



# WHEN IDEAS BECOME COMMUNITY

BOVEC – INTEGRATED ACTION PLAN



## BOVEC – INTEGRATED ACTION PLAN

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### Acknowledgments

We are grateful to all members of our URBACT local group for participating in the U.R.IMPACT project and co-creating this Integrated action plan and to the employees of Municipality of Bovec for participating in the development of this IAP.

And we are especially grateful to Liat Rogel, Lead Expert in project U.R.IMPACT for guiding us through the preparation of this Integrated Action Plan. And to all project partners for sharing their knowledge, good practices, issues, and solutions.





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# MAYOR'S FOREWORD



Through its participation in the U.R. Impact network under the URBACT IV programme, the Municipality of Bovec has connected with nine partner cities from various European countries, which in itself already strengthens the European idea and orientation. The Municipality of Bovec is the fourth largest municipality in Slovenia in terms of territory, while the number of inhabitants is exceptionally small in regard to its size. This is also one of the challenges that we must recognise and address through innovative approaches, particularly in the field of social inclusion.

This project has significantly contributed to identifying the needs of residents, enabling us to concretely integrate their expectations and priorities into our development plans. Social, economic, and environmental inclusion of citizens must be an essential part of our present and, even more importantly, our future. And the future belongs to young people.

The Municipality of Bovec is also facing the challenge of involving young people in decision-making processes and preventing their out-migration to larger cities. To overcome this challenge, it is crucial to ensure accessible housing – primarily for young people, though not exclusively – as well as to promote the well-being of all residents and develop environmental policies that will, by themselves, act as a magnet for current and future inhabitants of the Bovec area.

The U.R.Impact project has been grounded precisely in identifying these needs and has significantly contributed to strengthening citizens' participation in co-shaping our shared future. This means active involvement of the wider community in all processes that influence their social, economic, and environmental well-being. Altogether, this also contributes to improving demographic trends.

By doing so, we are achieving one of the core objectives of the Municipality of Bovec: the development of the Integrated Action Plan. As we conclude this project successfully, I congratulate all contributors and sincerely thank both the project team and all residents who actively participated in co-creation. As I always emphasise: only together are we strong and successful!

## VALTER MLEKUŽ

*Mayor of the Municipality of Bovec*

# 01

## ABOUT THE PROJECT

The Municipality of Bovec participated in the U.R.Impact project network under the URBACT IV programme, which connected it with nine partner cities from European countries. The other partner cities are Cinisello Balsamo (Italy, Lead Partner), Bielsko-Biała (Poland), Broumov (Czech Republic), Hannut (Belgium), Kamëz (Albania), Longford (Ireland), Mértola (Portugal), Murcia (Spain), and Târgu Frumos (Romania).

The main goal of their cooperation was to explore and identify innovative solutions in the field of social inclusion. The project places a strong emphasis on social impact and community involvement. Therefore, urban regeneration measures are adapted to citizens and place their social, economic, and environmental well-being at the centre of the process. This also contributes to strengthening the sense of belonging and civic participation. The project ran from June 2023 to December 2025.



## 1.1 DEFINING PRIORITY SOCIAL IMPACT IN URBAN REGENERATION

The U.R.Impact project highlights the importance of social impact and community engagement, aiming to reshape the concept of urban regeneration efforts. This involves redirecting actions to prioritize the well-being of residents – placing their social, economic, and environmental welfare at the core of these transformed processes. In addition, the initiative seeks to strengthen the sense of belonging and increase community participation by fostering inclusion and encouraging civic engagement.

## 1.2 SOCIAL IMPACT IN URBAN REGENERATION

A positive social impact in urban regeneration includes:

- **A sense of belonging** – contributing to a sense of identity, pride, and connection to a place
- **Social cohesion** – the level of social interaction, trust, and collaboration between different social groups in the regenerated area
- **Environmental well-being** – positive environmental outcomes of regeneration, such as improved air and water quality, biodiversity preservation, and sustainable resource use
- **Access to safe and inclusive public spaces** – availability of adequate public spaces that encourage social interaction, recreational activities, and community engagement
- **Healthier communities** – improvements in physical and mental well-being, access to healthcare, and overall health outcomes within the community
- **Economic vitality** – economic benefits, job creation, and entrepreneurial opportunities arising from urban regeneration
- **Demographic effects** – contribution to improving demographic trends

## 1.3 THE MUNICIPALITY OF BOVEC IN THE U.R.IMPACT PROJECT

The objective of the project for the city of Bovec was to develop an Integrated Action Plan (IAP) that will enable the evaluation of the social impact of urban regeneration programmes aimed at revitalising urban areas.

The plan was developed and implemented using an integrated approach, meaning that local stakeholders were actively involved in its preparation and implementation. Stakeholders co-designed the indicators to measure the positive social impact of urban regeneration projects, tailoring them to the specific local context of each partner.

The challenges faced by the Municipality of Bovec include involving young people in decision-making processes, preventing brain drain, ensuring the well-being of all residents, securing affordable living conditions for the local population, and fostering intergenerational connections.

Therefore, Bovec tested actions before including them into the Integrated Action Plan to receive feedback and adjust activities according to the needs of residents. The actions tested were: coworking, a set of activities for youth, and Buška izba. All testing actions were planned with cooperation of URBACT local group and actively involved stakeholders.



# PODJETNIŠTVO

# BUŠKA IZBA

# MLA

TO - WORKING

PREDSTAVITEV  
POKLICEV  
POPOČ NA  
KARJERAH

SODELOVANJE  
Z DRUGIMI  
OBČINAMI

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TEHNOLOŠKA  
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NA DALJAVO.

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UKLJUČENOST  
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# TEGA

# SI ŠE ŽELIMO BOVCU



POŠTOVANJE  
KRAJCA

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# 02

## LOCAL CONTEXT AND NEEDS





## 2.1 BOVEC AND THE CURRENT SITUATION

Bovec is a mountainous town located in the Julian Alps near the Italian border. It is known for its stunning and picturesque natural landscape – a true paradise for a high quality of life. The municipality consists of 14 settlements, and although it is the fourth largest municipality in Slovenia in terms of area (368 km<sup>2</sup>), it has a relatively small population of just over 3,000 residents.

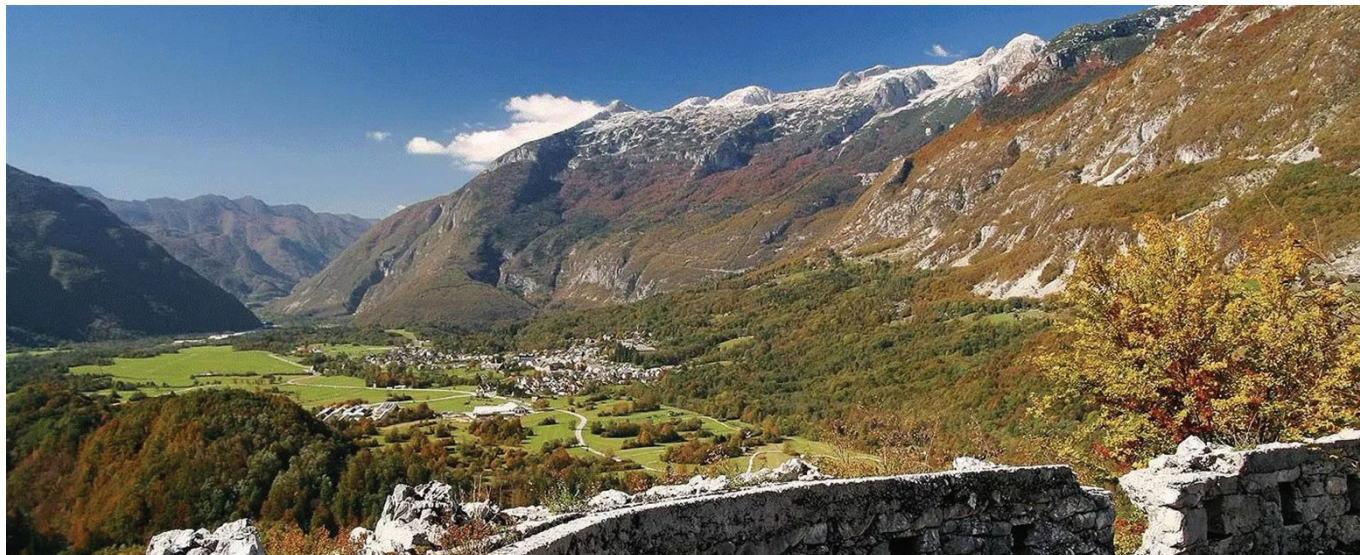


Image 1: Bovec (source: Občina Bovec, <https://obcina.bovec.si/>)

The town has been marked by multiple historical milestones and impacted by several natural disasters, including three major earthquakes (1976, 1998, and 2004) and a landslide in 2000.



### ECONOMY AND TOURISM

In the last decade, Bovec has faced increasing challenges linked to overtourism, particularly in the summer months due to numerous outdoor activities. During this period, the population expands significantly, not only due to tourists but also because of the additional seasonal workforce required to support the tourism offer. The presence of a river and mountain trails with cycling routes creates opportunities for visits, especially among sport-oriented tourists. Its scenic landscape has prompted many tourism agencies to promote Bovec as a destination.

In contrast, during the off-season and winter months, the population sharply declines especially after the closure of the Kanin cable car, which had provided access to Slovenia's highest ski resort.

The local economy is mainly defined by the automotive and chemical industries, which employ the largest share of the workforce. The registered unemployment rate is 3.1%, but would be higher if many residents had not left Bovec in search of work elsewhere. The ageing population and the steady outmigration of young people remain serious concerns.



