitigation. These themes are brought up in the environmental education portions of different subjects, environmental programs and sustainable development programs, eco-supporter work and at nature and camp schools. Helsinki's local school principle facilitates commuting to school on foot and by bike. Travel support for longer school commutes directs learners toward using public transportation.

### **Immigrant education is supported by means such as increasing multilingual guidance in early childhood education, in secondary education and during educational transition phases**

On May 29, 2018, the Education Division of the City of Helsinki approved the Development Plan for Immigrant Education 2018–2021. The goal of the plan is to provide everyone with equal access to care, education and employment. The main themes of the development plan are suitable conditions and support for learning, guidance, advice and transfers, and skill improvement and recruitment.

The plan is implemented through 28 procedures. The procedures involve actions such as piloting the Multilingual Instructor model in early childhood education, secondary education and educational transition phases and creating an integration support model for early childhood education, pre-school education and comprehensive education. The different language versions of the services will be updated and the learning of Finnish at workplaces will be developed. Additionally, staff training courses on language awareness, competence identification and identifying and addressing racism will be launched.

### **Positive discrimination to promote the realization of equal early childhood education and later education and prevent segregation development**

Since 1999, the City of Helsinki has granted additional funding to schools in need of special support. The appropriation is granted based on the education and income level of the population of the school admission areas and the immigrant background rate of the schools. This so-called positive discrimination model is used to promote the realization of equal early childhood education and later education services and prevent segregation development.

The funding of positive discrimination will continue in Finnish and Swedish-language comprehensive education and upper secondary education, as well as Finnish-language early childhood education, and it has been expanded to cover Swedish-language early childhood education and vocational education.

According to the study Targeted Funding, Immigrant Background, and Educational Outcomes: Evidence from Helsinki's "Positive Discrimination" conducted by the VATT Institute for Economic Research in 2017, the targeted positive discrimination appropriation granted by the City of Helsinki increases learners' motivation to



## The positive discrimination model is used to promote equal early childhood education and later education services and prevent segregation development.

apply for secondary education and thus prevents educational exclusion. Based on the study, more learners from the schools receiving the positive discrimination appropriation also choose upper secondary over vocational education than before, which also contributes to the realization of equal education opportunities. The study indicates that the positive discrimination appropriation is an effective and efficient way to affect segregation.

### The teaching of the first foreign language starts in the first grade

In accordance with the Helsinki City Strategy, the teaching of the first foreign or second native language, i.e., the A1 language, has started in the first grade at comprehensive schools since the fall of 2018. Previously, comprehensive schools in Helsinki started teaching the A1 language in the third grade. The most popular A1 language is English, and the other languages available are Spanish, Chinese, French, Swedish, German, Russian and Estonian.

### The number of places in English-language early childhood education and later education to be doubled

The City of Helsinki invests in developing English-language operations in early childhood education and later education. The organization of early childhood education is still in its early stages in Helsinki, but e.g., extensive Finnish–English pre-school education was introduced in the fall of 2018. As regards comprehensive education, extensive Finnish–English education was introduced at Malmi Comprehensive School in the fall of 2018. This education system will be expanded to cover the Vesala and Laajasalo Comprehensive Schools in the fall of 2019.

In the school year of 2019–2020, there are 50 places in English-language first-grade education and 100 places in bilingual Finnish–English education. The amount of places will be increased so that in the school year of 2020–2021, there will be 100 places for learners starting in English-language education and another 100 places for learners starting in bilingual Finnish–English education. Private education providers have also increased the number of places in English-language education.

As regards upper secondary education, the number of places in the IB line of Ressu Upper Secondary School has been doubled. The total number of students will be doubled by 2021 compared to 2017, i.e., the beginning of the strategy period. The City of Helsinki is ready to begin English-language upper secondary education. It has not begun yet, as the national legislation process regarding English-language Matriculation Examinations is still in progress.

The Helsinki Vocational College has launched an English-language tourism industry upper secondary qualification program. The program has a constantly open application period, which facilitates flexible starting of the studies. The need for education and the number of applicants are monitored as part of the normal application stage reporting. The permit for organizing English-language education has been granted to also cover upper secondary qualification in the media industry and visual expression and in the restaurant and catering industry starting from January 1, 2019.

### Language skills to be made more versatile by increasing the teaching of language

In the fall of 2018, a Swedish-language immersion teaching program was launched by the early childhood education services of the north-eastern Helsinki area, and a new language immersion class will start in the fall of 2019 (Hiidenkivi Comprehensive School). In the fall of 2019, Day care Veräjämäki will start a language immersion group, which will later be continued at the Oulunkylä Lower Stage Comprehensive School.

Language-enriched pre-school education was continued in the fall of 2018 in four areas and four languages: Russian, French, English and Spanish. Furthermore, language-enriched teaching of English was started at four schools. (Taivallahti and Jätkäsaari Comprehensive Schools, Ruoholahti and Kaisaniemi Lower Stage Comprehensive Schools). In 2019, the language-enriched teaching of English will be expanded to cover four new schools (Itäkeskus, Merilahti and Kannelmäki Comprehensive Schools and the Siltämäki Lower Stage Comprehensive School).

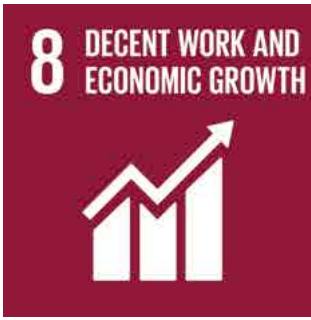
The teaching of Chinese has been expanded by starting the teaching of Chinese as the A1 language in the first grade at Itäkeskus Comprehensive School in the fall of 2018. The selection of Chinese studies has been increased at the Helsinki Upper Secondary School of Languages.



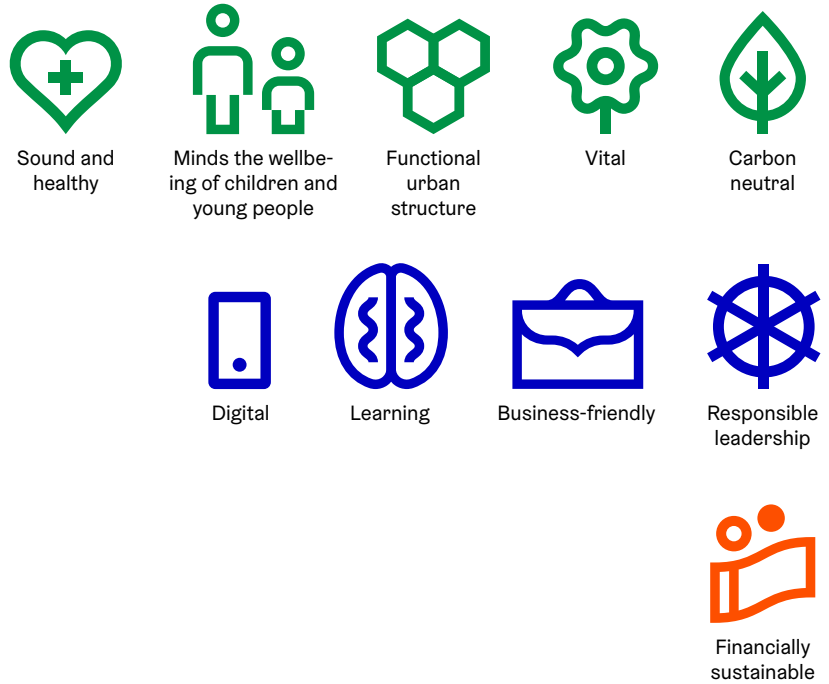
# Decent work and economic growth

Helsinki wants to create a functional and enjoyable urban environment that provides a good growth platform for businesses' innovation operations and promotes sustainable economic growth and employment.





**SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.**



An attractive center is the calling card of Helsinki, and vital to the entire Helsinki Metropolitan Area. The objective is to ensure the attractiveness and international competitiveness of the center as a location and investment site for companies, as well as a place to live in or to visit. The center of Helsinki is to be made one of the most attractive economic locations in the world.

The measures of the Economic Development Division of the Helsinki City Executive Office for promoting scaleup entrepreneurship, developing innovation and business ecosystems and university campuses, and creating experiment areas and platforms aim to create an attractive investment environment.

The City of Helsinki is responsible for and participates in dozens of projects and other actions developing and testing new innovations and promoting their utilization in the business operations of companies. Such innovations may be related to smart traffic, digital learning solutions, health and wellbeing, clean and smart solutions (e.g., energy efficiency, construction, measurement of air quality, circular economy), and the utilization of new technologies in the service development of companies and other actors (5G, AI, IoT, VR/AR/XR).

The City examined the views of 1,000 companies in Helsinki on the business-friendliness, economic development policy, and corporate services of the City. Companies are increasingly satisfied with Helsinki as their location, but critical about the price level and fluency

of traffic. The willingness of the companies to cooperate with the City is extremely high.

Despite the good employment development, over 30,000 people remain unemployed in Helsinki (March 2019). At the same time, the number of vacancies listed at the Employment and Economic Development Office has reached a record-breaking 12,800 jobs. In the Helsinki region, fields such as construction, Horeca, and ICT expert assignments suffer from a lack of workforce. The City's employment services participate actively in the development of operations on such fields.

In addition to service production, the City's employment services participate in many ways in the development of the operation of the employment ecosystem. Examples of such development include affecting the service acquisitions of the Employment and Economic Development Office, promoting new and innovative experiments, and activating companies to corporate responsibility.

Based on the preparation work, the vocational education offering has been designed so that its quality and quantity both meet the employment needs and enable completing a part of a degree in addition to entire degrees.

Together with the other cities in the Helsinki Metropolitan Area and Lahti, Helsinki has set an ambitious goal to be the best test region in the world for smart and clean solutions. Implementing the solutions and proving their functionality in Helsinki first creates references and export business operations. The new city solutions which improve the quality of life

of the residents and decrease emissions act as a showcase to the world, increasing the international attractiveness of the city.

The new transport services offered in addition to or as a part of traditional forms of public transport can improve the fluency and energy efficiency of traffic, decreasing the greenhouse gas emissions per passenger-kilometer. Such services include various ride share, shared use, and peer rental services, demand responsive public transport services, as well as service packages according to the Mobility as a Service (MaaS) concept in general. They combine various forms of transport flexibly in order to offer the entire journey from door to door through one centralized user interface using a single ticket or monthly fee, for example.

New business activities accordant with the sharing and circular economy are being created in the cities at an increasing pace. The role of the cities is to act as a platform for new and potential sharing and circular economy experiments, and to support their strengthening. In addition, there is a lot of unused potential for promoting circular economy in the City's operations.

Helsinki will be marketed internationally, and Helsinki-themed events focusing on select topics will be implemented in important target cities. Tourism is developed according to the sustainable tourism program, and an international Helsinki Biennale for public art utilizing the archipelago area will be organized. In addition, large events are invited in the city.

### **Surveying the expansion to the pedestrian center**

According to its strategy, the City will survey a significant expansion to the pedestrian center, which will increase the appeal and functionality of the City center, as well as the requirements for a collector street which would reduce the thoroughfare in the center and the heavy traffic to and from the harbors on the streets. If implemented, the collector street will largely be funded through street tolls. According to the project program, the survey will be completed in spring 2020.

The effects of the project are targeted at an area with Finland's most significant center of real property, and which will produce significant agglomeration benefits for the national economy. The combined effects of the expansion of the pedestrian center and the underground collector street on the traffic in Helsinki and the economic life in the area are assessed as a whole. The aim is to develop a comfortable pedestrian and bicycle environment and to promote walking as the primary mode of transport in the city environment.

### **Helsinki has successfully attracted Smart & Clean investments**

According to the strategy of the Helsinki Business Hub, the company actively promotes direct foreign investments in the Helsinki Metropolitan area which produce Smart & Clean solutions. According to the strategy, particularly solutions for smart mobility and smart buildings have been concentrated on. The greenfield and growth capital investments for these sectors are also monitored annually in the operations of the company. Of the jobs the company promoted for the area in 2018, 16% were in this sector. 24% of the growth capital for startups in this field was targeted at smart mobility. During early 2019, two greenfield investments in this sector have been brought to Helsinki, as well as one foreign capital investment in a startup in the field.

### **The Services for Companies unit to develop Helsinki into a more business-friendly direction**

In fall 2018, a Services for Companies unit was founded for the City of Helsinki Economic Development Division to develop the operations related to the City's businesses into an increasingly client-friendly, predictable, and well-known direction, and to improve the operational preconditions of the companies. The objective of the unit is to improve the interaction between businesses and the City in many ways, particularly in terms of the location and operating environment of the businesses, the labor needs of the businesses, and maritime and tourism business operations. At the same time, the unit aims to strengthen the understanding of the needs and operational preconditions of businesses throughout the City of Helsinki organization. Business liaisons working with small entrepreneurs and regional business communities, as well as business coordinators assisting businesses in acquiring labor, were among those centralized into this unit.

### **Employment in the private sector promoted through business coordinator operations**

The business coordinators contact, meet with, and listen to businesses of all sizes and their labor needs in order to create new job opportunities. They aim to help businesses find competent employees, allow their sustainable growth, and help solve the problem of the mismatch of labor and labor demand through their own operations. In addition, business coordinators promote awareness of the Helsinki benefit and instruct businesses in making use of the financial supports for employing people. The business coordinator operations also help businesses carry out their social corporate responsibility by offering work opportunities to those in a challenging

## Helsinki has offered an extensive range of experimentation platforms for the development of new solutions with business potential.

labor market situation, such as young people, immigrants, and the long-term unemployed.

The business coordinator operations are aimed at fulfilling the needs for labor of businesses in fields which suffer from a lack of workforce. The aim is to facilitate meetings and develop efficient connections between employers and people seeking a job. The service range of the business coordinators includes various job seeking events, recruitment and orientation education programs aiming for work, and various information and sparring events. The effectiveness of the services is under continuous development in cooperation with the businesses and other interest groups.

The employment in the private sector and in organizations of Helsinki residents in a difficult labor market position was supported by granting Helsinki benefits for alleviating employer costs for employing 540 clients.

### **Business liaisons increase interaction between the City and the businesses**

Business liaisons started their operations in autumn 2018 by establishing relationships with the essential external and internal interest groups. Between September 2018 and the end of March 2019, the business liaisons have met a total of 1,500 businesses, instructed and guided 50 businesses based on being contacted by the business, and promoted the regional vitality by developing cooperation between entrepreneurs, according to the City's participation model. In addition to businesses, the business liaisons have served interest groups within the City by

emphasizing the business perspective as part of the City's operations and decision-making processes.

### **Business consultants supporting the growth of new companies**

The City of Helsinki's business guidance and growth center NewCo Helsinki offers free-of-charge business services to everyone in Helsinki. It has changed its operating model to systematically utilize the capacity of the ecosystem. As part of this change, vertical-specific business consultants have been hired in the fields of health, functional foods, the gaming industry, augmented reality, education, and Smart & Clean solutions.

The main assignment of these field-specific business consultants is to promote the functionality and profitability of their own vertical ecosystem, particularly for startup and scaleup companies. Travel allowance is also granted to young businesses (less than 7 years in operation) in Helsinki aiming for growth. Investor meetings where startup and scaleup companies can meet international investors, distributors, corporations, and media are also organized, as well as events themed in a way that is interesting from a vertical perspective. The themes of the most significant single event, Helsinki Startup Day (HSD2019), are the gaming industry and health.

The business advisory services have introduced new services, allowing them to serve an increased number of clients and making the services more readily available. In addition, one business consultant who speaks Russian has been hired with project funding. Even French and Spanish have been added to the service languages.

In 2018, the clients of the NewCo Helsinki services founded a record-breaking number of 1,180 new companies. This was an increase of 20 percent compared to the previous year. The availability of the services for startup clients has been improved by opening an email address and promising to reply to all messages within one day of the contact, for example.

In 2018–2020, the Services for companies of the Economic Development Division of the Helsinki City Executive Office participates as a partner in the 6Aika 'CircVol – Utilisation of side streams and masses of soil in cities' project. Helsinki's share is developing a new industrial bio and circular economy business center in the Östersundom city plan area. The aim is also to strengthen the business ecosystem based on biological resources in the area and the core clusters among those utilizing food production, meal services, and biowaste, for example.

Helsinki has promoted the development of business ecosystems and clusters based on location as well as network-like co-operation in many ways.

### **Helsinki as the experimentation platform for new innovations**

The City has offered an extensive range of experimentation platforms for the development of new solutions with business potential. The road network, the social services and health care service units, the districts and neighborhoods, and schools, for example, have been used as development environments and experimentation platforms. A more expansive city-wide operating model for using the city as an experimentation platform is currently being prepared.

Kalastama, which is currently being built, has served as a versatile Smart City neighborhood, and Jätkäsaari, similarly under construction, offers an environment for the development of new travel solutions and the measurement of air quality using 5G technology, for example. The Jätkäsaari Mobility Lab combines a significant business and research ecosystem of travel. The entire city has been developed as a learning environment as part of the Smart Learning Environments for the Future project. Within the scope of the project, schools in Helsinki and the Helsinki City Museum and the Oodi central library have been used as development platforms for new solutions: schools, for example, have carried out 20 experiments during fall 2018 and spring 2019.

The Wholesale Market and Teurastamo region has been used as the platform for new food, cleantech, and circular economy solutions. The City's construction service Stara also offers opportunities for new commercial operations through its innovation program.

Helsinki's own innovation company Forum Virium is specialized in the shared development of the smart city. It has approximately 30 current projects, most of which focus on developing the city as a platform for creative

commercial operations. In addition, Helsinki participates in several development projects carried out through the Smart & Clean foundation in the Helsinki metropolitan region. Projects carried out through the city's innovation fund are also significant. In addition, the 6Aika strategy by the six largest cities in Finland has promoted the development of experimentation platform operations in Helsinki significantly. European cooperation is carried out and Helsinki's competence and international visibility is promoted through international projects and coordination, such as Horizon 2020 projects and participation in the operations of the European Institute of Technology (EIT), including Climate KIC, Urban Mobility KIC, and Digital KIC.

### **Versatile location alternatives offered to companies**

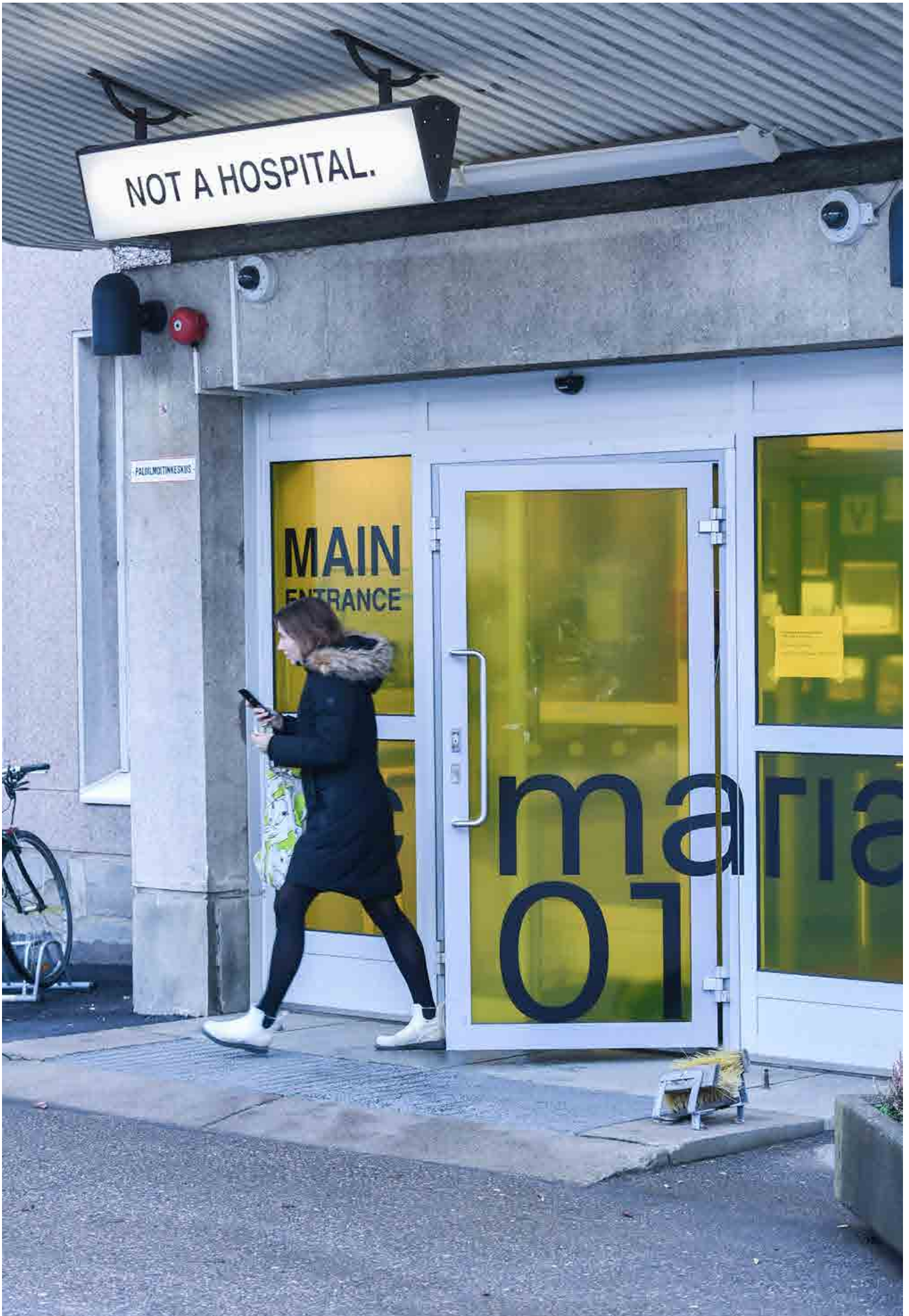
Helsinki has promoted the development of business ecosystems and clusters based on location as well as network-like cooperation in many ways. Maria 01 offers an attractive environment for growth-oriented startups. The campus areas are developed to facilitate even more business operations in the future, and to allow them to create increasing amounts of information and competence-based business operations. The development areas have included the Viikki and Arabia campuses, among others. The Health Capital Helsinki (HCH) project has developed the Meilahti university campus as a hub for new business operations based on research in the life science fields.

