



INTEGRATED ACTION PLAN

Kočevje



PART 1 – PRESENTATION OF CONTEXT AND PROCESS

a) City context and definition of the initial problem/ policy challenge

Kočevje is the smallest of all partner cities in iPlace network, mostly noted for being surrounded by forests which insulated the urban settlement throughout its history. After years of stagnation and high unemployment ratio, Kočevje has been rising from the ashes in the last 10 years.

Many companies in Kočevje are innovative and export-oriented. The city has also been successful to attract foreign direct investment, in particular, with the recent establishment of the first Yaskawa factory in Europe by one of the largest Japanese robotics companies.

Our main policy challenges, recognized during analyses with ULG and producing a city profile by lead expert, are (lack of) stakeholder cooperation, social integration, territorial cooperation, mobility and living environment with its quality of life. These very general challenges reflect more tangible in more specific problems identified by ULG and explained further on in the document.

b) Focus

The main focus of the project for the ULG is to continue with the process of building an identity and sense of belonging to the place in tight connection to the recognized connecting point of the forest; idea of living in and off the forest in all possible aspects of it. Specifically, by inspiring more entrepreneurship in this niche with possibilities ranging from creative industries, adventure tourism to wood master craftsmanship, to developing smart materials derived from wood or forest-related sources to becoming a hub for wood tech.

The following objectives were defined through ULG work to be our focus:

- Building local identity to enhance civil engagement and motivation to co – create our living and working environment through innovation and creativity.
- Deepening and widening the local entrepreneurial ecosystem and culture of innovation through strengthening the connections among small local entrepreneurs.
- Becoming known in Europe as a center of excellence for wood-related product innovation and strong wood – forest chain.
- In order to do that, creating strong educational system including forest pedagogy and local history training for youth.

More precise challenges screened through the workshops address different thematic fields but all assemble together to create strong local development:

- Lack of good, innovative business models and innovation in wooden (handicraft and industrial) products,
- Lack of connection among local producers, public program creators and entrepreneurs,
- Lack of program in open and closed public space(s) and city center ground floors,
- Lack of integration of wood, forest and local identity in education

c) Description of the process

ULG in Kočevje first met in November 2019, formed as a group of 15 people, coming mostly from public sector. Through both years of work, we tried to attract more businessmen and entrepreneurs, but were not successful because of time shortage, corona situation and lack of benefit they though could get. After some time, developing our ideas, we lost some people and got some new active citizens who lately co-created ideas and small scale actions.

We began with workshops in January 2020 for base analyses on our city – economical, historical, defining existing activities and programs in the city, searching the ones missing, and prioritizing them. A big part of the work was researching good practices from partner cities that inspired us, that were Grosseto and Heerlen with their activities on public space renovation and revitalization which gave the town an economic and social drive; besides that, we also found inspiring Pori's approach for inclusion of technology in local educational and economy development in connection with Kočevje' new potential of high technology.

In 2020 we created map of our local talents, defining important subject who could co – create a better future in our city; through that we realized how much of a brain – drain Kočevje already had and we need to work on preventing that. Map of talents was followed by producing a map of stakeholders regarding our challenges.



When analyzing problems, we researched a lot on wood – forest chain, more precisely on the band management of the wood forest chain. We connected the theme with local small business and their business models, school and informal education for kids and youth on forests and woods not only being a resource in our citizen's minds, but a great potential for sustainable tourism and high – end products, giving Kočevje a place in European timber field/industry.



Figure 1: problem tree from ULG workshop on wood – forest bad management

Online transnational meeting in Kočevje – November 2020

In November 2020, we lead our first transnational meeting online because of covid regulations. In two days, we presented the process of organizing an online hackathon, mostly lead by Business incubator Kočevje. With project partners divided in groups, we executed a showcase hackathon on a learning case of Kočevje's problems and challenges. After a successful learning experience, the Incubator had many more individual lectures for hackathons for partner cities.

In March and April 2021, we had three online workshops, one of them with high school kids, generating various ideas that could lead a way to solve our challenges. Important questions for workshop attendees were (1) what is the most obvious identity of our place to develop and (2) what is in your own power to address identified challenges. Challenges were also prioritized by ULG members and gave us a good preview for hackathon baseline. We repeated online hackathon, as advised by project leaders and also for Covid reasons.

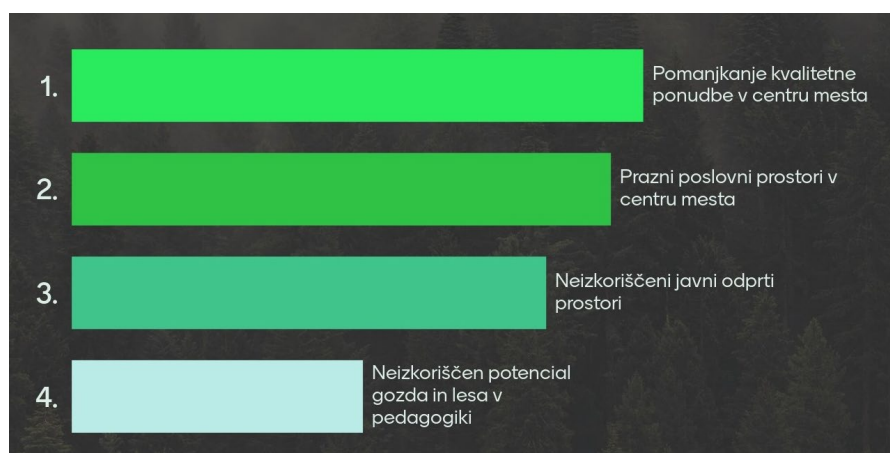


Figure 2: Results from workshop with high school, ranging the challenges from most important to least; 1 - lack of good offer in the city center, 2 - empty business premises in city center, 3 - unused public spaces, 4 - unused potential of forest and wood in pedagogy

Hackathon with ULG

The key step in the process for further work was executing a hackathon for our ULG members and also opening it for any interested public to search for ideas, starting on our most important and obvious challenges. Challenges we (internal project team) excluded from all ULG workshop results through the year were the ones most visible:

- lack of local patriotism and inactive citizenship
- lack of quality offer (for programs, shops, bars) in the city center
- empty ground floor premises in the city center
- incoherence of local organizers, consequently there is a low quality of the offer
- unused or underused public spaces
- unused potential of forest and wood in pedagogy

We got a good number of participants, including 9 new members, some of which continued as a part of our ULG.