Image 2: Centre of Bovec (source: Občina Bovec, <https://obcina.bovec.si/>)



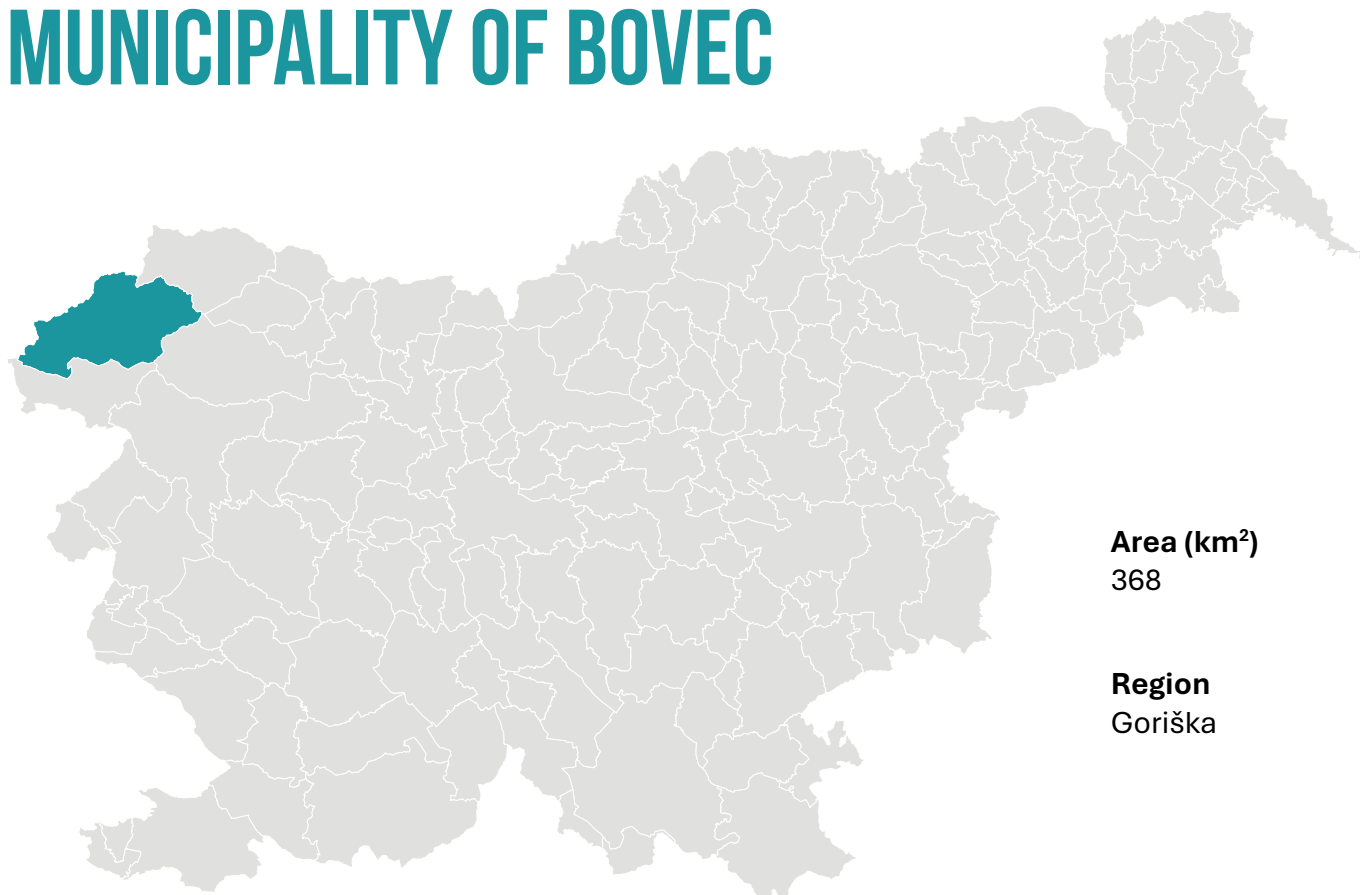
## DEMOGRAPHICS

From a demographic perspective, the area is characterised by population ageing and youth outmigration. As of 2023, the Municipality of Bovec had approximately 3044 residents, with 1,522 men and 1,522 women. The average population density is 8 residents per square kilometre. The average age is 49,2, compared to the Slovenian national average of 44,0. Approximately one-third of the population are retirees, while the share of foreign nationals is relatively low, 6.7% of the total population.

The population is ageing rapidly, and the natural population growth rate is strongly negative. The actual population decline would be even more pronounced if not “statistically blurred” by the fact that many owners of holiday homes have registered permanent residence in Bovec. At the same time, there is notable in-migration, which is gradually reducing the share of the “native” population.

During the summer months, Bovec’s population expands significantly due to both tourists and the seasonal workforce required for outdoor activity services.

# MUNICIPALITY OF BOVEC



**Area (km<sup>2</sup>)**  
368

**Region**  
Goriška

## POPULATION

**Population**  
3.044

**Average age**  
49,2

**Male share**  
50%

**Female share**  
50%

**Residents aged 0–14**  
314

**Residents aged 15–64**  
1871

**Residents aged 65+**  
859

**Foreign nationals**  
6,7 %

## EMPLOYMENT AND ECONOMIC ACTIVITY

**Registered unemployment rate**  
3.044

**Number of companies**  
583

**Labor migration index (SLO: 100)**  
102,1

**Level of work activity**  
70,4 %





## SERVICES AND MOBILITY

The town lacks essential services and educational opportunities. Many services are far from the centre and its settlements – including the nearest hospital, which is 80 km away.

Only a primary school (up to age 15) is available locally, serving approximately 190 pupils. Secondary schools are in Nova Gorica and Ljubljana, while the nearest secondary school is in Tolmin (34 km away), which is not easily accessible due to poor road and public transport connections. There is also a shortage of cultural and attractive activities for the youth.



## ASSOCIATIONS

The municipality is home to many active associations. The largest is the Pensioners' Association, and there are 14 sports associations. The Golobar Cultural Association is very active, operating 14 additional sections and collaborating with 5 tourist associations that also run their own sections. As is typical for Slovenian municipalities, 4 fire brigades operate under the Bovec Firefighters' Association. Humanitarian organisations, including some from neighbouring municipalities, are also active in the area.

Bovec is therefore facing multiple interlinked challenges such as overtourism, lack of services, limited educational opportunities, housing shortages, and a lack of qualified jobs.

## 2.2 CHALLENGES



### DEMOGRAPHIC CHALLENGES

One of the main challenges is the ageing population. This is due to several contributing factors, such as the absence of educational programmes beyond the age of 15, which forces young residents to move to other cities for schooling. The distance between Bovec and larger urban centres makes it impractical for students to commute from their hometown.

As a result, young people from Bovec often relocate to cities like Nova Gorica or Ljubljana. The lack of universities and limited employment opportunities, especially those requiring qualifications and offering career progression, discourages their return to Bovec. Frequently, families choose to leave Bovec altogether to stay closer to their children.



## TOURISM DEPENDENCY AND SEASONALITY

Tourism in Bovec is mostly tied to short-term sports activities, creating a transient tourism economy that fails to deliver lasting economic benefits for the local community. Many activities promoted by agencies do not necessarily lead to overnight stays in Bovec and do not contribute to meaningful economic growth.

From June to September, the town experiences significant tourist traffic. During this period, Bovec faces overtourism, which negatively affects residents' quality of life through increased noise and excessive use of local resources.

During the peak summer season, the population expands significantly, leading to congestion and extended commute times. Conversely, in autumn and winter, the population drops sharply, turning Bovec into a kind of "ghost town." Tourism grinds to a halt, many businesses close, and the town waits for the next summer season. The closure of the Kanin ski resort has further jeopardized winter tourism.

This seasonal model also limits employment opportunities, as jobs are heavily dependent on the tourist flow. Tourism does not generate long-term employment, and earnings from the summer season may not be sufficient to support residents year-round. While Bovec does have two factories, they offer a limited range of job options for the local population.

Hospitality services remain underdeveloped, which exacerbates the current shortage of services. Many property owners have therefore shifted toward short-term rentals, making it difficult for those wishing to stay long-term.



## LACK OF HOUSING

Real estate remains relatively affordable for foreign investors, presenting growing investment opportunities in short-term rentals. Foreign buyers are the primary players in this market. As a result, houses are not being purchased for residential use, but rather for generating income through short-term tourist rentals. This trend is facilitated by the lack of regulations to prevent it.



## LACK OF COMMUNITY ENGAGEMENT

These challenges are further compounded by a lack of community engagement, which undermines the sense of identity and cohesion in Bovec. It is therefore essential to increase community involvement and participation.

## 2.2.1. SWOT ANALYSIS

### STRENGTHS

- Small size that allows an easy connection-building
- Nature (preservation of ecological well-being) -
- Triglav National Park
- Nature as a source of attractiveness and inspiration for focus
- Isolation as a space for relaxation
- Heritage
- Retention of local residents
- Foreigners settling in Bovec
- Location near other countries fosters good relations and creates opportunities for building an international environment

### WEAKNESSES

- Resistance to change
- Ageing population and population decline
- Lack of employment opportunities beyond tourism
- Little regard for traditional professions
- Trauma from past events
- Isolation (in terms of relationships, resources, distant from centers of power)
- Short-term stays by tourists and seasonal workers (impact on nature, environment)
- Lack of housing availability for residents (due to tourism impact)
- Tourism is overly aggressive (effects nature, environment)

### SWOT ANALYSIS

### OPPORTUNITIES

- Presence of core resource-based economy for year-round outdoor activities
- Time for growth and development of tourism (focus on sustainable tourism)
- High quality of life
- A destination where people feel safe and relaxed
- Ideal place for remote work
- Research center in Bovec (nature-focused theme)

### THREATS

- Overtourism: excessive promotion, unmanageable tourism
- Unusual migration patterns
- Negative impact on citizens' well-being
- Natural disasters and climate change (lack of snow and water)
- EU free market, real estate investments in Bovec
- Lack of land and housing - unaffordable for locals
- Overdevelopment

## 2.3 CURRENT POLITICAL FRAMEWORK AND EXISTING STRATEGIES

Urban governance in Bovec reflects a dynamic environment, with ongoing discussions on key issues contributing to a nuanced approach to decision-making. Bovec benefits from local political support, as municipal officials are actively engaged in discussions related to the U.R.IMPACT project. Their efforts focus on empowering young people, strengthening the community, supporting the elderly, and ensuring responsibility for environmental solutions.

The town has a political framework aligned with the goals of the project, providing a solid foundation for effective cooperation and implementation. Regional and national government policies show consistency with local actions in Bovec. The town's initiatives align with broader governmental objectives, indicating a coordinated approach that enables the smooth integration of local efforts into the regional and national context.

This Integrated Action Plan is well aligned with local, regional, national, and EU strategies. At the local level, the Youth Strategy of the Municipality of Bovec (2024–2030) plays a key role by prioritising youth participation, access to activities, and community involvement. There are also the Municipal Spatial Plan (OPN Bovec), Local Tourism Development Guidelines and local cultural and heritage programmes.