### **The Maria 01 area to be made the largest scaleup campus in Northern Europe**

The development of the Maria 01 scaleup center was continued, introducing new buildings for scaleups and the operators offering services to them. At the turn of the year, all of the facilities completed so far were used by a total of some 130 startup and scaleup companies and other operators promoting scaleup entrepreneurship. The Campus Maria project, aiming to create a more extensive scaleup campus around Maria 01, was launched in 2018. Toward the end of the year, a land use planning partnership and cooperation for the further development of the concept were started with a selected consortium. An extensive range of businesses and other partners participated in the work.

### **The Meilahti campus to become an internationally significant innovation and business environment in the health field**

Helsinki has several university campuses and hubs of expertise whose industrial political utilization is being systematically strengthened. The second largest hospital in Northern Europe, the Helsinki University Central Hospital (HUS) in the Meilahti campus of the University of Helsinki, has created over 700 innovations for the care sector within the past ten years. The area also hosts the research and education center Biomedicum Helsinki.



# There were

# 388,005

jobs in Helsinki in 2016

Source: Statistics Finland, Employment Statistics

## Starting businesses

Source: Statistics Finland

### 5,647

starting businesses  
in 2017

### 6,701

starting businesses  
in 2018

## Amount of open APIs

Source: City of Helsinki

### 774

information systems  
in 2018

24 information systems  
with an open API

### 828

information systems  
in 2019

23 information systems  
with an open API

## Greenhouse gas emissions from traffic increased between 2017 and 2018

# 7,000

 t CO<sub>2</sub> eqv.

Greenhouse gas emissions from traffic (total emissions) amounted to **647,000 t CO<sub>2</sub> eqv.** in 2017 and **654,000 t CO<sub>2</sub> eqv.** in 2018.

Source: HSY

In 2016, the City, the University of Helsinki, Aalto University, and the Hospital District of Helsinki and Uusimaa (HUS) founded the Health Capital Helsinki alliance, aiming to make Helsinki into one of the most significant places in Northern Europe for innovations, research, and business development in the life science and health technology field. In 2019, the other cities in the Helsinki Metropolitan area and universities of applied sciences joined the alliance. The Biomedicum innovation space and the Terkko Health Hub, for example, have been launched within the scope of the cooperation in order to promote university-oriented entrepreneurship and new innovations and to combine research with business operations. Over 100 businesses have so far sought cooperation and help, 16 new startups have been established, and over 17 million euros in capital investments have been received. In addition, research, development, and innovation agreements have been made with over ten large companies, and the attitudes and service promise toward innovation operations and business cooperation in Meilahti have improved significantly.

In summer 2019, the Health incubator will be opened in the Meilahti campus for research-based early-stage teams and businesses to support their innovations and growth. The incubator will offer a development environment and services for the development of products and business ideas. The aim is to create a larger network of early-stage businesses and incubation alumni around the incubator for participation in events and operations even after the incubation program.

### **Open data enables business activities**

Supported by the Helsinki Region Infoshare (HRI) service, the City of Helsinki will open data valuable as raw material for several businesses in the event, traffic, and location information fields, for example. In municipal cooperation, HRI has promoted the opening of data in a standardized and harmonious manner, promoting the scaling of business operations utilizing open data. HRI has also organized several developer meetings and hackathons for businesses, which have for their part facilitated the creation and development of business operations.

### **Helsinki experiments innovative low-carbon travel services and solutions**

The share of sustainable forms of transport are increased according to the City strategy, and Helsinki is made a forerunner in smart comprehensive transport systems. The emissions of traffic are reduced by increasing the popularity of cycling and walking, and by increasing the share of electric cars, buses, and rail transport. Helsinki promotes the transfer toward a demand responsive transport system and acts as an experiment platform for the commercialization of new smart mobility services (e.g. Mobility as a Service, MaaS) enabled by the Act on Transport Services and for promoting future technologies.

In spring 2018, the Helsinki Region Transport (HSL) launched the open retail interface of mobile tickets, the OpenMaaS, one of the first of its kind in the world. Throughout the year, the retail interface was developed, and by the end of the year, mobile single tickets, daily tickets, and personal season tickets were available through the interface. The OpenMaaS interface allows operators who follow the Mobility as a Service concept and others interested in the retail of public transport tickets to integrate the tickets as part of their services, and thereby offers opportunities for the servicification of traffic.

The new transport services offered in addition to or as a part of traditional forms of public transport can improve the fluency and energy efficiency of traffic. In the future, robotic cars and automated traffic are parts of the range of new traffic services, and experiments have already been made in Helsinki. Innovative, low-carbon traffic solutions have been experimented in station areas, in Kalasatama, and in Jätkäsaari, among other places, and the City must continue to develop its operations as an experiment platform. In addition, the developing route planner and journey planner services and dynamic traffic control systems based on real-time data support the improvement of the energy efficiency of transport. Services which reduce the need for transport, such as possibilities for telecommuting and nearby recreational activities, online shopping, or remote health care services, reduce the emissions from transport.

The City has started to update the smart traffic development program, which recognizes the development trends and changes in the operating environment of smart transport, and define the development procedures and the role of Helsinki in the digitalization of transport. The objective year for the digitalization of transport is defined in the development program as 2030. The actions for 2019–2024 are programed into approximately ten tangible actions carried out in cooperation with other operators in the field.

### **Improved management and utilization of masses of soil have produced significant savings**

Circular economy is becoming a significant factor in the construction field. In Helsinki during the past years, this has been particularly visible in the systematic coordination of masses of soil left over in construction projects. Utilizing masses of soil in construction projects reduces the emissions and costs from transport. The development program for utilizing spoil, carried out in Helsinki since 2014, aims to find a use for all masses of soil dug and quarried on the City's sites. Improved management and utilization of masses of soil have saved 5–10 million euros annually in Helsinki alone. By 2018, the City of Helsinki had saved 36 million euros, 5.3 million litres of fuel and 13,400 tons of carbon dioxide emissions through the actions of the development program for utilizing spoil.

### **A roadmap being created for circular and sharing economy**

The concepts of circular economy and sharing economy support each other, and they both require a new kind of perspective on economic operations. An objective defined in the Helsinki City Strategy 2017–2021 is to carry out emission reductions and circular economy projects in cooperation with businesses and citizens. Helsinki hopes to be an ever more active platform for interesting and profitable innovations which also create new export possibilities. The main possibilities for circular economy in Helsinki are found in construction, sharing economy, and sustainable biological circulation in the food chain and energy production. A roadmap will be created for promoting circular and sharing economy during 2019.

### **Smart & Clean projects create business activities, control climate change, and improve the quality of life of the residents**

The Smart & Clean foundation is a five-year (2016–2021) change project by companies, cities, and research facilities in the Helsinki region, as well as the state. By 2018, the foundation has launched seven effective change projects which engage 100 businesses. New kinds of solutions are being built for the themes of air quality, renovation construction, traffic, stormwater quality management, and circular economy for plastic products. The projects have two objectives: to increase the carbon handprint on a global level, and to reduce the carbon footprint in the Helsinki region and in Finland. At the same time, new business activities are being created for businesses, and Helsinki is being made into a place where business helps to control climate change and improve the quality of life of the residents.

One example of the Smart & Clean projects is the Helsinki Metropolitan Air Quality Testbed (HAQT), which creates a frequent and exact air quality measurement system for the Helsinki Metropolitan area. The more details there are available on air quality, the easier it will be to improve it. The new measurement and modeling methods allow modeling the air quality at an accuracy of up to 15 meters, and to forecast the development of air quality. The accurate information and forecasts allow the development of health services, for example. Accurate information about air quality will also help to redirect traffic from areas where pollution accumulates easily.

### **The International House Helsinki operating model made permanent**

The International House Helsinki service (IHH) offers most of the guidance and official services required by newly arrived immigrants under one roof. The IHH introduced its new facilities on April 3, 2019 with an expanded range of services. The service has been able to expedite and facilitate the settling in the area and employment of immigrants. The access to a personal identity code of a foreign employee, for example, has

New kinds of solutions are being built for the themes of air quality, renovation construction, traffic, stormwater management and circular economy for plastic products.

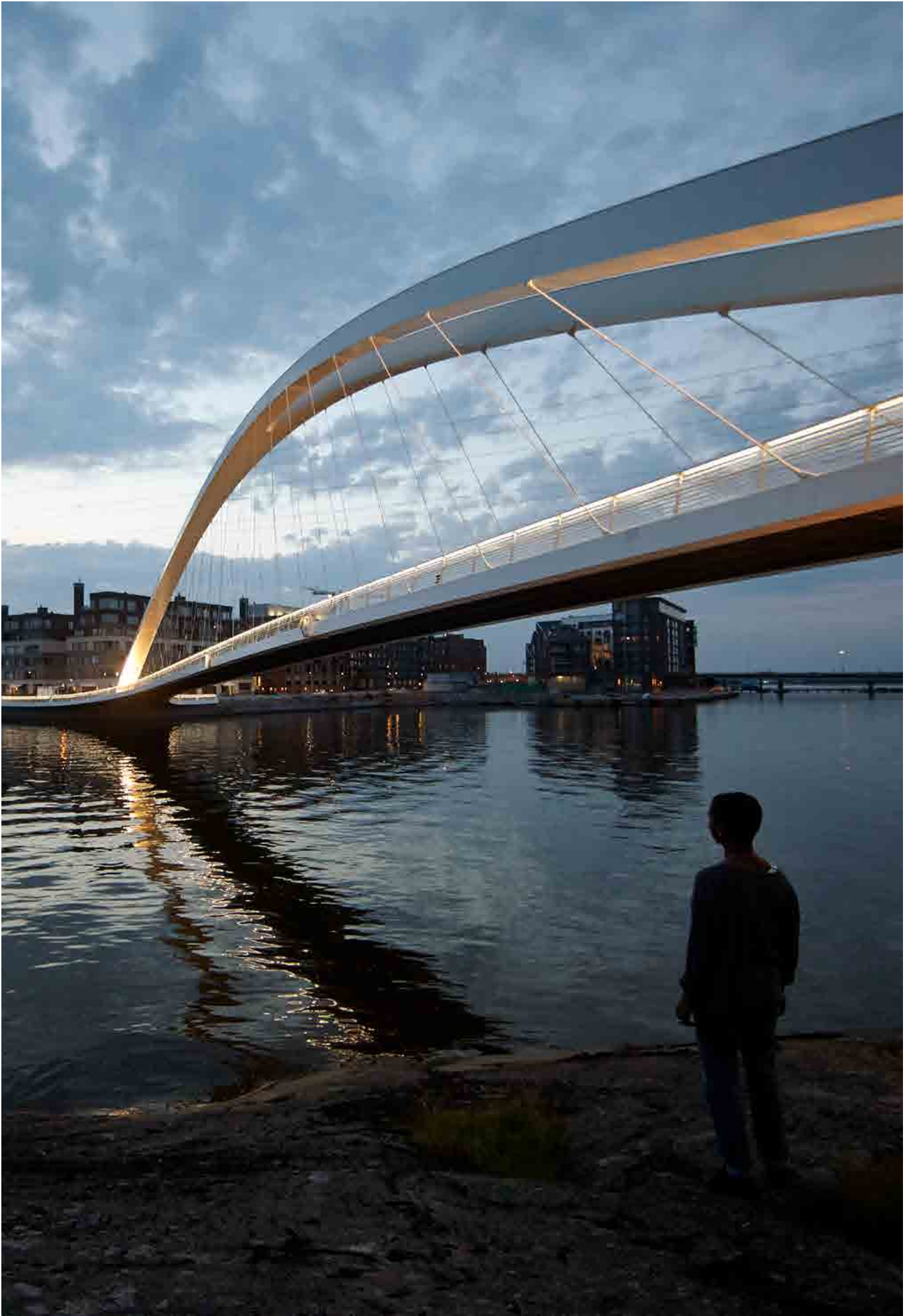
been expedited by over two weeks. IHH provides foreign employees with a Finnish personal identity code and the other necessary early-stage information and authority services easily and effortlessly during one visit. During its first year of operations, 2018, the IHH service registered over 31,000 client relationships. In addition, IHH serves companies and employers with questions related to the international workforce and their recruitment. In addition to the cities of Helsinki and Espoo, the Local Register Office of Uusimaa, the Finnish Tax Administration, Kela, the Finnish Immigration Service, the Employment and Economic Development Office of Uusimaa, the Finnish Centre for Pensions, the Helsinki Region Chamber of Commerce, and the Central Organisation of Finnish Trade Unions (SAK) participate in the operations.

In connection with the International House Helsinki service, a legal service offering employment guidance for immigrants was launched in December 2017 to help foreign employees with legal questions related to employment and employment contracts, for example. The service is offered in Finnish and English via email and phone. The Central Organisation of Finnish Trade Unions (SAK) is responsible for providing the service. By September 2018, the service was contacted a total of 922 times.

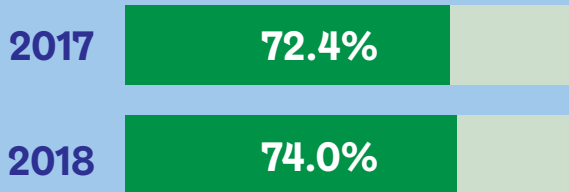
### **Employment services focus on the unemployed in a difficult labor market position**

The City organizes support and services in addition to statutory services particularly to the long-term unemployed, young people, those with partial work ability, and immigrants. Services to promote employment are produced for approximately 10,000 unemployed people in Helsinki every year. Information and advice, guidance,



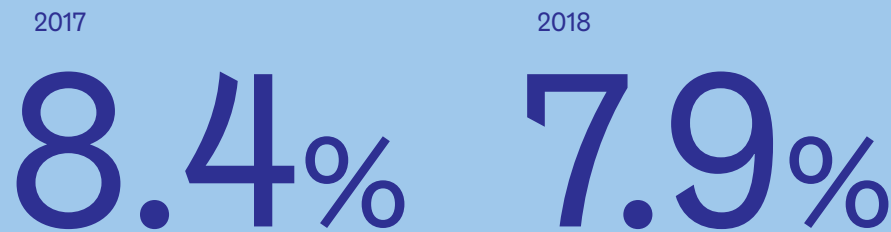


# Employment rate (ages 15–64)



Source: Statistics Finland, Labor Force Survey

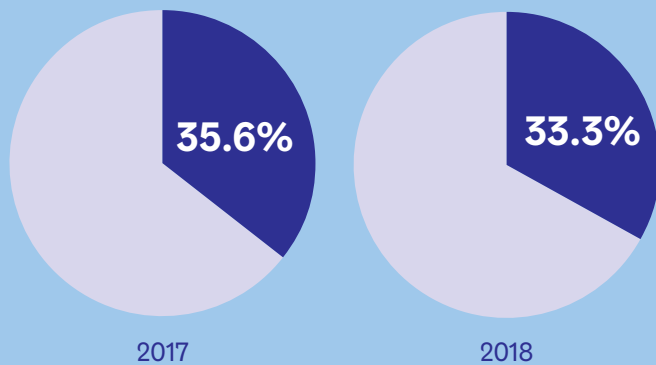
# Unemployment rate



Source: Statistics Finland, Labor Force Survey

## Long-term unemployment

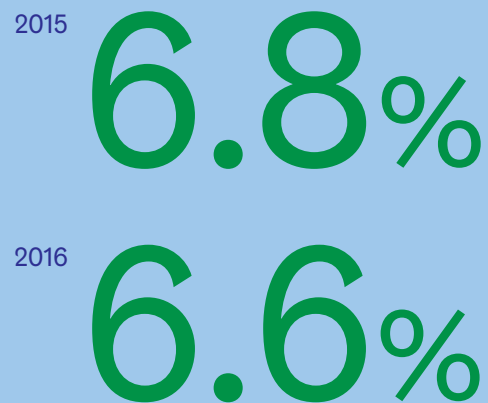
(% of all unemployed)



Source: Ministry of Economic Affairs and Employment

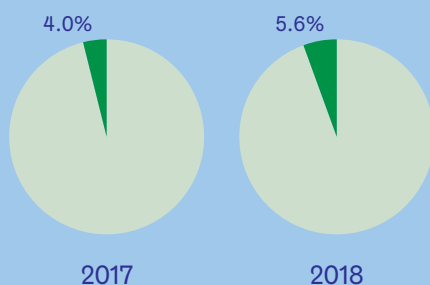
## Youth not in employment, education or training

(ages 16–29)



## People who have completed comprehensive school but have not been accepted into further education

Source: Statistics Finland



For the 2018 application period, the system did not include those who were accepted from a reserve list for a place in preparatory training in the calculation. For the 2019 application period, the system will be made comparable with the 2017 information.

Source: Finnish National Agency for Education

and multi-sectoral shared service are available for unemployed people in Helsinki to support their employment. Within the Ohjaamo operations, the instruction services are targeted particularly at Helsinki residents under 30. During 2019, a similar service is piloted for those over 30 in cooperation with the Uusimaa Employment and Economic Development Office. The service aims to provide the clients with information they can use to promote their own employment.

The objective of the instruction service and the multi-sectoral shared service is to find employment on the open labor market either directly or through training. This takes place in cooperation with the client and their network by organizing employment services and coordinating them into a whole which promotes employment.

To support employment, the City also organizes career services on its own workplaces as well as other employers using the Helsinki benefit. Career services include work training, pay subsidy work, and pay subsidy apprenticeship. The career services have approximately 3,500 clients annually. During 2019, the criteria for granting the Helsinki benefit will be renewed to increase low threshold employment opportunities.

The City of Helsinki employment services will pilot cooperation in the Horeca field to improve the meeting of available jobs and job seekers in 2019. The intention is to expand the pilot to other fields as a functional cooperation model. The City of Helsinki employment services are also carrying out a pilot for coder training in cooperation with the service provider.

### **We School improves cooperation between home and school**

The We School development is used to find solutions with which schools can strengthen students' coping in life after school. The experiment will start in Mellunmäki, Malmi, and Kannelmäki.

Practical experiments aiming to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all have been launched in the We School development. The experiments all share the objective of strengthening communality throughout the school and with the home. The following experiments have been piloted during the first spring. We Class is a weekly class for exercises in the development of human relations, friendship, and interaction skills in the presence of a safe adult. In addition, targeted small group activities can be organized for children who have caused concerns at the school for developing their social and cooperation skills.

The We School development strengthens the cooperation between home and school through shared evenings, for example. The first events organized drew 92 participants. The aim is to improve communality and to enable true meetings and an education partnership. Through doing things together, the parents can also get to know each other, which prevents conflicts and bullying. In the We Coaching, older students coach

younger ones and gain valuable experience as well as a certificate for their work. The younger students who have no existing hobby get a free hobby with safe and committed coaches. Quiet breaks offer an opportunity to relax in the middle of a hectic school day. The transition phase support allows older students to support younger ones in the transition to the upper stage comprehensive school through grouping. The aim is to have older students, who are safe and exemplary ones who take responsibility, make the transition meaningful, and to alleviate fears related to moving to another school. We Schools also strengthen regional network cooperation and develop a so-called multi-functional school as a platform for the various services for families with children. Making the school into an increasingly diversified learning environment offers the children and young people the opportunity to form a connection with an increasing number of safe adults.

### **Brygga by Helsinki Vocational College combines alternatives for young people before degree studies**

The reform of vocational education took effect in the beginning of 2018. The essential changes include carrying out education for young people and adults according to the same regulations. Seeking education is continuous, and students only study what they don't already have knowledge in. Their studies proceed according to a personal skills development plan, which causes the methods and times of completing degrees to vary. The existing competence and the acquisition of lacking competence are registered into the plan. In addition, competence-based qualifications and, if necessary, support for learning are included in the plan. This change requires a new kind of pedagogic model and working life oriented learning environments.

Brygga by the Helsinki Vocational College combines alternatives for young people and young adults before degree studies. Brygga enables a path to degree education and an apprenticeship. It also offers an alternative to those already studying at the Helsinki Vocational College and in danger of interrupting their studies.

The education and services fulfil the education guarantee, and offer a suitable and flexible alternative for all young people and young adults. The work takes place in close cooperation with the Ohjaamo service and outreach youth work in order to refer young people and young adults outside of other education to the services.

Preparatory education for vocational training (VALMA), youth workshops, additional basic education, and open studies are offered at Brygga. At VALMA, the student can improve their preparedness for studying and try out various education alternatives in order to find their own field. The youth workshops facilitate a functional learning environment using the means of work training. The workshop operations reach young people who face challenges in the transition to education or have a challenging life situation. Carrying out additional

basic education at a vocational education institution offers a motivating learning environment for improving the preparedness for further education after basic education and for improving the grades from basic education.

### **Operating culture of the city organization developed from a perspective of competence, management and occupational well-being**

The City aims to develop its internal operating culture by promoting a coaching perspective in supervisory and expert work. This means defining the principles of supervisory work and acknowledging them in the development actions of supervisory and expert work throughout the city, including coaching programs, mentoring, and peer groups. The forms of on-the-job learning are developed and their weighting increased to a total of 70 percent of learning taking place through work. The increasing of mobile working is supported by affecting attitudes and supportive facility solutions. For example, the lobby of the City Hall has been made into a space of interactive work between the staff and residents of the city.

The digital competence of the staff is developed according to the digital plan, improving their preparedness to control new digital tools, become familiar with the assignments and operating methods which change with digitalization, prevent digital exclusion, and to promote equality, eligibility on the labor market, occupational well-being, and productivity. Digital events themed around the management of the digital transformation, as well as digital technologies and utilizing them, are organized for the management, supervisors, and experts. Trainings in the tool shared by the entire city, O365, are arranged for the entire personnel.