Participants divided themselves into 6 groups, addressing some of the extracted challenges:

- lack of quality offer (for programs, shops, bars) in the city center for youth and teenagers (resulting in brain drain, common apathy and inactive citizenship) (1 group),
- empty ground floor premises in the city center (3 groups),
- unused or underused public spaces (1 group),
- unused potential of forest and wood in pedagogy (1 group).

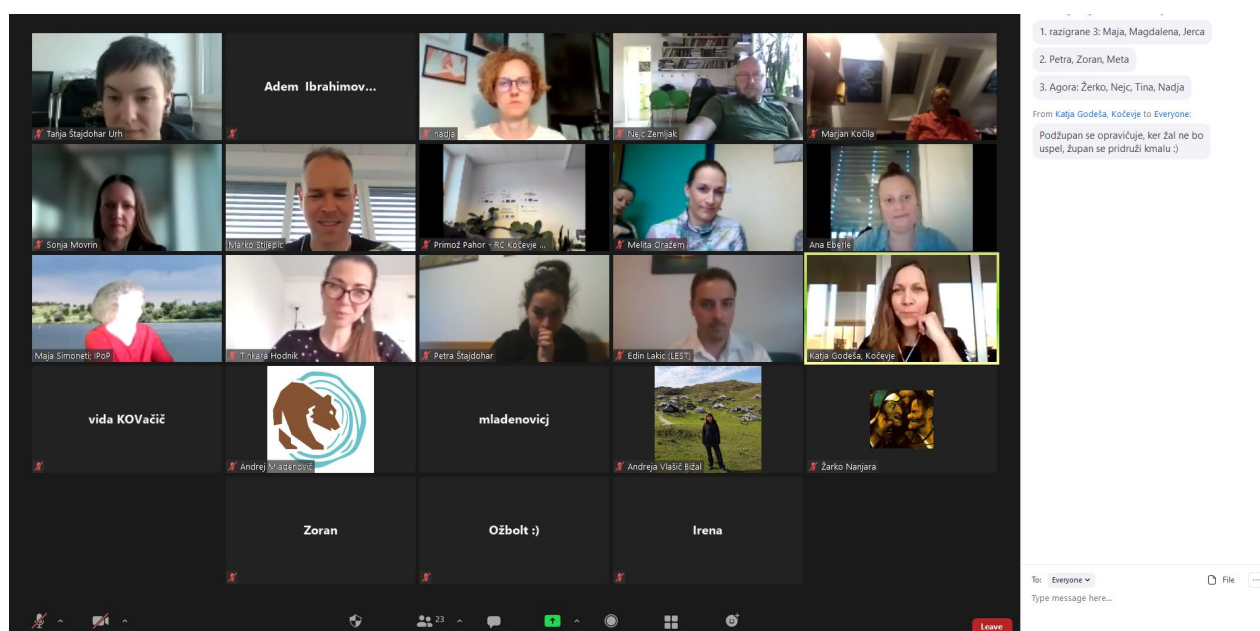
We organized virtual hackathon because of the Covid situation, the supporting group with mentors and its support (7 people) staying at business incubator.

The evaluation panel consisted of 4 members that responded to our call; Marjan Kočila, director of Intersocks Kočevje company, Vesna Malnar Memedovič, director of the municipal department for tourism and culture, Edin Lakić, lecturer at Faculty for Economy, former Kočevje inhabitant and dr. Maja Simoneti, project manager at the Institute for spatial policies.

At the hackathon entitled Kočevje, the city of the future, the participants developed six different project proposals for the development of the city. The expert panel had to evaluate and choose between very different projects; the task was not easy, as all the proposals had the potential for development. Presented proposals were:

- a youth center with a program for teenagers,
- herbal shop with the promotion of home-grown herbs,
- a playroom offering playful space for children,
- an intergenerational centre,
- a program to integrate forest and wood into the educational process and
- the Agora group project (use of public spaces).

According to the commission, the last one was the most interesting for the implementation in our city, as it also envisages the greatest impact on the city and for the users of the city. The proposal to establish a youth center was also selected as a project with long-term significant potential.



Project partners visit in Kočevje

In December 2021, we hosted the project partners at TNM in Kočevje. They visited the multinational robot factory Yaskawa and gave lectures on good practice from Kočevje - how we attracted a robot factory to Kočevje and how it has influenced further development of the city. The second good practice showcase was the Festival of Wood, which aims to promote wood, wood industry and develop forest-wood chain. Visitors also went on a walking guided tour of the city, visiting, among other things, the Regional Museum, the Art Salon, the local products shop of the Treasures of Kočevje Cooperative and Podstrešn'co - a shop selling second-hand and upgraded products that people bring to them for free instead of throwing them away. Through the walk we debated different place-making approaches, public participation for urbanistic changes and challenges that lie ahead Kočevje for urban regeneration through entrepreneurship and public events.

A summary of the day with peer feedback was made in the Kočevje Secondary School. The end result of the international partners' visit was a glimpse of the city of Kočevje through the eyes of the partners. The partners suggested to continue with the idea of a youth center and urban planning, and saw the further development of the Wood festival and robotics itself as a great potential to be developed or included in small scale actions.



