



URBACT



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Investment Plan

Embedding a Youth-Centred Approach in Local Government Structures using a Human Learning Systems (HLS) Approach

City of Pori

Youth Services Unit 2026

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1. Introduction

City of Pori is located on the west coast of Finland, being ranked among Finland's ten largest cities. The population of Pori itself is approximately 83 000. Including the surrounding municipalities (Satakunta) the area is home to near 150 000 people. The child and youth population (under 29 years of age) has remained stable in Pori (Statistics Finland 2024–2025). The average family size is 3.57. Multiculturalism has clearly strengthened in Pori: the number of multilingual children has doubled in early childhood education and basic education.

The brand of Pori is being "very strange, absolutely unique". Pori is a *"relentless, stubborn city that draws strength from creative madness and creates contrasts time and again. At its core lies tenacious effort and a distinctive way of doing things – in every field."* **City Strategy Pori 2035** very clearly states that *"Pori is a city of children and young people"*. **Pori's growth and vitality program** states that *"social capital, community spirit and innovation-friendly atmosphere create new things"*.

According to a study by the Finnish Institute for Health and Welfare, Pori has the happiest people in Finland. In order to keep it that way and to get the population growth we need, we have to take good care of our young people and make Pori even more attractive place to study and then stay here for work.

Plan of action for Youth Services Unit in Pori (based on City Strategy)

Key Focus Areas conducted from city strategy, pinpointed with youth perspective

- 1. Growth – young people's development and building future*
- 2. Possibilities – finding paths, experiences and offering alternatives*
- 3. Fluent weekdays – supporting everyday life, getting heard and feeling safe*
- 4. Happiness – wellbeing, community spirit, meaningfulness, despite from crises*

With these things in mind the City of Pori joined the WISH CITIES Innovation Transfer Network autumn 2024. **Poris' Youth Services Unit** had been established as an independent unit in the beginning of year 2024. This new unit was a clear indication of the city's will to put more effort particularly on young people. Joining the network was to get tools and knowledge as well as identify good practices. We wanted to get the new unit thriving and serving our young people by learning from one another's experiences, develop integrated solutions and to be able to 'act in advance' even better. And to "create some new rules" to benefit the young with the help of URBACT method; integrated and participative approach that prompts towards learning from action.

1.1. The challenge

We have many different data sources and surveys that give us comprehensive picture of current well-being of our young people.

The amount of child welfare reports in Pori has increased in line with the national trend. This means the official reports that are made to social services when there are concerns that a child may need protection or support; a total of 3,221 reports in Pori in 2025. (Statistics of the Satakunta -area.) The challenges of transition phases are also highlighted: the transition from basic education to upper secondary education and from studies to working life is difficult for many young people, for example due to neuropsychiatric challenges and the need for learning support. The level of liking for school has remained the same for primary school (76%) and is more common than the national average (70%). (School health promotion study, Finnish Institute for Health and Welfare.)

In vocational education, the trend towards liking school has been positive, but has weakened in middle school and upper secondary school. Upper secondary school students' liking school is clearly lower than the national average. In primary school, learning difficulties are at a low level, but in upper secondary school, lack of motivation for school, exhaustion and learning difficulties have increased. In terms of school exhaustion, the trend shows that the burden is accumulating on schoolchildren on the threshold of upper secondary school. (School health promotion study, Finnish Institute for Health and Welfare.)

1.2. LEA-analysis and what it tells us

An advanced analysis of the well-being of families with minors (LEA-analysis) was made in Pori and other municipalities in Satakunta during the year 2025. The analysis examines the current state of well-being among families with children in Pori and the factors that influence it. It is based on 10 different registry sources of so called “cold data material”.

It includes, for example:

-  Economic situation (income, employment, livelihood)
-  Health status
-  Education
-  Psychological and social well-being
-  Housing conditions and everyday functioning
-  Families’ support networks and sense of community

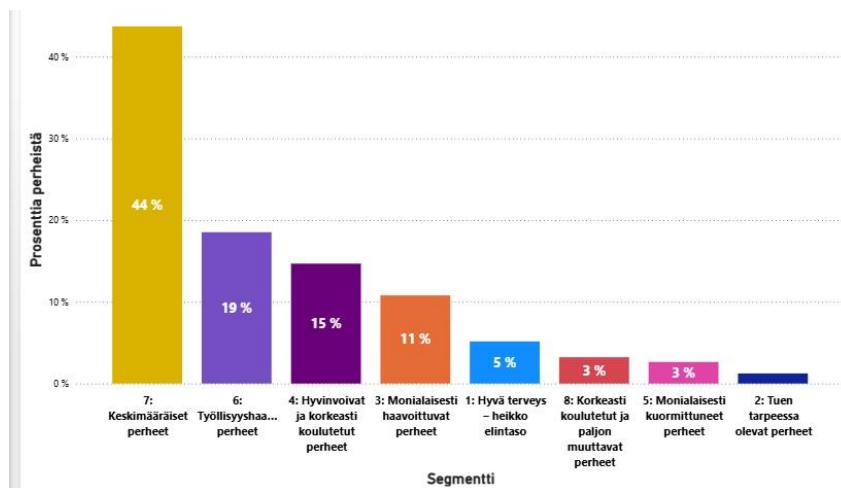
The aim is to identify factors that promote or undermine well-being, to detect potential risk groups and produce information to support decision-making and the development of services. It is a comprehensive assessment of how families with children are doing and what kind of support they may need.

The analysis combined and utilized data from ten different registers. This was collected and analyzed by households, in a secure manner. Based on this, 40 family types were formed, taking into account the use of services, well-being, security, and the regional distribution. The similarity of well-being has been structured using the Stiglitz wellbeing model. It describes well-being through eight perspectives: material living standards, education, employment, security, social relations, environment, inclusion, and health.

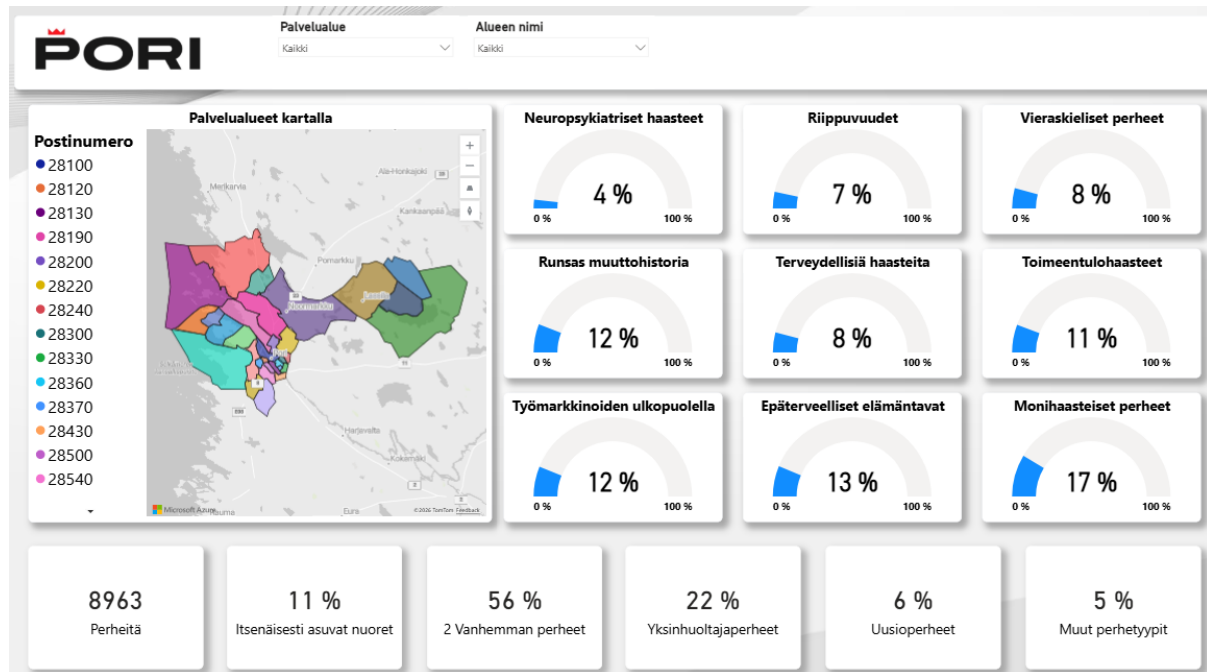
The analysis first identified different situations (40 clusters/ groups) for families with children and how they fit into the well-being map created in the analysis. Based on them families with children were classified into eight different segments for management purposes, taking into account the similarity of

families in terms of well-being. In the light of the segments, it is possible to see an overview of the well-being of families. These segments also allow us to see the regional differences better, which affects the targeting of services: simpler services can be targeted to some areas, while other areas need more multi-professional and systemic support. A segment is a management-level category that combines several similar clusters. Segments offer a structure for strategic planning and decision-making.