Courses themed around development methods and project work are organized for supervisors and the developers of data management and operations, as well as an ICT service management coaching program for supporting productivity and sustainable economic growth.

The aim is to launch a project to support the occupational well-being of young employees and those starting their career. Helsinki also participates in the Deploying Competence in Finland project which aims to promote the employment of people moving to Finland in the early stages of their career, and supports the career development, language skills, and recruitment of people who do not speak Finnish as their home language. The participation project strengthens the participation possibilities of the City's personnel and develops new participation methods and tools.

### **Making Helsinki a sustainable place to visit**

A sustainable tourism program is drafted for the City of Helsinki in 2019. Helsinki is committed to the World Tourism Organization's (UNWTO) Treaty of Lisbon, which includes 15 objectives for the development of sustainable city tourism. Helsinki is a pilot site in Visit Finland's Sustainable Finland program, which guides tourism companies and attractions toward sustainable tourism. In summer 2019, Helsinki Marketing will launch the Think Sustainably service which offers sustainable businesses, such as tourism businesses, increased visibility in Helsinki Marketing operations.

The City of Helsinki has founded a new tourism infra development group in February 2019. The group focuses on comprehensive ideas essential for allowing sustainable growth of tourism even in the future. The first objects of development include signs, tourist bus traffic, and public toilets. The European Commission also selected Helsinki the first European capital of smart tourism of 2019.

### **Sustainability considered in the international contemporary art event, the Helsinki Biennale**

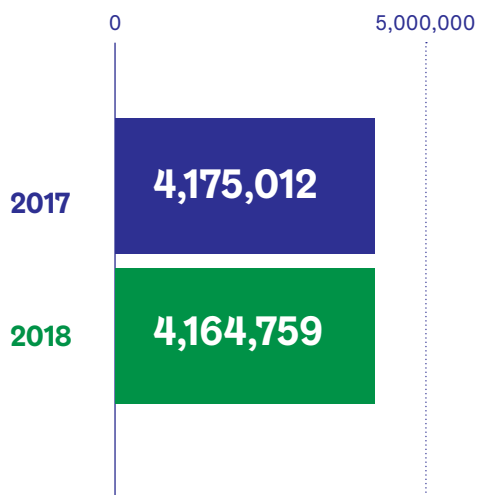
The Helsinki Biennale is an international event of contemporary art, organized every other year. The first event will be organized in Vallisaari in summer 2020. Helsinki Art Museum HAM is responsible for the curation and production of the exhibition. The Biennale is expected to draw 300,000 guests. The exhibition is open to everyone and free of charge. The Biennale was launched on May 2, 2019 in Helsinki, and internationally at the Venice Biennale on May 7, 2019. The exhibition program will be published in March 2020.

The Biennale is an essential part of the implementation of the marine strategy of Helsinki and the increased utilization of the maritime nature of the city in promoting sustainable tourism. Sustainability will be considered in the planning, implementation, and reporting of the event by using the EcoCompass environmental management system, for example. The Biennale increases the international familiarity of Finnish visual arts and the appeal of Helsinki as a city of visual arts. The effects of the event on the arts and culture field, economy, environment, archipelago, tourism, and other essential fields are assessed as part of the final reporting.

### **The Roadmap for Events encourages to organize large events**

A coordination group for large events was founded for the City of Helsinki in spring 2018. Its assignments include the promotion of the

## Amount of overnight stays



Source: City of Helsinki, City Executive Office

organization of large events in the city. A Roadmap for Events has been produced for the city, aiming to clarify the City's objectives and guiding principles even regarding large events. The City is undergoing a Lean process which aims to streamline practices related to the renting of areas for events. The City has also strived to promote the conditions for organizing major international events by developing the Suvilahti region and in relation to the Garden Helsinki construction project, for example.

Finland holds the presidency of the Council of the European Union in fall 2019. The City's plan notes that during the presidency, Helsinki functions as an interesting scene for meetings and a European pioneer in sustainable city development. The sustainable city development actions bring up solutions related to the functionality of an open and equal civic society and a balanced development of neighborhoods, focusing on ensuring the well-being and participation of children, young people, and Helsinki residents with an immigrant background. Helsinki produces the opening event of the Finnish presidency of the Council of the European Union as a city fest open to everyone. For the audience, the event serves as an invitation to shared acts for the climate and environment and to solving global challenges in the Union. The Helsinki Impact Conference organized in cooperation by the City of Helsinki and the Eurocities organization in October 2019 invites European decision-makers and change-makers of cities to closer cooperation, where cities act as the solution providers for global problems and the connectors of the

European community. The conference will provide views on the role of cities in the prevention of climate change and as pioneers of socially sustainable development, among other things.

A year of winter sports with China and Finland was agreed on in connection with the meeting of the presidents of the two countries in spring 2017. Finland is the first country with which China has approved a winter sports partnership of this nature. The China–Finland winter sports theme year and the preparations for the Winter Olympics in 2022 are believed to increase Chinese interest in Finnish competence in winter sports. The theme year is carried out in cooperation with ministries, cities, and businesses. In addition to coaching and education, the essential contents and values of Finnish competence in the expert seminars, events, and meetings of the various areas of the theme year include sustainability, responsibility, equality, smart solutions, and legacy.

### Helsinki made visible in other cities as well

Helsinki also presents its competence around the world. In fall 2018 and spring 2019, events related to bringing the UN's sustainable development objectives to the city level have been carried out in Buenos Aires, New York, and Los Angeles in cooperation with the City of New York. The city has also participated as a significant cooperation partner in the Slush Small Talks events in Stockholm and New York. Helsinki has also been a partner in all international Slush events in 2018 (Singapore, Shanghai, Tokyo).



# Reduced inequalities

Reducing inequality between population groups and areas alike is one of Helsinki's most central goals. The City's social policy leans on humanity, timely support procedures and perseverance.



## SDG 10: Reduce inequality within and among countries.



Pleasant and safe



Sound and healthy



Minds the wellbeing of children and young people



Athletic and active



Functional urban structure



Resident-oriented and engaging



Digital



Learning



Responsible leadership

The population of Helsinki has increased at an average rate of over one percent per year for over ten years. The rate is expected to remain on the same level in the future. The growth of Helsinki is proof of the city's appeal and the fact that people want to live here. Growth is a positive thing for Helsinki, but it also presents challenges which require resources. Controlling the segregation of population groups and regions is high on the City's agenda. Gender equality will permeate all of the City's operations.

There are many people in Helsinki who have difficult short or long-term problems. Helsinki also aims to take care of those whom life has treated roughly. The City's social policy leans on humanity, acting as early as possible, and perseverance. The City aims to contribute to as many people as possible finding employment and being able to organize their own and their family's matters independently. Investments are made in the utilization of the competence of immigrants in the labor market and more extensively in society, as it is a requirement for successful integration.

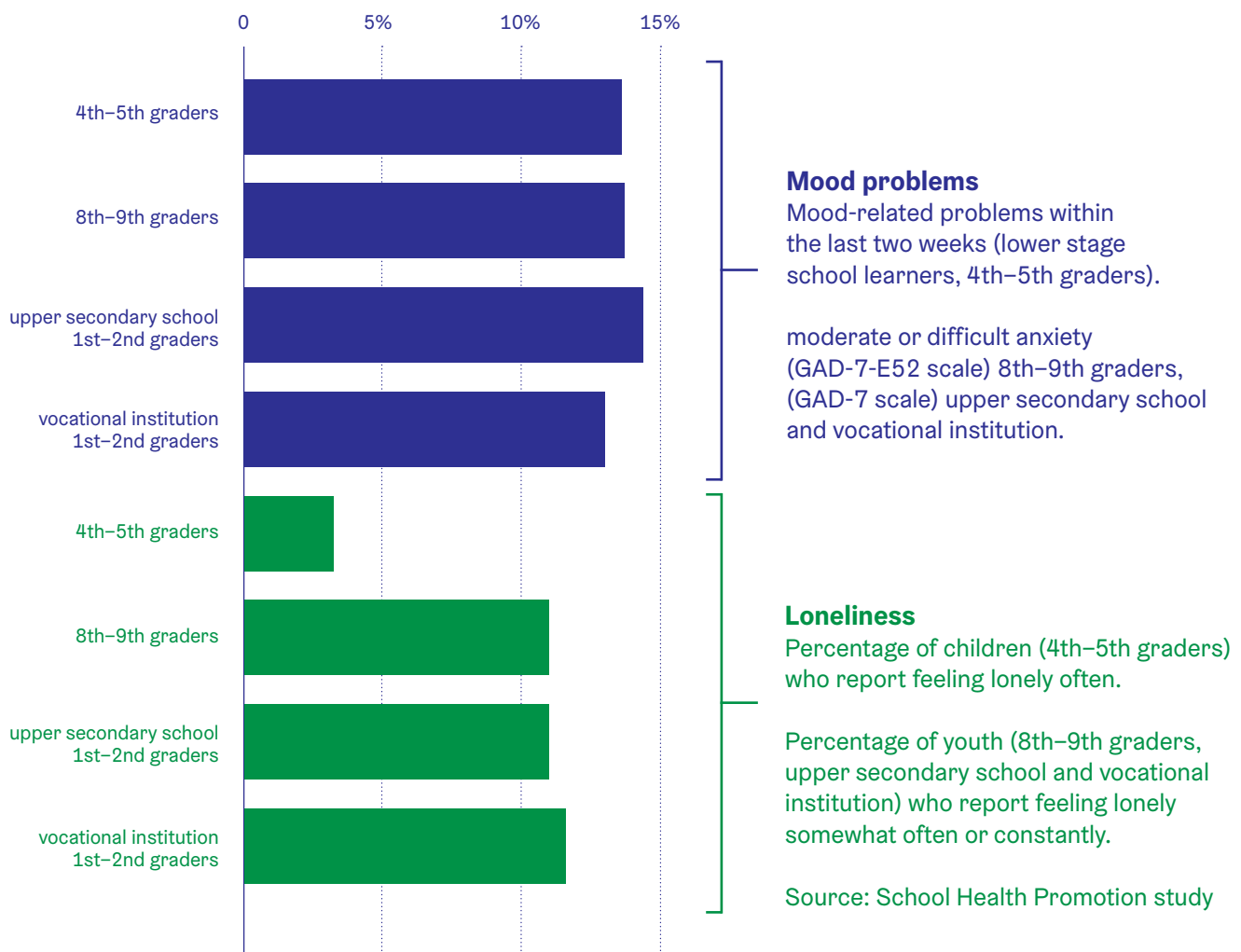
The social exclusion of young people, particularly from education and work, is one of the most serious problems of our society, and a worrying consequence of the polarization development which is emphasized in metropolitan areas. Alleviating this problem is important from both a humane and an economic perspective, as well as to improve the safety, comfort, and economic interests of the city. The actions of the Project for Youth Social Inclusion aim for a systemic change which will reduce the exclusion of children and

adolescents, intergenerational exclusion, and regional segregation in Helsinki.

However, reducing inequality in Helsinki is not only about children and adolescents. The aim is to reach all residents in need of help and support earlier, particularly those who need plenty of support or care. Socioeconomic and regional differences in health and well-being are bridged using methods based on facts and effectiveness. The City recognizes groups central for the prevention of exclusion even among working-age people and the aged, and produces individual and improved services for these groups. Investments are made in outreach work and loneliness prevention. Differences in well-being and the development of segregation are monitored, and the related actions by the City are carried out at the city level.

In order to create equal opportunities, the City invests in the improved availability of cultural and leisure services. The City ensures that its facilities are easy and safe to use for education, civic, and cultural activities. The availability of cultural and leisure services are also improved by bringing the services to family centers and making them part of the operations of schools and daycare centers. The temporary use of public spaces and empty facilities for cultural and civic activities is made easier in other ways as well, and the City aims to improve the use of underutilized facilities not owned by the City. In addition, libraries offer extensive support for the information society skills of the residents by offering guidance and support for the use of digital services and offering the residents

# Mental and social well-being of children and youth in 2017



free-of-charge internet connections and client computers, for example.

Helsinki promotes the mental health, participation, and freedom of intoxicants of its residents, and strengthens the ability to function and participation of the aged according to the program for the aged. The mobility program is used to increase the mobility of everyone living in the city and to improve the equality of sports services. In addition to health benefits, many people find friends, things to do together, social skills, joy, and success through sports. Therefore, the objectives of the sports program have a steady connection to the prevention of exclusion, bridging inequality and health differences, and, in its own way, the integration of immigrants. The actions of the sports program pay particular attention to those residents who do not exercise a lot and who have clear and recognized difficulties with mobility.

The City's services promoting employment will be especially targeted at those groups with the lowest employment rates. The City makes

particular investments in the promotion of the education, employment, and participation of second generation immigrants.

One of the greatest challenges of cities around the world is the segregation of the realities of the residents. Signs of increased socio-economic differences between neighborhoods are also visible in Helsinki. The segregation of regions is taken seriously in Helsinki. In international comparisons, Helsinki has been more successful in preventing segregation than most of its comparison cities. Helsinki aims to maintain its position as a top example of the prevention of segregation in Europe and in enabling the equality and well-being of its regions.

Housing policy plays an essential role in the prevention of segregation. The socioeconomic segregation of residential areas is reduced by balancing the regional distribution of the forms of management of apartments and by creating the preconditions for sufficient apartment production to secure the vitality and appropriate local services of the regions. In addition, various



support measures are targeted at areas with factors which anticipate disadvantage.

### **Families are offered early stage support to increase the well-being of children**

Families are offered preventive and long-term forms of support, such as the Family Guidance model, designed in cooperation with the Central Union for Child Welfare. The expedited access to employment and education of those with an immigrant background are promoted through the operations of the Helsinki Skills Center, for example. The Helsinki Skills Center combines integration training, vocational training, social rehabilitation and employment services.

In the Helsinki Lapset SIB (Helsinki Children) effectiveness investment, the support measures for families with children are changed from the taxing repairing services to more agile predictive early support services. The aim is to improve the well-being of children and to cut off the spiral of disadvantage of the families by targeting predictive long-term actions to the families. The funding instrument of the action is the Lapset SIB (Helsinki Children Social Impact Bond) effectiveness investment model. In spring 2019, a model and effectiveness monitoring system has been designed within the project, and in cooperation with the Central Union for Child Welfare, the Family Guidance intervention service model has been designed to offer families individual support as well as group and community operations.

### **Improving education and employment opportunities for young people with an immigrant background by offering guidance and strengthening digital skills**

The Development Plan for Immigrant Education 2018–2021 pays attention to supporting families who recently moved to Finland particularly in the transitional phases of education, for example. A model of multilingual instructors is piloted in early childhood education and primary education. The model's aim is to ensure that young people with an immigrant background receive improved multilingual support for defining realistic goals, seeking education, considering education choices, and study guidance when they are transferring from basic education.

As an action of the Project for Youth Social Inclusion, a workshop of coaching and education particularly for young people with an immigrant background is being planned in Kontula, as well as a regional, flexible, and adaptable hybrid-like employment guidance service. As part of the general model being developed, the City of Helsinki and Google have negotiated cooperation aiming to bring top-level digital skills education to Kontula, among other things. Along with the digital education and related employer and educational institution cooperation, the young people in Kontula will be able to find new paths to work and education, and strengthen their abilities to meet the competence requirements of the rapidly changing working life. Particular objectives are providing young people with the

greatest risk of social exclusion with experiences of success and ability, and to dismantle the segregation of the working life within the ICT field. These objectives are to be reached through the I am remarkable workshops organized in Kontula and the coding education for girls and women.

### **The number of services provided by the City in English will be increased to improve the services' overall accessibility**

The City will increase the number of services it provides in English. English-language childhood and education services as well as hobby options will be particularly emphasized.

The mayor appointed a working group (February 1, 2019, Section 23) to review the development of the City's English-language services. The group's task was to create a proposal of key services that must be made available in English and to prepare a set of measures and a schedule for the implementation. The working group's report contained recommendations for the future development of the City's English-language communications and services. The City Board will go over these recommendations, after which a city-level decision on the implementation of the proposed measures will be made. As part of its duties, the working group created an overview of the services currently available in English for marketing and communication purposes. A communications development group began operating at the same time as the working group was launched.

By improving its English-language services, the City intends to make them more accessible. The focal areas of development will include communications, marketing and language-independent services. The working group's report pays special attention to the accessibility of services, such as those related to childhood and education, as well as hobbies available in English.

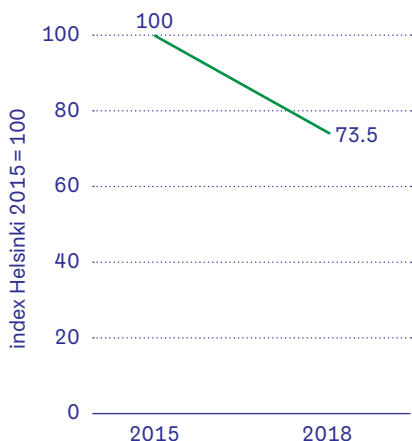
### **Helsinki Skills Center has enabled immigrants to find employment and training faster**

The goal of Helsinki Skills Center is to expedite the transition of immigrants to training and employment, improve their opportunities of acquiring and complementing language skills in Finnish or Swedish and ensure that immigrant families receive multi-professional support and pupil and student welfare.

Helsinki Skills Center combines integration training, vocational training, social rehabilitation and employment services. The Center's services include the identification of a customer's skills, complementing any missing skills and providing support in completing a degree or finding employment.

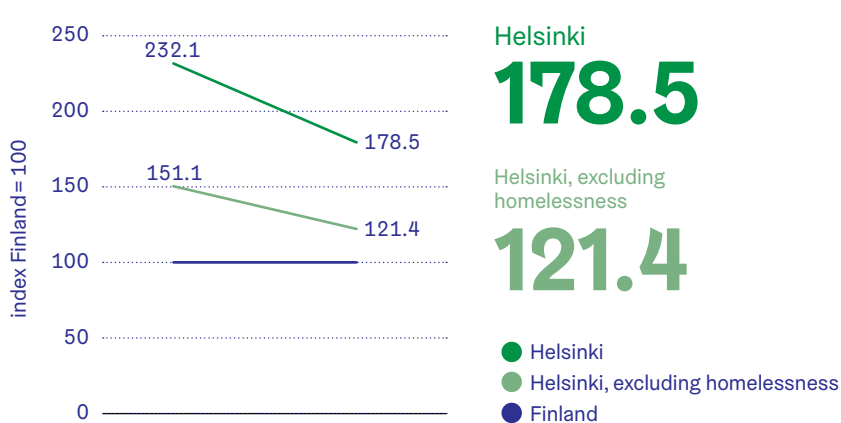
The number and extent of the operations and services will be further increased (e.g., digitalization, robotics, business coordination, path groups and basic skill groups). Helsinki Skills Center is already able to help immigrants find employment and education more quickly and flexibly.

## Deprivation index in Helsinki



The smaller the figure in comparison with 2015, the better the situation is.

## Deprivation index in Helsinki compared to the entire country



As homelessness is concentrated in the Capital Region and particularly in Helsinki, we also present a version of the deprivation index where homelessness has been omitted.

## The deprivation index is composed of the following data

|   | Share in 2018 | Change since 2015 |
|---|---------------|-------------------|
| Homeless lonely people per one thousand residents                                     | 2.8           | -2.9              |
| Percentage of binge drinkers  | 8.8           | -5.0              |
| Percentage of people feeling lonely   | 8.5           | -2.1              |
| Percentage of people receiving long-term (at least 10 months) basic social assistance | 4.1           | -0.8              |

Sources: City of Helsinki, THL/FinSote, Kela, ARA

### The cultural services will be made part of the family centers and early education

In spring 2019, the Itäkatu Family Center in Itäkeskus organized pop up art workshops for families with children together with the Culture and Leisure Sector. The project intends to study how suitable the family center environments are for organizing art-related activities. Other project goals include an assessment of the introduction of cultural activities to the family center that will open in Kallio in spring 2019 and a survey on the wishes of residents at an event held at a playground. The necessary resources will be reviewed together with the cultural services. The aim is to have an arts education and a culture production expert work at the family center.

### Culture and leisure services will be made part of schools and daycare centers

The goal of the Culture and Leisure Division for 2019 is to create a functional selection of services for schools and daycare centers. The service

selection will be piloted in Vuosaari and Kannelmäki. The Education Division's goal is to utilize the entire City as a learning environment. The curricula will also promote phenomenon-based learning. Furthermore, the Helsinki Region Transport (HSL) has decided that school and daycare center groups can travel by public transport for free. The Culture and Leisure Division services can significantly help in the implementation of the curriculum, but currently schools and daycare centers are not using these services in a uniform way. The goal is for these services to be included in the schools' and daycare centers' programs in order to encourage children and young people to access the services in their free time, as well.

In 2019, the everyday routines of the schools and daycare centers in Kannelmäki and Vuosaari will be studied to gain a better understanding of how our services could be made easier and more attractive to the users. In 2019 and 2020, we will create a functional way of providing all schools and daycare centers with the same amount of information on low-threshold partic-



## Libraries support residents' skills regarding information society and digitalization by offering guidance and support on the use of digital services. Preventing digital exclusion improves equality.

ipation options. Furthermore, we will also begin to monitor the equality when it comes to the use of our services. The project will utilize currently existing models that have been found useful, such as the Kultus.fi service.

The City Manager has appointed a steering group to guide the development work, with the aim of having the culture and leisure facilities, conditions and services support the curriculum goals better. The steering group must guide the development in a way that enables schools, daycare centers and other culture and leisure sector operators to have a smooth service path. The steering group's work is based on the City's strategic objectives to increase physical activity amongst children as part of their everyday lives and utilize the City as a learning environment for people of all ages. Other currently running projects and good practices form the foundation for the development work. The aim of the work is for the various sectors to form a uniform vision of the City as a learning environment and to plan shared development projects.

### Libraries provide the City's residents with free access to the internet and digital services

The Helsinki City Library has a vast network of libraries (38 in total), with approximately 390 computers available for customers. These computers can be used for free by anyone with a library card.