PART 2 – ACTION PLAN

IDEA 1

a) Objectives, actions and schedule = Action Tables

IDEA 1: IMPROVE PUBLIC SPACE VISUALLY AND PROGRAM - WISE In order to achieve sustainable urban regeneration, to attract people, businesses, events for citizens.					
ACTION	Intended result	Resources / Assets	Lead agency	Key partners	Timescale
Improve visual image of public spaces with art	To attract people, play, new businesses, new shops/bars, to build and show local identity	URBACT + Public money, creative sector	Artists, curator of the art call, owners of public space, owners of the buildings	Schools, artists, local curators	March 2021 – May 2022
Temporary use of empty spaces – pop up spaces in the city center	To attract people, play, new businesses, new shops/bars, collective branding of the city content and identity	URBACT + public money (substitutes for rent)	City center manager, municipality, owners of empty spaces	Potential new offers for local shops with herbs, natural local products, local souvenirs	From March 2021 on, for 1 year
City center manager for urban regeneration, events and other public program	Connect all events into one wholeness, 2 – 3 big yearly events	URBACT + public money = public department for culture	Public municipal department for culture	All local culture and art performers, musicians	From April 2022 on
Temporary happenings in the public space	Guided walks, open air library, open air cinema, open air recreation	Public money from organizations regarding the theme; Municipal public call	City center manager	Local library, culture center, culture sports organizations, sports federation and clubs	From spring 2022 on

SPECIFIC OBJECTIVE	RESULT INDICATOR			OUTPUT INDICATORS
		BASELINE	TARGET	
Improve visual image of public spaces with art	Number of walls or floor locations with art	1	4	- number of wall murals - number of floor graffiti - number of artists included - amount of stories told - change of social life in targeted area

Temporary use of empty spaces – pop up spaces in the city center	Number of organized pop up spaces	0	1	<ul style="list-style-type: none"> - number of pop up shops opened - number of visitors - visual image of the area around pop up - number of users of the public space around it
City center manager for urban regeneration, events and other public program	Workplace organized for connecting stakeholders and events	0	1	<ul style="list-style-type: none"> - number of staff, working on city center management - common visual language for all events - number of big (festival like) events - number of associations, artists and stakeholders connected
Temporary happenings in the public space (PS)	Number of new events and temporary programs in public space per year	2 (xc city race, European mobility week)	10	<ul style="list-style-type: none"> - number of recreation programs in PS - number of small concerts in PS - number of buskers - number of new locations used - number of visitors, citizens participating

IMPROVE VISUAL IMAGE OF PUBLIC SPACES WITH ART		Action owner: ULG group Agora		
Change a series of walls in public spaces with murals on local history and identity topics	Stakeholders:	Links to strategy:		RISKS: <ul style="list-style-type: none"> - not getting the owner's consents - artist not executing the art as agreed - no responses on the call - vandalism after execution
	Local artists	<ul style="list-style-type: none"> - Everybody to the city center! project - RTM ('I love you') Kočevsko project 		
	Local schools	Finance and resources:		
	Outsourced artists	<ul style="list-style-type: none"> - Urbact SSA funding - local gallery funds - owners investment (f.e. big company) 		
Local gallery	Action readiness: high, but with failed attempt for SSA, second try with open call for artists in spring 2022			
	Dates	OUTPUTS	Related activities	BLOCKERS
Preparing sketches for murals with artists	July & August 2021- unused; February 2022 for the new call	<ul style="list-style-type: none"> - Designs with photo manipulation on actual walls, - Measures of the muralss, indication of the quantities of paint required 	<ul style="list-style-type: none"> - research on the topic, history - getting the owner's consent - buying the necessary materials and equipment 	<ul style="list-style-type: none"> - owners of the wall not allowing the painting

Painting the murals	March - April 2022	<ul style="list-style-type: none"> - Painted walls or floors, new art in town, - Public event for painting and opening ceremony, - Printed reproduction of the murals in various products 	<ul style="list-style-type: none"> - public event for youth while painting, with DJ - livestream of event - reproducing the mural as printed graphic 	<ul style="list-style-type: none"> - actual execution of the planned - low motivation by artists to continue as and when arranged - time shortage - poor cohesion of artists
Promoting the murals	April – May 2022	<ul style="list-style-type: none"> - Newspaper, TV and web articles, - new work offers for artists, - outside public space gallery 	<ul style="list-style-type: none"> - guided visits with storytelling - video of painting execution - setting an inside gallery of other works from mural authors 	<ul style="list-style-type: none"> - time shortage - lack of funding for video production
Reproducing the mural arts as local products and merchandise	April 2022 – December 2022	<ul style="list-style-type: none"> - Coffee mugs, t-shirts and sweaters, cotton bags, etc., - framed prints to sell to local companies as business gifts or business card; 	<ul style="list-style-type: none"> - create a business model for gallery and products reprinting the art - reproducing and adapting the murals for prints - designing a catalogue with mural reproduction prints 	<ul style="list-style-type: none"> - artists consent to reproduce - companies will to buy local art

TEMPORARY USE OF EMPTY SPACES – POP UP SPACES IN THE CITY CENTER		Action owner: ULG group Agora	
Rent currently empty spaces in city center to support local small entrepreneurship with niche businesses and revitalize the city center	Stakeholders:	Links to strategy:	RISKS:
	<ul style="list-style-type: none"> - owners of important empty ground floors or whole premises in the city center - municipality - business incubator - festival of wood - department for tourism and culture 	<ul style="list-style-type: none"> - Everybody to the city center! = Urban regeneration action plan - local strategy for economy (circular economy) 	
		Finance and resources:	
		<ul style="list-style-type: none"> - EU projects funding for urban regenerations - national calls for local circular economy 	