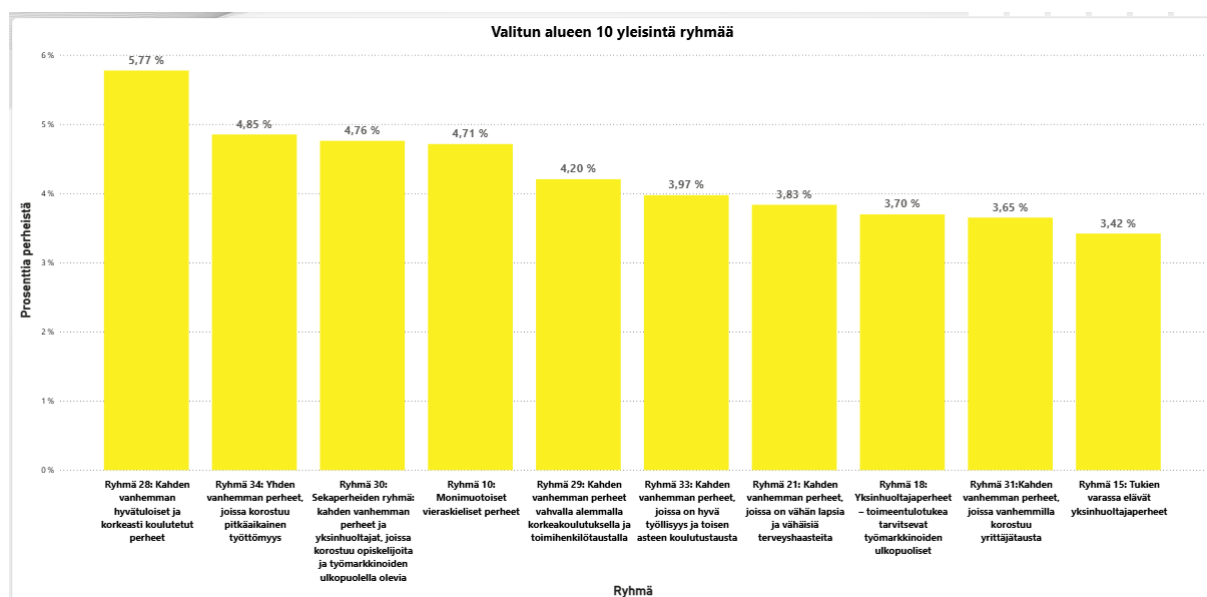
In addition, there are many special features that we can highlight and examine based on the analyzed data. Results can be used either by postal code areas, by special features, groups or by segments, depending on what level of information is needed. Combining it with general knowledge about risk factors and results of research we can act on them correctly. For example, families burdened by poverty, unemployment, low levels of education or being of immigrant backgrounds and single parents are often lacking support networks and meaningful leisure activities, which increases feelings of insecurity.



Picture 1. LEA-analysis shows that 44% of families with minors in Pori are "average". 19% has issues with unemployment, 15% has high wellbeing and education, 11% are vulnerable in many ways, 5% has good health but low standard of living, 3% high education but moving around a lot, 3% burdened in many ways, 1% in need of special support



Picture 2. All postal code areas shown in Power BI -view. This shows the general situation in Pori. Families with minors all together: 8963 of which 11% independently living young, 56% two-parent families, 22% single parents, 6% new families, 5% other. 17% being multi-challenged families, 13% having unhealthy lifestyle, 12% is outside the labor market, another 12% is moving a lot, 11% has problems with income, 8% multilingual families, 8% has issues with health, 7% addictions, 4% neuropsychiatric challenges.



Picture 3. One selected area and its 10 most common groups. (Area intentionally left anonymous here.) The most common group of this area is "Family with two parents, good incomes and high education". But the next three groups have challenges with long term unemployment, and there are single parents, multi lingual families. There are also two other groups that indicate that in this area the need of social services is quite high (referred to some other areas).

1.3. ZekkiPro gives us the young person's perspective

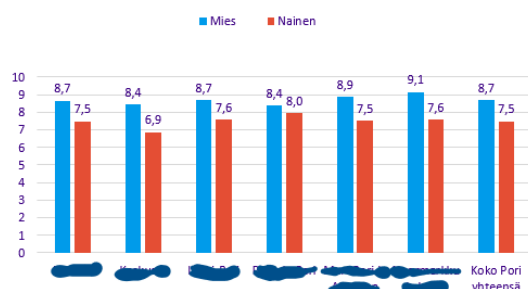
ZekkiPro is a digital tool designed for professionals, service developers, and decision-makers that enables organizations to demonstrate, monitor, and strengthen the effectiveness of wellbeing services. The system is suitable for assessing wellbeing across different population groups and regions, and for tracking individual wellbeing and change over time.

It offers a comprehensive and real-time overview of the wellbeing of your organization's target groups, enabling informed decisions and meaningful actions. ZekkiPro utilizes the validated 3X10D life situation indicators developed at Diaconia University of Applied Sciences.

ZekkiPro questionnaire has been executed in Pori by the KEHTAAMO-project and its results show that there is a lot of wellbeing in many topics for most of the young people in Pori. Young people feel safe, they can do the things they want, they are satisfied with their homes and with the items they have there. But there are also some challenges; for example, both boys and girls have difficulties waking up for school in the mornings. For girls there appears to be specific challenges (compared to boys) related to self esteem, perseverance and staying positive.

PSYKKISET TEKIJÄT / ITSETUNTO

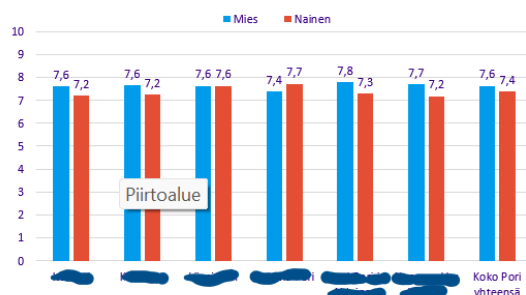
- Kuinka tyytyväinen olet itseesi?



Picture 4. Psychological factors/ self-esteem. How satisfied are you with yourself? Blue: male, red: female. The last bar is “the whole Pori all together”.

KEHTAAMO: Sinnikkyys

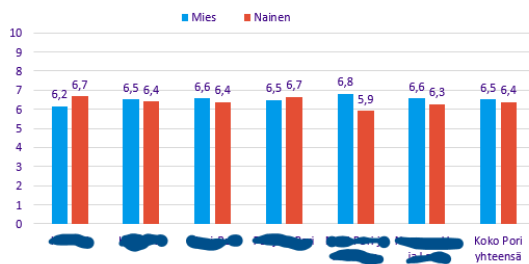
- Jaksan pysyä myönteisenä, vaikka asiat eivät aina sujuisi.
- Pystytkö säilyttämään positiivisen asenteen, vaikka kohtaisit pettymyksiä tai vastoin käymiä, esimerkiksi jos jokin ei mene suunnitelmien mukaan koulussa, kotona tai kavereiden kanssa.



Picture 5. Perseverance. “I can stay positive even though things don’t always go well.” Can you maintain positive attitude even though you face disappointments or obstacles, for example if something doesn’t go as planned in school, at home or with friends? Blue: male, red: female. The last bar is “the whole Pori all together”.

ARJEN SUJUMINEN / HERÄÄMINEN

- Kuinka hyvin jaksat yleensä herätä aamuisin kouluun?



Picture 6. Everyday life / waking up. How well you can get up in the mornings to go to school? Blue: male, red: female. The last bar is “the whole Pori all together”.

1.4. The policy response

There is strong policy commitment to improving youth wellbeing nationally and locally.

The Youth Barometer (National) The Youth Barometer offers a strong national evidence base for this plan: it shows that Finnish young people remain connected to society, while their **faith in their own future has declined significantly**. This directly supports our headline objective on **hope/belief in the future** and underlines the need for local, protective-factor interventions that strengthen agency, belonging and credible pathways (education, employment and meaningful leisure). We will use the Youth Barometer as contextual benchmarking, while measuring local impact more precisely through Zekki and LEA data and hub usage indicators.