The customer computers throughout the library network are extensively used, and thanks to the new Central Library Oodi, the number

of computers has further increased. In 2018, a total of 590,000 sessions were recorded on the customer computers. All libraries also have free Wi-Fi that customers can connect to by using their own devices.

### Libraries provide comprehensive guidance on the use of digital services

Libraries support residents' skills regarding information society and digitalization by working with other operators to offer guidance and support on the use of digital services. Differences between population groups will be identified, and services will be targeted at high-risk target groups and people in need of special support.

Advice on digital services in Helsinki is coordinated on the city-level by a project group appointed by the City Executive Office's Participation and Citizen Information Unit, tasked with the improvement of digital skills. The project group includes employees from the City Executive Office's Participation and Citizen Information Unit, the library, work conducted among young people, the Finnish Adult Education Institute, community centers and service centers, as well as workers and volunteers from other organizations.

The city library has at least one branch in every area providing regular instruction to groups. Digital instruction is arranged by large and medium-sized libraries. Private guidance is available at every library, either by a library's own staff members or other operators in the area. Instruction may be provided at either regular or irregular intervals. Instruction is provided at least twice a year, during national theme days, for example.

Our partners, such as peer instructors from Enter and data processing students, can also provide guidance alongside the library staff at library facilities. Cooperation with different operators is encouraged, but no minimum requirements are set. Instruction provided by the partners will not replace guidance provided by the staff, however.

In 2018, nearly 40,000 longer instruction sessions and 140,000 quick sessions were recorded for instruction arranged by the library on technical and digital matters.

The skills of the customer service staff have been improved with the additional funds granted by the City Board in 2018, with roughly 320 people participating in training on digital services.

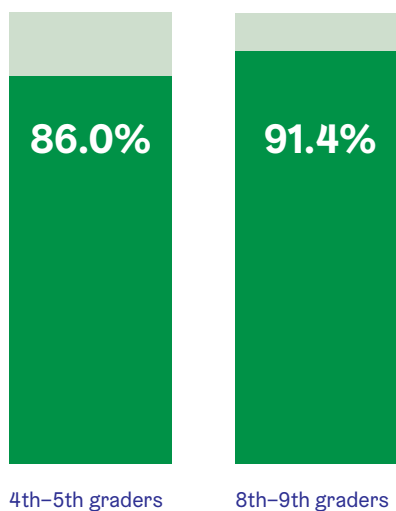
Libraries also hold so-called e-events, with the aim of familiarizing the customers and the staff with the library's vast e-collection.

### Low-threshold Verstas workshops teach digital skills

Local libraries have launched Makerspace/Verstas workshops. These low-threshold workshops

## Percentage of children and young people with a hobby

2017



Source: School Health Promotion study

teach the participants to use digital technologies, their interfaces and other modern tools. The focal areas include IoT, robotics, 3D printers, 3D modelling and programming. Some of these may also be combined and utilized in musical, visual, virtual and other hands-on workshops. For example, in the workshop involving music and sound, the themes are discussed at a general level while providing the participants with better skills of using the new central library, Oodi.

Preventing digital exclusion improves equality in the digital world. Learning to use the necessary devices also improves digital identity management and the ability to understand the basic logic behind different interfaces. Furthermore, the library provides a chance to experience and learn about things that would otherwise be beyond the users' reach. The library enables lifelong learning.

Makerspace, i.e., the development of workshops, will be an important part of the library's operations in the future. The most visible workshops are organized by Oodi, and copying Oodi's workshop activities in the local libraries will ensure more equal distribution of skills and the continuation of this work.

The workshops are part of the 'library as a learning environment' and the schools' 'the entire City as a learning environment' approaches. The library's workshop activities will be further developed together with the users and the City of Helsinki's various sectors. Schools and the City's other facilities will have various types of technology laboratories, and the plan is also to model the library's workshops after these and work in collaboration. The workshops will become part of the pedagogics. Regional pedagogical informaticians, workshop organizers and other staff working in cooperation with daycare centers and schools will design

content for collaboration with schools and other educational institutes.

### The Ilo kasvaa liikkuen ('Joy increases through exercise') program will enable all children to find joy in exercise and achieve a sufficient physical activity level by the end of 2021

The early education program Ilo kasvaa liikkuen is a national exercise and well-being program that is free of charge and has been developed through collaboration between an extensive network of experts and hundreds of pilot daycare centers. The program's aim is to enable all children to experience the joy of exercise and achieve a sufficient daily level of physical activity. The Ministry of Education and Culture and the Finnish National Board of Education are in charge of the program's strategic management. The program is led by LIKES Research Centre for Physical Activity and Health.

A multi-professional working group has been appointed in order to introduce the program to the grassroots level, and a number of early education staff members have received training for this. The early education facilities' conditions have been improved to encourage increased physical activity by acquiring new bicycles and updating the equipment. Children, families and early education staff members have been encountered at various events and occasions. The measures specified in the exercise program have been discussed at events intended for early education supervisors.

So far, 121 early education units have joined the Ilo kasvaa liikkuen program, and their numbers are as follows:

- 46 daycare units
- 52 daycare centers
- 10 playground units
- 3 playgrounds and family houses
- 6 family daycare teams
- 4 private daycare centers

### Circus groups for babies now operate at all playground units

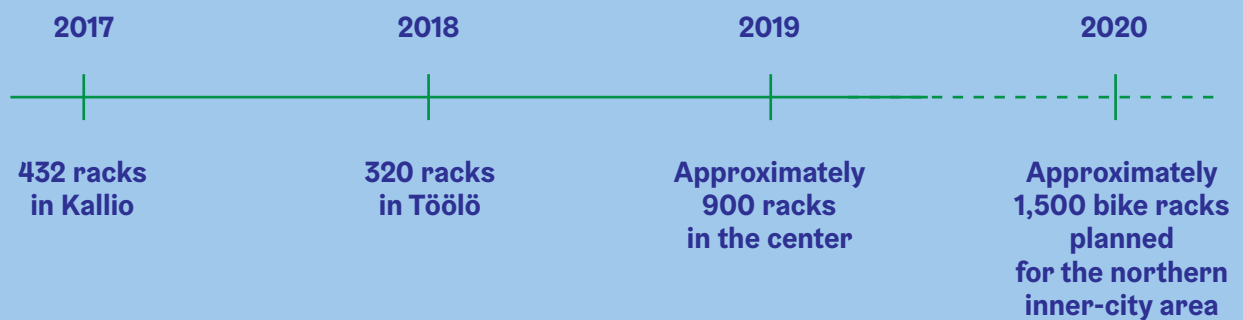
The objectives and measures of the exercise program have been clearly described in the plans of action of all playground units' early education plans. The units have analyzed the achievement of the goals in more detail in their own interim reviews. Circus groups for babies now operate at all playground units. In May 2019, cycling instruction was provided at ten *Pyörällä päästään* events.

### The Students on the Move program will expand from three piloting upper secondary schools to six in the school year of 2019–2020

Students on the Move is part of the Finnish Schools on the Move program, which is one of the Finnish Government's main projects in the areas of skills and training.

# Cycling will be promoted among the City's residents by building 3,000 new bike racks and 75 kilometers of cycle lanes in the inner city

## New bike racks:



## The planned new inner-city cycling route network's construction:



The aim of the program is to increase physical activity amongst students and improve their study skills.

State funding has been applied for the Students on the Move program, and the decision regarding the funding will be received in May 2019. The number of events organized in 2018 was eight, while in 2019 the number was 12.

### The conditions for physical activity in ten schoolyards will be improved with additional funding granted for 2019

In accordance with a decision made by the City Board on October 26, 2018, additional funding in the 2019 plan of action has been allocated to the infrastructure property for the construction of sports facilities in ten schoolyards. The schoolyards of the following schools have been selected for renovation: Merilahti Comprehensive School (in Kallvikinniementie), Grundskolan Norsen Kronohagen-enheten 1–4, Grundskolan Norsen Cygnaeus-enheten 5–9, Kaisaniemi Lower Stage Comprehensive School, Hiidenkivi Comprehensive School, Torpparinmäki Comprehensive School, Zacharias Topeliuskolan, Kontula Lower Stage Comprehensive School, Ruoholahti Lower Stage Comprehensive School and Snellman Lower Stage Comprehensive School. In addition to these, the schoolyards of schools included in the construction program will be renovated in the near future during upgrading projects.

All the selected schools were engaged in the project through a digital form. Furthermore, another five schools were offered the chance of utilizing an augmented reality iPad app when planning their equipment. The results from the hearing will be used in the planning.

### Hobbies that involve physical activity will be organized in an increasing number of schools

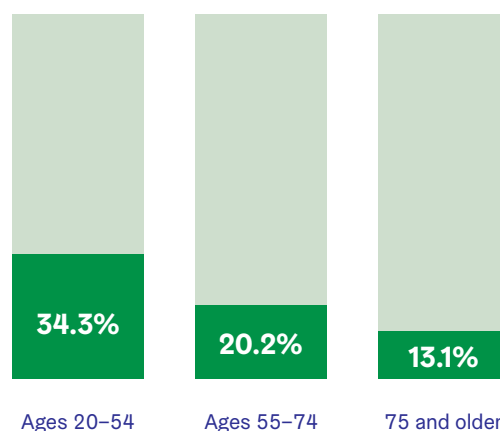
From the autumn term 2019 onwards, all schools in Helsinki will have a slot for hobbies on Wednesdays from 2:30 to 5 pm. School facilities will be made available to hobby groups. The Culture and Leisure Division will take part in providing hobby opportunities, but other suitable operators, such as associations and clubs, are also being scouted to organize the activities.

One of the goals of the key project aiming to prevent social exclusion is for every 3rd-year pupil in Kontula to find a regular hobby they like. The purpose of this is to achieve a systematic change in the hobby habits of Kontula's residents, thereby achieving more extensive effects on their well-being.

The activity ePass is a mobile application intended for Finnish pupils in grades 7–9 with

## Percentage of people engaging in proper exercise or sports several hours a week in the age group

2018



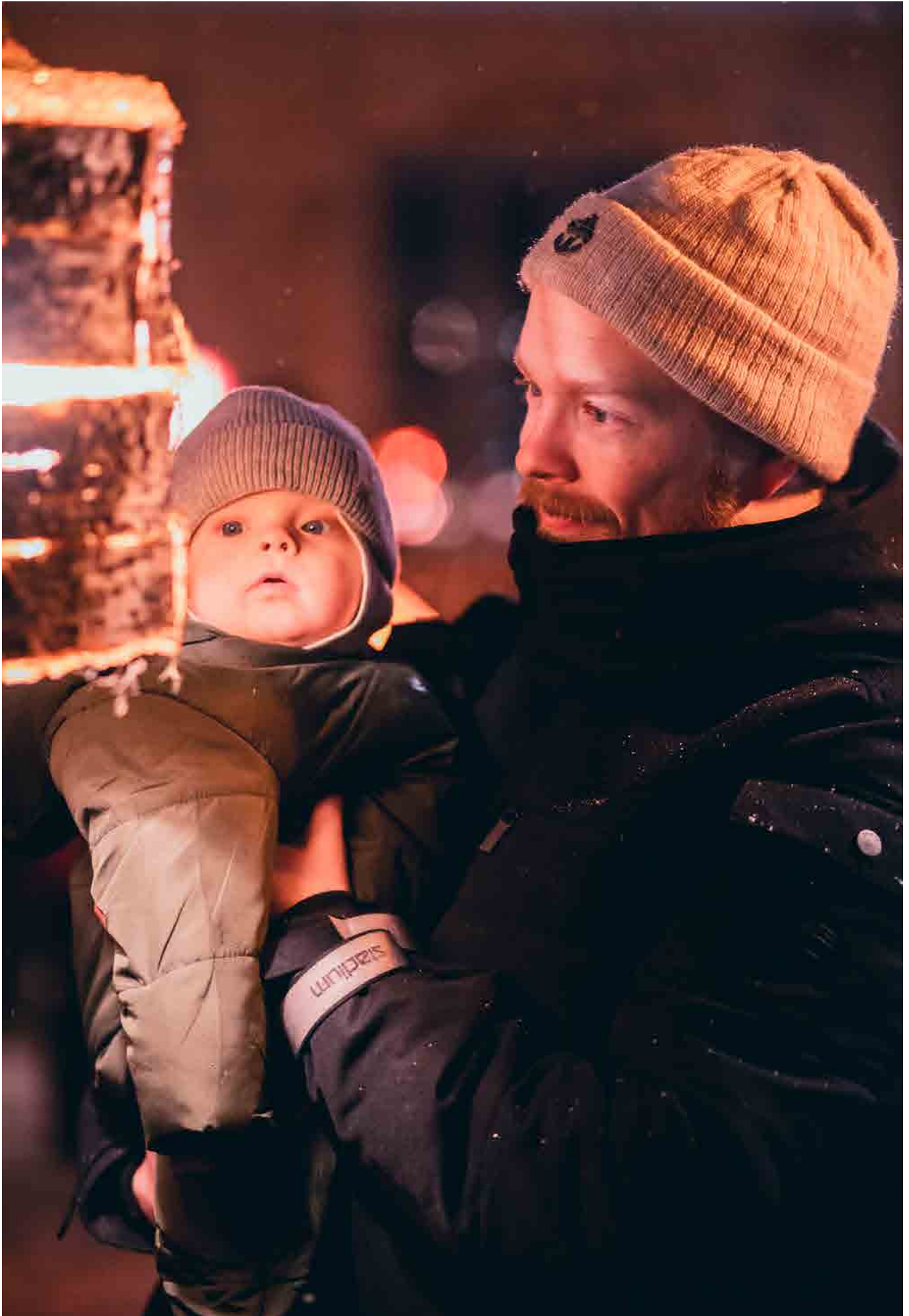
Source: THL/FinSote

the aim of increasing their hobby opportunities. Municipalities, businesses, foundations and associations can upload free or inexpensive hobbies, introductory hobby sessions and entry tickets to the app. The Ministry of Education and Culture has granted the City of Helsinki 185,000 euros for the application's development. The acquisition decision for the app was made on February 20, 2019.

### The City's employees will pay attention to the everyday physical activity level of elderly customers and promote their continued mobility

The mobility agreement means that the everyday mobility of elderly customers is systematically supported during home care visits. During home visits, customers will receive support in functioning and staying mobile at home. At the same time, the workers will reduce the amount of chores they do on the elderly customers' behalf, instead guiding and encouraging them to train their mobility skills regularly.

The mobility agreement is a tool that allows the workers to monitor their customers' mobility and the level of their everyday physical activity. An individual's mobility agreement will cover elements from day-to-day life that are highlighted during the discussions between them and their nurse, including personal hygiene, daily chores, independent training and group exercise. The current coverage of the mobility agreements is 51 percent (April 11, 2019). The strategy period's goal is for the agreements to cover no less than 70 percent of the customers.





## The assessment information regarding gender effects will promote equality and allow the City's services to be of a higher quality and better targeted

A decision has been made within the strategy project to assess the gender effects regarding the following services:

- The Culture and Leisure Division Assessment of the gender effects of subsidies granted to sports clubs
- The Education Division: Special support in comprehensive education and early education
- The Urban Environment Division: Planning service
- The Social Services and Health Care Division: Support for informal.

The gender effects' assessment project is linked to the sustainable development goal of reducing inequality within countries. This can be achieved by using research information as a basis for measures whose goal is to ensure equal opportunity, abolish practices that enable discrimination and promote social, economic and political participation. The gender effects' assessment will generate information that will improve not only equality but also the quality and successful allocation of the City's services. The decisions regarding these have already been made in the Culture and Leisure Division's project, and the reports for the other projects will be completed in autumn 2019.

The Culture and Leisure Division's assessment project analyzed the gender division pertaining to facility bookings and subsidies granted to associations and clubs for their operations and facility rents, and studied the views of sports clubs regarding the success of gender equality. The assessment results were published in December 2018. Based on the information generated during the assessment project, measures that reduce unequal treatment of clubs and associations when it comes to subsidies granted by the City can be promoted and implemented. Providing sports clubs with suitable facilities and granting them subsidies for their operations and facility rents will also promote social participation. Furthermore, the assessment will allow these subsidies to be more carefully and equally allocated.

The Education Division's project studies special support required during comprehensive education and early education. A total of 70 percent of those receiving special support are boys, and the project aims to identify reasons for why this number is so high. The project maps statistics pertaining to special support, analyzes the special support process and conducts interviews with special support experts. The purpose

Identifying means to support social, economic and political participation and promote participation, regardless of age, gender, disability, ethnic background, origin, religion or financial or other status.

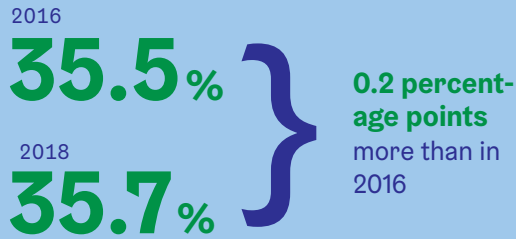
of the assessment is to evaluate the allocation of special support, and it will provide information to help abolish any discriminating practices and target services better. Furthermore, high-quality education and the necessary support will also promote social, economic and political participation, in accordance with the goals of sustainable development.

The Urban Environment Division's assessment project is based on a resident survey and its results, conducted in the neighborhood. The project analyzes the area planning process. The analysis of the resident survey will provide information about the survey participants and the connection between the information collected through resident surveys and the area plan. This information can then be used to identify means to support social, economic and political participation and promote participation, regardless of age, gender, disability, ethnic background, origin, religion or financial or other status. It will also reveal whether the area planning measures utilized by the Urban Environment Division affect people equally. The practical application of the results will enable area planning to be conducted in a way that reduces inequality.

The Social Services and Health Care Division's project studies support for informal care. 70 percent of those receiving support for informal care are women, although the proportions of men and women vary depending on the age group. By identifying the existing information, analyzing the caretaker survey conducted in 2018 and describing the service process connected to the support for informal care, the

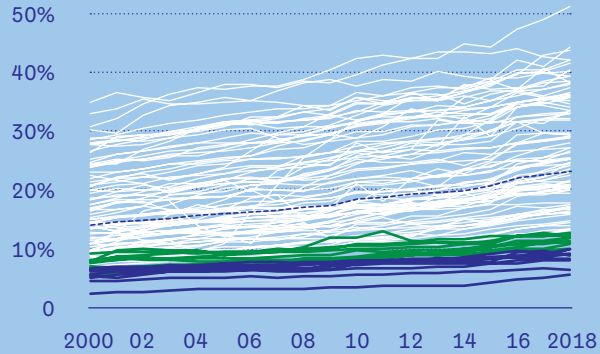
# Geographical segregation index

## Segregation by level of education



The index indicates how large a portion of one group would have to live in a different area for the distribution to be similar to that of another group. Those with only primary education vs. those with a master's degree. Calculated from the information of Helsinki's areas. Limiting: people aged 25 and older, born in Finland.

The share of people who have completed a master's or equivalent level diploma in Helsinki's neighbourhood quarters



Only neighbourhoods with more than 100 households have been included. Limiting: people aged 25 and older.

Standard deviation of the distribution

2000  
**7.5**  
2016  
**10.5**

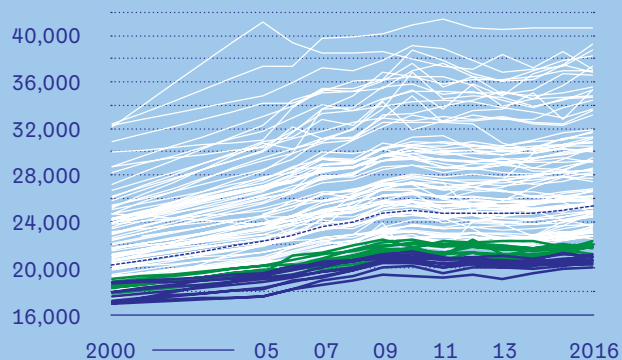
Every line represents a neighbourhood quarter; the broken line stands for the figure for all of Helsinki. The blue and green lines: 20 neighbourhoods with the lowest education level.

## Segregation by level of income



Persons in the lowest vs. highest income quintile. Concept of income: disposable income per consumption unit. The income quintiles are calculated at the Helsinki region level.

Median income in 2016 money in Helsinki's areas



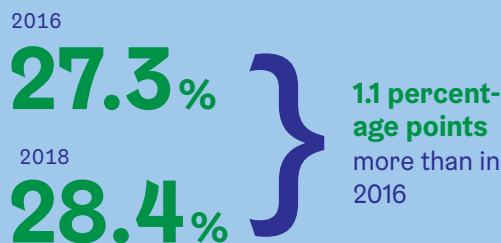
Karhusaari, Kaivopuisto and Kuusisaari, which are the most well-to-do neighbourhoods, have been omitted. So has the neighbourhood with the lowest income, i.e. Viikin Tiedepuisto, where students live. Only neighbourhoods with more than 100 households have been included.

Standard deviation of the distribution

2000  
**5,277**  
2016  
**8,197**

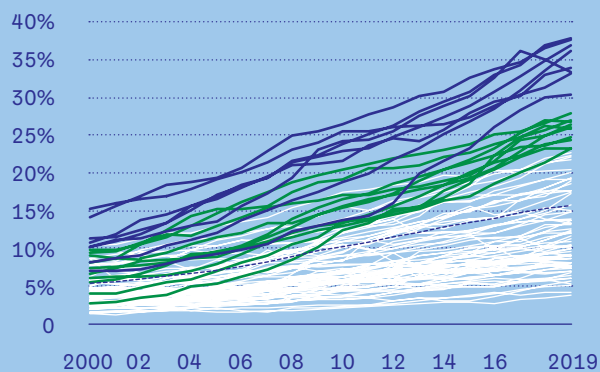
Every line represents a neighbourhood quarter; the broken line stands for the figure for all of Helsinki. The blue and green lines: 20 neighbourhoods with the lowest income level.