		Action readiness: low to medium, needs political and financial support		
	Dates	OUTPUTS	Related activities	BLOCKERS
Connect all owners together, present the story	March 2022	<ul style="list-style-type: none"> - Agreements on (low) rent - contracts for one year agreement 	<ul style="list-style-type: none"> - collecting similar practices from other cities - research all empty premises and investigate which uses they are suitable for 	High expectations for rent or even demands to sell the premises
Open call for new pop up businesses/ co - working places / art shops, etc	April 2022	List of interests for pop up spaces,	<ul style="list-style-type: none"> - common visual identity for pop up projects - communication strategy - legal agreements on pop up rent conditions 	No response from possible businesses
Clean, repair locations, furnish the premises, design shop windows	May – June 2022	<ul style="list-style-type: none"> Premises ready to move in with content, New fresh wind in the town 	<ul style="list-style-type: none"> - design the visuals for shops, - furnish shop windows, 	Too much work needed, high expenses for needed repairs
Rent the spaces to new businesses, shops, art workshops, galleries, etc	July 2022 – July 2023	<ul style="list-style-type: none"> Revived ground floors, lively ground floors, more people in public space 	<ul style="list-style-type: none"> - launching ceremonies - promotion campaign for pop up places - guided walks with storytelling 	- last minute cancellation by owners or possible tenants

CITY CENTER MANAGER FOR URBAN REGENERATION		Action owner: ULG group Agora	
Organize a new job space, if possible in urban office in city center, to lead urban regeneration, connect all programs in city center into one cohesion with common interest and support small businesses in the center	Stakeholders: <ul style="list-style-type: none"> - municipality - department for culture - ULG members - business incubator - local public People's University 	Links to strategy: <ul style="list-style-type: none"> - Urban regeneration action plan - strategy for culture 	RISKS: <ul style="list-style-type: none"> - no human resource for the position - stakeholders not ready to cooperate - no budget will for new job position
		Finance and resources: <ul style="list-style-type: none"> - Vsi v mesto project - municipal budget - department for culture budget 	

			Action readiness: low, needs political understanding	
	Dates	OUTPUTS	Related activities	BLOCKERS
Specify job position tasks and objectives for city center manager	April 2022	Detailed list of tasks for the position, list of mandatory contributors, list of stakeholders to participate and connect for the common story	- See good practices from partner cities, - research for social profile needed	No appropriate human resource or willingness to carry out this work, to fill the needs of the job position
Call for new job position	May 2022	- Public call for a new job, - forming an urban office in the city center	- renting or buying an empty premise in the city center; - Search for EU funds to co-finance employment	- not enough budget for full job position, - not
Testing period for new staff hired	May – December 2022	Experience on how this job place should operate, how to participate in social context as mediator, motivator and connector	- analysis on expectations versus reality tasks situation, - project performance analysis	- different expectations of stakeholders on success
Permanent city center manager	2023 onward	Connected program and events for inhabitants, telling a common story visually and program wise.	Support for local cultural, musical and sports associations, - lively and full ground floor premises, - safe and car – free city center	- abandonment of the project

TEMPORARY HAPPENINGS IN THE PUBLIC SPACE		Action owner: ULG group Agora	
Organize and facilitate more public small events, recreation, open library, guided walks, etc, in different public spaces, squares, parks.	Stakeholders: All cultural and sports associations, Public library, association of the elderly	Links to strategy: - Vsi v mesto project - municipal traffic strategy	RISKS: Unwanted social behavior, Little participation, People lost the habit and need of socializing
		Finance and resources:	
		Action readiness: medium, needs a start and support	

				because of covid rules
	Dates	OUTPUTS	Related activities	BLOCKERS
Set a list of appropriate locations for different events and different types of activities	Fall 2021	Map of locations and characters of places	Having a clear picture what kind of ambient each location has, thus connecting it with similar use	Residents in the vicinity would object
Set a list of wanted happenings and events	Spring 2022	List of wished small everyday events	- set of public recreation - set of open library events, educating people and lifting the culture spirit - buskers in public space, support for local culture	clubs and associations are not interested in participating
Execute activities and events	From May 2022 on	Outside activities as recreation, games, play, mini concerts, outdoor library	Promotion of activities Promotion of clubs and artists	Unwanted social behavior in surroundings, vandalism of public space Citizens don't come to events and activities

b) Small Scale Actions (SSA)

SSA for IDEA 1:

Kočevje being almost a post-war town, in 80% demolished in 2nd world war and repopulated after eviction of Gottschee Germans with colorful palette of migrants from Slovenia, Yugoslavia and abroad. We still lack the coherence in identity awareness and a sense of belonging. We saw great showcase in Heerlen, and wanted to build up and showcase our identity, the stories of our place and to encourage creativity to lift up the morale, confidence and activate our citizens.

To execute a set of murals with local schools and local artists, choosing walls at public spaces we (or artists) want to change to better. Topic would be local history and identity, interpreted by artists or art teachers to bring the topics closer to the users of the space and to remind ourselves of our roots, culture, to be proud of the local context and creatively grow out of it.

We started planning this SSA in the beginning of summer 2021. From team Agora, Nadja and Tina were the only two left from the group, who stayed active in developing this SSA. First, we called the whole ULG base, who worked on the iPlace project from the start, to invite them on participation on the winning ideas. At that moment, this action got a nice development from other ULG members: when the murals would be painted, artists could use this art and reproduce it as local souvenirs and replicas in prints, posters, postcards, t-shirts, cotton bags, mugs, etc; and sell them to local big companies as business gifts and

as merchandise to be sold in local art and souvenir shops. This prints in smaller scale could also be put on exhibition with addition of other artists works, in the city center.



Figure 3: ULG July outside meeting after hackathon, before developing SSAs

In July, we did two calls. First was for primary and high school, to develop some murals with them and their art teachers and paint them at their favorite locations – for younger kids next to their school in the park and playground; for teenagers at skate park and next to the high school building. The plan was to develop the idea and provide the materials in September and execute the murals in October.

The second was our open call for local artists. We intentionally wanted to first give the chance to only local artist from Kočevsko area, for we knew there is many talents that could prepare great works. We wanted to capture this place and time genie through their minds and hands, to produce something really authentic and local. We met the artist in August and from a call to 10 or more, 7 responded. After a few days, one group of young artists and only one solo artist were committed to produce the murals, choosing two locations from a set of wells, proposed by ULG.