At the regional level, we have the Regional Development Programme (RRP) 2021–2027 for the Goriška Region and strategies of the Soča Valley Development Centre.

At the national level, the IAP is aligned with the Slovenian National Youth Programme, the Strategic Plan for Implementing the European Youth Work Agenda, Spatial Development Strategy of Slovenia and the Slovenian Tourism Strategy 2022–2028. Together, these policies promote youth empowerment, non-formal learning, sustainable tourism, and balanced regional development.

At the EU level, there are the EU Youth Strategy 2019–2027, wider frameworks such as the European Pillar of Social Rights and also EU Cohesion Policy 2021–2027, including ERDF, ESF+ and Interreg programmes, which offer key funding possibilities.

Together, these strategies form a coherent multilevel framework that supports the implementation of the IAP.

## 2.4 CURRENT APPROACH TO SOCIAL IMPACT AND URBAN REGENERATION

The Municipality of Bovec is currently striving to integrate social impact into its planning and development processes. The municipality operates a small funding programme for cultural, sports, and youth initiatives through non-governmental organisations (NGOs). Each funded project is required to submit detailed reports, including activity descriptions, number of participants, time spent, etc. that is enabling the municipality to assess the effectiveness and social value of these initiatives.

The Municipality of Bovec has also introduced participatory planning practises, encouraging residents to contribute to local decision-making. Feedback from public consultations has been incorporated into several municipal strategies. The municipality also operates a participatory budgeting process, allowing citizens to vote on project ideas that will receive funding.

Spatial planning and collaboration with stakeholders are the key instruments for implementing the strategies needed to address current challenges. The municipality recognises that achieving and maintaining social impact requires long-term planning, support and strategic partnerships. Identifying diverse funding opportunities and building partnerships that enable the continuation and strengthening of these initiatives is key to ensuring lasting social impact in urban regeneration.

Bovec's approach demonstrates a growing commitment to inclusive governance and the integration of social impact principles into spatial and urban development planning. These practices contribute to a more resilient, participatory, and community-driven model of a local regeneration.



### GENDER EQUALITY

Bovec currently does not have a dedicated gender equality strategy. However, it adheres to established gender equality protocols.



### DIGITAL

ARC Bovec, live broadcasts of municipal council meetings, cable television, a new municipal website (including some online services).



### GREEN

Public administrative buildings are heated with biomass. The Municipality of Bovec is part of the network of municipalities within Triglav National Park that provide transport services using electric vans. Public transport is available seasonally. New cycling paths have been developed. Regulations and strategies of Triglav National Park also apply.



## 2.4.1 2.4.1 RECOGNISED GOOD PRACTICES IN SOCIAL INCLUSION

### BUŠKA IZBA

Buška Izba, the town's living room, was developed during the URBACT National practice transfer initiative (NPTI) May 2021 and December 2022. The transfer process was initiated by the Pr' Golitu - Towns' Living Room in the Municipality of Idrija, in cooperation with the Institute for Spatial Policies (IPoP), the national URBACT point.

During the process, the URBACT local group (ULG) examined the demographic situation in the Municipality of Bovec. Using an online survey, they identified the need for a town's living room and gathered residents' suggestions for the activities and content that it should offer. The Municipality of Bovec provided space in the Stergulc House, a building that also hosts the town museum, two conference halls, and a bar. Until recently, the ground floor served as a tourist information centre.

The ULG developed guidelines for five thematic areas: socialising, intergenerational cooperation, education, heritage and culture transmission, and well-being. After a three-month pilot phase, the space proved highly suitable for these activities.

### ARC BOVEC

In 2019, right before the challenging COVID-19 pandemic, a group of creative young collaborators launched the ARC initiative. The project aimed to connect local youth through various social, sports, and scientific activities. By 2021, ARC had gained momentum and evolved into a non-profit, non-governmental organisation.

Its mission now extends beyond community engagement to actively involving youth in tourism-related activities that promote sustainable development. ARC Bovec, composed of approximately 35 active members aged 15 to 36, has become a pioneer of innovative community-based projects, including those tied to tourism.



## 2.5 ULG – URBACT LOCAL GROUP AND TESTING ACTIONS

### Transferring Knowledge from International Exchange to the Local Community

URBACT local group (ULG) meetings in each city are organized before and after international exchanges, ensuring a continuous flow of information and feedback. During the international meetings, partners received practical tools to be applied within their local groups. Depending on the topic and local interest, ULG members also had a possibility to participate directly in these international meetings. Online meetings served as an additional opportunity for direct involvement of ULG members to support knowledge exchange.

**Coordinator:** Nataša Bartol

**Profiles of members:** a student; a member of the Commission for Youth Affairs and a member of an NGO; a local resident employed at a public institute for sports, culture, and youth in another municipality; an employee of the Soča Valley Tourism Public Institute; a retiree; and a newcomer.

The ULG has continuously cooperated with the stakeholders listed below.

**Stakeholders:**

- **Local Government Bodies:** Committee for Non-Economic and Social Affairs
- **Public Institutions:** primary school, kindergarten, Social Work Centre
- **Non-Governmental/Non-Profit Organisations (NGOs):** Karitas, Red Cross, Youth Groups, Pensioners' Association, ARC Institute
- **Community Organisations:** sports clubs, cultural associations, other volunteer associations, scouts, parish
- **Businesses:** local sports agencies, local entrepreneurs







## 2.5.1 TESTING ACTIONS AND LESSONS LEARNED

During the testing phase three interconnected actions were planned together with the URBACT local group. With testing actions, we explored how different local groups respond to new opportunities and what the needs of residents are. We have also used learning to further develop integrated actions.

### TESTING ACTION 1: BUŠKA IZBA

Within this action, we tested intergenerational community programmes which were aimed at encouraging cooperation, cultural exchange, and social well-being. Testing action consisted of 3 sets of activities:

- monthly board games for seniors (December, January, February),
- monthly creative workshops for children (December, January, February),
- a one-month intergenerational programme for primary school children with seniors and volunteers (17 Feb 2025–16 Mar 2025).

Three sets were planned to carefully include different groups of residents, involving pupils, elderly residents, and volunteers, which offered insights into how different generations engage with shared content and how much support and coordination they need to participate consistently.



Image 3: Creative workshops for children

## TESTING ACTION 2: SET OF ACTIVITIES FOR THE YOUTH

For this testing action, ARC NGO co-created a programme with local young people to test what types of events attract them to participate. Ideas for activities were also gathered in an organized workshop with the youth and ULG. The youth was involved not only as participants but also as co-creators from an early start of planning. They had the opportunity to provide concrete ideas, but as a consequence of their participation in the program co-creating process, they were also promoting events among peers. This allowed us to test both participation levels and the level of ownership youth feel towards shared spaces and activities. The set of activities was organized from December 2024 to March 2025:

- December: gaming night and board games x-mas version, a film screening (as Bovec has no cinema),
- January: gaming night with 3D design part 1, workshops “How to travel alone?”
- February: gaming night with 3D design part 2, massage workshop for couples as a Valentine’s massage
- March: maskomedia – workshop creating masks for the carnival

**GAMING NIGHT**  
*Xmas Edition*

Vidimo se v soboto, 7. decembra v **Buški izbi**, mali dvorani Stergulčeve Hiše v centru Bovca. Dogodek se prične ob 16h!

**za tekmovalce**  
**Turnir UNO**  
Ljubitelje namiznih iger vabimo na turnir v priljubljeni igri UNO - Enka. Začetek turnirja ob 18h

**za vse, ki igrate udobno**  
**Konzolske igre**  
Včasih je naš igralski uspeh odvisen od udobja. Zasedite kavče ter se pomerite v igrah, ki bodo od vas zahtevale ekipno sodelovanje in hitro komunikacijo

**za raziskovalce**  
**VR Virtualna resničnost**  
Raziščite številne razsežnosti virtualne resničnosti z MetaQuest III VR očali. Na voljo med 16. in 20. uro

**za izkušene igralce**  
**15+ LAN Party**  
Veterani računalniških iger, dobrodošli. Priključite se lokalno omrežje in uživajte brez prekinitev in vsakršnega zamujanja. Vse kar potrebujete, je svoj osebni računalnik in pogum. Na voljo po 17. uri



BUŠKA IZBA  
Hito in domovina vseh Bočev

URBACT

Co-funded by  
the European Union  
Interreg

U.R.IMPACT  
Prioritising Social Impact in Urban Regeneration

OBČINA BOVEC

Image 4: Poster for the gaming night



## TESTING ACTION 3: COWORKING

To test coworking, the Municipality provided a temporary shared workspace to assess interest among remote workers, local entrepreneurs, students, artists, and seasonal workers. The space was equipped only with basic working infrastructure and complemented with entrepreneurial workshops delivered by the regional development agency (PRC). The activity took place from 22 Feb 2025 to 31 Jul 2025 to gather info on how it works during different seasons (in or out of tourist season).

The testing-action implementer, PRC Tolmin, carried out five entrepreneurship workshops during this period, featuring various external experts.

The testing action also included outreach to potential users, conversations with stakeholders (entrepreneurs, associations, local freelancers), surveys, and short-term trial periods to identify needs related to equipment, opening hours, coordination, and potential costs.

The users of coworking were residents and immigrants (home and abroad) – temporary residents of Bovec.



*Image 5: Improvised coworking space for testing action*

## LESSONS LEARNED:

Together, these three testing actions formed a comprehensive pilot for understanding social behaviours, needs, limitations, and opportunities for future long-term programmes in Bovec.

1. Young people are highly responsive when activities match their interests, take place at suitable times, and are communicated through informal channels and social media.
2. Youth engagement grows if they are included in designing the content and when activities feel relaxed, social, and creative.
3. Intergenerational cooperation is possible but requires careful planning to match schedules and interests of various generations.
4. Long-term consistency is key to attract users.
5. Seniors prefer familiar, structured activities.
6. Parents and teachers gave feedback that children are enthusiastic but require additional coordination and reminders.
7. Community culture can be rebuilt gradually, with predictable schedules, clear communication, and a welcoming environment.
8. Local interest for coworking exists, but key conditions must be met, such as reliable Wi-Fi, coordination, clear rules of use, access, and a support programme (workshops, networking, mentorship). Without a coordinator, users feel uncertain about access and expectations.
9. Across all three testing actions, it became clear that communication is a key factor. It needs to be continuous, visual, informal, and multilingual to reach seasonal workers and foreigners living in Bovec.