## Segregation by ethnic background



People with a foreign background vs. native population. Calculated from the information of Helsinki's areas.

Percentage of foreign-language people in Helsinki's areas



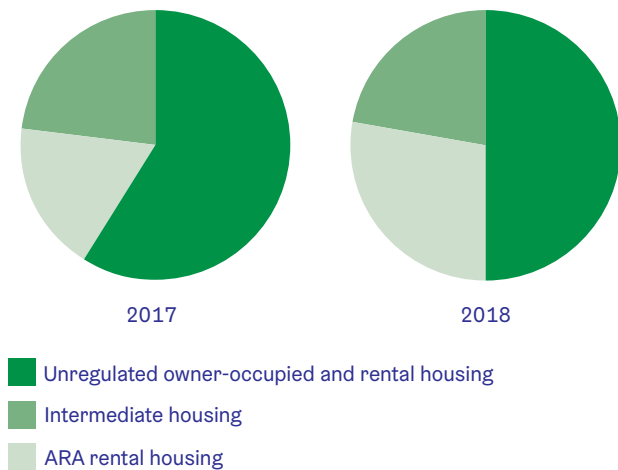
Only neighbourhoods with more than 100 households have been included.

Standard deviation of the distribution

2000  
**2.9**  
2016  
**8.7**

Every line represents a neighbourhood quarter; the broken line stands for the figure for all of Helsinki. The blue and green lines: 18 neighbourhoods with the highest share of foreign-language residents.

## Housing production management form distribution



Source: City of Helsinki, City Executive Office

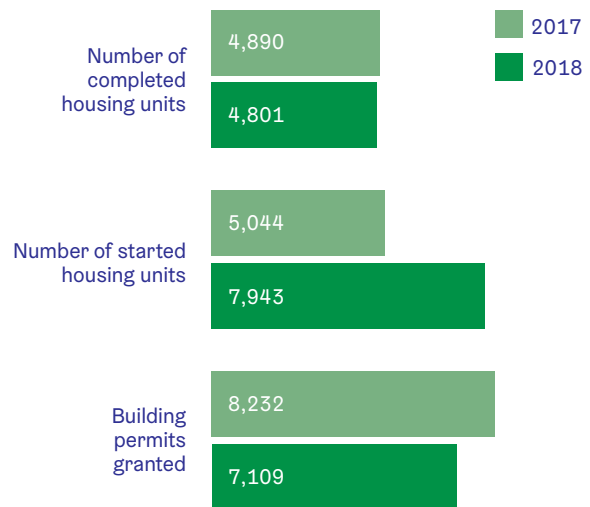
project intends to shed light on the gendered nature of the support provided for informal care. The resulting information will be used to promote appropriate measures in combating discrimination and to allocate the City's services better. Although this topic far exceeds the scope of the City's services, information generated through research on the gender effects of informal care should be used to highlight the gendered nature of this care. Furthermore, the information will allow for the removal of discriminating practices and support the development of increasingly effective services for informal caretakers.

### Gender-aware budgeting will lead toward more equal service

The Helsinki City Council requires that the method of gender-aware budgeting be piloted in one or more services provided by a Division as part of the equality project. It has been agreed that the piloting will take place in the Culture and Leisure Division's sports services. The assessment of gender effects caused by subsidies granted to sports clubs was completed in late 2018. The piloting process has been planned during the first half of 2019 as a collaborative effort by the City Executive Office's experts on equality, budgeting and research and the experts from the Culture and Leisure Division. The actual pilot phase will begin in spring 2019.

Gender-aware budgeting has been piloted in Finland before, for example in projects run by the Ministry of Finance and some municipalities, but no standard practices exist. A report on the pilot's results will be issued by the end of 2019 together with recommendations on further measures in order to make gender-aware budgeting a permanent part of the City's financial planning and reporting. Gender-aware budgeting supports the

## Housing production key figures



gender aspect on all levels and is an effective way of reducing inequality and supporting measures that can promote social, economic and political participation.

### Housing policies will promote the equal development of different neighborhoods

The City's goal in terms of its housing policies has for a long time been to ensure that the housing units' management and financing methods in individual neighborhoods and in the entire city remain equal. This is done to guarantee that all demographic groups can live in any part of the City. The aim of the housing policies and the related implementation program of the land use plans (AM program) is to have 45 percent of the newly constructed housing units to be unregulated owner-occupied and rental housing production, 30 percent to be a mix between rental and owner-occupied housing, such as Hitas owner-occupied housing and right-of-occupancy housing, and 25 percent to be ARA rental housing that will remain reasonably priced for a long period. Hitas is a housing price-and-quality control system used in Helsinki.

Due to the housing market trends in 2017, nearly 60 percent of the new housing units were constructed as unregulated production. The mixed-form housing accounted for 18 percent of the total, while ARA rental housing made up 23 percent. The same figures in 2018 were 50 percent, 28 percent and 22 percent, respectively. The aim of the City's own production is to have 50 percent of mixed-form housing units and 50 percent of ARA rental housing units. In 2017–2018, 51 percent of the housing units were mixed form and 49 percent were ARA rental units.

When the City transfers land for construction purposes, it must make sure that the objectives regarding the management and financing method are met on land

When the City transfers land for construction purposes, it is ensured that the objectives regarding the management and financing method are met on land owned by the City. On privately-owned land, the goal's achievement is ensured with land-use agreements.

owned by the City. On privately-owned land, the goal's achievement is ensured with land-use agreements. Land use planning creates a framework for the construction of housing units of each management and financing category in every neighborhood.

Systematic and long-term efforts are required to stop the current trend of segregation. Since 2018, Helsinki has been preparing a set of Urban Renewal projects which will focus on the suburban areas. There are five such areas in total: Malminkartano–Kannelmäki, Malmi, Mellunkylä, Meri-Rastila and Jakomäki. The measures will be long term in nature, reaching more than 15 years into the future.

In addition to the construction projects, the neighborhoods will be further developed through other cross-sectoral measures. The extensive reorganization that the City underwent in 2017 will provide new opportunities to do this. For example, the currently running Mukana program is seeking new systematic and cross-sectoral solutions to the prevention of social exclusion, and the measures will focus on the same areas as the Urban Renewal projects. The positive developments in Myllypuro show that construction investments and new housing units can allow the City to increase a neighborhood's vitality.

### **The City is facilitating an increase in the housing production**

The rate of housing construction has been on the rise in Helsinki in recent years. In 2017–2018, during the first years of the strategy period, an

average of 4,870 housing units were built every year. In 2017, the construction of 5,070 new housing units was begun, and in 2018 this figure had risen to 7,940. An average of 8,090 building permits per year were granted between 2017 and 2018. In late 2018 and early 2019, a record number of new housing units were being built, approximately 10,000 units, while the previous year the number of units had been 7,000.

The housing policies and the related implementation program of the land use plans (AM program) for 2016 set the City's housing production target level at 6,000 new units per year. In 2017, the City Strategy raised the housing production target to 7,000 units per year for the latter half of the Council term in 2019–2021.

The City's own housing production is partly responsible for achieving this goal. The goal determined in the AM program is 1,500 housing units a year. In 2017–2018, a total of 2,320 new housing units were built as part of the City's own housing production. During that same period, construction was begun on 3,050 units more.

The population density in Helsinki continued to increase in 2017–2018. Housing units have been built in both new, easily accessible neighborhoods and existing neighborhoods as infill development. The proportion of infill development of all completed housing units was roughly 60 percent on average between 2017 and 2018. An average of approximately 90 percent of the new housing units are in apartment buildings.

Suitable conditions for housing construction are ensured with land use planning and by providing land owned by the City for housing production purposes. In 2017, the target floor area of 600,000 m<sup>2</sup>, set for the detailed plans in the AM program, was exceeded, as detailed plans allowing more than 700,000 m<sup>2</sup> of floor area became legally enforceable. In 2018, detailed plans allowing 545,000 m<sup>2</sup> of new floor area became legally enforceable. In late 2018 and early 2019, detailed plans allowed nearly five years' worth of new housing construction. In 2017–2018, the amount of land provided for housing construction purposes amounted to a total floor area of 568,000 m<sup>2</sup>. In late 2018 and early 2019, there was more than five years' worth of land available for new housing construction. Helsinki's new city plan came into force in December 2018. The city plan will govern the detailed planning in the future and enable Helsinki to become a densely populated city, with rail transport connecting its many centers.





# Climate action

Helsinki has committed to shouldering its responsibility to mitigate climate change.



Carbon  
neutral



Diverse  
nature

## SDG 13: Take urgent action to combat climate change and its impacts.

Helsinki has committed to shoulder its responsibility to mitigate climate change. One of the goals of Helsinki's City Strategy 2017–2021 is for Helsinki to become carbon neutral by 2035. This can be achieved by reducing greenhouse gas emissions in Helsinki by 80 percent. The City will make compensations for the remaining 20 percent by ensuring that the amount of emissions is reduced elsewhere. The main sources of greenhouse gas emissions in Helsinki include the heating of buildings, electricity consumption and traffic. In addition to the city organization, the climate goals also concern the City's residents and organizations that operate there. Helsinki can become carbon neutral through cooperation.

The climate will change in spite of the mitigation actions, and therefore adaptation to the changes has become equally important. The adaptation will involve means with which the amount of harmful effects of the changing climate can be reduced and the beneficial effects utilized. Maintaining and building new green infrastructure and avoiding covering up the ground will improve the management of water run-off, prevent the escalation of the phenomenon of heat islands, diversify habitats and prevent the transfer of nutrients and pollutants to waterways. The City Board approved the City's policies regarding adaptation to climate change in May 2019.

### The Carbon Neutral Helsinki 2035 action plan has been approved

The Carbon Neutral Helsinki 2035 action plan was approved by the City Board in December

2018. The action plan describes the means with which the emission reduction can be achieved.

The plan illustrates the climate actions currently undertaken in Helsinki and the emission forecast for 2030 and 2035. The necessary measures have been determined by area in order for the City to meet its emission reduction goal. In addition, the plan describes each area's current status, the future goals and the main means of achieving a reduction.

The areas are:

- Traffic
- Construction and building use
- Consumption, acquisitions, sharing economy and circular economy
- Smart & Clean growth
- Energy company Helen's development program
- Carbon sinks and emission compensation.

### An engaging preparation process

The Carbon Neutral Helsinki 2035 action plan contains 147 measures with the related schedules and organizations in charge of implementing the measures. An approach entailing open decision-making was tested during the preparation of the action plan. The open decision-making method was developed by the National Institute for Health and Welfare (THL), and its purpose is to make the decision-making processes of public administration more open and transparent. Active participation and openly available information are key elements in open decision-making: as many people as pos-

## Helsinki's greenhouse gas emissions (total emissions)

2017

**2,665,000 t CO<sub>2</sub> eqv.**

2018

**2,559,000 t CO<sub>2</sub> eqv.**

## Helsinki's greenhouse gas emissions (emissions per resident)

2017

**4.1 t CO<sub>2</sub> eqv.**

2018

**3.9 t CO<sub>2</sub> eqv.**

Helsinki's total emissions have decreased by 27 percent since 1990. However, even though the City's long-term emission levels have been decreasing, greater and faster reductions will be needed in the future. The City has grown in size and gets roughly 8,000 new residents every year. Yet, the residents' average emissions are already 45 percent lower than in 1990, even though the number of residents has gone up by approximately 150,000.

Source: HSY



sible may participate and they will have access to the same information throughout the entire process, from the preparation phase to the final decision-making. This will ensure the availability of the best possible expertise and a deeper commitment of the participants. The open decision-making method links Helsinki's strategic goals of openness, participation and utilization of digital solutions together. During the action plan's preparation phase, all the material was available on the website and the program was co-created as an open online document. Although the schedule was too tight for an extensive campaign, close to 300 people took part in the workshops and online work. The open preparation process was praised and it was generally believed to have expedited the writing process. The method will be further developed during the implementation and monitoring of the measures.

### Traffic emissions must be reduced by 69%

In 2018, the traffic in Helsinki created 654 kilotons (carbon dioxide equivalent, CDE) of greenhouse gas emissions. The amount of emissions has remained the same during the 2010s. In order for the City to achieve its carbon-neutrality goals, the traffic emissions were set their own objective: the aim will be to reduce greenhouse gas emissions by 69 percent by 2035 from the 2005 level.

Greenhouse gas emissions caused by traffic can be reduced by changing the following:

- Distance traveled
- Mode of transport
- Unit emissions, i.e., the amount of emissions per travel kilometer.

The City can influence the travel distances and modes of transport through land use planning and pricing and by providing sustainable transport options. Unit emissions are affected by technological development, i.e., more advanced propulsion options (electricity, biofuels) and engine efficiency (output).

The measures related to traffic involve an increased use of sustainable transport modes, transport pricing, denser urban structures, increased use of more advanced vehicle technology, reduction in ports' emissions and implementation of new transport services and transport control.

A project titled Carbon neutral and resource smart business areas, coordinated by the City of Helsinki, has been launched in the Metropolitan Area to develop the concepts of emission-free ports and construction sites.

The Smart & Clean foundation's Bio Sata project aims to have all the Metropolitan Area's buses and the City of Helsinki's construction machinery begin using nothing but biofuels made from waste and residues.

### Buildings' emissions must be reduced by 82%

Alongside traffic, construction work and building use produce the second highest amount of emissions, because most of the Helsinki's emissions are caused by

In addition to the city organization, the climate goals also concern the City's residents and organizations that operate there. Helsinki can become carbon neutral through co-operation.

the heating of buildings and consumption of electricity. The emission reduction goal for the buildings' energy consumption is 82 percent between 1990 and 2035. This goal can be achieved, but it will require a fast and extensive adoption of the necessary measures.

The heating of buildings causes more than half of Helsinki's emissions. Most of the heat is currently still generated with fossil fuels, which release massive amounts of emissions. The less heat buildings use, the less heat needs to be produced. Roughly 90 percent of the properties in Helsinki are part of the district heating network. A cost-effective change over to carbon-neutral energy production will require Helsinki's to reduce the amount of heating needed in their buildings. Three main methods exist for achieving this:

- the energy efficiency of buildings can be improved,
- energy can be produced based on an individual building's requirements, and
- waste heat can be actively collected from air and water.

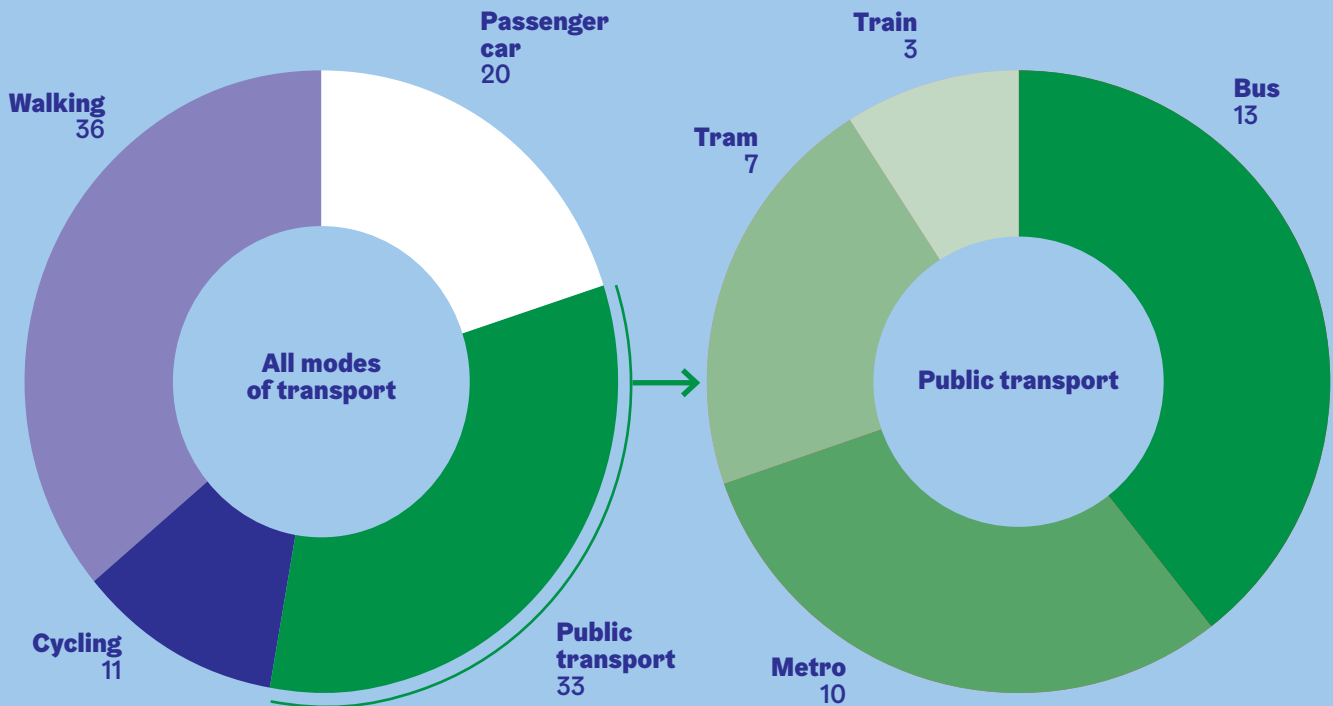
These methods will be applied to the service and residential buildings owned by the City, outdoor lighting, old privately-owned buildings, wooden buildings, creation of detailed plans, transfer of land, building inspections, renewable energy, funding and incentives.

### Toward circular economy

Procurements make up more than 40 percent of the City of Helsinki's expenditure. When the entire Helsinki Group is taken into account, the total value of procurements is over two billion euros annually, of which construction takes up around half. Macroeconomic procurements that take into account the procurement's entire life cycle may increase the costs in the short

# Mode of transport distribution 2018

Primary mode of transportation for travel within Helsinki, percentage of all travel



Source: City of Helsinki

## Energy consumption in the city area

2017

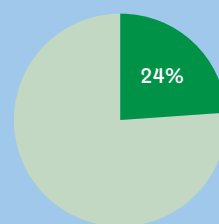
13,783 GWh

2018

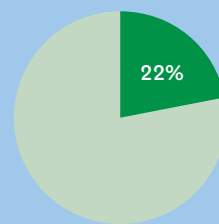
13,797 GWh

Lähde: HSY

22% consisting of renewable energy



2017



2018

Source: City of Helsinki, Urban environment division

term. However, in the long term, they can help decrease emissions, increase quality and, at the same time, achieve financial savings.

Carbon-neutral Helsinki means cutting down the direct emissions generated in the City area by 80 per cent. This goal does not include all the emissions during the products' entire life cycles, which also include the acquisition of raw materials, the manufacture of the product, logistics, use and waste management. Aside from the direct emissions generated in Helsinki, the carbon footprint of Helsinki citizens also consists of other consumption. These include food produced outside the City, travel and consumer goods transported into the area as well as using services outside Helsinki. Compared to so-called direct emissions, the consumption-based carbon footprint of Helsinki residents is slightly more than double of those. Even though the citizens' entire carbon footprint cannot yet be included in the emission calculations, it was considered important to also include actions that mitigate the life cycle emissions of consumer actions in the Carbon-neutral Helsinki 2035 action plan. These include e.g., decreasing the carbon footprint of food and promoting sharing economy and circular economy.

In addition to climate change, the consumption of natural resources is linked to many other detrimental environmental effects. WWF has demonstrated this by calculating an Earth Overshoot Day. It is a calculated date on which humanity's ecological footprint exceeds Earth's capacity to regenerate those resources that year and bind the emissions caused by the use of fossil fuels. In 2019, the calculated overshoot day of Finland was as early as April 5th.

A second indicator used to describe the climate effect of consumption is carbon footprint. The carbon footprint of a Helsinki resident refers to greenhouse gas emissions generated by the consumption of Helsinki citizens, regardless of where they are generated. The carbon footprint of a Helsinki resident was initially assessed as early on as in 2011, and the result back then was about 11 tons of CO<sub>2</sub> equivalent per resident. Compared to so-called direct emissions, the consumption-based carbon footprint of Helsinki residents is therefore slightly more than double of those.

Housing, transport and food comprise the majority of consumption. According to assessments made in recent years, the carbon footprint of housing has decreased, whereas the carbon footprint of foodstuffs has remained the same. The objective is to cut down the carbon footprint of Helsinki residents. The residents' carbon footprint assessments will be continued in the future.

The measures of the Carbon-neutral Helsinki 2035 action plan are related to increasing climate and circular economy competence at all levels, increasing vegetable-based food and decreasing food wastage, increasing the efficiency of waste sorting, sustainable procurements and promotion of sharing and circular economy.

In 2018, a total of 4.3 million items went through the City of Helsinki's subsidiary, Pääkaupunkiseudun Kierrätyskeskus Oy reuse center, saving 46.7 million kilos of solid natural resources.

The City Council has decided that the city will aim to halve the consumption of meat and dairy products within the Helsinki Group by 2025. Furthermore, a plan covering the entire Helsinki Group will be compiled, taking into account the possibilities of different divisions to cut down their meat and dairy product consumption.

### Smart & Clean jobs, investments and business

Measures that enable smart and clean growth are an essential part of Helsinki's carbon neutrality program. Through systematic and long-term actions, the city can significantly facilitate the growth of clean and smart business and the generation of new jobs in this field. This will then enable new kinds of smart and clean services and solutions that will guide the citizens and the businesses in the area to reduce their own greenhouse gas emissions.

The buses in the capital region and most of the City of Helsinki's work machinery and trucks will transition to waste and residues based biofuels by 2020. The advantage of these high-quality liquid biofuels is that they do not require procuring new vehicles or building a new distribution infrastructure. Related emissions can be decreased through the targeted use of these biofuels. The renewable diesel will cut down the particle emissions of older cars and work machines by up to a third. At their best, biofuels can cut down up to 80–90 percent of greenhouse gas emissions generated by the production and use of fuel when compared to fossil fuels. Helsinki Region Transport operates around 1,400 buses in the Helsinki Metropolitan Area and they consume about 40,000 tons of fuel annually. The amount of fuel used by Stara's own fleet totals to around 2,000 tons.