Finland’s National Child Strategy Finland’s National Child Strategy provides the rights-based and long-term governance mandate that this work needs: it aims to create a child- and family-friendly Finland, mainstream children’s rights into all activities, and better support children in vulnerable situations. These priorities align with the hub model’s focus on accessible everyday environments, meaningful participation, and targeted support informed by LEA segmentation. The Strategy also emphasises

systematic, long-term monitoring of children's wellbeing; our approach operationalises this locally through continuous hub data plus annual outcome monitoring using Zekki/LEA and wellbeing reporting structures.

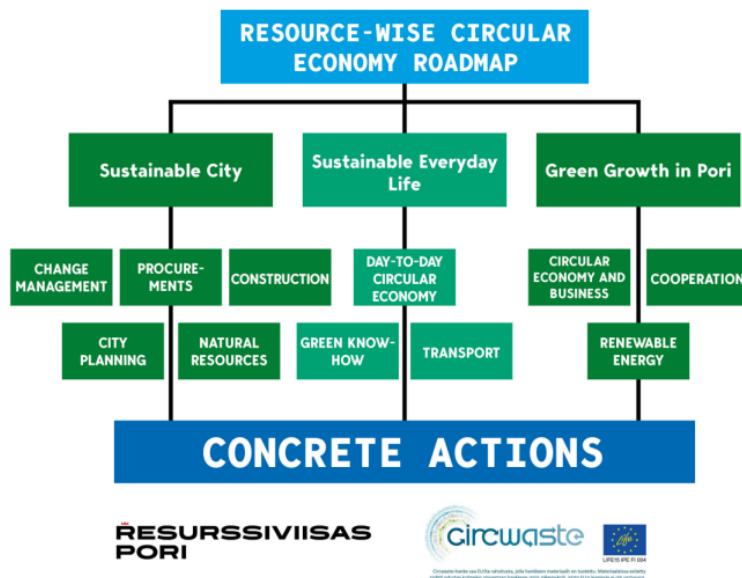
The Youth Barometer provides the national evidence base (declining optimism, growing pressures), while the National Child Strategy provides the rights-based mandate and governance model — and the Pori hub approach translates both into practical, monitored local action.

UNICEF alumni membership: The City of Pori is involved in UNICEF's Child Friendly Municipality model to promote the realization of children's rights, especially for children in vulnerable situations (based on the UN Convention on the Rights of the Child).

City of Pori: Updated **Strategy "Pori 2035"** very clearly states that *"Pori is a city of children and young people. Every child and young person in Pori has a meaningful hobby. Physical activity is an integral part of early childhood education and basic education. We develop individual services and cooperation for young people to prevent exclusion."*

Development plan for education 2019-2028. Different areas' facilities serve as meeting places for residents, organizations and associations. Leisure activities for children and young people are developed, among other things, in school afternoons in cooperation with companies, the third sector, and cultural, sports and youth services. The well-being of young people is supported through various kind of youth work (including special, online and international youth work), youth information and advice services, camps and excursions, and various events. Youth advocacy and participation work is developed at the city and provincial levels.

The Resource-Wise Circular Economy Roadmap for Pori 2030



Picture. Pori's resource-wise circular economy roadmap includes 3 themes: Sustainable city, Sustainable everyday life, Green growth in Pori. Under these are 11 target states, under which are 89 concrete actions. Action 1.C.18 is strongly connected to our hub development: *"To improve the utilization rate of underutilized facilities"*. Its goal is to improve the utilization rate of underutilized and unused spaces and extend the life cycle of the spaces. The connection between culture and space is recognized in increasing the utilization rate.

Linking circular economy, hub development and youth wellbeing: Pori's circular economy work and hub development are mutually reinforcing. By improving the utilisation rate of underused facilities and extending the life-cycle of existing buildings, the city can create **more accessible, local and low-threshold places to belong** without relying on new construction. This "resource-wise" approach is not only ecological and economic; it is also a direct **social investment** because the hubs become everyday platforms for participation, support networks and safe routines. In practice, circular economy actions enable the hub model (space + shared-use processes), and the hub model enables measurable youth wellbeing gains aligned to our headline objectives.

- **Circular economy mechanism:** higher occupancy of existing spaces + longer building life-cycle → **Hub effect:** more neighbourhood-based, affordable spaces for activities and services →

Wellbeing objective: Hope / belief in the future grows when young people see realistic pathways, opportunities and supportive adults close to home.

- **Circular economy mechanism:** shared use reduces “waste” in public assets and frees capacity → **Hub effect:** more time and resources for co-design, skills workshops and youth-led projects → **Wellbeing objective: Self-confidence** strengthens through active roles, competence-building and recognition.
- **Circular economy mechanism:** stable, well-managed shared spaces (clear rules, access control, maintenance) → **Hub effect:** predictable and safe environments that bring population groups together → **Wellbeing objective: Sense of security** improves through belonging, trust and positive population relations.
- **Circular economy mechanism:** shifting from one-off projects to reusable infrastructure and routines → **Hub effect:** recurring programmes and “progress pathways” (beginner → contributor/mentor) → **Wellbeing objective: Perseverance/resilience** increases as young people practice routines, coping and goal-setting over time.

This links green transition measures with quality of life and amenity by turning underused spaces into welcoming hubs that support everyday wellbeing. The approach combines climate and resource-wise objectives with a socially sustainable delivery model: better use of existing spaces creates local opportunities for participation, support networks and safety.

How this supports our theme (youth-centred local government using a Human Learning Systems approach): This integrated circular economy + hub approach turns a citywide sustainability priority into a concrete way of **embedding youth wellbeing into everyday government practice**. Hubs are not treated as a standalone project; they are a structural mechanism that requires cross-department collaboration (premises, ICT, education, youth, wellbeing, communications) and ongoing partnership with communities. By combining quantitative signals (LEA/Zekki, usage and feedback data) with lived experience from young people and local actors, we can continuously learn, adapt and scale what works which is exactly the Human Learning Systems logic behind our theme: **iterative learning loops, shared ownership, and decisions guided by evidence and relationships**.

The **city-wide wellbeing plan** was revised in early 2026 around five priorities: mental wellbeing, movement and everyday activity, a safe and pleasant living environment, healthy lifestyles, and participation and employment.

A dedicated **Children and Youth Wellbeing Plan** for 2026–2029 complements the city-wide plan and guides preventive, cross-sector work for young people in Pori. It clarifies responsibilities, embeds youth wellbeing in decision-making, and is delivered through broad co-operation between the city, the Satakunta wellbeing area, organisations, parishes, educational institutions, authorities, businesses, and young people themselves. Through low-threshold meeting places, multidisciplinary structures and systematic monitoring, the plan aligns closely with the WISH CITIES hub model, which translates these priorities into scalable shared spaces, shared processes and continuous learning supported by Zekki, LEA and facility usage data.

The goal of the **personnel strategy** is to ensure that we have competent, well-being and motivated personnel in Pori. Motivated personnel is a key factor for our main practice to be adapted and it demands a big change of working culture. As well as the idea of “internal ambassadors” to promote the cross departmental collaboration in a new, wide perspective. The personnel strategy is based on the city's values of courage, love and openness. Pori is also a part of a Finnish Healthy Cities Network. It develops operating methods and structures for promoting health and wellbeing in Finland and promotes the sector internationally as part of the WHO European Healthy Cities network.

2. Objectives

2.1. What do we want to achieve?

Where can we really make a difference? The LEA segmentation and Zekki wellbeing results suggest that our greatest leverage sits where challenges are **widespread but still preventable** and where the city has a practical lever (hubs + shared-use processes + partnerships). In other words: we can make the biggest difference by strengthening protective factors early for the large “middle”, while targeting neighbourhoods where multiple risks cluster.

- **Prevention at scale + targeted intensity:** Focus on the large “average” group (44% of families with minors) and the medium-high risk segments (e.g., unemployment-, income- and mobility-related challenges, multi-challenged families) where early, low-threshold support can prevent escalation into more severe situations.
- **Strengthen modifiable protective factors (Zekki):** Use spaces to build **hope, self-confidence and perseverance** through active roles, recognition, mentoring and “progress pathways” — and address everyday functioning signals (e.g., difficulties waking up for school) through stable routines and supportive environments, with attention to the gaps highlighted especially among girls (self-esteem, staying positive).
- **Rebuild local support networks and felt safety where risks cluster:** In neighbourhoods with weaker support networks and multiple overlapping challenges (e.g., frequent moves, multilingual families, single-parent households), hubs and actor forums create belonging, community cohesion and positive population relations — directly supporting the **sense of security** objective.

The schooling and wellbeing picture in Pori highlights the need to strengthen inclusion, community and timely support for children and young people at different life stages. Through hub development and a change in working culture, the city aims to respond to rising mental health concerns, loneliness, exclusion and weak experiences of belonging or influence. The approach also addresses systemic barriers between departments so that services can work more coherently around young people’s everyday lives, in line with the multidimensional wellbeing challenges identified in the Milan WISH-MI model.