The idea of the youth group was to show different characters of our current teenage and young adults scene with three characters, depicted as one of the three most typical animals in Kočevsko: the bear, fox and a wolf. Chosen location is a courtyard high school in the middle of the town, which is



empty wall of primary school gymnasium, next to the location, this being a location where most of the youth hang out in the afternoons and weekends. The whole idea of changing this location started years ago, in 2020, the high school kids build a parklet there, to remove some of the parking and create a place for them to hang out, and was eventually actually used as an outer classroom too. Three



Figure 4 location today, with parklet

young artist were Tara, Danaja and Nana, each a great artist already, with their own language of drawing and painting. The mural would be presented as a triptych, connected by one story, each part a bit different with their own style. Also the painting process was planned to be (at least one) event for young people, with DJ while painting the walls.

We prepared the necessary legal basis, agreements with owners (local primary school), got the support from the decision makers, to paint big graffiti in the city center. We arranged to borrow a construction scaffold and prepared necessary medical test for the girls to obtain legal safety in chances of accidents during work on high levels. Tina worked with girls to find the right colors for graffiti, and to order them before autumn came. This whole process of organizing the colors and preparing the sketch took them over the October, after that they were not willing to paint anymore because of the cooler weather conditions. Despite having a great sketch and idea, they wanted more preparation work done by us and to do it in summer 2022.



Figure 5: proposed mural by young artists

The second artist also had a great idea, to re-interpret a sculpture, made by our greatest artist from Kočevje, Stane Jarm (1931-2011). He made many paintings, sculptures and graphics though his career and as such is still a big influence and a representative of Kočevje. So this artist, Goran, chose one of the sculptures to be abstracted and painted on a



façade somewhere in the town. We chose a big one in one of the most seen locations, in the biggest traffic intersection we have, got the consensus from the building manager and arranged a construction scaffold with a construction company. Again, when it came to proposing the colors and gathering the amount needed, in order for us to buy the color, the artist wanted more organization made by us, and saw this as a demand from us – ULG - and not his wish to create something for the city. A photoshoped model was made to get the consensus for painting the building, and to evaluate how much paint would we need to buy. And this was the most of the SSA executed.

c) Framework for delivery

Capability	Level	Local city description
Building Strong Action Plans: Analyzing your plan and spotting the gaps / deficiencies	Developed	The plan has a wide set of loose expected results, covering wide range of topics and still able to grow; The framework for addressing is not standard, known or tested yet, we planned the execution regarding the time and human resources available
Open working & stakeholder involvement Finding mutual benefits – the win win	Standard	Very high motivation from ULG members, developing the idea and the owners of the walls; On the other side, local artists not seeing the benefit for them to leave a mark, to affect public space and receive recognition and additional references
Conditions for Implementation: Assessing the required conditions for successful delivery	Advanced	We acknowledged the needed legal permissions, consent from mayor (use and change of public space), consent from building owners, the procedure for complying with occupational health and safety legislation, provided the safety equipment, arranged to borrow scaffolding construction
Joint Delivery of Projects: Program and Project Management	Standard	Project management is loose, partly because of dealing with a new topic, partly because of congestion with the rest of the work; motivation from ULG members to actively lead the proposed action, is very low (two of members leaving)
Joint Delivery of Projects: Defining and understanding clear roles and responsibilities	Developed	Roles and responsibilities have been understood on all sides of stakeholders at the beginning, but the responsibilities on the artist's side have not been executed in the first try with local resourcing.
Project Monitoring, Evaluation & Decisions: Monitoring and reporting of activity	Standard	Project activity is tracked by the team of ULG Agora group. Reports are provided when requested, through emails or phone calls.
Quantifying and Communicating Progress: Creating a clear and	Advanced	Vision has been described at Agora's hackathon idea presentation, expected results defined robustly, with still an open framework for additional ideas,

defined vision, with success measures		content and inclusion of possible new members or stakeholders.
Leadership of Change: Behaviors required for successful leadership	Standard	We have the political support in the sense of allowing the execution of ideas, leadership on senior level is developed and willing to make bold changes in order to grow as a town.

d) Resourcing

COSTS CONNECTED TO YOUR SELECTED ACTION	SOURCE OF FUNDING 1 Urbact	SOURCE OF FUNDING 2 Municipality	SOURCE OF FUNDING 3	SOURCE OF FUNDING 4	TOTAL OF FUNDS THAT ARE NEEDED FOR EACH TYPE OF COST
Mural colors	Urbact SSA costs 80% 1.600,00 €	Municipality SSA costs 20% 400,00 €			2.000,00 €
Accommodation for artist in for artists in residence	Urbact SSA costs 80% 800,00 €	Municipality SSA costs 20% 200,00 €			1.000,00 €
Safety equipment – helmets	Urbact SSA costs 80% 80,00 €	Municipality SSA costs 20% 20,00 €			100,00 €
Renting working scaffold or auto-lift	Urbact SSA costs 80% 1.600,00 €	Municipality SSA costs 20% 400,00 €			2.000,00 €
Organizing public event with DJ	Urbact SSA costs 50 % 500,00 €	Municipality costs for public space and youth activities 25 % 250,00 €	Local department for culture 25% 250,00 €		1.000,00 €
Photographing and video recording, producing the murals execution	Urbact SSA costs 80% 640,00 €	Municipality SSA costs 20% 160,00 €			800,00 €
Digitalizing the art and printing one product / merchandise	Urbact SSA costs 50% 600,00 €	Municipality SSA costs 25% 300,00 €		Artist of the product 25 % 300,00 €	1.200,00 €
PROPOSAL BUDGET	6.130 €	1.845 €	250 €	375 €	8.100,00 €

e) Risk analysis

RISK	TYPE OF RISK	CATEGORIZATION	MITIGATION PLAN
Not getting response from local call for artists	Behavioral	High	Try again, Then move forward with national call for artists
Artists getting full time job or Covid, consequently ditching the project	Staff and behavioral	High	Find replacement or wait for better times for execution
Owners or decision-makers not giving the consent for mural paintings or demanding the whole façade renovation in return	Legal	Medium	Try explaining the story and reason, Find different walls,
Vandalizing the art on wall	Behavioral	Medium	Repair the mural, Hire supervision or install video surveillance