## Measures that enable smart and clean growth are an essential part of Helsinki's carbon neutrality program.

Though only a small part of the city's work machines have used biofuels since summer 2017, the emission reductions have been significant. By April 2018, the work machines had generated 1,160 tons less carbon dioxide compared to previous years, and the amount of detrimental related emissions also decreased significantly. The intention is to also include the requirement to use biofuels in the tendering criteria of subcontractors.

### Toward climate neutral energy production

Helen Oy, an energy company owned by the City of Helsinki, has compiled a development program which presents how the district heating generated by the Hanasaari coal plant can be replaced with other sources of energy. It was decided that the replacement production will be generated in a so-called decentralized manner, and it is included in this program. By 2025, Helen aims to generate 25% of its total energy production through renewable energy (12% in 2018) and cut down its emissions by 40% compared to 1990.

### New heat pump plants

Helen will build a new heat pump to complement the world's largest heat and cooling plant located underground in Sörnäinen, under Katri Vala park. This new heat pump will be commissioned in 2021. The plant already has five large heat pumps. Thanks to the new heat pump, the plant's total production can be increased by nearly 30 percent from the current 570 gigawatt hours. The new pump is used to recover heat from once utilized wastewater heat and it will enable using the plant more even in cold temperatures in winter, which cuts down the heat load of the Baltic Sea. In total, the heat pump investment is around 20 million euros. The

investment will help Helen cut down its carbon dioxide emissions by 65,000 tons a year.

The heat pump plant at Esplanadi has been in use since early summer 2018. The heat pump plant is located underneath Esplanadi park, at a depth of around 50 meters. A massive, 25 million liter cold water reserve is also located in connection to the plant, and together they comprise an underground Esplanadi heat and cooling plant.

### Bioheat plants as replacements for coal

Helen's new bioheat plant at Salmisaari was commissioned in 2018. The plant produces renewable district heating in the largest pellet boiler in Finland. The main fuel of the Salmisaari pellet heat plant is wooden pellets. The plant can produce enough renewable district heating to meet the needs of 25,000 two-room apartments. Helen is also planning to build new bioheat plants in Helsinki. The plan that has progressed the furthest is the 250 megawatt bioheat plant in the Vuosaari power plant park, which will be commissioned in 2023 at the earliest. The plan is to implement the bioheat plant project gradually so that it will be possible to replace the heat production of Hanasaari power plant, which will be decommissioned in 2024. The bioheat plants will help replace the use of coal and, together with heat pumps and energy storing, enable the plants to meet the demand for district heating.

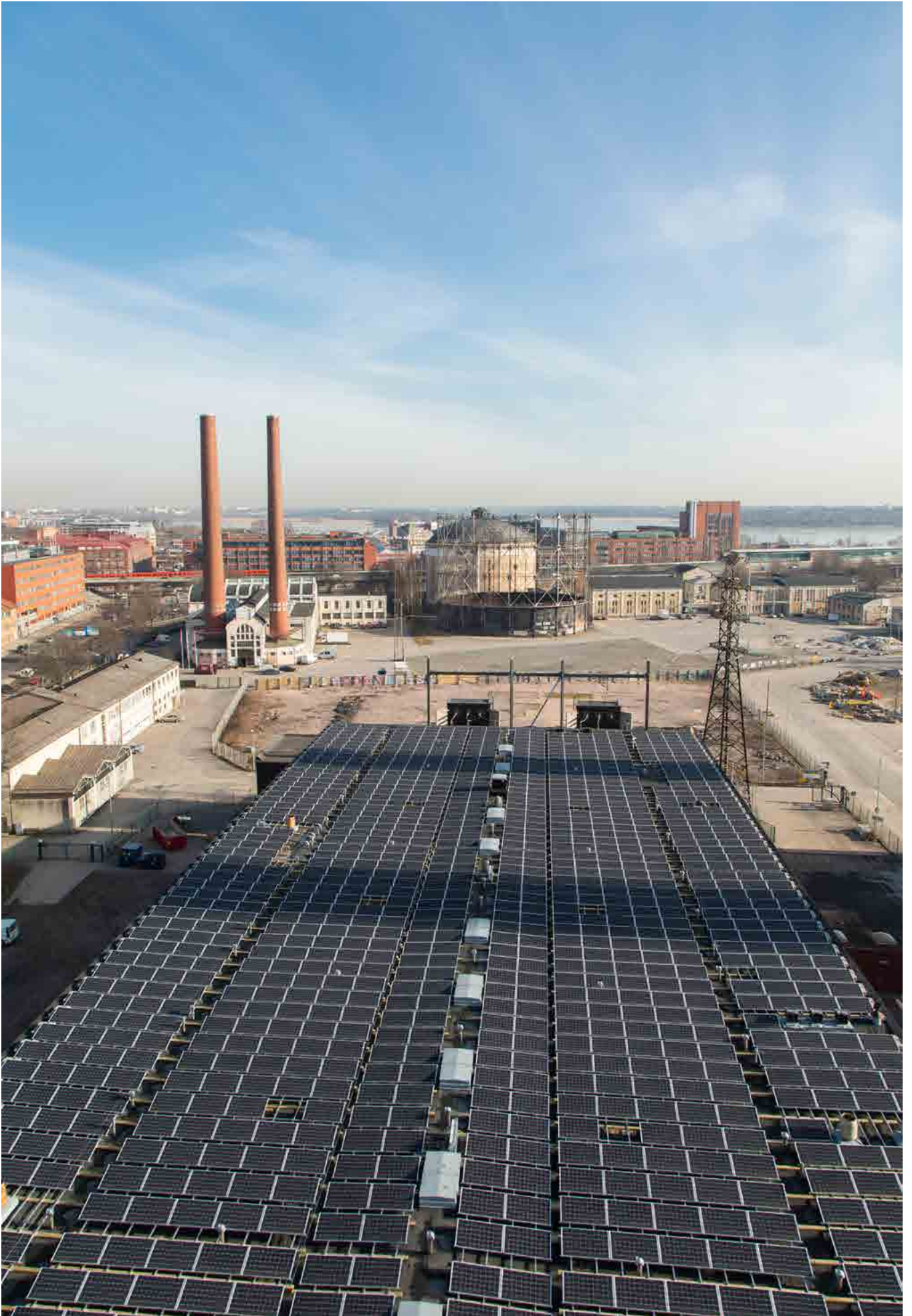
### Regional renewable energy

A seasonal heat storage is being planned for the former oil containers of Kruunuvuorenranta. This would be a regional solution that would serve the local residents. Warm seawater would be pumped into the storage in July and it would then be utilized during the heating season. This could produce up to a third of the region's heating. Helen has also started to review other regional energy production options in a smaller scale. Regional renewable energy contains city block or area-specific solutions that could be implemented by Helen or another operator, such as a building owner. These could be various smaller heat pump solutions, such as ground, air and sea heat pumps.

### Balancing consumption and production

In the future, more and more flexibility will be required from energy systems, and thermal energy storages are excellent ways to balance the system. Helen has thermal energy storages at Salmisaari and Vuosaari, and another massive thermal energy storage is currently being built into the caves of Mustikkamaa, previously used for storing oil.

Heat demand elasticity is another thing that helps balance the system, and Helen is a global forerunner in this field. Already, Helen has enabled all the city's own rental apartments to participate in heat demand elasticity. Helen has provided the Helsingin kaupungin asunnot Oy's (Heka) rental apartments with a new indoor temperature and moisture measurement and



A monitoring tool, freely available online, has been developed for the monitoring of the Carbon neutral Helsinki action plan, so that anyone interested in the actions may monitor their progress.

reporting service, which helps improve the energy efficiency of residential apartment buildings in a cost-effective and easy way. The service monitors the temperature levels of apartments, which in turn enables more specific control of heating based on outdoor temperature. For the tenants, this means that the indoor temperature can better remain at the desired temperature even when the outdoor temperature varies a great deal within a short period of time. The developed service will now also be offered to private housing companies.

### **Investment decision about a sea thermal energy plant**

An investment decision worth EUR 15 million has been made concerning a sea thermal energy plant that will be built in connection to the Vuosaari power plant. It will recover thermal energy from the sea in the summer and thereby enhance the power plant's heat recovery process. Helen has also reviewed a large-scale thermal energy solution from further at sea, which would require a transport pipe with a length of more than 20 kilometers. Other review projects are ongoing, e.g., regarding small-scale nuclear power plants, geothermal heat, carbon dioxide recovery from biomass, and the recovery of waste heat at the Kilpilahti industrial area located in Porvoo.

### **Expanding the use of solar energy**

A solar wall with 84 solar panels has been installed at Suvilahti power station in Helsinki in order to test the production of wall panels. Suvilahti enables comparing the energy production of a solar plant on the roof and wall-mounted solar panels, as the location is the same but the installation method is different. The energy pro-

duction of the solar plant on the power station's roof is highest in summer, whereas the wall-mounted panels produce the most energy during spring and autumn, when the sun is lower in the sky. The solar wall has been directly integrated with the power station building by disassembling the building's old brick wall and using the solar panels as the new wall surface. Consumers have been able to order energy produced by Helen's solar panels by acquiring a so-called signature panel as a part of their electricity agreement. Helen's newest large solar power plant has been built on the roof of the Messukeskus Helsinki Exhibition & Convention Centre in Pasila.

Additionally, the City of Helsinki's buildings will increase the use of solar energy. In 2018, a solar power plant was completed on the roof of the Wholesale Market's meat wholesale warehouse in the Teurastamo district. A new freezer building is also being planned for the Wholesale Market area, and a 350 kWh solar power plant will be built on its roof. In May 2018, a solar power plant utilizing advanced optimization panels was completed on the roof of Mellunkylä rescue station. Yliskylä daycare center located in Laajasalo, which was completed in 2018, utilizes both solar power and geothermal heat, and it is on its way to becoming largely energy self-sufficient. Solar panels will also be installed on the roof of the new Neulanan daycare center, which will be completed in Myllypuro in 2019. The Helsinki City Transport public enterprise installed a 480 kWh solar power plant on the roof of its metro depot in late 2018. The metro depot's solar power plant will also be implemented with the help of panel-specific optimizers, which will make the energy production more efficient, flexible and safer.

### **Communication and engagement**

A communication and interactivity plan has been compiled for the Carbon-neutral Helsinki 2035 action plan (CNH2035). A website will be opened for the plan in spring 2019. The city personnel will be trained in the subject through an education unit that contains topics on three different levels. They give more in-depth knowledge about the different themes of carbon-neutral Helsinki, such as circular economy. A 'Helsinki <3 Ilmasto' exhibition was opened for the residents at the Oodi central library in May 2019. The citizen dialogue about carbon-neutral Helsinki will also be developed with Open Knowledge Finland through the Uutisraivaaja project. Additionally, Urban Lab, a shared urban development laboratory of the City, businesses and the citizens located in Kalasatama, has information about the CNH2035 topic. The same theme is also showcased at the City Hall's lobby. The citizens also sent in several suggestions promoting carbon-neutral Helsinki to the participatory budgeting process.

The introduction of this program has now started and a separate review of launching the measures and their possible obstacles will be compiled for the City Board in early 2020.

## Open monitoring

A monitoring tool, freely available online, has been developed for the monitoring of the action plan, so that anyone interested in the actions may monitor their progress. A page for each separate action will be opened in the monitoring tool, used for gathering information about the action's progress and its possible effects. The City's employees will report about the progress of these measures. In the future, the aim is to get most of these data directly from other databases. Thanks to open data, researchers will be able to assess the effects of the actions and the assumptions and calculations behind them. Feedback will be collected from the citizens about how they feel about the measures and how they would like to be a part of them. Open monitoring has also interested businesses. Political decision-makers can utilize the monitoring tool when assessing whether emissions are decreasing as agreed or how the operations could be targeted better. As the actions progress further, the assessments about the various effects will become more detailed and the arguments for them will be freely available. A demo version of the monitoring tool was completed in 2018, and the tool will be developed further in 2019.

## Climate risks reviewed

A climate risk review report, conducted in cooperation with the Finnish Meteorological Institute, was completed in March 2018. According to this review, the central risks of Helsinki are stormwater floods caused by heavy rain, flooding water areas, slippery roads, extreme and exceptional winter conditions, symptoms caused by polar nights, heat waves, dryness and the eutrophication of the Baltic Sea. Of these, the most critical climate hazards with the most risks are probably floods and extreme winter conditions. Additionally, the risks on nature are notable, especially due to the other stress factors affecting nature in Helsinki.

## Adaptation guidelines have been compiled

Helsinki has drafted adaptation guidelines for 2019–2025, with the help of which we are preparing for the ongoing climate change. These guidelines contain an adaptation vision on what a climate-sustainable Helsinki looks like in 2050. These guidelines feature four themes: preparedness, integration, development as well as overall economy and business opportunities. Each theme outlines the central measures on which we need to focus during the next two board terms.

These adaptation guidelines have been fitted to the needs of urban planning and the purposes of preparing the city's strategic goals. The presented measures will be included in the city planning and management, for example with regard to zoning, preparedness and contingency planning, stormwater management program and flood strategy, as well as in the programs of green area development, nature protection and nature management.

## Stormwater program completed

The City Board approved the stormwater program in May 2018. Stormwater is rainwater and meltwater which flows off from the ground, building roofs and other similar surfaces in built environments. In the long term, the stormwater program facilitates systematic and sustainable comprehensive management of stormwaters in Helsinki and helps prepare for the future by taking into account the effects of climate change, increasing city density and the changing legislation.

The objectives of the stormwater program are to utilize stormwater in increasing the comfort of the surrounding environment, maintaining biodiversity and promoting the good condition of surface and groundwater; secure regional and local drainage while taking climate change into account; prevent and remove the detrimental effects of stormwaters; manage the stormwater flows and improve the quality of stormwater; decrease the amount of stormwater in the combined sewer system; and secure the introduction of cooperation and method models supporting the systematic overall management of stormwaters as well as the sufficient competence and resources.

## A green factor in use in the city plan

A green factor has been introduced in Helsinki's city plans. Its purpose is to ensure that plots have a sufficient share of green surface area, thereby helping prevent stormwater floods. The green factor describes how much vegetation and water delaying solutions the plot has in relation to its surface area. A green factor may offer solutions for how to keep the ever denser urban areas lush and attractive, make less dense city districts' green areas more diverse and preserve the diversity of valuable nature areas. This method enables highlighting solutions that maintain the characteristics typical to the area or, alternatively, mitigate the negative effects in the area.

The significance of green areas with regard to adapting to climate change and the various ecosystem services becomes more pronounced as the city structure grows denser. Vegetation decreases the risk of flooding, binds carbon dioxide, cools down the heat islands of built environment and increases the attractiveness and health effects of the urban spaces. It has also been stated in several studies that urban greenery has a direct effect on plot prices.

In the green factor method, the land use planner will set a green factor level for a plot, which a landscaper can achieve flexibly by using various green elements in the yard plan. The green factor is calculated using an Excel-based tool. The tool has been updated to highlight the management of stormwaters. The tool also describes the different stormwater solutions clearly.



# Peace, justice and strong institutions

Helsinki wants to be stable, responsible, safe and reliable – while also being dynamic and keeping up with the times.







## SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



Everyone should feel safe in Helsinki. Security planning in the city is implemented from local perspectives as the citizens', communities' and authorities' collaboration. The initial data for security planning is received through monitoring the wellbeing and health of the population.

The City's measures to decrease substance use prevent violence. A working group established to prevent domestic violence has produced training events and implemented communication campaigns to raise awareness. The City is also executing an anti-bullying program.

Helsinki utilizes the competence of its citizens and stakeholders in developing services, for example through various client councils and thematic competent influencer bodies. The independence and volunteer activities of citizens are supported. The use of participatory budgeting will expand from the cultural and recreational services to the operations of the entire city in 2019. The Ruuti activities will offer young people opportunities for participation and influencing.

The processing of customer feedback and initiatives will be developed with the help of digital tools, artificial intelligence and service design. We will implement multi-channel 24/7 customer service. Ethical principles will be determined for utilizing data and applying AI. The data produced by the city will also be made available for other parties to utilize.

The personnel's accountability and independence as well as open information flow will be supported in the City's management and work development. We will develop the forms

of working, working environment and the operating culture from the perspectives of competence, management and occupational wellbeing.

The goal of Helsinki's financial planning is to determine a sustainable level of growth in a transparent manner in relation to population growth and the change of cost level. Investments will be planned within a 10-year investment frame. Helsinki will manage the condition of its built property and thus reduce the growth of renovation loans. Helsinki Group will be managed and developed as an entity formed of the City and the communities controlled by it from the perspective of overall economy.

We will advance the accuracy and updating of the information on which real estate tax is based, so that taxation is as just as possible.

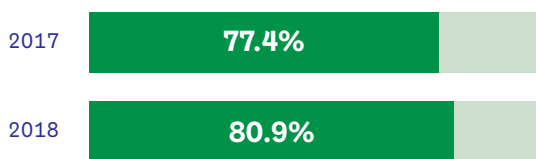
The sustainability of the City's revenue base will be secured through measures supporting employment and business activity. At the same time, the opportunity to be employed in a job that matches one's education and characteristics supports the wellbeing of citizens, especially the young people.

### Local security planning improves wellbeing

Helsinki implements local security planning, the purpose of which is to improve the safety of citizens and their sense of safety by preventing crimes, disturbances, accidents and disasters. The definition of security planning is a 'cohesive and coordinated process in which local-level security questions are solved through cooperation between various operators'.

## Experience of safety

(safe travel to own residential area in weekend evenings)



Source: City of Helsinki, security review

## Number of youth resorting to crime

(per 10,000 young persons)



- 1 Compared to overall Helsinki residents aged 10–14 (1/10,000) in 2018
- 2 Compared to overall Helsinki residents aged 15–17 (1/10,000) in 2018

Source: Helsinki Police Department

The principles of local security planning will be updated in 2019 and, in the future, they will act as the guidelines for the operations in the entire City. Objectives related to everyday safety have been included in Helsinki's wellbeing plan, completed in spring 2019. Such objectives include promoting the safety of city districts as well as preventing domestic violence and accidents at home and during recreational activities.

The indicators describing the security situation in Helsinki are part of the population's wellbeing and health monitoring (annual HYTE barometer and a wellbeing review carried out once during a council's period of office). The comprehensive security review, completed every three years, reviews the citizens' experiences of the security of the city and their residential environment. In autumn 2018, these survey materials were collected for the sixth time and the results will be reported during 2019. The local security planning also heavily utilizes other data sources, such as the police's criminal activity and mission statistics.

### Pakka operations cut down the detrimental effects of substance use

Measures decreasing substance use also play a part in preventing violence. The Pakka operational model has been developed in Finland and its name is an acronym of the words 'local prevention of detrimental effects of alcohol, tobacco and gambling'. It has been applied in west Helsinki since 2015. The Pakka operating model

is used to prevent the harms of substance abuse and gambling through cooperation between the City's preventive substance work operators, surveillance authorities and retail and alcohol-licensed business operators. In particular, the operations aim to reduce the availability of intoxicants among minors.

During the strategy season, purchasing alcohol, tobacco and gambling products has been tested in selected target areas, and customer assessments related to responsible serving of alcohol have been implemented in cooperation with educational institutes. Additionally, Pakka operations have also been involved in communication campaigns that aim to prevent giving or selling alcohol to minors.

### Preventing domestic violence

A working group aiming to prevent domestic violence has operated in Helsinki since 2011, and its operational term will continue to 2021. The working group promotes the local implementation of national recommendations and action proposals in Helsinki and compiles presentations about the measures, communication and education preventing domestic violence. Additionally, the working group is in charge of producing instructions and communication campaigns intended for the residents. It also monitors the development of criminal statistics with regard to domestic violence.

During the strategy term, the working group has updated the guidelines related to domestic violence, produced training events and implemented communication campaigns in order to prevent violence and increase awareness. In 2017, their campaign had the theme of encouraging people to seek help: 'act before violence takes over', and in 2018, their campaign theme related to mental abuse: 'do your words hurt the person you love?'. The working group, formed by City representatives, authorities and third-sector operators, has shared information about the phenomenon and maintained city-level situational awareness of it.

### We will implement an anti-bullying program

The anti-bullying program will be introduced during the 2019–2020 school year. The planning and implementation will be conducted together with the pupils and students. An introduction campaign will be linked to the program. Anti-bullying measures include e.g., a program developing social and emotional skills and the handling of bullying situations as well as continuous efforts to promote group spirit and the promotion of social attachment. Another objective will be that all schools and educational institutes will have electronic feedback channels for reporting bullying. This applies to all bullying, also that taking place through social media. The existing prefect operations will be developed through systematic training of other prefect and tutor student models.

The well-being of schools and educational institutes will be monitored through school health surveys and wellbeing profiles, for example. The objective is to



provide each school and class with a method that enables monitoring the day-to-day coping and learning capabilities of pupils and students. This information will be actively used to develop new operational methods as well as prevent and intervene with bullying.

### **Student unions in schools and educational institutions**

Each educational institute in Helsinki has a pupil or student union comprising all that institute's pupils or students. The pupil or student union will be heard in matters related to the institute's operations and development. The students will elect a board for their pupil or student union. The duty of this board is to encourage pupils/students to become involved in shared activities and distribute information.

The pupil and student representatives will also have representation in the many various working groups and committees of the educational institute. Additionally, the registered student association STAO ry operates under Helsinki Vocational College, promoting the best interest of all the college's students.

### **Increasing the influence of citizen over their living environment**

With the help of the City of Helsinki's shared participatory model, a set of goals has been designed for cultural and recreational services in order to reinforce the equal influencing opportunities of the citizens and stakeholder groups during the 2018–2022 strategy term (participatory and parity plan of cultural and recreational services). The expertise of the citizens and stakeholders will be utilized to develop cultural and recreational services. Volunteers may adopt historical monuments and sites and, this way, help maintain the city's cultural history. Voluntary work and other cooperation between the residents and the stakeholder groups will create partnerships that benefit the city, further improving its functionality.