Most importantly, the testing actions confirmed that Buška Izba, youth programmes, and coworking all have high long-term potential and can significantly improve community life in Bovec. However, they require sustained support, dedicated staff, and structured programming to reach their full impact.







## 2.6 INITIATIVES OF YOUTH AND OTHER STAKEHOLDERS

As part of the preparation for the Integrated Action Plan, we conducted a workshop with young people, municipal representatives, municipal councillors, associations, and other local stakeholders, where we used participatory methods to collect ideas and proposals for improving the quality of life in the municipality. The purpose of the workshop was to gain insight into the needs and wishes of residents and to actively involve them in co-creating future activities.

The participants divided the ideas into four thematic groups – Buška Izba, Youth, Entrepreneurship, and Other. All participants took part in all groups and rotated between them; each group was moderated by a member of the ULG under the guidance of an external expert. A wide range of proposals was presented, from spatial solutions and social activities to entrepreneurial initiatives and other suggestions.

The collected ideas represent an important basis for developing strategic orientations and action plans, as they reflect the real needs of Bovec's residents and their willingness to participate in co-creating a more connected, inclusive, and sustainable community. You can find the report on the collected ideas in Appendix 1.

## 2.7 TVEGANJA IN POTREBA PO STRATEŠKEM UKREPANJU

The described context presents various challenges that, without a proper strategy, threaten the long-term sustainability of Bovec. Given these challenges, and without a well-defined intervention plan and effective strategies to prevent demographic decline and address gaps in basic services – especially in the education sector – Bovec is increasingly at risk of experiencing significant decline in the coming years.

Overtourism currently poses several risks to the quality of life for Bovec's residents. It is crucial to engage with tourism agencies and educate them to align with the town's objectives. Bridging the gap between the municipality's goals and the interests of these agencies is a key priority.

To confront these issues, Bovec must develop a strategy with a clear vision capable of counteracting negative demographic trends and responding to the needs of the local population. This will be achieved through various methods: meetings, workshops, events, surveys, stakeholder visits, and consultation with invited experts.

# 03

## STRATEGIC APPROACH & VISION

Our vision is for Bovec to be a dynamic and sustainable town where young people and residents feel rooted and connected. A vibrant local life will strengthen creativity, identity, and social ties—ensuring balanced demographics and long-term sustainability. Through comprehensive measures, we aim to provide affordable housing and diverse employment opportunities that will be attractive to younger generations. This will encourage their return and retention in their hometown, contributing to balanced demographic development and the long-term sustainability of the municipality.

To deliver on this vision, the IAP focuses on increasing youth participation in local politics, promoting intergenerational cooperation, and identifying suitable spaces for all demographic groups at the local level. To achieve these goals, the IAP builds on already implemented practices, such as Buška Izba, and focuses on areas where the desired outcomes have not yet been reached.

The first step was establishing the URBACT local group and listening to target groups. In this way we discovered the needs and identified areas of intervention and goals.



## 3.1 VISION

As the town's living room, Buška Izba is one of the key projects that will contribute to this vision. By promoting social interaction, intergenerational cooperation, well-being, heritage transfer, and education for all generations, we will create a space where residents feel connected and supported. Additionally, by establishing a coworking space and organizing events for young people (aged 15–29), we will create opportunities for modern professions, socializing, work, education, and support, further strengthening our youth strategy.

Therefore, our vision is to create a dynamic and attractive environment that allows young people to see their future in Bovec, ensuring sustainable development and prosperity for our municipality.

## 3.2 AREAS OF INTERVENTION

The plan defines 3 areas of intervention which were discovered:

### 1. ENTREPRENEURSHIP

Entrepreneurship in Bovec is mainly concentrated in the tourism sector, which is highly seasonal. The IAP therefore focuses on reducing this dependency by fostering modern professions, supporting local entrepreneurs, and promoting remote work opportunities. Remote work was identified as one of solutions to keep young people in the municipality while they are working for employers from bigger towns. Coworking space will provide an inclusive environment for innovation, education, and collaboration among local entrepreneurs and professionals. Encouraging local entrepreneurship aims to diversify the local economy and support year-round employment opportunities which reduces dependency on seasonal tourism. This will make Bovec more attractive for young people to live and work in, while strengthening the municipality's long-term economic resilience.

Intervention in this area is highly important if we want to retain local talent and decrease migration to bigger cities, especially between younger generations. Entrepreneurship also fosters a sense of community since businesses are more involved and can also offer better well-being in the municipality offering various services locally.

This area of intervention supports our goal of creating a coworking space which will become a first space offering support, educational content and a space to start with entrepreneurship and bringing ideas of residents to life. It also encourages cross-border opportunities in case of tourists or cross-border citizens using it.

## 2. YOUTH EMPOWERMENT AND SOCIAL INCLUSION OF YOUTH

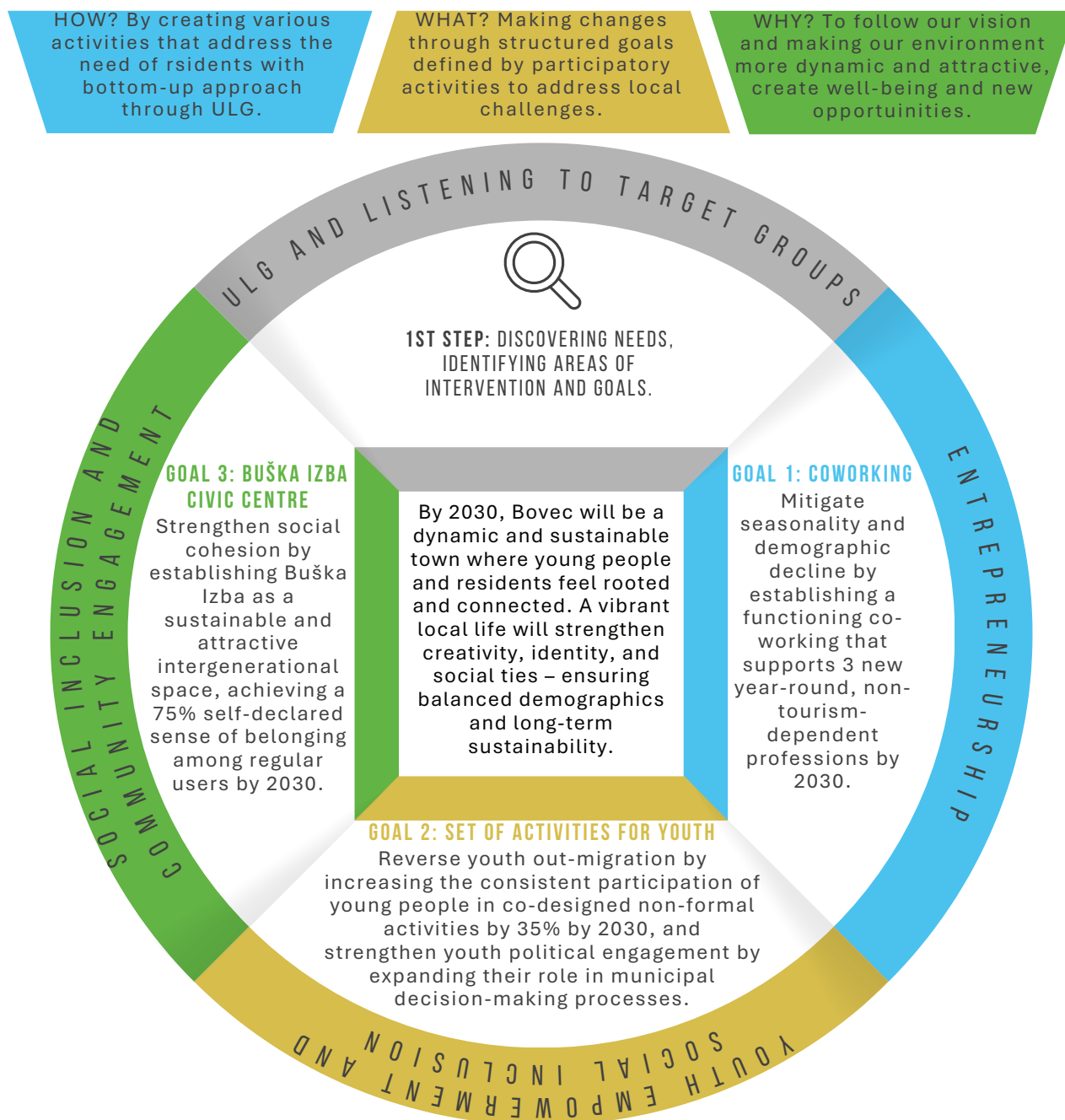
This is a key priority with an aim to address demographic decline, provide a socially inclusive environment in Bovec, and focus on providing opportunities for young people in Bovec to encourage development of their skills, build networks and foster their active participation. This area of intervention focuses on involving young people directly and including them in the design and implementation of activities. For activities to be attractive, they must reflect the interests and aspirations of the youth. With such co-designed programmes, we can support various topics related to the development of their skills directly and indirectly. By giving youth the opportunity to co-create programmes, we offer the opportunity to build their leadership skills and be more involved in shaping their community. By fostering dialogue, participation, and co-creation, this will lead toward a more connected and motivated younger generation in Bovec and also reduce risk behaviours since young people who are offered structured activities are less likely to engage in such behaviours.

This area of intervention corresponds to our Goal 2 where we want to plan a set of co-designed activities for youth to support social interactions. Intervention in this area aims to reduce social isolation, promote equal opportunities, promoting health, and foster well-being. The inclusion of young people in rural and remote areas to have the same access to activities and resources as those in the urban area is crucial.

## 3. SOCIAL INCLUSION AND COMMUNITY ENGAGEMENT (BUŠKA IZBA COMMUNITY CENTER)

This area of intervention aims to establish Buška Izba as a sustainable and intergenerational community centre that supports cooperation, well-being, heritage transmission, and lifelong learning. This action promotes social inclusion, encourages collaboration between various associations and institutions, and strengthens local identity. The activities and partnerships developed within Buška Izba will support Bovec's vision.

For each area of intervention, one SMART GOAL has been defined to provide a clear focus to the planned actions:



## 3.3 S.M.A.R.T. GOALS

With the ULG, we have determined S.M.A.R.T. goals that cover 3 identified areas where we want to address challenges in our municipality and follow our vision for Bovec to become a dynamic and attractive environment that attracts young people.