IDEA 2

a) Objectives, actions and schedule = Action Tables

IDEA 2: ENSURE A YOUTH CENTER WITH OPEN AND CLOSED SPACE FOR YOUNG PEOPLE					
In order to prevent the brain drain and continue to grow as a sustainable city					
ACTION	Intended result	Resources / Assets	Lead agency	Key partners	Timescale
A2.1: Building a community of young people in the local environment	Regular meetings of young people under the guidance of a mentor in a specific space, with the aim of networking, program development and common interests	Closed space to use as a center location	Business incubator Kočevje and municipality	Public schools, NGO youth workers	From July 2021
A2.2: Establishing the Youth Centre as a physical space run by young people for young people	Obtaining non-profit space from the local community for youth community activities, networking, socializing, education, active participation	Closed space to use as a center location	Municipality of Kočevje	NGOs, Primary and high school	From January 2022
A2.3: Setting up a local web portal for informing young people (designed and implemented by young people)	Better information on what's happening and opportunities for young people in the local community	Resources for building a web portal, domain, server space, hackathon for generating ideas, ICT mentors	Business incubator Kočevje and municipality	Primary schools, high school	From February 2022
A2.4: Young people training young people in coding and ICT	Increasing young people's enthusiasm for ICT technologies	Resources for paying trainers, renting spaces	Business incubator Kočevje and municipality	Universities, Public schools	From August 2021
A2.5: Organisation of the EduTech 5.0 Festival - young people participate in teacher training on the use of	Connecting young people with local development institutions and creating a technologically advanced image of	Renting space, paying for stuff (helping organizers), promotion	Business incubator Kočevje and municipality	Local high-tech companies, public schools, NGOs involved in EduTech	From February 2022

technology in education	the city on a national scale.				
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SPECIFIC OBJECTIVE	RESULT INDICATOR			OUTPUT INDICATORS
	INDICATOR	BASELINE	TARGET	
Established active youth community	Established community of young people with regular meetings under the guidance of a mentor	0	1	# of young people joining the community # of mentors (young adults and adults) # of planned activities by the youth for the youth
Space for young people (youth club-center)	Non-profit space from the local community for youth community activities	0	1	# of activities organized in youth center # of ideas for youth center # of possible spaces owned by the municipality for youth center
Local web portal for informing young people	Published online web page with information for youth in local community	0	1	# of ideas for content structure for web portal # of young people involved in creating web portal # mentors (adults) for supporting the youth in creating content for web portal
Training sessions for young people in coding and ICT	Number of young people involved into training sessions for coding	0	30	# of youth mentors for coding # of organised training sessions # of young people attending the training sessions
Organisation of EduTech 5.0 Festival	Organised festival for school teachers where young people would demonstrate various technologies that can be used in the education process	0	1	# of technologies presented # of youth mentors involved as demonstrators

				# of teachers as attendees
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A2.1: Building a community of young people in the local environment		Action owner: ULG group Agora		
SHORT DESCRIPTION: Regular meetings of young people under the guidance of a mentor in a specific space, with the aim of networking, programme development and common interests	Stakeholders: - Youth (age 12 to 30) - Municipality - Business incubator Kočevje - mentors	Links to strategy:	RISKS: - lack of initial motivation - low level of participation	
		- local strategy for youth		
		Finance and resources:		
		- EU projects funding - Local grants for NGOs		
		Action readiness:		
		- high		
Activities	Dates	OUTPUTS	Related activities	BLOCKERS
IPlace Hackathon	2021 Q2	Draft for activities for youth center in Kočevje		\
Finding a mentor	2021 Q2	A skilled and motivated mentor, prepared to work with youth	Iplace Hackatlon	\
Motivating young people to participate	2021 Q2 - ongoing	Community of at least 15 young people who will start with activities		Some of young people might think it's not cool and will affect others
Getting a place where they can meet once a week	2021 Q2	Getting a place for community meetings		\
First meeting and the drafting of actions	2021 Q2	Created draft with activities	Finding a mentor Motivating young people to participate Getting a place where they can meet once a week	\
Re-use workshops for furnishing a meeting place	2021 Q3	Equipment for community space	Getting a place where they can meet once a week	\
Organising events, active social participation	2021 Q4	Events in local area for local population,	First meeting and the drafting of actions	Covid-19 restrictions

Organising events to attract new young people to the community	2021 Q3 - ongoing	Events in local area from youth to youth	First meeting and the drafting of actions	Covid-19 restrictions
Setting rules and formalising membership	2022 Q1	Document with defined rules and guidelines for membership of the youth community		Some with egos might try to overpower others

A2.2: Establishing the Youth Centre as a physical space run by young people for young people		Action owner: ULG group		
SHORT DESCRIPTION: Obtaining a non-profit space from the local community for youth community activities, networking, socialising, education, active participation	Stakeholders: - Youth (age 12 to 30) - Municipality - Business incubator Kočevje - mentors	Links to strategy: - local strategy for youth	RISKS: - potential lack of responsibility of youth - safety risks (outsiders can barge in)	
		Finance and resources: - Local grants for NGOs		
		Action readiness: - high		
Activities	Dates	OUTPUTS	Related activities	BLOCKERS
Organising Hackathon for the Youth Centre	2020 Q4	Draft ideas for activities and needs for the youth center	Organising Hackathon for the Youth Centre	\
Submission of a draft regional project for the creation of a youth centre through the renovation of a dilapidated building in the city centre	2021 Q1	Admission for regional funds for youth center	Organizing Hackathon for the Youth Centre Presenting the youth community's action plans and space needs	High regional competition, might not get funding
Presenting the youth community's action plans and space needs	2021 Q4	Youth community action plan		\
Local Community in search for possible premises for a youth centre	2021 Q4	Location and space for youth center		Lack of suitable spaces owned by municipality
Taking over the management and furnishing of the premises	2022 Q1	Space for youth community in	Presenting the youth community's action plans and space needs	\

		city center fully equipped		
Establishment of internal rules, access, use and purpose of the space (maintenance of the space)	2022 Q1	Written house rules and plan for maintenance		Lack of funding for equipment (smart locks...)
Implementation of regular and ad hoc activities (youth for youth)	2022 Q2 - ongoing	Events and activities for young people	Hackathon for the Youth center	\