Cultural and recreational services utilize the method of participatory budgeting to plan local operations in order to reinforce the participatory opportunities of young people and develop the entire city. In the participatory budgeting covering the whole city, a little over 350 proposals were submitted to the cultural and recreational services in 2019. All Helsinki residents over 12 can vote for these suggestions. The most popular proposals will be implemented, using the city's budgeted funds of EUR 4.4 million.

Client juries will be used to help identify the service needs of different groups and people. Kirjastoheimo ('library tribe') client councils

will develop the operations of city libraries both locally and thematically. Helsinki Art Museum HAM will develop the upcoming Helsinki Biennale and its other future exhibitions together with different audience groups. The City Museum will design its new collection policy, now for the first time interactively with Helsinki residents. Cultural and recreational services will utilize the expertise of the city's elderly citizens, disability and youth councils in their decision-making.

Client surveys measure services' customer satisfaction more and more agilely as a part of the operations' continuous assessment and development. Digital services will be developed together with different user groups to ensure that they are as easily available and accessible to everyone as possible.

### **The Ruuti activities will offer young people opportunities for participation and influencing**

Ruuti is a participation system for young people in Helsinki. It takes into account the diversity of young people and offers the different young people possibilities to promote the matters important to them in a manner natural to them. Ruuti operations are targeted at 13–17-year-old teenagers, and there are approximately 26,000 of them living in Helsinki at the moment. According to the appointment decision, the Culture and Leisure Division is in charge of planning and implementing Ruuti operations, in close cooperation with the Education Division. The Ruuti system is a part of the city's participation system, and all divisions take part in its implementation.

Ruuti's objective is to provide each young person in Helsinki with at least one experience of influencing a year. In order to realize this goal, the influencing system must enable and support several different methods of participation and influencing. Ruuti operations are structured into four operational sections: supporting independent operations, representative operations, cooperative planning operations and event-related operations. The Ruuti operations are surveyed through five operational principles. These principles are learning skills, equality and parity; working to benefit others; regionality; working together; and the diversity of participation. These operational principles guide the development, implementation and assessment of Ruuti operations.

During the 2017–2021 strategy season, Ruuti's operational methods are an initiative system for young people, project subsidies and other support for independent activities, operations of the Helsinki Youth Council, pupil and student

union activities, Voice of the Young Editorial Board, participatory budgeting of young people (RuutiBudjetti and Ruutiraha) and influencing events.

### **The citizens will decide the use of EUR 4.4 million through participatory budgeting**

In 2017, a participatory model was established in Helsinki, determining the principles, structures and operational methods of city participation. The participatory budgeting was launched in the city as a new method of participation, as a part of the participation model. In participatory budgeting, the City opens a budget of 4.4 million euros to implement the residents' ideas every year. The budgeted funds have been distributed among seven areas depending on their resident number, and 20 percent of the sum has been allocated to plans applying to the whole City. All citizens can make suggestions about the use of these funds. Even on an international scale, Helsinki has a comparatively low voting age for participatory budgeting, and anyone over 12 years of age can vote. The City is committed to implementing all the plans that do well in the voting. A digital platform with an open source code will be used for collecting the suggestions and making plans as well as voting.

The citizens sent in a total of nearly 1,300 proposals for the participatory budgeting. Joint development workshops were also held in different parts of the city as a part of the participatory budgeting process. In these workshops, the proposals were adapted into concrete plans, with several suggestions being linked to each plan. More than 800 citizens and 170 city experts took part in these workshops. In total, 350 plans were made based on all the suggestions of the participatory budgeting process. Most of the suggestions were about developing the City's built environment, for example the renovation and building of sports facilities and parks.

When implementing participatory budgeting, the different needs of citizens, as well as their obstacles for participation, are taken into account. The citizens received support for using the digital platform in all the City's libraries and in the over 100 events organized by borough liaisons all around the City. For facilitating the making of the proposals, the City of Helsinki designed a participatory budgeting card game together with the service design firm Hellon. The objective of this game is to lower the threshold of participation and help understand the process of participatory budgeting.

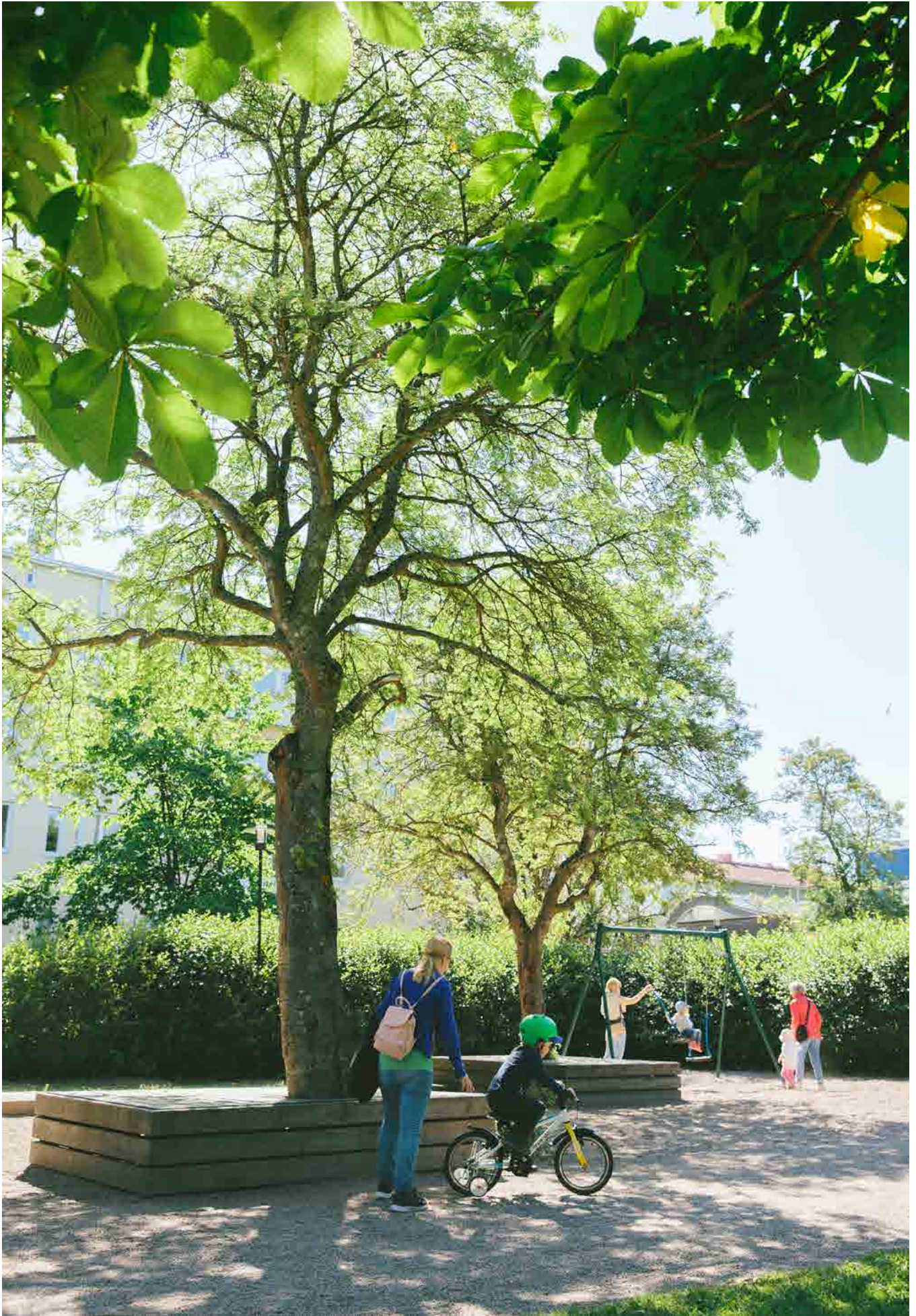
The voting percentage of the participatory budgeting is used as the effectiveness indicator of the 'Developing services and customer-centric approach' sector in the monitoring of the City of Helsinki's strategy. It will be monitored annually since 2018, on the level of the entire City, on a regional level and based on age groups. The voting percentage of participatory budgeting will be monitored so that voting behavior can be analyzed as in national and municipal elections. In early autumn 2019, the City Board will be presented with a review about the first implementation of participatory budgeting. This enables adjusting the principles and execution method of participatory budgeting if necessary.

### **Feedback from Helsinki residents will be processed more efficiently, also with the help of AI**

In spring 2018, the City of Helsinki launched a renewal project of the City's feedback channels and feedback processing. The objective is to provide each citizen with clearer ways to give feedback and present questions. These channels must be easily accessible and usable. Processing feedback will become more efficient and transparent, and the citizens can monitor the measures caused by the feedback more closely. The feedback channels will be developed together with the citizens, e.g., by utilizing the methods of service design. The amount, types, processing time and measures of feedback are monitored. The City's service promise is that they will react to feedback within 7 days, and this time was, on average, 6.5 days on the city-level in 2018.

A pilot was implemented in 2018 and 2019, in which the City's feedback data was mined using a text analytics tool. This created new perspectives to the content, topics and types of feedback received by the city. In the future, the goal is to create better prerequisites for utilizing feedback as a part of developing services and operations and as support for management, with the help of artificial intelligence and machine learning.

The City collects opinions for its pending plans through the Kerro kantasi service, which will be developed as more interactive in 2019 by enabling facilitated discussions, for example. Since 2014, more than 26,000 opinions have been shared through the service and 107 hearings have been implemented. The 'Kerro kartalla' service previously used by the City will be replaced with a new map-based survey tool, which enables citizens' real-time participation with a low threshold in the plans and decision-making processes related to different city districts.



## **We will implement a multi-channel 24/7 customer service**

The customer service model completed during the previous strategy term will be used as the multi-channel 24/7 customer services' frame of reference. In this model, the City of Helsinki has determined principles for producing customer-oriented services and developing the customer experiences. The model has been developed together with the citizens, City employees, companies and five other Finnish cities. It highlights the significance of shared, functional and efficient tools and focuses on the employees' independent development of their work.

The customer service model proposes the following actions:

### *1. Introducing a shared customer service model and cohesive tools*

The opening hours of the city's different customer service points vary, and more and more residents wish to manage their affairs outside office hours. Helsinki's objective is to provide a multi-channel, functional and efficient 24/7 customer service where the customer is served in a way that is the most natural to them. This model will be taken into use and developed in cooperation with the different divisions and public enterprises.

The prerequisite for a multichannel 24/7 customer service are cohesive and functional tools. The introduction of a shared city-level customer service model creates a need for city-level management of the customer experience. The shared operational model also enables the introduction of new technologies and channels. It helps even out peak times and offers high-quality customer service 24/7.

### *2. Multi-agency and cooperation will also be included in the multi-channel model*

In addition to being multi-channel, good, functional and effective customer service requires multi-agency and cooperation with different organizations and operators. Several collaboration models have been launched with regards to this, and in this their shared clients are served in cooperation between the different organizations.

The International House Helsinki (IHH) service unit includes, in addition to the City of Helsinki, various state officials and the City of Espoo, business and state operatives serving the customers as well as Oodi central library and all of the City's divisions, excluding the Social Services and Health Care Division. Additionally, close collaboration with various organizations is carried out in many ongoing projects, such as 'JaNe,' a grassroots-level guidance service.

The City Board approved the goals, scope and key development areas of Helsinki's digitalization program in its meeting held on March 4, 2019. A target state has also been determined for the multi-channel customer service, according to which new technologies and

The citizens' knowledge and competence form the basis for the Helsinki participation model. A better Helsinki is built together.

channels enabling the 24/7 customer service will be employed in the shared operational model.

## **Platforms of digital participation will be brought together**

The City of Helsinki will develop the entirety of digital participation platforms in close cooperation with the citizens and developer groups. The objective is to combine the different participation and feedback services into one clear unit during 2019, providing the citizens with an easy way to participate in topics they find interesting. This way, the citizens can also customize their participation services to suit their own interests. The City will compile a comprehensive channel strategy, according to which the participation channels will also be unified.

As one key participation platform, the City of Helsinki will develop the Decidim open source platform, together with Barcelona, other European cities and various developer groups. Through the services that will be built on this platform, citizens and communities will be able to produce new development ideas and refine them further together with other citizens and the City's experts. In Helsinki, this service has been utilized as a digital platform in participatory budgeting, in the Mayor's idea competition (The World's Most Functional City) and for collecting the staff's development suggestions (Ideapahtimo).

## **The citizens will participate in developing services and the service network**

The citizens' knowledge and competence form the basis for the Helsinki participation model. A better Helsinki is built together. Helsinki invites all the citizens and all its partners to develop the city, its services and its different regions. Meidän Stadi ('Our Helsinki') is a

# Helsinki has opened nearly 400 datasets and 23 open APIs to information systems publicly available

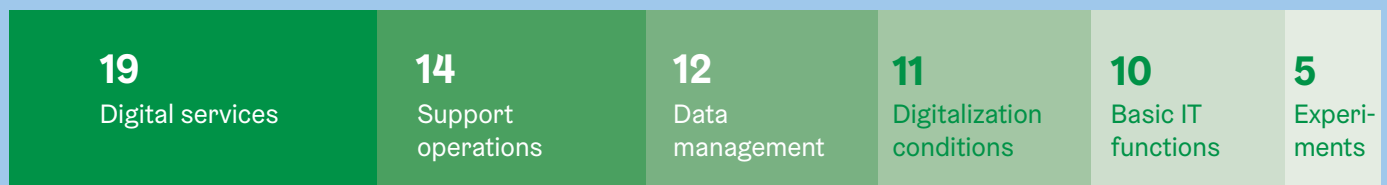
Amount of open APIs, external APIs

23

Amount of opened datasets

400

## Number of digitalization projects by the central government administration and the cities





place for community, effective actions and meetings. The city's decision-making is open and encourages participation. The positive city experience will also be transmitted through good service culture and interactive communications.

Helsinki's participation principles have been written in the City's rules of procedure and thereby the entire City organization is bound by them. The principles of participation are the utilization of the knowledge and expertise of individuals and communities, enabling volunteer activities and creating equal participation opportunities. All of the four City divisions have their own participation and interaction plan, which describes in more detail how participation will be implemented in practice.

The new strategy meter of resident engagement will measure what kind of participation methods the different divisions use to develop their services. The 'Realization of resident engagement in the divisions' indicator measures the use of the most central resident engagement methods (online surveys and discussions, digital interactive platforms, public events, experience experts, committee work, service design, shared development) in the divisions' different service units. The divisions will report the use of the resident engagement methods to the committees in their engagement reports, providing more details than the city-level indicator. In the future, the indicator results will be reported to the City Board once a year.

### **We will develop the Helsinki Region Infoshare service as an open data clearing house service**

With the support of the Helsinki Region Infoshare (HRI) service, the City of Helsinki will open data to increase the transparency of city operations. Open data related to e.g., the City's finances, decision-making and acquisitions and applications and visualizations made of them make the City's operations more transparent. Open data also enables making the City's internal operations more efficient, as data is easy and quick to find, accessible and in a format that enables easy use.

With the support of the Helsinki Region Infoshare service, the City of Helsinki will open data, ensuring both the access to public data and its free utilization. HRI features a wide range of data, such as geographic data and statistics as well as data related to finances, operations, decision-making and acquisitions. These data sets will promote democracy and the citizens' participation and influencing opportunities while also serving as a basis for e.g., (data)journalism, research and application development. HRI will actively inform the public about the available data sets and will help with data requests, discovery and utilization.

### **We develop digital tools and support service design**

Through Helsinki Lab, the City has provided assistance and guidance for launching user-oriented

Open data related to the City's finances, decision-making and acquisitions and the applications and visualizations made of them make the City's operations more transparent. This promotes democracy.

development projects for a year. These have included projects utilizing digitalization, such as improving the user experience of the Ahjo case management system and facilitating registration to after-school activities. Furthermore, the City has started to develop Helsinki Design System, which helps build functional and cohesive customer experiences across online services.

The City has compiled a digitalization plan with data, artificial intelligence and automation as one of the subject units. One of the spearhead projects is to compile a data strategy for determining shared principles for distributing and utilizing data.

The use of data and artificial intelligence is based on trust, which the city wishes to reinforce by operating openly and responsibly. Compiling the ethical principles of AI will be done through comprehensive cooperation with both other cities and the citizens. Helsinki has organized an international workshop for determining the ethical principles of data and artificial intelligence, and this work has already been started. This work has been carried out with the City of London, for example. Helsinki has joined an international Cities for Digital Rights network, which has defined shared principles concerning the openness of data and its user rights.

The City has utilized the possibilities of robotization (RPA) in financial administration processes, for example. The City has RPA competence in two of its units (service center and financial administration services). The utilization of robotization will also be promoted through the City's digitalization plan.

### **The economy of Helsinki will be managed responsibly, sustainably and profitably**

A calculation based on population growth, cost level increase and productivity improvement is made an-

nually in order to assess the City's sustainable growth level. The total, city-level frame of operating costs has been estimated transparently using a formula in the strategy, which takes into account population growth and the changes of costs as well as the 0.5 percent productivity goal. The population growth is based on the City's population estimate and the rise of costs is based on the price index of basic services.

The budget proposal for 2018–2022 will include the development of customer and performance figures, broken down by population and other factors. Additionally, it will be taken into account that Helsinki aims, in accordance with its City strategy, to achieve the unit costs average to other large cities in services for which the unit costs are higher than those of other large cities. The budget proposals must include the unit costs of services as stated in the 2018 financial statement along with their 2019–2022 development, as well as the productivity development based on them.

The key principles of investment programming are effectiveness and timeliness. The overall level of investments will be based on profit and financial calculations on the basis of the strategy's financial target so that the loan stock does not increase per capita. In 2017 and 2018, the realization of investments has clearly remained below the available funding. Therefore the City's investment level in 2020–2022 may be higher, if necessary, when compared to the realized investment level of 2017 and 2018. Within the investment frame, the annual total investment level of the City's 10-year investment program is about EUR 758 million, including the investments made by Helsinki Region Transport and other public enterprises.

The City and the center for supervision of the rights of tax recipients have, through juridical means, promoted projects that question the Tax Administration's existing interpretation practices of implementing real estate taxation. Due to these processes (e.g., Decision of the Supreme Administrative Court of March 29, 2018), it has been possible to apply real estate taxation to the surface area of such buildings that have not been previously taxed fairly. Moreover, the City has influenced the national reform of real estate taxation, the purpose of which is to renew the taxable values of real estate taxation, making them fairer and more open.

### **Helsinki Group's ownership policy supports organizing services, economy and social objectives**

Helsinki Group is an ownership and administrative structure with the purpose of enabling the compatibility and cooperation of units belong-

ing in it, which benefits the City's residents and the whole region. The City, as the parent unit, is in charge of guiding the development of Helsinki Group and defining the services organized by the City. The communities complement the City's own service production and manage the support operations necessary to Helsinki Group. They are also used in assignments collaboratively managed by the City and external organizations. The Group comprises around eighty subsidiaries and foundations.

In Helsinki, the City Group Division of the City Board supervises the operations of foundations and subsidiary communities. The City Group Division has nine members appointed by the council for a two-year term. The duty of this division is to monitor the operations of Helsinki Group and ensure that the subsidiaries and foundations belonging to the Group adhere to the goals set by the City Council and City Board.

The Group guidelines determined by the council supports managing Helsinki Group in accordance with the City's goals, as one unit and with shared operational principles, with Helsinki Group's overall interest in mind. As a part of its guidance of subsidiary communities, the City of Helsinki's budget sets annual operational and/or financial performance targets to the largest subsidiary communities. Additionally, the subsidiary communities governed by the City report about their operations and financial developments through regular interim reports.

### **Good level of employment and social sustainability are closely linked**

The City's employment management measures aim to ensure that Helsinki's residents will have jobs that match their abilities, education and skills. Vocational education, in particular, is needed to ensure that the companies' needs and the competence of the employees meet. As employment management measures, the City offers thousands of pay subsidy, apprenticeship training and work try-out opportunities in its different divisions annually; supports the summer job opportunities of young people and employment projects that follow the key areas of the city strategy; and participates in new kinds of purchased service experiments that promote employment. Enterprise Agency New-Co in Helsinki promotes new entrepreneurship.