### 3.3.1 S.M.A.R.T. GOAL 1 ON ENTREPRENEURSHIP: COWORKING

**Vision: Create a new, encouraging work- and educational environment, and a space for quality social interaction for young people.**

The key point of our goal is to create a space for modern professions and opportunities for socializing, work, education, and support to mitigate seasonality and demographic decline by establishing a functioning co-working that supports 3 new year-round, non-tourism-dependent professions by 2030.

The Municipality of Bovec has a crucial role in providing spaces and infrastructure (Wi-Fi, heating, equipment, etc.). Such support also deepens the connection between citizens and municipalities because they are supported in their wishes and are able to co-create an environment in the way they need it. To reach this goal, we aim to involve the provider of financial incentives and business supporting incentives (e.g. Employment service, development centre) which can support by delivering information and educational contents, and entrepreneurs living permanently or temporarily in Bovec to create a working space and co-working environment where the opportunities to network will open. Our aim is to attract 3 long-term users and/or 2 short-term or occasional users (seasonal migrants) by the end of 2030. This initiative is also part of the strategy for youth (2024–2030).

#### Expected results:

- A new work environment for modern professions
- New opportunities for socializing, work, education, and assistance
- Mitigated seasonality

### 3.3.2 S.M.A.R.T. GOAL 2 ON YOUTH EMPOVERMENT AND SOCIAL INCLUSION: SET OF ACTIVITIES FOR YOUTH

**Vision: Create an encouraging, safe, healthy, and creative environment for youth socialization to build a sense of belonging and local identity.**

We want to encourage and involve young people in Buška Izba (the town's living room) to make it a place where they want to spend time and participate and therefore involve them in the design and implementation of the youth programme. By activating young people to co-design activities set for them, we are aiming for an environment more friendly for young people in the municipality. The goal will help us achieve more social interactions and therefore foster a sense of community and improve the well-being of young people.

By co-designing activities with young people, we will get activities that are better tailored to their needs and wishes and achieve regular participation of youth in activities.

To achieve this goal, the necessary support of the Municipality of Bovec is able to provide spaces and infrastructure (Wi-Fi, heating, equipment, etc). This initiative is also a part of the strategy for youth (2024–2030) and we aim to achieve it by end of 2026.

#### Expected results:

- Group education sessions to support formal education (e.g. a presentation of literature featuring at the secondary school final exam)
- Evening gatherings in public institutions
- Workshops of various art forms (dance, music, exhibitions, etc.)

### 3.3.3 S.M.A.R.T. GOAL 3 ON SOCIAL INCLUSION AND COMMUNITY ENGAGEMENT: BUŠKA IZBA COMMUNITY CENTRE

**Vision: Create an encouraging, safe, healthy, and creative environment for socializing for residents to build a sense of belonging and local identity.**

Establishing Buška Izba as a sustainable and attractive intergenerational space where we are involving citizens, including youth, to cooperate on various levels is closely connected to Goal 2. Buška Izba has the biggest potential for social infrastructure and community development activities in Bovec and provides an essential space for community gatherings, social services, and events. We want to encourage a sense of belonging and foster social interactions between citizens. As a space for various target groups, including young people, elderly, families and others, it helps reduce social isolation. This community centre will offer a space for cooperation, education, and heritage transfer to support citizens to evolve their talents and goals. This, in turn, will build a sense of belonging and local identity which is now hidden behind serving the needs of tourism and seasonality. We aim for residents to participate regularly and also to connect institutions and associations to offer contents tailored to the needs of citizens to encourage the use of the space.

Again, the Municipality of Bovec has a main role with its support and providing space and infrastructures (Wi-Fi, heating, equipment, etc) and adequate funding. The Municipality supports this goal since it greatly contributes to well-being of residents and is fostering community cohesion and social inclusion.

The activities in Buška Izba can partly be covered by institutions and associations from different areas that would provide activities related to their area of work in this place. During the U.R.IMPACT project, the continuation of Buška Izba was already secured through the LEADER/CLLD programme and strong support from the Municipality.

#### Expected results:

- Establish regular funding for programs and cooperation with interest groups
- Equip the space according to users' needs
- Hire a coordinator for the space and programs

# 04

## DETAILED ACTION PLANNING





## 4.1 INTEGRATED ACTION 1: COWORKING

**AREA:** ENTREPRENEURSHIP

**GOAL:** Create spaces for modern professions and opportunities for socializing, work, education, and support to avoid the seasonality of businesses by 2030.

### SHORT DESCRIPTION

We are creating spaces for modern professions and opportunities for socializing, work, education, and support while avoiding the seasonality of businesses.

### BUDGET AND FUNDING

- Initial setup (furniture, Wi-Fi, printer, projector, desks, chairs, whiteboard, kitchen...): 10000 €
- Renovation and space preparation: 8000 €
- Hiring a coordinator (annual salary): 24000 €
- Marketing and promotional activities: 3000 €
- Workshops and entrepreneurial support programs: 5000 €
- Operational costs (utilities, maintenance, administration): 7000 €

**Estimated total cost:**

57,000 €

**After establishment:**

39,000 € per year (1 employee included)

### STAKEHOLDERS

- Posočje Development Centre
- Coworking Baza Tolmin
- Regional Chamber of Craft and Small Business Tolmin
- The Commission for Youth Affairs

### FUNDING SOURCES

- The Municipality of Bovec
- EU development funds
- Coworking membership fees

**Allocated funding:**

To be determined, municipal budget

**Funding gap:**

To be determined, EU development funds, coworking memberships

### RISK

**Major risk:**

Low participation

**Mitigation strategy:**

- Organize information sessions and advertise the place
- Organize a welcoming environment and easy process to join coworking
- Collaborate with institutions working with entrepreneurs.

### ACTION OWNER

the Municipality of Bovec (or the development agency)

### READINESS

- Testing action already done to test the needs and adaptations
- Funding yet to be secured and resources allocated
- The place is already available and in ownership of the Municipality
- Development of content support programme for entrepreneurs needed
- A coordinator who will take care of the schedule and the organisation of coworking must yet be employed
- Potential users – tourists

## 4.1.1 IMPLEMENTATION PLAN

ACTIVITY	TIMING	OUTPUTS / TARGETS	RESPONSIBLE PARTIES	RISKS & MITIGATION
<b>Testing action</b>	3/2025–6/2025	Analysis of needs, list of needs of entrepreneurs, analysis of usage	<b>Lead:</b> Project Team (the Municipality of Bovec) and PRC Tolmin <b>Support:</b> ULG, External support	<b>Risk:</b> Lack of interest/Low participation <b>Mitigation:</b> Early communication, welcoming environment, working with ULG to promote
<b>Planning and Funding</b>	D – 6 months/12 months	Defined indicators, cost structure, funding secured	<b>Lead:</b> the Municipality of Bovec <b>Support:</b> regional development agency (PRC)	<b>Risk:</b> Lack of funds <b>Mitigation:</b> Apply for grants, involve regional development agency which is specialized for funding and implementing projects
<b>Setting up the space (renovation, equipment purchase)</b>	D day	Fully equipped coworking space with Wi-Fi, desks, printers, projector, kitchenette facilities	<b>Lead:</b> the Municipality of Bovec <b>Support:</b> Coworking Baza Tolmin, Regional development agency (PRC Tolmin)	<b>Risk:</b> Delays in the delivery of equipment and craft works (installation of the kitchenette with all necessary fittings). <b>Mitigation:</b> Early purchasing plan, backup suppliers
<b>Developing content and support services for entrepreneurs</b>	D – 3 months and adapting later	Structured program including workshops, mentorship, networking events	<b>Lead:</b> Posočje Development Centre <b>Support:</b> Municipality of Bovec, Local Entrepreneurs	<b>Risk:</b> Low engagement from entrepreneurs <b>Mitigation:</b> Conduct surveys, offer incentives for participation
<b>Hiring a coordinator</b>	D day or later when possible	A dedicated coworking manager (coordinator), responsible for scheduling, community engagement, workshop organisation, and promotion.	<b>Lead:</b> the Municipality of Bovec <b>Support:</b> Regional development agency (PRC Tolmin)	<b>Risk:</b> Finding a suitable candidate, lack of funds <b>Mitigation:</b> Advertise through multiple channels, apply for grants, involve the regional development agency specialized for funding and implementing projects
<b>Launching the coworking space</b>	D day	Official opening, first group of users onboarded	<b>Lead:</b> the Municipality of Bovec <b>Support:</b> media, local entrepreneurs, support institutions	<b>Risk:</b> Limited initial adoption <b>Mitigation:</b> Organize promotional events, collaborate with influencers, offer trial periods
<b>Ongoing management and promotion</b>	Ongoing from D day	Increasing membership and space usage	<b>Lead:</b> Coworking Coordinator, the Municipality of Bovec <b>Support:</b> local business, support institutions	<b>Risk:</b> Decline in users over time <b>Mitigation:</b> Regular feedback collection, adapting services to user needs, promotion
<b>Evaluating and scaling up</b>	D day + 1 year	Review of impact, expansion plans if needed	<b>Lead:</b> the Municipality of Bovec, stakeholders	<b>Risk:</b> Low long-term sustainability <b>Mitigation:</b> Explore additional revenue models (memberships, event hosting, external funding)

## 4.1.2 MONITORING AND RISK MITIGATION

Monitoring Indicator	Target Value	Data Source
Number of active coworking members	At least 3 long-term users and 2 occasional users	Membership records user registration
Number of workshops and events held	Minimum 10 workshops or networking events per year	Event logs attendance sheets
Satisfaction rate of coworking users	80% positive feedback from users	Surveys
Revenue from membership fees or space-use fees.	Cover 30% of operational costs through memberships or space-use fees	Financial reports, invoices
Usage rate of coworking space	60% space occupancy during weekdays	Space usage monitoring/booking system

Risk	Likelihood	Impact	Mitigation Measure
Low participation and engagement	Low–Medium	High	Increase promotion, offer incentives, collaborate with local businesses
Lack of funding for workshops and maintenance	High	High	Focus on grant applications, introduce low-cost participation fees
Dissatisfaction among users	Low	Medium	Conduct regular feedback from surveys, improve facilities based on user needs based on analysis of testing action
Financial unsustainability	Medium–High	High	Try to diversify and add new revenue sources in case there is no EU funding available (event rentals, etc.)
Underusage of space	Medium	High	Offer flexible membership options, introduce trial days, conduct outreach programs, good promotion, community building

## 4.2 INTEGRATED ACTION 2: SET OF ACTIVITIES FOR YOUTH

**AREA:** YOUTH EMPOWERMENT AND SOCIAL INCLUSION OF YOUTH

**GOAL:** Involving young people in Buška Izba (the town's living room) to make it a place where they want to spend time and participate

### SHORT DESCRIPTION

The Set of Activities for Youth at Buška Izba aims to create an engaging space where young people can socialize, learn, and develop skills. Through workshops, cultural events, well-being programs, and networking, the initiative fosters youth empowerment, social inclusion, and a sense of belonging. Young people will actively shape the program, ensuring it meets their needs and strengthens community ties.