A2.3: Setting up a local web portal for informing young people (designed and implemented by young people)		Action owner: Municipality of Kočevje		
SHORT DESCRIPTION: Better information on what's happening and opportunities for young people in the local community and promoting youth community activities in local area.	Stakeholders: - Youth (age 12 to 30) - Municipality - Business incubator Kočevje - mentors	Links to strategy: - local strategy for youth	RISKS: - active youth participation - active participation from mentors	
		Finance and resources: - Direct funding by the municipality - Local grants for NGOs		
		Action readiness: - high		
Activities	Dates	OUTPUTS	Related activities	BLOCKERS
Hackathon for brainstorming ideas and finding structure for web portal	2022 Q1	Structure for web portal designed by young people		\
Setting up a team of young people to create the web portal	2022 Q1	A team of young people	Hackathon for brainstorming ideas and finding structure for web portal	\
Invitation to mentors to coordinate, advise and support the management of the portal	2022 Q1	Team of mentors who will be support to the young people		\
Promoting the web portal among young people	2022 Q2	Increased traffic to the portal		Young people have to be motivated and interested in portal which can be a problem at first
Creating content for the web portal	2022 Q2 ongoing	Content for the portal from	Hackathon for brainstorming ideas	Creating enough interesting

		young for the young	and finding structure for web portal	content, competition in social media is strong
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A2.4: Young people training young people in coding and ICT		Action owner: Business Incubator Kočevje		
SHORT DESCRIPTION: Young people will learn how to teach other young people and promoting ICT which will increase young people's enthusiasm for ICT technologies	Stakeholders: - Youth (age 12 to 30) - Municipality - Business incubator Kočevje	Links to strategy: - local strategy for youth		RISKS: - ensure a critical mass of young mentors - high standard of education provided by young mentors
		Finance and resources: - iPlace SSA budget - Direct municipality funding		
		Action readiness: - high		
Activities	Dates	OUTPUTS	Related activities	BLOCKERS
Purchase of an online educational platform and teaching aids	2021 Q2	Online educational platform and teaching equipment and tools		Teaching aids can be expensive
Open call for students to participate as mentors (5 mentors)	2021 Q4 - ongoing	5 mentors who will teach young people		\
Train the trainers	2021 Q4 - ongoing	Team of trainers who will teach kids	Open call for students to participate as mentors (5 mentors)	\
Conducting individual workshops	2021 Q4 - ongoing	Designed interactive workshop and testing		\
Regular, multi-week workshops	2022 Q1-Q2	Multi-week workshops for learning coding		Covid-19 regulations

A2.5: Organisation of the EduTech 5.0 Festival		Action owner: Business Incubator Kočevje		
SHORT DESCRIPTION: Organisation of the EduTech 5.0 Festival - young people	Stakeholders:	Links to strategy: - local strategy for youth		RISKS: - Ensuring enough money
		Finance and resources:		

participate in teacher training on the use of technology in education.	- Students and others with ICT skills (age 18 to 29)	- iPlace SSA funds	for covering the costs of organisation	
	- Business incubator Kočevje	- Local grants and EU grants		- Low attendance rate by school teachers
	- schools (principals and teachers)	- Donations by companies	- Not finding enough motivated young people for mentors	
	- NGOs with focus on EduTech	Action readiness:		
	- Local municipalities	- medium		
	- local HighTech companies			
Activities	Dates	OUTPUTS	Related activities	BLOCKERS
Youth participation with the incubator Kočevje in tech days in schools	2021 Q3	Team of youth trainers involved with school programs	Tech days in school across Slovenia	\
Training the most motivated young people to teach using EduTech tools	2021 Q4	Young trainers-teachers		\
Creating learning activities with technology-based tools for existing curricula	2022 Q1 - ongoing	Created learning activities which can be integrated in school system		\
Organization of the EduTech 5.0 Festival	2022 Q2	Festival of the EDUtech		Covid 19 measures
Training for teachers on how to integrate EduTech tools in their existing curricula - delivery of lessons	2022 Q3	Interactive school programs, more fun, more interesting for the young people in schools		Teachers who are against integrating new technology in school system and are afraid of new things (are set in their ways).

b) Small Scale Actions (SSA)

2. SSA for IDEA 2:

A decade ago, we had very active youth and youth organizations in Kočevje. In the last decade, this active participation of young people has been lost. The result is that young people are leaving and not coming back, even after they are finished with the University. At the same time, the municipality of Kočevje is creating content for young people that is proving to be impractical because it is based on assumptions. Through our research we

have found that young people in Kočevje do not have their own space, are not active citizens and do not feel a sense of belonging to the city. Therefore, we want to change these bad habits through activities and by providing physical space for young people. As the young people told us, maybe it's time that you as adults stop talking and start listening. That is exactly what we have done in the Urbact project, we have started to listen to them and, most importantly, to take their opinions and wishes into account. We have organized Hackathon for brainstorming ideas, what young people really need and want. At first it was presented by Tinkara, a teacher in local primary school who already knew a group of teenagers, that wanted and needed this kind of opportunity, and has proven all that through their school work, participating in numerous after school activities and hackathons for the city future, organized by the Business incubator.