In addition to this, the City encourages and supports its citizens' employment in the private sector by looking for new employment opportunities through company coordinator operations and by granting a separate Helsinki subsidy as financial support. The City aims to take unemployed people in difficult labor market positions into account in the employment criteria of their

## Loan stock €/resident

2017

1,871 €

2018

1,693 €

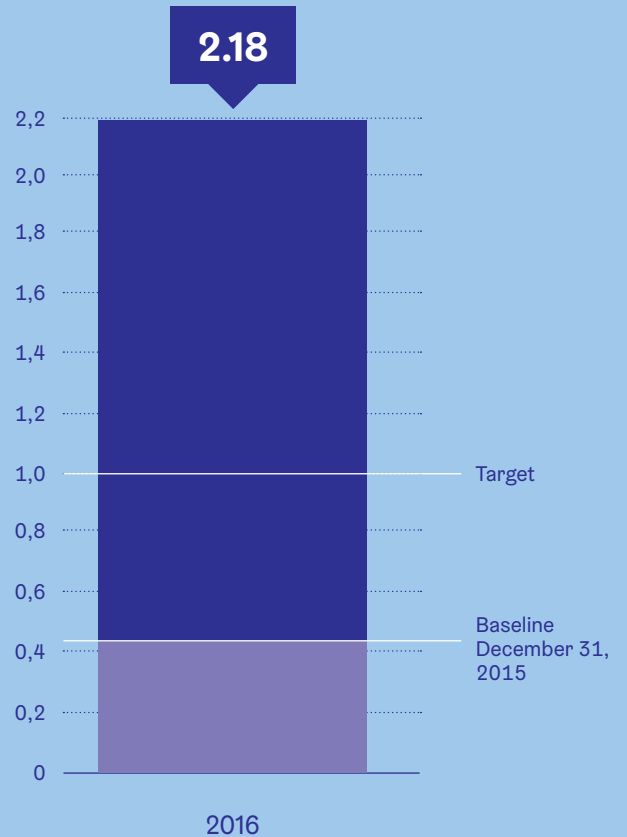
Source: City of Helsinki, City Executive Office

## Estimated borrowing in 2019

€115 M

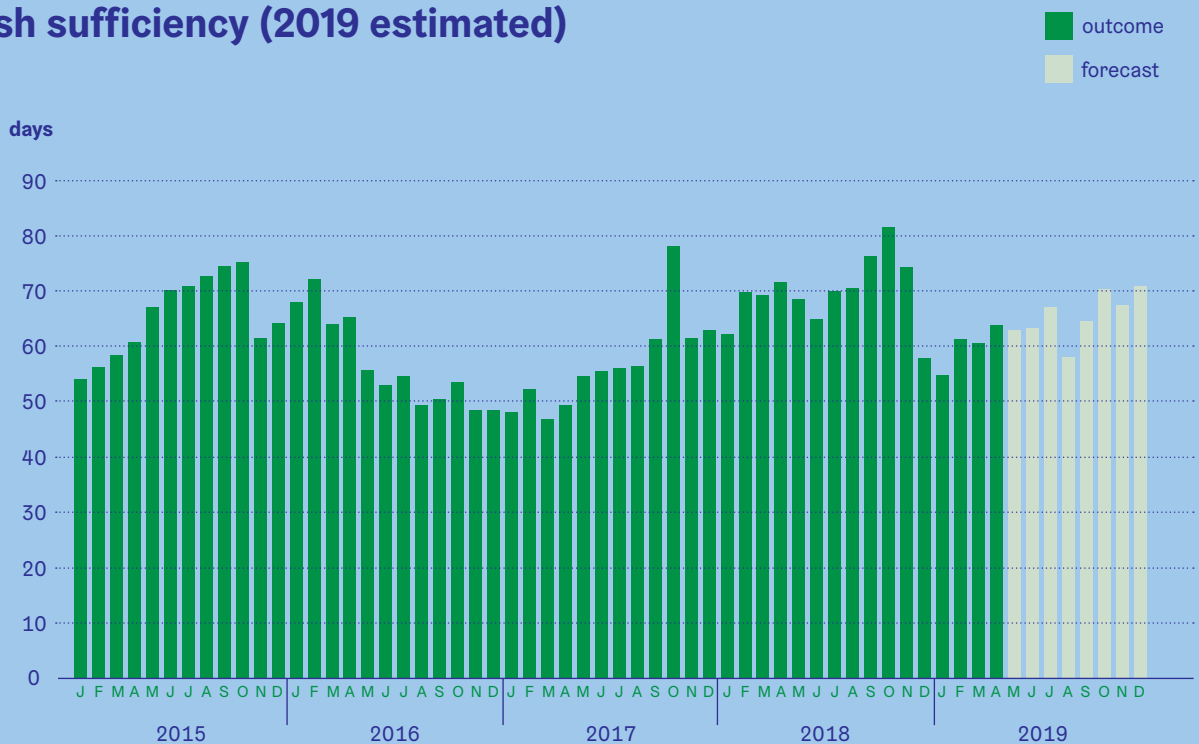
Source: City of Helsinki, City Executive Office

## Growth in full-time jobs in the private sector in Helsinki in proportion to the growth of population



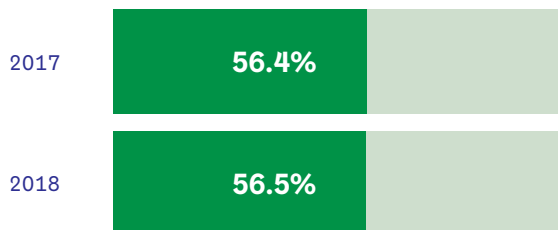
Source: Statistics Finland

## Cash sufficiency (2019 estimated)



Source: City of Helsinki, City Executive Office

## Percentage of staff who feel like they have the opportunity to influence and make changes to their work



Source: The Finnish Institute of Occupational Health

acquisition tendering processes. The legislated services include multidisciplinary cooperation (Helsingin TYP employment services) and rehabilitative work activities organized by the Social Services and Health Care Division. Furthermore, the City has many established structures that aim to decrease unemployment, aimed at different target groups, which include e.g., young people, immigrants and people with reduced working capacity.

The Economic Development unit coordinates and develops integration matters in accordance with Helsinki's legislated integration program, Kaikkien Stadi 2017–2021. It especially aims to promote work-based immigration and attract and commit international professionals. The program's aim is for these residents with an immigrant background to find employment matching their skills, training and abilities. As an employer, the City will develop its recruitment process to meet the needs of the diversifying City and its citizens. Additionally, the City of Helsinki will invest heavily in developing education and training as a part of the integration program, promote good relationships within the population and prevent inequality.

### **Helsinki will develop the forms of working, the working environment and the operating culture from the perspectives of competence, management and occupational wellbeing**

A coaching management method based on openness and trust supports the staff's accountability, independence and open information flow. The City's equality and parity plan will be implemented in all the City organizations. This will be supported with a training unit provided to both the supervisors and work communities.

### **The practices of personnel engagement and their opportunities to influence their own work will be promoted e.g., through innovation competitions**

The engagement project strengthens the participation possibilities of the City's personnel and develops new participation methods and tools.

A coaching approach to supervisory work reinforces the staff's sense of their work's meaningfulness and their opportunities to influence their work and the organization's operations. Brainstorming and innovation activities have been developed as a way of supporting the employees' influencing opportunities, for example through the Ideapaahthimo experiment, where employees receive rewards for good ideas. Moreover, O365 tools are in use, enabling transparency, staff participation and developing matters together across organizational boundaries.

# Summary and conclusions

## **Making a success of the local implementation of the UN Sustainable Development Goals through cooperation**

A significant part of the actual implementation of the Sustainable Development Goals take place locally. The cities have a key role in making the goals a success. The transformation of the sustainable development goals from agenda to actions takes place specifically at the city level. In order to realise the goals successfully, strong cooperation between nations and cities is needed in the future, but also at the local level, between the players of the ecosystem and within the cities.

The task of drafting Helsinki's implementation report was given to a committee with members representing various municipal divisions and units. Due to the extent of the goals, it is essential that the knowhow of the entire municipality be harnessed for the process. At the same time, it is necessary for the city management to be committed comprehensively.

In the course of the whole process, Helsinki cooperated closely with New York City. However, it is essential to make sure that yet more towns and cities choose the model of making local implementation reports. Were this to happen, we will be able to produce a network which is not only aiming at city-level success but at making a difference globally. Here a key issue is dialogue with the UN.

A working relationship between the government and the city is a key part of being able to fulfil the sustainable development goals. A close relationship with regard both to reporting and to implementation should be sought in countries where cooperation is possible thanks to common values and objectives. In Finland, the six largest cities have set out to cooperate with the national government to enable the cities to provide their input to the monitoring process.

The UN Sustainable Development Goals are universal and as such, they are of concern to everyone. The whole ecosystem must work together to enable a positive result. This includes partnership not only between cities and nations, but also between corporations, organisations

and research institutes. Ecosystem-based thinking will in future enable fruitful implementation. The next stage of the Helsinki project is really to engage the whole ecosystem to accomplish concrete results more efficiently through the implementation of goals and the building of critical mass.

## **Key observations**

### **Helsinki invests in quality education and learning opportunities (SDG 4)**

Helsinki wishes to be the world's most impactful place for learning. The objective is to guarantee that everybody has access to open, equal, high-quality training and life-long learning opportunities. Already at present, the City provides the inhabitants with high-quality and attractive neighbourhood services in the fields of daycare and basic education.

Helsinki invests in training to promote equal opportunities. The learning environment will be expanded and diversified. Additionally, according to assessments made by the schools the students will increasingly work together, produce knowledge and solve problems together. By making things collaboratively, you also reinforce the development of socio-emotional skills that will be needed in future. Projects within the digitalisation programme have been launched. Accordingly, the schools have procured student computers and improved the schools' presentation technology. The Development Plan for Immigrant Education 2018–2021 that is intended to advance equality includes 28 measures. Pilot projects for testing the first few of these measures are currently being undertaken. Moreover, Helsinki has allotted 2 million euros for the reimbursement of students in secondary education for their travel costs, learning materials and visits to cultural sites and institutions.

Helsinki provides its 5-year-olds with free daycare, where the participation rate has risen in line with the set goal. Already at present, Helsinki is able to offer all comprehensive school graduates a place for further training in Helsinki. Affirmative action has been implemented and

promotes efficiently the realisation of equal daycare and training. Since the autumn of 2018, the teaching of the first foreign language starts already in first grade. Additionally, the City invests in the provision of language training, among other things, by increasing the number of slots in English-language daycare and training. By including environmental education in the Education Division's environmental leadership and syllabuses, the City makes sure that the young acquire knowledge of sustainable lifestyles already in daycare and onwards.

The goals of the Helsinki City Strategy and the City's measures fit well in with the UN's goals concerning education (SDG 4). The measures described in this report advance on a large scale the goals of open, equal and high-quality training as well as lifelong learning. The Helsinki City Strategy or the measures carried out by the City do not highlight direct assistance allocated for developing countries exclusively.

### **Helsinki promotes sustainable economic growth, employment and decent work (SDG 8)**

Helsinki wishes to be Finland's best city for companies. Planning is a means to realise a city structure that offers companies and their employees attractive and diverse locational opportunities in areas that are well accessible. Concerning this, the City actively strives to develop the logistical conditions for the business community, too. Helsinki wishes to produce a functional and pleasant urban environment that serves as a good growth platform for corporate innovation activities and that promotes sustainable economic growth and employment.

Helsinki has launched several projects to attract foreign entrepreneurs, investments, employment-based immigration and tourists. The whole city is being developed to serve as a platform for experiments and new, creative innovations, but Helsinki invests in particular in the city centre to increase its attractiveness. Helsinki's objective is to secure the centre's international competitiveness both as a site for business location and investments, but also as a place of residence and a place to visit. Simultaneously, the City promotes growth-driven entrepreneurship, an innovation ecosystem and the university campuses. The carbon-neutral Helsinki 2035 action plan advances several goals in connection with sustainable consumption and production. The City's international competitiveness and visibility is advanced also by new municipal measures to improve the Helsinkians' quality of life and to reduce emissions. This is showcased by the development of the Kalasatama area. The City develops tourism according to its programme for sustainable

tourism. The supply of vocational training has been planned to match future labour demand both from a qualitative and from a quantitative point of view. Helsinki has launched the broad Mukana (Together) programme in order to prevent the exclusion of young people and to increase their employment opportunities. In addition, Helsinki's municipal employment services are in the process of actively developing measures for industries that experience labour shortage. They are also involved in developing employment ecosystem operations.

The City of Helsinki has taken several steps to advance sustainable economic growth and employment as well as the creation of decent jobs. Sustainable economic growth is being advanced, among other things, by establishing operational business environments that support sustainable development, by investing in technological development and innovations and by supporting entrepreneurship and growth companies. Moreover, the City is doing a lot to support the employment opportunities of its inhabitants, especially among those whose labour market participation rate is the lowest. Additionally, Helsinki advances the creation of decent jobs by making sure that the municipality in its capacity as employer operates in a sustainable manner, by making sure that the employees too act according to the City's ethical principles and by complying with basic international labour standards and ethical principles in its procurement, by requiring that its contract partners do the same and by being an active partner in promoting these goals. The City of Helsinki broadly advances objectives that are in line with UN target no 8. Only target 8.10 ("Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all") and 8 a ("Increase Aid for Trade support for developing countries") have been given less consideration by the city.

### **Helsinki invests heavily in the reduction of inequality (SDG 10)**

One of the most central goals of Helsinki's City Strategy is to reduce inequality between population groups but also between areas. The City's social policy is based on humaneness and on the correct timing and perseverance of support measures. The objective is to support people's wellbeing already ahead of the emergence of problems. Therefore, the City tries to reach those who are in need of assistance and support in time, particularly those people that need a lot of support and care. The City uses various sets of measures with the aim of achieving broad and systematic change, whereby exclusion, including



hereditary exclusion stretching over several generations, and regional segregation are reduced in Helsinki. The creation of equal opportunities is a key part of the measures aiming at the reduction of inequality. Gender equality is a principle permeating all activities of the city.

The City of Helsinki has initiated several sets of measures with the aim to reduce inequality. These sets of measures include a broad range of support and service measures directed at diverse population groups. In parallel with these measures, the City makes an effort to create equal opportunities for participation and agency, e.g. by investing in the accessibility of culture and leisure services. Measures that advance health and wellbeing are part of this complex. There is also a strong social dimension as a backdrop to the measures. Altogether, they also have an impact on the relative development of areas. Moreover, the City uses urban planning and housing policy strongly to support the balanced development of residential areas. The support measures are channelled in particular into those areas that suffer from an accumulation of factors that presage the vulnerability of the area.

The City of Helsinki has taken other measures as well to advance a change that aims at reducing inequality. The City on its part takes responsibility for those in the weakest position, inter alia, by providing complementary income support that is a supplement

to means-tested basic income support. It also grants preventive income support whose objective is to advance social security and autonomous capacity of the individuals and families that are affected by the support. It is also meant to prevent exclusion and long-time dependence on income support. In its capacity as employer, the City of Helsinki endeavours to treat its employees equally and to achieve equal pay. In addition, the City participates in the struggle against the black economy and strives through different means to influence legislation and various social conventions to make them evolve in a socially sustainable manner. The set also includes following up on the evolution of inequality and on strengthening the knowledge base regarding inequality.

Measures that aim at reducing inequality in Helsinki are above all directed at the city's inhabitants and areas as well as at municipal employees and the operations of the municipality. At the same time, the City actively tries to influence the development of legislation and social conventions in unison with the UN goals. However, the City has in its own operations paid less attention to those UN goals that aim particularly at improving the situation of developing countries and their inhabitants (UN targets 10.6, 10.7, 10.A and 10.B) and at reducing the transaction costs of migrant remittances (UN target 10.C). However, concerning e.g.

mobility and migration it should be noted that Helsinki invests substantially into the integration of those of its inhabitants who are of foreign origin and into creating opportunities that are on par with those of the original population.

### **Helsinki carries modern climate responsibility (SDG 13)**

Helsinki emphasises ecological values in its operations. Helsinki aims at being an internationally networked pioneer for local implementation of global responsibilities. The City strives to achieve the goal through the integration of climate-related measures with strategy and planning, by bolstering its capacity to adapt to climate change and by increasing education and raising awareness in the context of climate change. In March 2019, Helsinki was admitted to the Carbon Neutral Cities Alliance (CNCA) city network. Helsinki has also confirmed its intention to join the C40 climate network's Sustainable Consumption programme.

Helsinki has already for years worked with determination for the climate and managed to reduce its emissions by 27 percent from the 1990 level. The previous carbon neutrality goal defined 2050 as target year, but in the current strategy, the target was doubled down and set at 2035. As a consequence, the Carbon Neutral Helsinki 2035 plan of action was drawn up as a comprehensive and ambitious plan for the city. It sets down 147 measures to act broadly against climate change and its effects. The plan of action is being carried out regarding the fields of traffic, construction and the use of buildings, circular economy, smart & clean business, energy production, communication and participation and the coordination, follow-up and evaluation of climate action.

The City of Helsinki aims at taking fast action to contain climate change and to adapt to it. The measures of the Carbon Neutral Helsinki 2035 plan of action realise especially the following targets within the UN climate goals (SDG 13): target 13.2 ("Integrate climate change measures into national policies, strategies and planning") and 13.3 ("Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning"). With regard to the issue of adaptation to risks caused by climate change, the city has adopted a policy for adapting to climate change in 2019–2025. Thus, adaptation has been taken into account at the level of measures, although the question was not raised in the city strategy. However, Helsinki has not undertaken actions that can be recognised as being targeted at developed countries and small island developing states as mentioned in the UN targets.

### **Helsinki promotes peaceful and just social development extensively as well as effective and accountable administration (SDG 16)**

Helsinki wishes to be a city that is stable and responsible, safe and reliable, but also at the same time dynamic and highly in tune with the times. To achieve the goal, the city will develop and reform its modes of operation and

its services. There is an emphasis on the provision of various services in the municipal operations, but the city considers its role as increasingly being one of an enabler and creator of opportunities. The inhabitants' and stakeholders' partnership, participation and opportunity to influence is being supported and reinforced by many means. At the same time, Helsinki streamlines its modes of decision-making and its service processes. Making use of digitalisation plays a key role here.

The City of Helsinki bolsters the inhabitants' sense of security, e.g. by cooperating broadly with authorities and stakeholders. In addition to the prevention of crime, disturbances and accidents, the measures are directed at, among other things, the prevention of substance abuse, money gaming and intimate partner violence. The sense of security is being reinforced also by providing the inhabitants with assistance and support in various problem situations. Moreover, the city invests in the security and sanity of facilities that are meant for the inhabitants and enables a safe urban environment through the use of urban planning.

Aside from security, Helsinki tries to raise the confidence of inhabitants, enterprises and other players in the municipal organisation and its operations and also in the perception that the City is being managed and the municipal personnel policy is being implemented ethically, responsibly and sustainably. Confidence is above all built through openness – Helsinki's mode of operation is based on maximum openness and transparency. With this in mind, Helsinki develops digital solutions that make it easy to keep yourself up-to-date about topics that you find interesting and that are of concern to you. It also enables participation and opens up public data for everyone to exploit.

The City upholds its stability, responsibility and service capacity in the long run by means of financial planning and ownership policy as well. Helsinki is a major carrier of responsibility for the balancing of the public finances, at the national level too. At the same time, it takes care of improving its own total productivity. The City's capacity for investment is ensured, inter alia, by keeping total investment at a level that can be funded during the strategy period without adding to the per capita indebtedness of the city. The Helsinki City Group's ownership policy upholds the principle that municipal ownership and controlling interest buttress the city's capacity to provide services and that they benefit municipal finances or the city's social goals otherwise in the long term. Thus, Helsinki on its part takes responsibility for balancing public finances and takes care of improving the city's total productivity.

Helsinki's predicted strong growth increases the role of Finland's only metropolis as a guarantor for the wellbeing of the whole country. Helsinki pursues functional and long-term cooperation with the government. In addition, Helsinki will strengthen its international undertakings with special focus on digitalisation and on combating climate change, which are among the strongest global factors of change and thus make for



natural fields for raising your profile in the international arena. City diplomacy is being harnessed for the promotion of business interests in Asia, particularly China. Moreover, the city develops the twin-city concept with Tallinn, advances Nordic cooperation and strengthens its inter-urban relations with Russian cities.

Helsinki's goals and measures support broadly the UN goal to promote peaceful and just societies as well as effective and accountable modes of administration. The measures that Helsinki has undertaken are directed particularly at strengthening the inhabitants' safety, preventing crimes, pursuing an administration that is accountable, transparent and effective for everybody, and strengthening the inhabitants' and other players' participation and opportunities to take part. However, the City does not participate in broadening and strengthening of the participation of developing countries in the institutions of global governance (UN target 16.8).

### Development needs regarding the reporting process

Helsinki's strategy is to produce an ambitious and broad document. This goal is well compatible with the UN goals for sustainable development. The report has managed to illustrate that Helsinki has already carried out or is in the process of carrying out many measures that advance the UN goals at the city level. Then again, the City made note of the fact that some of the UN targets refer to international development cooperation, which the government is primarily in charge of in Finland.

Helsinki's first implementation report was mainly focused on the City Strategy, on top projects for carrying out the strategy, and on the Carbon Neutral Helsinki 2035 plan of action. Hence, the report describes the linkage that there is between Helsinki and the UN goals for sustainable development from the point of view of the material here mentioned. Even though the approach is strategically comprehensive, it does not cover the entire field of municipal service provision. An expansion of the scope of reporting to the entire organisation would enable a better coverage and a more profound understanding of how the city's operations and the goals of sustainable development are linked.

Subsequent to the first implementation report, it is possible to evaluate the level of future reporting. It would be useful to further develop and add indicators that are suitable for following up on the UN goals. As for the follow-up indicators, the challenge is to produce indicators that are comparable. Therefore, the indicators that we have chosen for this report are mainly the ones that are used for evaluating the city strategy.

The UN goals for sustainable development, including the sub targets, are a large complex. It would be beneficial to analyse in detail the convergence of the targets with local-level operations to be able genuinely to identify the goals that Helsinki needs to work on in order to make progress. Likewise, it would be good to identify the targets that are not relevant from a city-level perspective. Experts from all divisions should widely be

invited to take part in these analyses. A financial analysis should also be included in the examination to enable an assessment of resource allocation. The inclusion of the city ecosystem in the examination phase would also raise awareness of the convergence with functions that are not solely controlled by the city.

### Next steps

In light of the results of the report, the City should deliberate internally what the City should do to put the City Strategy into practice in order to implement the sustainable development goals in the municipal organisation as well as possible. The intention is to deploy the results efficiently within the City. This requires sufficient coordination and broad commitment from all players within the City. The more conscious people are about advancing sustainable development in the tasks they are fulfilling, the more likely it is that they will succeed.

The City communicates actively the results to stakeholders and inhabitants in order to raise consciousness of the importance of the sustainable development goals in the city's day-to-day operations. Raising consciousness makes it possible for the City to find new ways to put the goals into practice successfully.

Helsinki will also carry on with being an international influencer with the aim to persuade other cities to commit themselves to issuing voluntary implementation reports. Jointly with other cities, Helsinki endeavours to influence matters to achieve recognition for the importance of cities in key international fora and networks – and in the UN in particular – and to enable cities to participate in drawing up the agenda and the goals too in the future – and not just in their implementation. Helsinki actively advances global awareness of the sustainable development goals.

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