Our headline objectives are to strengthen young people’s **belief in the future, self-confidence, sense of security** and **perseverance**. These priorities are grounded in local and national evidence, including Zekki

and Youth Barometer findings, and reflect the need to protect positive early trajectories while addressing emerging gaps in confidence, belonging and coping.

The longer-term goal is to build local ecosystems that also include educational organizations and companies, producing local good together, for local needs, boldly experimenting and innovating.

2.2. Adapted Practices

Hubs are the key element to be adapted; although part of the Milan model, the concept is modelled to the Finnish society and based on data (considering the variety of needs depending on area). In parallel it is crucial to promote the internal ambassadors that work consistently towards the common goal and the new kind of thinking.

Drawing on Milan WISH-M good practice, Pori will implement:

- A multidimensional approach to address youth wellbeing, considering factors such as social relationships, physical activity, health, talent expression and access to spaces that are safe
- Establishment of hubs and by that enhancing access to social networks, fostering greater inclusivity and connectivity between young people but also connect the young and the old and different population groups
- Co-design and co-production with young people at every stage, them being key actors in designing and implementing solutions
- Ambassadors to facilitate networking and interaction with local communities to promote social cohesion and community engagement.

Pori will keep on developing integrated governance and cross coordination between departments and organisation's with the support of the city management team. In addition Pori will work consistently with data; gathering it, creating understanding with it, making better decisions based on data. We will use the Plan of action for Youth Unit (based on City Strategy) to boost young peoples voices getting heard.

2.3. Hubs and the "Pori Model" - how it works and why it improves youth wellbeing?

We will create a special “Pori model” for the use of shared spaces/facilities. The model will be scalable in different service areas in Pori. This is aligned with the Milano WISH-MI approach which considered the various needs of residents living in different locations in Milan and modified the actions based on needs.

The city’s long term goal is that by 2035 the City of Pori will have a bold, original and streamlined “Pori model” for shared use of facilities. Each service area will have multi-purpose facilities that serve the needs of residents of different ages, increasing their well-being, opportunities for participation and agency, increasing the areas’ holding power and sense of security, and improving population relations. The model combines increasing the occupancy rate of facilities, making resident environments more comfortable, and bringing services closer to each other, promoting equality, and bringing actors together. The model also includes guidelines that oblige construction and renovation projects to move towards shared use. This will help to continuously refine resource wisdom in space use. Pori Model is the backbone to hubs; a city wide entirety that “hugs the hubs”.

What does it consist of?

- **Space (baseline hub):** shared-use ready premises (safe, welcoming, accessible) with clear zoning and basic equipment.
- **Process (shared-use service):** one clear way to book and enter; transparent rules (incl. “free use” reporting obligation), safety procedures and responsibilities.
- **People (roles):** hub coordinator, internal ambassadors (cross-department), local facilitators/mentors, and youth as co-designers and peer actors.
- **Programme (what happens):** a balanced offer of youth-led activities, inclusive community events, skill-building and “progress pathways” (beginner → contributor/mentor), aligned to local needs and partners.
- **Data (learning loop):** LEA guides targeting; Zekki tracks outcomes; usage/feedback data guides monthly adjustments and annual scaling decisions.

City of Pori, Department of Education and Leisure
Youth Services Unit

1.6.2026

City	enables	Hub	mechanisms	What young people do	Protective factors	Headline wellbeing outcomes
Space Booking + access	+ rules →	Access Participation Relationships	+ ease →	Join activities → Co-design & lead Meet trusted adults	Belonging Competence Routine	→ Hope • Confidence Security • Perseverance
<i>Baseline hub, smart locks, clear house rules, "free use" reporting obligation, ambassadors</i>		<i>Actor forums, youth-led roles, mentoring, progress pathways, mixed-group events, coordination</i>		<i>Weekly programmes, skill-building, peer groups, guidance, volunteering</i>	<i>More hope & agency, stronger self-esteem, safer everyday life, better coping</i>	<i>Measured via Zekki/LEA + usage & feedback data (monthly/annual)</i>

Pori's hub model strengthens young people's mental wellbeing and crisis resilience by turning existing public facilities into safe, low-threshold shared spaces close to where young people live. The city provides the enabling platform (space, booking system, smart access, clear shared-use rules and safeguarding), while young people and local partners (schools, associations, parishes, companies) co-design and co-produce activities and support networks through area-based Actor Forums. This creates predictable routines and trusted relationships, offers meaningful roles and skills-building, and connects young people to pathways (hobbies, learning support, mentoring, education/work opportunities).

The model directly supports our headline objectives: **Hope** (visible opportunities and supportive adults), **Self-confidence** (agency through active roles, competence, agency), **Sense of security** (belonging, trust, positive population relations and safe environments) and **Perseverance** (resilience through progress pathways and stable participation, routines). The approach is scalable (+2 hubs/year across 8 service areas by 2030) and uses a Human Learning Systems logic: continuous learning loops combine local lived experience with data (LEA targeting, Zekki/3X10D outcomes, booking/usage analytics and real-time feedback, QR-surveys, partner reports) to adapt what works and demonstrate impact to decision-makers and funders.

- **Need / challenge:** Youth wellbeing data indicates gaps in protective factors (especially hope, self-confidence, perseverance and everyday functioning), while LEA segmentation shows that challenges cluster geographically and across family situations—calling for low-threshold, preventive support that reaches the “large middle” as well as higher-risk groups.
- **Our approach:** We scale a hub-based operating model that turns existing public facilities into safe shared spaces with easy booking/access, clear rules and safeguarding. Through area-based Actor Forums, young people and local partners co-design and deliver activities, mentoring and “progress pathways” (beginner → contributor/mentor) that strengthen belonging, competence and routine.
- **Evidence & learning:** Impact is tracked through a continuous learning loop: LEA guides targeting; Zekki/3X10D monitors wellbeing outcomes annually; booking/usage analytics and real-time feedback (QR/pulse surveys, partner reporting) guide monthly improvements and provide an annual impact report for decision-makers and funders.

“Hubs are the city’s shared-use facilities where partners can deliver activities easily and safely. The city provides the platform (space, booking, access management), partners bring content and expertise, and impacts are monitored jointly through data (usage, feedback and wellbeing).”

Resource logic. The development of shared spaces is based primarily on making better use of existing assets rather than building new structures. In practice, most of the change comes from using existing facilities differently, increasing shared use, and embedding these principles into everyday planning and decision-making. Many of the required property and system changes are already part of the city’s wider investment pipeline, which means that the model can be advanced largely by aligning existing resources more effectively.

Additional investment needs. Some targeted additional investment is still required, particularly where shared use depends on technical or digital solutions. The clearest example is the booking-system pilot,

including implementation, licences, integrations and interfaces with other systems. In the longer term, shared use should be considered as a standard requirement in both new construction and renovation projects so that it is designed in from the start rather than added later as a separate cost.

Personnel and operational resourcing. The delivery of the model will rely mainly on existing staff resources. Although the development phase requires time, coordination and change effort, the intended long-term result is a reduction in duplication, smoother processes and more rational use of staff time across sectors. This depends on motivated personnel, a shared understanding of the wider purpose of the work, and sufficient support for changes in responsibilities, routines and cross-department collaboration.

What the pilot will clarify? The two-year ASIO -pilot period is important for identifying the real operational implications of scaling the model. In particular, it will clarify the resourcing needs for cleaning, maintenance and support services, as well as any required changes in work schedules, job descriptions, responsibilities and everyday budgeting. For the education sector, the pilot will also make more concrete what shared use means in practice for facility management, staffing and streamlined operating processes.

2.4. The Ambassador Model

The Ambassador model is the practical mechanism that turns cross-department collaboration into everyday action. Its introduction was inspired by the WISH MI -model, adapted to our local context and needs. Pori's ambassadors are designated municipal staff members from different sectors, for example youth, education, culture, sports, technical services, ICT, communications and strategy/wellbeing, whose role is to support the shared-use model across organisational boundaries. They do not create a new management layer, but act as connectors: they identify and remove barriers, relay information in both directions, help apply and translate the hub model in the daily work of different units, and keep the shared youth wellbeing objectives visible in operational decisions. In this way, the ambassador

model supports both horizontal integration and the Human Learning Systems approach by strengthening shared ownership, continuous learning and practical problem-solving.