The idea consisted of finding a closed space, that could be used freely, able to affect and change it by them. Then set a consistent date when they could gather and have some kind of supervision (that would still let them be). At the beginning, there was no big wishes for location to start and test the activities and development of the group; but from the beginning ULG knew, we need to find them a central location in the city center.

So they started with regular meetings at the old Business incubator location, in the biggest, common/lecture room. It was a place that you can change, bring or build some equipment to, so they set the date to be every Friday. And started with activities after school finished and had their gatherings the whole summer, and still continue to do so. During that time, they made some furniture for them, had a bake – off, movie night, logo and name of the club and created web page (<https://www.mk-kocevje.si/>) and Instagram page. They invited ULG core group to present their activities and proposed a plan to achieve a place that could be used only by them. They proposed baking and selling cookies and pastries to earn the money to cover the material for furniture build and to cover the expenses of the space.

Currently, the municipality is working on renting them a place in the city which is not vacant since recently.

We want to involve young people in active, municipal politics, to communicate with them and to develop programmers that are created by young people, for young people. We will start at the beginning and build a small community of young people, which will later expand and gain members. We want to set activities with them, involve them in decision-making processes, and at the same time prepare educational and social activities where young people meet, communicate, get together and build their community. We believe that, under the mentorship of adults, they will feel a renewed sense of belonging to the city, as they will have their own space and will be involved in the preparation of activities and decision-making in the youth strategy. But we also want to communicate better with young people, so we will create a youth web portal that will promote youth activities, but will also be a channel for public institutions and the municipality to communicate with young people in an appropriate way. With this in mind, we also want to give young people some of the responsibility, which means that they are involved in educational programmers and will become educators themselves (for young and old), and to get them excited about new technologies, provide them with the necessary initial knowledge

and, in cooperation with local technology companies, prepare the workforce of the future.



Figure 6: logo of the youth center



Figure 7: Youth center team, hanging out in the summer

c) Framework for delivery

Capability	Level	Local city description
Building Strong Action Plans: Analyzing your plan and spotting the gaps / deficiencies	Advanced	Plans are created around a defined results framework. Expected results are clearly defined and include success measures. Some quality assurance of plans happens but ad hoc. There is a clear prioritisation of activities, which can be used in decision making to resolve conflicts and tackle project issues if/when they arise
Open working & stakeholder involvement Finding mutual benefits – the win win	Advanced	Stakeholders support the plan as well as partners. Conflicts are systematically managed and resolved or avoided altogether and plan B is always set as back up. Stakeholders as well as beneficiaries are on the same page and driven to the same goal objectives.
Conditions for Implementation: Assessing the required conditions for successful delivery	Advanced	We have acknowledged all the conditions required for successful delivery, such as engaging young people, support from local community, bringing mentors on board and ensuring budget is set and met. If conditions are not met due covid 19 situation, we have a plan B and proactive methods for adjusting the action plan to succeed.
Joint Delivery of Projects: Program and Project Management	Standard	Project management is loose, partly because of dealing with a new topic, partly because of congestion with the rest of the work; motivation from ULG members is high but there is no structural design in leadership as of yet.
Joint Delivery of Projects: Defining and understanding	Developed	Roles and responsibilities have been understood on all sides of stakeholders at the beginning, mentors and youth and are mutually understood.

clear roles and responsibilities		
Project Monitoring, Evaluation & Decisions: Monitoring and reporting of activity	Standard	Project activity is tracked by the team of stakeholders and ULG group. Reports are provided when requested, through emails or phone calls.
Quantifying and Communicating Progress: Creating a clear and defined vision, with success measures	Advanced	Vision has been described at Tinkaras hackathon idea presentation, expected results defined clearly defined, with still an open framework for additional ideas, content and inclusion of possible new members or stakeholders.
Leadership of Change: Behaviors required for successful leadership	Standard	We have the political support in the sense of allowing the execution of ideas, leadership on senior level is developed and willing to make bold changes in order to grow as a town.



d) Resourcing

COSTS CONNECTED TO YOUR SELECTED ACTION	SOURCE OF FUNDING 1 iPlace SSA budget	SOURCE OF FUNDING 2 Municipality of Kočevje	SOURCE OF FUNDING 3 Business incubator	SOURCE OF FUNDING 4 Other (companies, tenders etc.)	TOTAL OF FUNDS THAT ARE NEEDED FOR EACH TYPE OF COST
A2.1: Material costs for activities	-	-	-	2.000 EUR	2.000 EUR
A2.2: Equipment and material for refurbishing the youth centre	1.000 EUR	250 EUR ?? (20%)		500 EUR	1.750 EUR

A2.3: Implementing of web portal	-	4.000 EUR	2.000 EUR	-	6.000 EUR
A2.4: Staff costs of young mentors	1.000 EUR		1.000 EUR		2.000 EUR
A2.5.: Organisation of the festival (design, promotion, external staff, organisation staff, security, rent of furniture, equipment)	1.000 EUR	500 EUR	2.000 EUR	500 EUR	4.000 EUR
PROPOSAL BUDGET	3.000 EUR	4.750 EUR	5.000 EUR	3.000 EUR	15.750 EUR

e) Risk analysis

RISK	TYPE OF RISK	CATEGORIZATION	MITIGATION PLAN
Not getting enough motivated young people to start community	Behavioral	Medium	Create small group that will promote and become youth ambassadors. Rewarding young people for their active participation. Help them with small wins.
Not getting enough motivated young trainers for "train the trainers"	Behavioral	Medium	Promote activities as good starting point as starting a career in teaching or high tech
Students are most of the time in the capital city and they might not see it as an opportunity	Behavioral	Medium	Paying them and rewarding them for joining. Working with local HighTech companies so they will get a job opportunity in the future.
Covid-19 restrictions set by GOV (not able to organize EduTech festival)	Legal	Medium	Making smaller events that can be done or going online if possible. Possibility to postpone an event to late spring.