### BUDGET AND FUNDING

- Initial setup (upgrading space): 3000 EUR
- Hiring a coordinator (annual salary): 24000 EUR (coordinator can cover Action 1 and Action 2)
- Promotional activities: 3000 EUR/year
- Workshops, events, activities: 6000 EUR/year
- Operational costs (utilities, maintenance, administration): 5000 EUR

**Estimated total cost:**

41,000 € – if the coordinator is covering more than one action, the costs can be lower

### STAKEHOLDERS

- ULG
- Youth Council
- Local schools and educational institutions
- Local businesses and entrepreneurs
- Buška Izba Coordinator
- Media
- Youth organizations

### FUNDING SOURCES

- The Municipality of Bovec
- EU development funds
- Funds allocated for youth

**Allocated funding:**

To be determined, municipal budget

**Funding gap:**

To be determined, EU development funds

### RISK

**Major risk:**

Low participation

**Mitigation strategy:**

- Early promotion and involvement of young people in planning of activities

**Major risk:**

Lack of funding

**Mitigation strategy:**

- Apply for EU/regional funds, explore low-cost event fees

### ACTION OWNER

the Municipality of Bovec

### READINESS

- Physical space available: Buška Izba already has a designated space for activities. Space is owned by the municipality. Basic infrastructure is available, minor improvements may be needed.
- Testing action finished and stakeholders have been involved in planning of testing action. Surveys were regularly given to attendees to gain data for further planning of activities.
- A list of potential activities (workshops, social events, etc.) is being drafted based on consultations with young people.
- Drafting of usage guidelines (scheduling, access, participation rules) is in progress.
- Planned campaigns on local media (KATV, FB, IG, Sočasnik) to inform young people and attract participation.
- The municipality is trying to secure funding with applications for EU grants.
- Additional funding opportunities are being explored.

## 4.2.1 IMPLEMENTATION PLAN

ACTIVITY	TIMING	OUTPUTS / TARGETS	RESPONSIBLE PARTIES	RISKS & MITIGATION
<b>Define activity framework, set goals, and establish key partnerships</b>	D – 6 months	Defined goals, confirmed activity list, engaged stakeholders	<b>Lead:</b> the Municipality of Bovec (project team) <b>Support:</b> ULG, the Commission for Youth Affairs, schools	<b>Risk:</b> Lack of clarity on youth needs <b>Mitigation:</b> Conduct surveys, organize meeting with youth
<b>Meeting with youth &amp; stakeholders to define needs and expectations</b>	D – 6 months	List of proposed activities and youth preferences	<b>Lead:</b> the Municipality of Bovec (project team) <b>Support:</b> ULG, the Commission for Youth Affairs, schools	<b>Risk:</b> Low engagement <b>Mitigation:</b> Organize interactive sessions/ workshops, ensure youth participation
<b>Setting up the space and improve infrastructure to align with need of youth</b>	D day	Fully equipped space (improved according with needs)	<b>Lead:</b> the Municipality of Bovec <b>Support:</b> Buška Izba Coordinator	<b>Risk:</b> Lack of clarity on needs regarding space <b>Mitigation:</b> Organize meeting with youth, use data from testing actions
<b>Promotional campaign</b>	D – 1 month and ongoing	Social media posts, posters, articles in media	<b>Lead:</b> ULG, Buška Izba coordinator <b>Support:</b> Local media (KATV, FB, IG, Sočasnik)	<b>Risk:</b> Low awareness or inappropriate communication channels <b>Mitigation:</b> Use multiple communication channels, frequent communication
<b>Launching the activities –workshops, events, social programs</b>	D day and ongoing	Minimum 10 workshops, cultural events, and networking sessions per year	<b>Lead:</b> Buška Izba Coordinator <b>Support:</b> the Municipality of Bovec, ULG, schools, youth organizations	<b>Risk:</b> Low participation <b>Mitigation:</b> adapt activities to youth interests, surveys
<b>Ongoing management &amp; feedback collection</b>	Ongoing from D Day	Regular user feedback surveys	<b>Lead:</b> Buška Izba Coordinator <b>Support:</b> ULG, the Municipality of Bovec	<b>Risk:</b> Decline in interest over time <b>Mitigation:</b> Adapt activities, introduce new activities
<b>Evaluation &amp; scaling up (assess impact, plan future activities accordingly)</b>	D + 1 year after	Report on participation, engagement levels, lessons learned	<b>Lead:</b> Buška Izba Coordinator, the Municipality of Bovec <b>Support:</b> ULG	<b>Risk:</b> Long-term sustainability <b>Mitigation:</b> Develop partnerships, secure funding for continuation

## 4.2.2 MONITORING AND RISK MITIGATION

Monitoring Indicator	Target Value	Data Source
Number of youths participating in activities	At least 50 unique participants per year	Attendance sheets or registration records
Number of workshops and events held	Minimum 10 per year	Event logs, reports
Satisfaction rate of participants	70% positive feedback	Surveys
Usage of Buška Izba space	At least 70% of planned activity slots occupied	Event reports

Risk	Likelihood	Impact	Mitigation Measure
Low youth participation	Medium	High	Promotion, involving youth in planning activities, adapting content to wishes
Lack of funding for activities	High	High	Focus on grant applications, introduce low-cost participation fees
Limited long-term engagement from youth	Medium	High	Gather feedback regularly, adapting content to wishes of youth
No coordinator employed	Medium-High	High	Secure funding for the position, seek volunteers or temporary staff as short-term solution

## 4.3 INTEGRATED ACTION 3: BUŠKA IZBA COMMUNITY CENTRE

**AREA:** SOCIAL INCLUSION AND COMMUNITY ENGAGEMENT

**GOAL:** Establish Buška Izba (the town's living room) as a sustainable and attractive intergenerational space for cooperation, well-being, education, heritage transfer, socializing, and a sense of belonging.

### SHORT DESCRIPTION

Buška Izba, the town's living room, will serve as an intergenerational community centre, offering social, educational, and cultural activities for all citizens. It will provide a space for collaboration, lifelong learning, heritage preservation, and well-being, fostering social inclusion and community engagement.

### BUDGET AND FUNDING

- Initial setup (upgrading space) – 1500 EUR
- Hiring a coordinator (annual salary) – 24000 EUR (the coordinator can cover ACTION 1 and ACTION 2 and ACTION 3)
- Promotional activities – 3000 EUR / year
- Workshops, events, activities – 6000 EUR / year
- Operational costs (utilities, maintenance, administration) – 5000 EUR

**Estimated total cost:**

39,500 EUR or 15,500 EUR without the coordinator salary if the coordinator covers multiple activities

### STAKEHOLDERS

- ULG
- Local schools and educational institutions
- Senior associations
- Cultural and heritage organizations
- Buška Izba Coordinator
- Media
- Youth organizations

### ACTION OWNER

The Municipality of Bovec

### FUNDING SOURCES

- The Municipality of Bovec
- EU development funds

**Allocated funding:**

Co-financing of LEADER/CLLD project, municipal budget.

**Funding gap:**

No funding gap. Project LEADER/CLLD approved, co-financing by Municipality

### READINESS

- Buška Izba is temporarily established in a place owned by the Municipality of Bovec.
- The space has basic infrastructure and furniture and is in need of upgrades.
- The stakeholders are already actively engaged and supportive.
- A diverse program is being developed, including educational workshops, networking events and other activities. This action partly includes a set of activities for youth.
- The municipality tried to secure funding with applications for EU grants and succeeded during the project.
- Additional funding opportunities are being explored.

### RISK

**Major risk:**

Lack of long-term funding

**Mitigation strategy:**

- Trying to secure funding with applications for EU grants.
- Exploring additional funding opportunities

**Major risk:**

Low community engagement

**Mitigation strategy:**

- Active promotion and collaboration with local media.



## 4.3.1 IMPLEMENTATION PLAN

ACTIVITY	TIMING	OUTPUTS / TARGETS	RESPONSIBLE PARTIES	RISKS & MITIGATION
<b>Define activity framework, establish partnerships</b>	D – 3 months	Stakeholder list, confirmed program draft	<b>Lead:</b> the Municipality of Bovec, Buška Izba Coordinator <b>Support:</b> ULG, local institutions	<b>Risk:</b> Lack of collaboration <b>Mitigation:</b> Collaboration with ULG
<b>Secure initial funding</b>	D – 12 months	Initial funding secured	<b>Lead:</b> the Municipality of Bovec, Buška Izba Coordinator <b>Support:</b> Posočje Development Agency (PRC Tolmin)	<b>Risk:</b> Lack of funding <b>Mitigation:</b> Trying to secure funding with applications for EU grants. Exploring additional funding opportunities <b>SECURED DURING PROJECT</b>
<b>Meetings with stakeholders and community members to gather input, adjust activities</b>	D – 6 months	List of community needs and proposed activities	<b>Lead:</b> the Municipality of Bovec, Buška Izba Coordinator <b>Support:</b> All stakeholders	<b>Risk:</b> Low community engagement <b>Mitigation:</b> Direct outreach to stakeholders, citizens; promotion
<b>Space improvements</b>	D – 2 months	Fully equipped and functional Buška Izba	<b>Lead:</b> the Municipality of Bovec <b>Support:</b> ULG, coordinator, local institutions	<b>Risk:</b> No special risk since the space can be adapted through time.
<b>Promotion campaign to raise awareness and encourage participation</b>	D-1 month and ongoing action	Regular updates via social media, articles in local media	<b>Lead:</b> Coordinator <b>Support:</b> ULG, Local Media, Municipality of Bovec, Stakeholders	<b>Risk:</b> Low visibility <b>Mitigation:</b> Multi-channel promotion, local media collaboration
<b>Official opening</b>	D day	First events held, at least 50 participants involved	<b>Lead:</b> the Municipality of Bovec <b>Support:</b> Coordinator, ULG, stakeholders	<b>Risk:</b> Low participation <b>Mitigation:</b> Promotion, personal invitations, reaching out through local institutions (schools, youth association, cultural associations etc).
<b>Ongoing management, feedback collection and usage monitoring (adaptations if needed)</b>	D day and ongoing	Regular surveys, reports on attendance	<b>Lead:</b> the Municipality of Bovec <b>Support:</b> Coordinator, ULG, Stakeholders	<b>Risk:</b> Decline in participation <b>Mitigation:</b> Adjust activities based on feedback
<b>Evaluation &amp; long-term sustainability strategy</b>	D + 12 months	Reports on participation, funding secured	<b>Lead:</b> the Municipality of Bovec <b>Support:</b> Buška Izba Coordinator, Funding sources	<b>Risk:</b> Lack of long-term funding <b>Mitigation:</b> Trying to secure funding with applications for EU grants, exploring additional funding opportunities