What the ambassadors do in practice:

- **Interpret** the strategy and the hub model for the everyday work of their own sector.
- **Identify and remove barriers:** surface bottlenecks in booking, maintenance, communications, responsibilities or cooperation.
- **Connect teams and information flows:** ensure that decisions, needs and feedback move between units.
- **Support local implementation:** help new hubs, Actor Forum work and shared-use processes get started smoothly.
- **Feed the learning loop:** bring everyday observations into monthly and annual reviews so that the model can be improved.
- **Link to youth wellbeing:** the ambassador model matters because many of the barriers faced by young people do not arise within one service alone, but in fragmentation between services; ambassadors help the city act more coherently around young people's real everyday lives.
- **Area-based implementation:** Actor Forums, bringing together residents, associations, parishes, education providers and companies, co-design activities and commit to reciprocal shared use, with reporting and feedback included as part of free use.

Monitoring and impact: the indicator framework is maintained jointly by the Youth Unit and the Education Department; data is reported to multidisciplinary wellbeing groups and, where necessary, to the management team

Testing Actions:

The Polje ny Pohjois-Poriin -event in August 2025 was our main Testing action; an outdoor happening to prompt families for more active lifestyle using the nearest school yard. We advertised communal spaces and wanted specifically to highlight the outdoor spaces possibilities for families to come and spend their free time in the yard of the nearby school. Supporting them to be active with their children. We also wanted to lower the threshold to come and organize activities inside the building. ASIO-booking system was launched in the event. Afterwards other supporting Testing Actions has been organized (safety day for pupils during schoolday and safety evening for adults). Actor forum in Itätuuli is functioning well and it gives us valuable experience as we expand our operations to other areas.

2.5. Stakeholders and Partners

Partner / stakeholder

Education sector departments (Youth, Culture, Sports, Early Childhood Education, Education)

Youth Council

Strategy and Wellbeing Department

Communications Unit

Technical Department / Technical Services

ICT Services

Service Enterprise (Cleaning Services)

Satakunta Wellbeing County / Social and welfare services

Associations and parishes

Residents, including children and young people

Local youth service

City of Pori Education Board and Leisure Board

URBACT Local Group (ULG)

Role in implementation

Core city partners responsible for delivering activities and supporting hub development.

Represents young people's voice and supports participation and co-design.

Supports strategic alignment, wellbeing perspective and integrated planning.

Supports communication, visibility and stakeholder engagement.

Enables the action through facilities, infrastructure and practical arrangements.

Supports digital systems and technical solutions needed for implementation.

Supports operational delivery through cleaning and maintenance services.

Contributes to multidisciplinary cooperation and support structures.

Local implementation partners contributing activities, networks and community support.

Participate throughout the process; young people act as co-designers.

Main content coordinator and lead actor responsible for developing the hubs.

Provide governance, support and decision-making for the action.

Supports local multi-stakeholder collaboration and the URBACT process.

2.6. Integrated approach

Vertical Integration (*connections between local work and regional / national / international policy, funding or governance levels*)

- **Alignment with national youth policy.** The plan is informed by the **Finnish Youth Barometer** and national concern about declining hope and increasing pressure among young people.
- **Link to Finland's National Child Strategy.** The hub model supports national priorities on **children's rights, participation, equality and safe everyday environments**.
- **Connection to the City of Pori Children and Youth Wellbeing Plan 2026–2029.** The hubs operationalise the city's statutory wellbeing plan by turning its priorities into practical local action.
- **Connection to the City-wide Wellbeing Plan.** The work contributes to the wider priorities of **mental wellbeing, participation, safe environments, movement and healthy lifestyles**.
- **Regional collaboration with the Satakunta wellbeing area.** The model links municipal youth and education work with **regional health and wellbeing services**, especially in prevention and early support.
- **Use of national evidence and tools.** The plan uses **Zekki / 3X10D**, LEA analysis and national wellbeing frameworks to guide decisions and demonstrate impact.
- **National / regional funding links.** Potential funding from **THL / STM, Sitra**, national education or wellbeing grants, and regional/EU programmes supports implementation.
- **URBACT / European learning dimension.** The plan adapts learning from **Milan WISH-MI** and the wider URBACT network into the local Pori context.
- **Link to broader strategic agendas .** The work contributes to **sustainable development**, circular economy goals and child-friendly city principles, not only local service delivery.

Horizontal Integration (*connections across departments, sectors and local actors at the same governance level*)

- **Cross-department collaboration inside the City of Pori.** Youth Unit, Education, Culture, Sports, Technical Services, ICT, Communications and Strategy/Wellbeing all contribute to the hub model.
- **Shared ownership across municipal services.** The hub is not "owned" by one service only; it is delivered through **shared-use processes and joint responsibilities**.

- **Actor Forums in each service area.** Local forums bring together residents, associations, schools, parishes, companies and city staff to co-design activities.
- **Integration between youth work and schools.** Hubs connect school communities, learning support, after-school activities and youth work into one local ecosystem.
- **Integration between municipal services and NGOs.** Associations and voluntary organisations help deliver low-threshold activities, mentoring, peer support and inclusion work.
- **Cooperation with parishes.** Parishes are part of the local support network and can contribute to belonging, community spirit and safe adult relationships.
- **Partnership with companies.** Companies support pathways to working life through mentoring, workshops, TET/placements and local opportunity-building.
- **Partnership with education organisations.** Schools, vocational institutions and higher education actors can use hubs as learning environments, project platforms and “living labs”.
- **Cross-boundary work with social and health services.** The model supports early intervention and referral pathways between youth/community settings and wellbeing services.

3. Workplan

Step by step, more spaces and facilities will be brought into use, more actors will be engaged, and collaboration and process efficiency will improve. At a pace of two new areas per year, all eight city service areas will be covered by 2030.

3.1. Detailed Workplan

The detailed URBACT Action Table below is organised by **headline wellbeing outcomes** (rows). Each row lists the concrete delivery actions and who is responsible. To make it easier to grasp, the **Outcome-to-Actions map** first summarises the logic in one view: four action streams (columns) show how hubs and partnerships deliver each outcome; the full table then provides the operational detail.

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Headline wellbeing outcome	Access & safe space (hubs)	Participation & youth roles	Pathways & support networks	Learning loop (data & adaptation)
Hope / Belief in the future	Neighbourhood hubs as low-threshold “opportunity platforms”	Youth-led micro-projects and co-designed offers	Mentoring + links to hobbies, education and work routes	Zekki/LEA + participation data used to refine “what gives hope”
Self-confidence	Predictable access + welcoming spaces for skill-building	Active roles (peer facilitators, ambassadors), recognition of contributions	Workshops and competence-building with schools/NGOs/companies	Track participation/retention + feedback; adjust formats that work (esp. for girls)
Sense of security	Clear house rules, safeguarding, supervised activity, smart access	Co-design rules and norms; youth voice in safety practices	Bridging activities across population groups; trusted adults present	Safety/belonging pulses + incident learning; improve operating model
Perseverance (resilience)	Regular weekly programmes and stable routines close to home	Progress pathways (beginner → contributor/mentor)	Learning support, physical activity, transition-phase supports	Completion/progression indicators; iterate programme mix and intensity
Cross-cutting enabler	Booking system + shared-use processes scaled citywide	Actor Forums coordinate partners; ambassadors remove internal barriers	Partnership pipeline (schools, associations, parishes, companies)	Monthly dashboards + annual impact report for decisions and funding

Phase 1, until autumn 2027: ASIO -booking system pilot (already going on) and new actor forums.

In parallel with the pilot, a city-wide needs assessment will be carried out for the “future booking system”, which will enable smooth processes and sufficient human resources to spread the space sharing model more widely to different spaces and areas in the city. This is the technical necessity to increase the utilization rates.

The intention is to have at least one or two new properties every year. Aim is to co-design the use of the premises with potential users, including not only young people but with different age and population groups in terms of creating bridges across them, increasing belonging, commitment and improve population relations. The city management team is responsible for decision-making in the pilot phase, and the continuation of the development work will be determined through a separate decision-making process.

Phase 2, 2028-2029: Shared spaces becoming “the new normal”.

The new booking system will be implemented. The operating, reservation, pricing and payment principles tested during the pilot will be reviewed and, if necessary, modified so that they can be adopted as permanent practices. They form part of the premises policy mentioned in the association cooperation program. An important milestone will be achieved during the second phase: each city service area will have at least one property where space/spaces/ facilities have been opened for shared use. The content of the facilities is led by information so that it supports the well-being and attachment to the area of residents of different ages and life situations in the best possible way. Both internal assessments and stakeholder surveys are conducted, and workshop-style co-development is implemented. Based on these, the necessary service redesign is implemented, both in terms of processes and operating guidelines, practices and principles. All this together form a special “Pori model” for the usage of shared spaces/ facilities.

Phase 3 (starting year 2030 but continuing even after)

The results of the development work are compiled and analyzed. The final indicators and methods that have been found to be most effective for monitoring the results, effects and effectiveness of shared use of facilities are selected. In the final stage of the development work indicators will be used to determine how the accessibility of properties has improved and how shared use is taken into account in every project related to the city's facilities, both in terms of planning, implementation and equipment of the

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facilities. The overall concept of shared use of facilities is already smooth from the perspective of both the organization and different types of users. Operating models are being established and guidelines are in place to ensure continuity of operations and further develop them. A culture of shared use of facilities is starting to exist.

3.2. Governance

Governance level / body	Composition	Main role in governance	Relation to the project
City Management Group	Senior city leadership	Provides overall strategic guidance and decision-making.	Defines and guides the cross-sector working group and steers the pilot and key development decisions.
Cross-sector Working Group	Representatives from relevant city sectors	Coordinates implementation across sector boundaries.	Carries out joint tasks such as communication and participation, while linking project work to each sector's own responsibilities.
Wellbeing Group	All key city decision-makers within the multidisciplinary wellbeing structure	Monitors progress at the strategic level.	Reviews the implementation and progress of the project as part of the city's wellbeing governance.
Wellbeing Team	Multidisciplinary representation	Supports operational and cross-sector monitoring.	Follows implementation and contributes multidisciplinary expertise to ongoing development.
Steering Group for the Wellbeing of Children, Young People and Families	Youth Unit, Youth Council, Cultural Unit, Sports Unit, Technical Sector, Early Childhood Education Unit, Education Unit, Catering Services, Social and Health Services, Strategy and Wellbeing Unit, and vocational education	Ensures coordination across youth wellbeing-related sectors.	Provides a multidisciplinary forum to align operational, educational, social and strategic perspectives in project implementation.

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Youth Unit Management Group	Youth Unit leadership	Oversees the project from the Youth Unit perspective.	Supports management, implementation and follow-up within the Youth Unit.
Education Sector Management Group	Education sector leadership	Oversees the project from the education sector perspective.	Supports alignment with education services, facilities and operational processes.
Internal stakeholders	City group organisations, employees, authorities and in some cases closely linked associations	Provide operational input and institutional ownership.	Contribute to implementation, identify needs and support change across the city organisation.
External stakeholders	Residents, associations, clubs, organisations and companies	Provide local knowledge, perspectives and partnership potential.	Support co-operation, strengthen commitment and help ensure the model responds to local needs.

3.3. Barriers and risks

Barriers and risks shown in the table.

Category	Description	Likelihood Impact		Prevention	Mitigation
Administrative	Delays in project timeline due to administrative and internal processes	<i>Low</i>	<i>Low</i>	Planning ahead and realistic timelines	Adjust timeline and redistribute tasks to maintain progress
Administrative	Lack of shared sense of purpose despite strategic alignment	<i>Medium</i>	<i>Low</i>	Joint action planning	Define and communicate the shared vision and goals
Financial	Insufficient resources to deliver and implement actions	<i>Medium</i>	<i>High</i>	Secure co-funding early	Reprioritise essential actions

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Category	Description	Likelihood Impact		Prevention	Mitigation
Operational	Low youth participation in planning	High	High	Engage youth ambassadors early and relationally	Adjust outreach strategies and formats, increase incentives for participation, and remain flexible
Operational	Low youth participation in activities	High	High	Reach out relationally and via social media	Use targeted marketing strategies and incentives
Organisational	Challenges in change management: operating culture is not adopted, resistance to change, low trust and conflicting priorities across departments	Medium	High	Build strong management commitment, motivating leadership and shared understanding of the long-term change	Strengthen facilitation, provide additional support and training, and clarify priorities and expectations
Communication	Lack of communication leading to unclear responsibilities, misunderstandings and poor information flow	Medium	Medium	Prepare a communication plan, hold regular meetings and maintain accurate documentation	Clarify roles and decisions quickly and reinforce open, active and goal-oriented discussion culture
Capacity	Burnout risk: youth and staff capacity strain due	Medium	High	Set realistic workloads, phase participation	Reduce intensity, redistribute responsibilities and

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Category	Description	Likelihood Impact		Prevention	Mitigation
	to the intensity of participatory processes			tasks and provide support for staff and young participants	introduce recovery periods or additional facilitation resources
Strategic	Policy misalignment: testing action insights may not translate into policy unless they are intentionally embedded	<i>Medium</i>	<i>Medium</i>	Link pilot learning to governance, decision gates and policy preparation from the start	Use targeted policy briefs, decision materials and review points to translate lessons into permanent practice
Community	Community trust develops slowly in new areas where there is limited existing community spirit	<i>High</i>	<i>Medium</i>	Invest in consistent local presence, trust-building and early engagement with residents and partners	Allow more time, adapt engagement methods and strengthen local facilitation and partnerships
Sustainability	Without structural embedding, the work may remain unfinished or only partly implemented	<i>Medium</i>	<i>High</i>	Embed the model in governance, budgets, guidance and routine responsibilities	Prioritise core elements, formalise ownership and secure continuation through permanent structures and decisions

Category	Description	Likelihood Impact	Prevention from an early stage	Mitigation
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4. Funding Strategy Pori – WISH CITIES

This funding strategy sets out, step by step, how the City of Pori’s shared-use hub model and the related change in working culture will be financed and resourced so that the model can scale across all eight service areas by 2030 and become an established long-term practice beyond 2030. The strategy follows two core principles: first, existing investment and staff resources should be used as effectively as possible by doing things differently; and second, external funding should be targeted to those areas where additional capacity, technology or experimentation is needed. Funding is divided into CAPEX costs (premises, minor building works, equipment and systems) and OPEX costs (staffing, coordination, training, participation and evaluation).

4.1. Cost structure and funding logic

Phase 0: 0-6 months (until 8/2026) Clarifying the funding model and establishing the foundation

- **Actions:** specify CAPEX and OPEX needs for the pilot sites, including the booking system, cleaning and maintenance, and safety arrangements; identify the main cost drivers (cost per usage hour, cost per booking, cost per visitor); and define the minimum standard for shared use (the “baseline hub”).
- **Funding:** internal city staff time from the Youth Unit, Technical Sector, ICT and the Service Enterprise; existing investment plans for facility renovations; and URBACT work for learning and planning.
- **Decision gate:** the management team approves a 12–24 month funding pathway covering (1) the target state and procurement model for the booking system, (2) resource principles for cleaning and maintenance, and (3) the indicator framework and reporting model.

Phase 1: 6–18 months (2026–2027) – Strengthening the pilot and preparing funding packages

- **Actions:** expand shared use to 1–2 new sites per year, in line with the target of covering two new areas annually; standardise processes for booking, keys and access control, responsibilities, and pricing/principles; and establish area-based Actor Forums and co-design processes for each new site.
- **Funding:** **OPEX** covered through the city's core budget, complemented by targeted project funding for facilitation, communication and training; **CAPEX** for small purchases and equipment covered through normal site-level budgeting and, where needed, through externally funded enhancements.
- **Potential sources:** EU funding for green transition, participation and digital services; national health and wellbeing promotion instruments; environmental and circular-economy funding; and foundations and partnerships for pilots and experiments.
- **Decision gate:** decision on the implementation model for the new booking system (procurement or in-house), and decision on the permanent coordination model that defines who owns the process within the city organisation.

Phase 2: 18–36 months (2028–2029) – Scaling and making shared use the new normal

- **Actions:** implement the new booking system and expand it across all service areas; update the permanent principles for booking, pricing, payments, responsibilities and safety; and carry out service design and process reforms so that shared use functions smoothly through an internal “one-stop-shop” logic.
- **Funding:** **CAPEX** for system and integration investments (one-off costs plus maintenance fees), and any required extensions of access control; **OPEX** for permanent coordination and maintenance (roles and staff time), continuous participation, and data-informed content management at site level.
- **Decision gate:** approve the “Pori model” for shared use of facilities as part of permanent guidance and premises policy, and include a formal requirement that shared use be taken into account in all new construction and major renovation projects.

Phase 3: 2030+ – Consolidation, continuous development and local ecosystems

- **Actions:** finalise the indicator framework and the model for verifying impact (utilisation rate, perceived benefit and wellbeing data), establish permanent feedback loops for residents, users and staff, and develop local ecosystems in which educational organisations, companies and associations produce “local good” together.
- **Funding:** long-term core funding embedded in the city's structures, complemented by thematic development projects (for example digitalisation, circular economy, participation, safety,

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employment and pathway-building). Partnership funding through sponsorships or joint projects may complement the model, but the core model should not depend on it.