## 4.3.2 MONITORING AND RISK MITIGATION

Monitoring Indicator	Target Value	Data Source
Number of participants in activities of the town's living room/intergenerational centre	At least 60 unique visitors per year	Attendance sheets, event registration records
Number of workshops, events, and other activities held	Minimum 15 activities per year	Event reports
Satisfaction rate of users	At least 70% positive feedback Returning users	Surveys

Risk	Likelihood	Impact	Mitigation Measure
Low community participation	Low – Medium	High	Ongoing promotion, co-creating activities with local institutions, use feedback from attendees to plan new activities
Lack of funding	High	High	Focus on grant applications, introduce low-cost participation fees
Difficulty in engaging diverse target groups		Low–Medium	Medium
No coordinator employed	Medium–High	High	Secure funding for the position, seek volunteers or temporary staff as short-term solution; evaluate the possibility of one coordinator for more activities

# 05

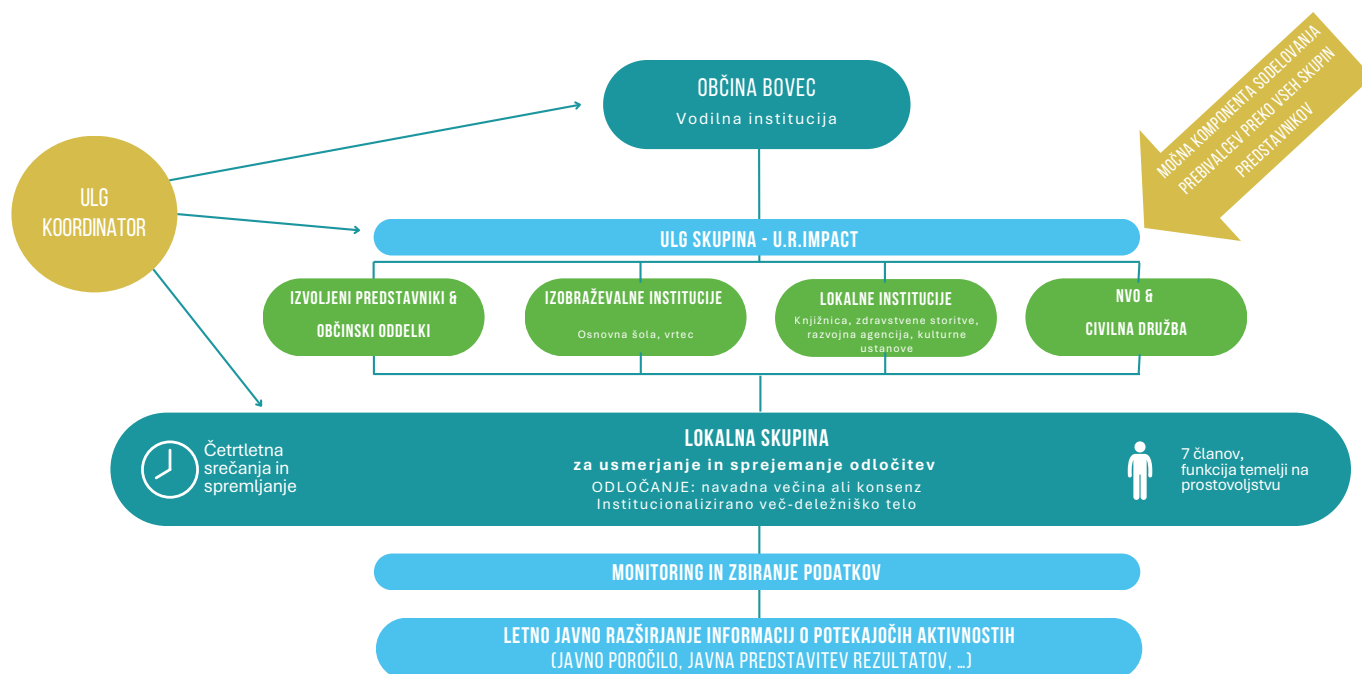
## IMPLEMENTATION FRAMEWORK



## 5.1 GOVERNANCE STRUCTURE

### STRUKTURA UPRAVLJANJA

ZA IZVAJANJE IN NADZOR IAP



The main body responsible for overseeing and implementing the IAP and ensuring that the actions progress as planned is the Municipality of Bovec. The municipality is planned to coordinate interests among stakeholders, secure fundings (including EU funds), and provide logistical and administrative support for the projects. The Municipality is planning to employ a coordinator if funding is secured. In that case, the coordinator will have the main role of overseeing the implementation of IAP and ensuring the progress of planned activities.

The ULG will stay in the form of URBACT Local Group also after the project is finished since the formation includes different social groups and stakeholders who fully support IAP. It will serve as a connection between citizens and the Municipality, being the voice of citizens and stakeholders and a strong support to the planned Coordinator. They will be supporting decision-making, help with gathering feedback, and ensure transparency in activities. Their main role will be to represent their social groups and be a valuable resource of information and support for planning activities. The members will fluctuate depending on their motivation and other factors affecting their participation.

#### Coordination Structure:

Overall governance, coordination and funding allocation is under the purview of the **Municipality of Bovec**. A **Coordinator** is planned to be employed by the Municipality of Bovec. Their role would be to coordinate activities, ensure a smooth implementation of IAP, report and manage things daily. They would also be the main connection between the Municipality and the stakeholders, the citizens and the users.

The **ULG** will serve as community representation and will help with engaging various social groups. It will also oversee the project to ensure transparency. **Local associations and institutions** will support the implementation of activities, specially to reach specific target groups (such as youth, senior citizens, entrepreneurs, etc.). **Other stakeholders** such as NGOs, regional development agencies and the private sector will provide expertise when needed and help with securing resources. Their overall support will be beneficial to the implementation of IAP.

Coordinator (when employed) will have regular coordination meetings between the stakeholders to ensure alignment and effective implementation.

## 5.2 STAKEHOLDER ENGAGEMENT PLAN

We want to ensure stakeholder engagement also in the future. For now, some stakeholders joined our ULG, and some of them are supporting the project without being a part of the ULG. Participatory approach will be used and maintained throughout the implementation phase and beyond the URBACT project.

The key stakeholders involved and planning to be involved in the future are crucial parts of participatory approach since they are the main connection to specific target groups. The Municipality of Bovec is the project partner in URBACT IV U.R.IMPACT and is the main decision-making body, responsible for funding and coordination. Among the stakeholders are therefore also the municipal employees from different departments but mainly the mayor, the director of municipality and the person in charge of the Strategy for youth are included.

The members of ULG are representatives of different target groups and different local stakeholders/institutions. This helps with community engagement and is the main part of keeping stakeholders engaged while also bringing new stakeholders and supporters on board. To be more concise, stakeholders are NGOs, cultural associations, youth associations, entrepreneurs, local educational institutions and development agencies. The stakeholder list is not final and is adapting to the needs, interests, and support needed.

The most important part of engaging stakeholders will be the (Buška Izba) coordinator when employed. Along with daily operations and overall management of the IAP actions, their crucial role will be to keep the included parties engaged.

The engagement methods used will be adapted during time and implementation of the IAP. Mainly, we plan to organize workshops with an emphasis on participatory approach and teaching stakeholders and representatives of target groups the URBACT tools and methods. With this, we will equip them with the knowledge needed to make a positive impact in the local area which will keep them more engaged also after the URBACT project.

Furthermore, we plan regular meetings (every 3 months or more frequently when needed) which will allow us to be transparent about the implementation of activities and also gather the needed feedback to adapt activities to local needs. The meetings will be an opportunity to hear opinions and ideas as well as a possibility of including new stakeholders and gain additional support on needed areas.

Additionally, we will keep ongoing social media and press engagement and publish events invitations, updates and other info regarding the implementation of activities.

## 5.3 OVERALL COSTINGS AND FUNDING

Coworking Space Setup & Management	57,000 EUR
Initial setup (furniture, Wi-Fi, printer, projector, desks, chairs, whiteboard, kitchen setup)	10,000 EUR
Renovation and space preparation	8,000 EUR
Hiring a coordinator (possibly shared role)*	24,000 EUR
Marketing and promotional activities	3,000 EUR
Workshops and entrepreneurial support programs	5,000 EUR
Operational costs (utilities, maintenance, administration)	7,000 EUR
Set of Activities for Youth	41,000 EUR
Initial setup (upgrading space)	3,000 EUR
Hiring a coordinator – annual salary (possibly shared role)*	24,000 EUR
Promotional activities	3,000 EUR
Workshops, events, activities	6,000 EUR
Operational costs (utilities, maintenance, administration)	5,000 EUR
Buška Izba Community Centre	39,500 EUR
Initial setup (upgrading space)	1,500 EUR
Hiring a coordinator (possibly shared role)*	24,000 EUR
Promotional activities	3,000 EUR
Workshops, events, activities	6,000 EUR
Operational costs (utilities, maintenance, administration)	5,000 EUR
<b>Total Estimated Cost (Full Implementation)</b>	<b>137,500 EUR</b>

\* If the coordinator covers more than one measure, the costs may be lower.

## 5.4 CONFIRMED FUNDING SOURCES

The Municipality of Bovec will probably serve as the primary budget contributor, since the IAP actions are aligned with the strategies of the Municipality. However, there is a great emphasis on securing EU Development funds, so Municipality is in search for projects that are aligned with our goals. Some applications are already planned. The Municipality is focusing on securing funding with applications for EU grants and exploring additional funding opportunities.

Funding source for Action 3: The Buška Izba Multigenerational Centre Bovec is fully secured through the LEADER/CLLD programme and co-financed by Municipality of Bovec, with the project starting in January 2026. The project also foresees the employment of a coordinator as planned. Since Buška Izba has a multigenerational purpose, also Action 2: Set of activities for youth will be partly covered.

## 5.5 TIMELINE

		2024				2025			
Action	Timeline	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>COWORKING</b>									
Testing action	3/2025-6/2025								
Planning and finding funding options	Ongoing								
Initial setup, renovation and space preparations	Month 1 - 6 (till D day)								
Hiring a coordinator	D - 6 months								
Marketing and promotion	D day + ongoing								
Workshops and entrepreneurial support programs	D day + ongoing								
<b>SET OF ACTIVITIES FOR YOUTH</b>									
Testing action	12/2024-3/2025								
Initial setup – ensure infrastructure is ready and improved to align with need of youth	January 2026								
Hiring a coordinator	January 2026								
Promotional activities	January 2026 and ongoing								
Workshops, events and activities (based on co-creation process with youth and ULG)	February 2026 and ongoing								
<b>BUŠKA IZBA</b>									
Testing action	12/2024-3/2025								
Official permanent opening of Buška izba	January 2026								
Initial setup (upgrading space)	January 2026								
Hiring a coordinator (shared role)	January 2026								
Promotional activities	January 2026 and ongoing								
Workshops, events and activities and programme guideline	February 2026 and ongoing								
Including associations and their activities	April 2026 and ongoing								
Usage guidelines	March 2026								
Gathering feedback and improvements	September 2026 and yearly								



[illegible]







## 5.6 GENERAL RISK ASSESSMENT

Risk	Likelihood	Impact	Mitigation Strategy
Lack of funding	High	High	Secure diverse funding sources, apply for EU and national grants, explore additional funding opportunities
Limited political support	Medium	High	Engage decision-makers early, align the IAP with municipal priorities, ensure transparent reporting of progress and present the IAP to the council
Bureaucratic and administrative obstacles and delays	Medium	Medium	Establish clear responsibilities, respect approval processes and plan accordingly, maintain regular communication with relevant municipal employees
Low stakeholder engagement	Medium	High	Organize regular meetings, workshops with an emphasis on participatory approach to engage them, strengthen partnerships with local organizations.
Resistance to change from the community	Medium	Medium	Promotional activities, influencing community through ULG

## 5.7 MONITORING AND REPORTING

For ensuring measurable results and long-term impacts of the actions within the Integrated Action Plan, a clear system for monitoring progress and reporting is required. The monitoring and reporting system is based on indicators linked to the three strategic goals: 1. Development of entrepreneurship and the coworkingspace, 2. Youth empowerment and increased social inclusion, and 3. Establishment of the Buška Izba Community Centre.

The indicators cover both implementation outputs (e.g., number of workshops, participants, activities) as well as outcomes (e.g., a sense of belonging, social inclusion, etc.).

The oversight of the implementation of the Integrated Action Plan will be carried out by the Municipality of Bovec as the main responsible authority, in cooperation with the coordinator once the planned position is filled. The URBACT Local Group will also monitor activities and the implementation of the plan, playing a key role in ensuring that activities are tailored to different population groups and in supporting stakeholder engagement.

This system of monitoring and reporting will ensure that the activities and measures are continuously adapted to the needs of residents, and that any necessary adjustments are made within a reasonable timeframe.

Goal	Indicator	Target value	Data source	Frequency
<b>Goal 1: Coworking</b>	Number of long-term users per year	3 or more long-term users per year	Observation of space usage – carried out by the coordinator and/or stakeholders	Annual
	Number of short-term users per year	2 or more short-term users per year	Observation of space usage – carried out by the coordinator and/or stakeholders	Annual
	Number of non-seasonal jobs created through the coworking space per year	3 non-seasonal jobs created	Review and final report – documentation of activities and analysis of results	Annual
	Self-declared level of belonging among the coworking space users	75% increase	Feedback surveys – collected after events, workshops and other activities	Semi-annual
	Self-declared quality of life among coworking space users	75% increase	Feedback surveys – collected after events, workshops and other activities	Semi-annual
<b>Goal 2: Set of Youth Activities</b>	Number of workshops and events carried out per year	More than 6 youth events per year	Review and final report – documentation of activities and analysis of results	Annual
	Number of newly involved young people in activities from the first quarter to the end of the year	35% increase	Registration forms and attendance sheets – monitoring number of visits and unique users	Quarterly
	Self-declared level of well-being due to new opportunities for social interaction	75% increase	Feedback surveys – collected after events, workshops and other activities	Semi-annual
<b>Goal 3: Buška Izba Community Centre</b>	Number of organised events per year	More than 24 events per year	Review and final report – documentation of activities and analysis of results	Annual
	Number of unique participants in events per year	More than 120 unique participants per year	Registration forms and attendance sheets – monitoring number of visits and unique users	Annual
	Number of established collaborations for programme delivery and other activities	5 new collaborations	Feedback surveys – collected after events, workshops and other activities	Annual

### Summary of data collection methods for reporting purposes:

- **Feedback surveys:** conducted quarterly/semi-annually to assess user satisfaction and perceived effects of individual activities.
- **Annual report:** an annual report will be prepared, listing all implemented activities.
- **User feedback collection:** carried out through forms, registration sheets, attendance lists, and continuous surveys gathered after workshops, events, and other activities.
- **Observation of space usage:** regularly conducted by the coordinator or involved stakeholders to monitor the use of the coworking space, youth activities, and Buška Izba.

In general, data will be collected and analysed in cooperation between the Municipality of Bovec, the coordinator (once employed), and the ULG members, who will monitor community engagement and provide recommendations. This governance, funding, and monitoring framework will ensure the success and sustainability of the Bovec Integrated Action Plan and its alignment with URBACT goals and the needs of the local community.

# 06

## APPENDIXES



## IDEAS COLLECTED AT THE WORKSHOP.

### BUŠKA IZBA – “THE TOWN’S LIVING ROOM”

#### Education and training

- Courses: programming, languages (German, Italian, English), artificial intelligence, drawing, dance, singing, first aid, use of a defibrillator.
- Lectures: mountaineering, sports, history, religion, thematic topics.
- Workshops: music, handicrafts (knitting, crocheting, lace-making), entrepreneurial, career guidance.

#### Socializing and leisure

- Cinema, historical and mountaineering films, video tournaments, quizzes, tombola, darts nights, card games, chess tournaments.
- Charity events, clothes exchange, culinary evenings, presentation of world cuisine.
- Space for reading, after-school work, meeting room, socializing with music.

#### Culture and heritage

- Presentation of local history (guided tours, films, exhibitions).
- Mountaineering trails, hiking activities, photo exhibitions, student presentations.
- Revival of cultural events and intergenerational connection.

#### Entrepreneurial and tourism activities

- Space for entrepreneur education, assistance with calls and new projects.
- Remote work, entrepreneurial workshops, career presentations.
- Linking with tourism work, production of charity products.



## YOUTH

### Active participation and volunteering

- Young people help the elderly, visit the lonely, participate in associations.
- Mentorship by seniors, respect for youth opinions, active participation in the local community.
- Surveying young people for events, participation in volunteer activities.
- Strengthening the values of belonging, respect, and independence.
- Encouraging mutual cooperation, active parents, and intergenerational understanding.

### Social and cultural life

- Sports events and tournaments, film screenings, sports films, gatherings without technology.
- International culinary festival, parks and meeting spaces, more career options.
- Renovation of playgrounds, more study spaces, family events.

### Housing and infrastructure

- Housing for young people and young families, residential area for youth.
- Co-financing of houses and apartments by the state/municipality.
- Improved public transport (local bus between villages).

## ENTREPRENEURSHIP

### Entrepreneurial infrastructure and support

- Establishment of a municipal entrepreneurial fund.
- Coworking space for locals and tourists, technology park.
- Industrial zone for local businesses.
- Assistance with funding calls, cooperation with other municipalities.

### Education and competences

- Training in sustainable tourism, career presentations.
- Encouraging innovation and high-tech companies.
- Connection between schools and the economy.

### Sectors and opportunities

- Wood and furniture industry, sawmills, tailoring.
- Mountain guiding, tourism guiding, veterinary, design.
- Construction materials, tourist shops, photography in tourism.
- Elderly care as an entrepreneurial opportunity.

## OTHER

### Space and infrastructure

- Space for youth gatherings, dancing, birthday parties.
- Pump track, skatepark, swimming pool, sports fields, motocross track.
- Renovation of old buildings into housing, access to public spaces.
- Arrangement of the bus station, pedestrian crossings, hiking trails to Stol.

### Culture, tourism, nature

- Cross-border cooperation, nature/research centre.
- Cycling paths (Bovec–Kobarid), enduro trails.
- Learning about notable locals, treasure hunts, cultural events.

### Community and cooperation

- More jobs for young and educated people.
- Strengthening cooperation between associations and the municipality, more volunteering.
- Public surveys, involving young people in responsible roles.



## We will do this through some activities:

### Our mission is to ensure that

Young families and people see their future in Bovec through better access to jobs, housing and shared spaces - countering outmigration and seasonality.

- Assessment of needs, securing of funding and equipping of coworking space
- Development of support services and employment of a coordinator
- Preparation and improvement of youth infrastructures
- ★ Co-design and organisation of regular activities for learning, culture and social connection
- ★ Renovation and activation of a community hub with an ongoing program

## These efforts will lead to immediate results:

- Operational coworking space offering training, mentorship and networking services
- Continuous programme of youth workshops and events fostering participation and creativity
- ★ Accessible and multifunctional civic center hosting community-driven initiatives
- First events held and attracting new participants



## AREAS OF INTERVENTION

- Entrepreneurship - Coworking
- Youth Empowerment & Social Inclusion
- ★ Civic Center Buška Izba

We will begin to see the following shifts happening:

- New opportunities reducing reliance on seasonal jobs and support to modern professions and entrepreneurs
- Increased youth engagement and learning exchange
- ★ Stronger local identity, cooperation and well-being
- Increased social interaction and inclusion across generations

When this happens, we'll see:

- More resilient local economy creating long-term work opportunities
- Empowered young generation actively contributing to community development
- ★ Culturally vibrant and socially cohesive community preserving local heritage

**By 2030, Bovec will be a dynamic and sustainable town where young people and residents feel rooted and connected. A vibrant local life will strengthen creativity, identity, and social ties - ensuring balanced demographics and long-term sustainability.**







URBACT



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