- **Decision gate:** annual review and budget decision on which hubs expand, which activities are prioritised, and how resources are allocated on the basis of data by area and segment.

Resourcing and responsibilities

- **Strategic ownership:** the City Management Group (decision gates, budget framework and premises policy).
- **Operational ownership:** the Youth Unit (hub concept content and participation), the Technical Sector (premises, safety and access management), ICT (systems and integrations), and the Service Enterprise (cleaning and maintenance resourcing).
- **Ambassador model:** named internal ambassadors across sectors support cross-department practice, communicate the model and remove everyday barriers to implementation.

4.2. Initial Budget Estimate – indicative budget framework

The budget below is indicative and can be treated as budget-ready on the basis of the following agreed assumptions: **(1) two new hubs per year (2026–2029)**, **(2) smart locks/access control in all sites**, and **(3) renewal of the booking system** (procurement and implementation in 2027–2028, expansion in 2028–2029). Amounts are shown excluding VAT and can be allocated between the city's own funding and external funding (EU/national) by cost item.

Cost item	Type	2026	2027	2028	2029	2030+ / year	Calculation basis (summary)
Booking system: procurement and implementation	CAPEX	€10k	€70k	€60k	€20k	€0	Needs definition + procurement (2026), implementation (2027–2028), optimisation (2029).
Booking system: maintenance and licences	OPEX	€10k	€15k	€35k	€45k	€50k	Pilot in 2026–2027, new system from 2028 onward (grows with the number of hubs).
Integrations and data security (payments, authentication, reporting)	CAPEX	€10k	€40k	€120k	€40k	€15k	Basic integrations in 2027, broad integration package in 2028 (access control + payments + reporting), further development from 2029 onward.
Smart locks / access control (2 new hubs per year)	CAPEX	€30k	€30k	€30k	€30k	€10k	Assumption: €15k per hub for the full access-control package (locks, door control, installation, commissioning). 2030+ reserve for replacement and expansion needs.

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Light equipment and signage for facilities (2 new hubs per year)	CAPEX	€30k	€30k	€30k	€30k	€10k	Assumption: €15k per hub (furniture, signage, light equipment, QR/info points). Major renovations are covered in separate investment programmes.
Coordination and programme management	OPEX	€80k	€90k	€100k	€110k	€110k	Assumption: 0.7–0.9 FTE (cross-departmental), including project administration and reporting.
Participation and co-design (2 new hubs per year)	OPEX	€16k	€16k	€16k	€16k	€20k	Assumption: €8k per hub (workshops, facilitation, communications, small incentives) + continuous community work from 2030 onward.
Change management and training (ambassador model)	OPEX	€25k	€20k	€15k	€15k	€15k	Intensive start-up in 2026, followed by updates and induction for new sites from 2027 onward.
Additional resourcing for cleaning and maintenance practices	OPEX	€10k	€20k	€30k	€40k	€50k	Increases as use expands and evening/weekend use grows; to be refined based on pilot delivery.
Monitoring and evaluation	OPEX	€15k	€15k	€20k	€20k	€20k	Indicator framework, analysis (Zekki/LEA + usage data), annual reporting.
Total CAPEX	CAPEX	€80k	€200k	€240k	€120k	€45k	Includes the system renewal, integrations, and smart locks/light equipment for 4 hubs (2026–2027) and 4 hubs (2028–2029).
Total OPEX	OPEX	€156k	€176k	€216k	€246k	€265k	Coordination, participation, training, cleaning/maintenance, monitoring, and system maintenance.
Total (CAPEX + OPEX)	TOTAL	€236k	€376k	€456k	€366k	€310k	Recommended budget framework: add a 10% contingency for integration risks and procurement schedule risks.

Calibration per hub (budget-ready): Under these assumptions, CAPEX per new hub is **€30k** (smart locks/access control €15k + light equipment/signage €15k). In addition, OPEX per new hub is **€8k** (participation and co-design) plus cleaning/maintenance (growing over time; estimate initially at €5k–€10k per hub per year and refine based on actual delivery). Programme-level costs (coordination, training, monitoring) as well as the booking system and integrations are treated as a **citywide platform** and allocated across all hubs; the unit cost per hub decreases as the model scales. On this pathway, the number of hubs grows by +2 per year, leading to **8 new hubs in 2026–2029** (in addition to existing and pilot sites).

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Budget package	2026 (TOTAL)	2027 (TOTAL)	2028 (TOTAL)	2029 (TOTAL)	2030+ / year (TOTAL)	What it includes
Minimum	€200k	€320k	€400k	€320k	€260k	Mandatory items: 2 hubs per year (smart locks + light equipment), basic phases of the system renewal, minimum coordination and monitoring; cleaning/maintenance at the lower bound.
Basic (recommended)	€236k	€376k	€456k	€366k	€310k	The table budget: includes the full integration package in 2028, stronger coordination, and more realistic maintenance resourcing.
Extended	€270k	€440k	€540k	€430k	€360k	Basic package plus additional investment in accessibility (equipment for specific groups), external evaluation, broader communications, and a larger cleaning/maintenance reserve.

4.3. Funding split (City vs external) – funding allocation table

The table below shows a recommended funding split for the **recommended budget** package. The logic is that (1) the city always covers the hubs' basic CAPEX (smart locks and light equipment) and the permanent core OPEX resource (coordination and maintenance), while (2) external funding is targeted primarily to the **booking-system renewal, integrations, evaluation and additional participation measures**. The split is intended for budgeting and funding-application planning; the realised share will depend on funding windows and co-financing requirements.

Funding basket	2026	2027	2028	2029	2030+ / year	Allocation (what it is used for)
City (own funding)	€170k (72%)	€250k (66%)	€275k (60%)	€255k (70%)	€235k (76%)	Basic hub CAPEX (smart locks + light equipment = €60k/year in 2026–2029), core coordination, cleaning/maintenance, and part of system maintenance.

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EU funding (structural funds / other EU programmes)	€30k (13%)	€85k (23%)	€140k (31%)	€60k (16%)	€35k (11%)	Procurement and implementation of the booking system, integrations/data security, digital reporting, and a scalable platform.
National government grant (e.g. THL/STM/OKM/OPH)	€25k (11%)	€30k (8%)	€30k (7%)	€35k (10%)	€30k (10%)	Participation, change management/training, impact evaluation, and use of wellbeing data (Zekki/LEA).
Foundations and partnerships	€11k (5%)	€11k (3%)	€11k (2%)	€16k (4%)	€10k (3%)	Small pilots, events, mentoring, local experiments and communications. (Not critical to the core model.)
Total (Basic)	€236k	€376k	€456k	€366k	€310k	Basic budget (recommended) according to Section F

4.4. External funding sources – summary

Funding source	Main fit for this project	Estimated likelihood range
EU structural funds (ERDF/ESF+/JTF, EURA 2021)	Primary route for the booking system renewal, integrations, data security and the data/reporting platform; ESF+ also fits participation, equality and service development.	30–45%
National health and wellbeing promotion grants (THL/STM)	Suitable for participation, preventive work, targeted interventions, change management, training and impact evaluation.	35–55%
Environment and circular-economy programmes (Green Deal framework)	Supports shared-use hubs through higher utilisation of facilities, longer life cycles and resource wisdom; also strengthens the strategic justification of applications.	25–40%
Erasmus+ (youth work and youth participation)	Good fit for youth participation models, peer learning, training and international partnerships, but not for infrastructure.	20–35%
Nordic funding (Nordic Council of Ministers)	Suitable if a Nordic–Baltic partnership is built around sustainability, participation or digital integration.	15–30%
Foundations, corporate cooperation and STEA leverage through NGOs	Complementary route for small pilots, events, mentoring and communications; STEA is usually accessed through organisations.	20–40%
Sitra (thematic calls)	Relevant for scalable operating models that strengthen trust, participation, belonging, hope and mental crisis resilience.	10–20%

Finnish National Agency for Education (EDUFI) – annual grant cycle	Relevant when hubs are linked to schools' afternoon activities, club activities, support for Finnish as a second language, or learning support.	30–50%
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Note: The likelihood ranges above are indicative, non-binding estimates intended for planning purposes only. Actual funding success depends on the specific call, eligibility criteria, competition level, partnership quality and the strength of the application.

5. Communications plan

The communications plan is organised around four complementary streams.

Public communication should build awareness, trust and participation in shared-use hubs among residents, young people, families, associations, schools, parishes and other local partners. Communication should explain what is open, who can use it, how booking works, and how people can join or co-design activities. The main channels are the city website, social media, school and youth channels, local media and area-based communications. This communication should run continuously, with stronger campaigns 6–12 weeks before each new hub opening, led by the Youth Unit, Communications and local hub coordinators. Success can be tracked through bookings, utilisation rates, attendance, event numbers, QR or pulse feedback and campaign reach.

Decision-making and funding communication should support decisions, secure resources and justify external funding. Its main audiences are the management team, committees, finance, ICT, technical services, project administration, funders and strategic partners. These communications should provide concise decision and funding materials that summarise costs, risks, benefits, implementation readiness, funding split and impact logic. The main formats are decision cards, budget papers, application documents, briefings and governance presentations. This stream should be prepared around key decision gates and funding windows, usually 2–4 weeks before meetings and 6–12 months before funding deadlines, led by the project owner together with Finance, Development or Project

Administration, ICT and Communications as relevant. Success is reflected in decision progress, funding awarded, commitments secured, partner participation and acceptance of reports.

Operational steering should keep implementation coordinated and predictable in day-to-day delivery. It is aimed at the Youth Unit, hub coordinators, the Technical Sector, ICT, Communications and operational partners. The focus is on practical internal communication to coordinate openings, booking-system changes, responsibilities, safety arrangements, support requests and ongoing service adjustments. The main channels are checklists, internal meetings, implementation documents and monthly monitoring. This communication is continuous, with stronger coordination before hub openings and major system changes, and is led operationally by the Youth Unit with the Technical Sector and ICT. Success can be seen in opening readiness, issue resolution, support requests, booking lead times, safety follow-up and continuity of operations.

Annual results and partner communication should demonstrate impact, maintain trust and strengthen partnerships with education providers and companies. It is aimed at residents, leadership, funders, educational organisations, companies and local networks. Each year the city should publish an impact summary combining usage, wellbeing, safety and partnership results, using annual reports, infographics, events, partner meetings and tailored outreach to educational and business partners. This communication is best timed in Q4–Q1, with partnership outreach linked to hub openings and funding opportunities, and led by the Youth Unit, Strategy/Wellbeing, Communications and relevant partner-facing units. Success is reflected in annual report completion, partner agreements, joint projects or applications, media visibility and evidence that results are used in budgeting and scaling decisions.

6. Monitoring and data

Monitoring provides a practical system for assessing both the effects of the hub model on young people and the quality of its delivery. The framework combines outcome indicators, output indicators and process indicators so that the City of Pori can track what changes for young people, what is delivered

through the hubs, and how well the model is functioning in practice. The purpose of monitoring is not only accountability, but also learning: evidence should guide operational improvement, strategic steering, budgeting and future scaling decisions.

The Zekki wellbeing survey, which is part of the data collection methods, is carried out for all students born in the city of Pori between 2013 and 2015 each academic year. Thanks to such extensive data collection, we can see how the activities affect the well-being of young people. Zekki provides systematic and comparable information. In addition, we monitor the number of participants and conduct surveys for participants. The education sector is responsible for data collection, and an expert from the youth unit is responsible for data analysis. The collected data is used in the development of activities and decision-making. Data collection is carried out during the activities and at the end of the activity periods.

Hope and belief in the future. Monitoring should assess whether young people report stronger optimism, greater belief that they can influence their future, and clearer pathways to hobbies, education or work. These outcome changes can be tracked through Zekki and KEHTAAMO items linked to hope and perceived agency. Delivery should also be monitored through the number of mentoring contacts, pathway-building activities, youth-led projects and guidance encounters, as well as through evidence that activities are co-designed with young people and reach different neighbourhoods and target groups. These indicators should be reviewed through annual survey data and quarterly attendance, activity and partner-reporting records.

Self-confidence. Monitoring should examine whether participants show improved self-esteem, confidence in new situations and a stronger sense of competence. Relevant outputs include the number of young people in active roles such as peer facilitators, ambassadors, volunteers or co-designers, as well as the number of workshops and skills-building sessions delivered. Process and quality monitoring should consider retention in recurring activities, whether participants receive feedback and recognition,

and whether participation formats are accessible to groups that may have lower confidence. Evidence should combine annual wellbeing data with quarterly role-tracking and short feedback collected after activities.

Sense of security. Monitoring should assess whether young people feel safer at home, in their neighbourhood and with peers, and whether they report stronger belonging, acceptance and trust in local adults and community spaces. Outputs include the number of supervised activities, trusted adult contacts, community-building events and mixed-group activities delivered through hubs. Process monitoring should focus on whether safety rules, safeguarding routines and responsible adult presence are in place, whether incidents are followed up, and whether participants perceive the hubs as welcoming, safe and fair. Relevant evidence comes from annual safety-related survey items, continuous pulse or QR feedback, school statistics and quarterly safeguarding and incident records.

Perseverance and resilience. Monitoring should track whether young people report better coping, greater ability to stay positive when things are difficult, and more stable everyday functioning, including readiness for school and capacity to maintain routines. Outputs include the number of recurring weekly programmes, progression pathways, transition-support activities and resilience-building sessions. Process indicators should include completion and repeat-participation rates, movement from first contact to regular participation or active roles, and the consistency of weekly programme offers across hubs. These indicators should be reviewed through annual survey data and quarterly attendance and completion records.

Cross-cutting implementation and scaling. In addition to youth-level outcomes, monitoring should assess whether the model is reaching the right areas and groups, whether services fit local needs, and whether the hub approach is being scaled effectively across the city. Relevant outputs include the number of hubs opened, facilities in shared use, bookings, utilisation rates, partner organisations

involved, Actor Forums held and new areas covered each year. Process monitoring should assess whether booking and access arrangements function smoothly, whether new hubs open on time, whether departments and partners are participating as intended, and whether data is being used consistently in management and funding decisions. Evidence should draw on monthly booking and facility-use data, quarterly partner and Actor Forum reporting, annual LEA analysis and the annual impact report.

Review cycle and governance use. Monitoring should operate through a clear review rhythm. Monthly operational monitoring should focus on whether hubs and shared-use processes are functioning in practice, using booking data, utilisation rates, attendance, user support requests, incidents and quick feedback from participants and staff. Quarterly implementation reviews should assess delivery quality, partner contribution, participation mix, retention and implementation risks, leading to dashboards and agreed improvement actions. Biannual strategic reviews should examine whether programme mix, neighbourhood targeting and resource allocation remain aligned with need, and should inform expansion priorities and budget preparation. Annual outcome and impact reviews should bring together Zekki, KEHTAAMO, LEA, participation and facility data, partner evidence and stories of change in order to assess whether the model is contributing to measurable changes in youth wellbeing and whether continuation or scaling is justified. In addition, ad hoc thematic reviews should be used when deeper analysis is needed on issues such as participation gaps, safety concerns, low usage in a specific area, booking-system performance or support needs for specific groups.

Responsibilities and reporting. The Youth Unit should hold overall responsibility for coordinating the monitoring system and for consolidating operational, participation and partner data across hubs. Hub coordinators and delivery partners should be responsible for routine operational reporting, including attendance, bookings, utilisation, incidents, safeguarding follow-up, activity delivery and feedback collection. The Education Department should contribute relevant school-related wellbeing and

participation data where appropriate, while Strategy and Wellbeing should support the interpretation of wider wellbeing trends and alignment with city-level reporting structures. ICT and Technical Services should provide the necessary system, facility-use and access data, and Finance should support the use of monitoring evidence in budgeting, resource allocation and funding preparation. Operational data should be reviewed monthly by the Youth Unit and relevant delivery leads, quarterly implementation summaries should be prepared for cross-department coordination, and annual outcome and impact reporting should be compiled for the Youth Unit management team, the Education Department, the City Management Group and relevant multidisciplinary wellbeing structures. In this way, monitoring creates a clear chain of responsibility from data collection to analysis, management review and evidence-based decision-making.

7. Conclusion

This Investment Plan is an entirety that concerns our whole city and beyond. Being successfully implemented it translates the city's values openness, courage and love into practical action. This will demand the relentless attitude of Pori that was mentioned earlier.

In the beginning of our two year WISH CITIES -journey we were told to do things 'differently', to be curious, learn from mistakes and from our peer cities. This Innovation Transfer Network gave us many experiences that help us move towards system where wellbeing is even more integrated. We learned new ways to get people working together in better collaboration. Being part of this network really gave the permission to do things in a new way. We also had the opportunity to showcase our own work with young people here in Pori and get new inspiration as well as be assured what excellent job is already done here. Health promotion combined with our data is an impressive combination on international scale.

And we did create some new rules!