



TechDiversity

Diversity and Inclusion in Knowledge-Based Digital and Tech Ecosystems

INTEGRATED ACTION PLAN

Municipality of Idrija

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 **TechDiversity**

December 2025

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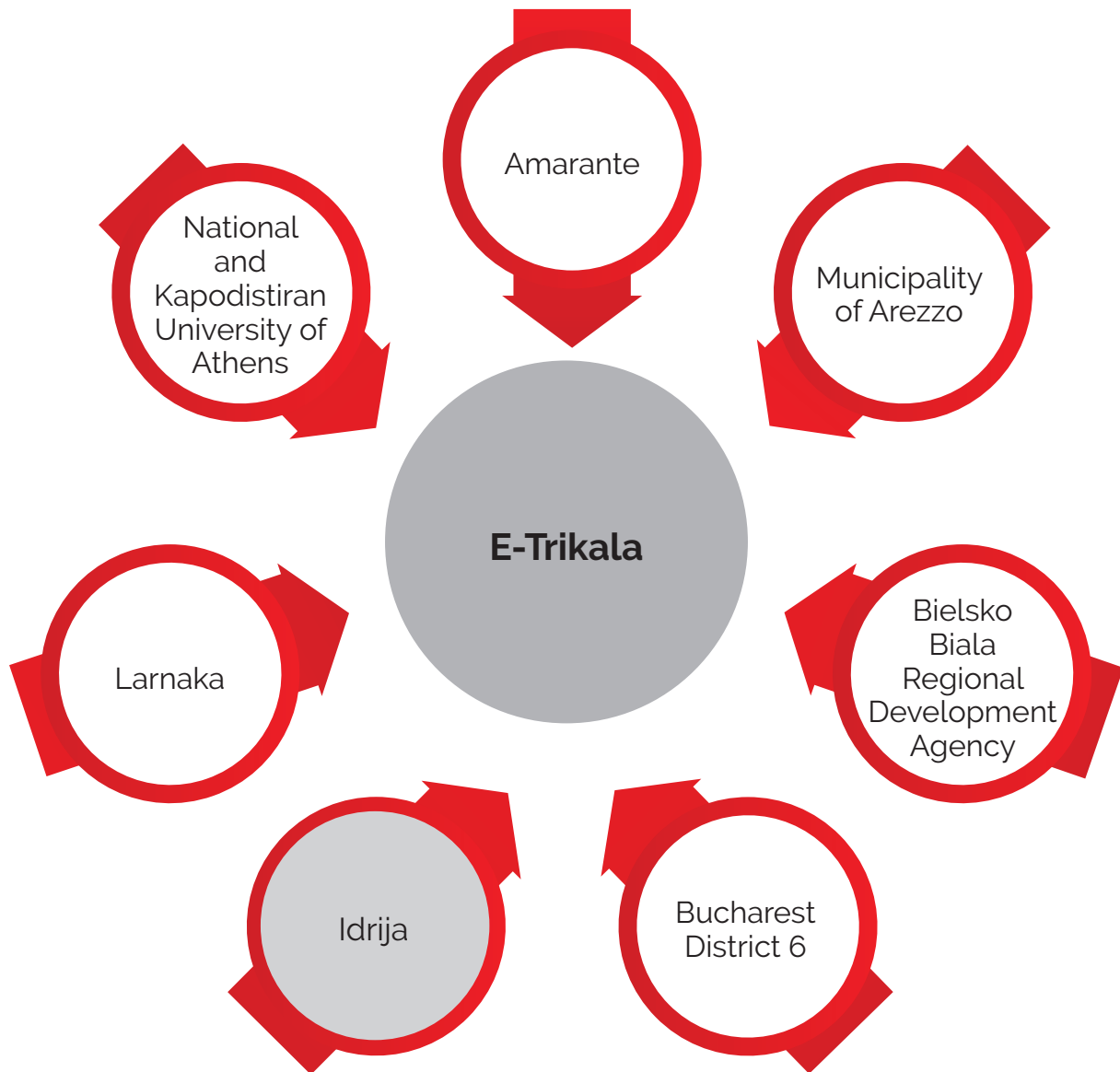
1. IDRIJA MAYOR STATEMENT



"Idrija will become a progressive and modern city with a well-developed technical, digital and creative sector, where inclusion and diversity are accepted values at all levels of society and where all citizens have equal access to employment and entrepreneurship."

2. TECHDIVERSITY

TechDiversity is an URBACT network of eight partners representing small and medium-sized European cities aiming to boost and facilitate diverse local communities that are not active in Tech & Digital sector and face specific challenges in terms of diversity, gender equality, and inclusion. During the implementation of the project, the partner cities mainly focus on an identified pressing aspect and support at least one diverse local group in each of the participating cities through the action plans.



Operating network from July 2023 to December 2025.

TechDiversity project is addressing the following policy challenge – issue: The absence of diverse groups in the tech and digital industry is becoming a major issue for cities aiming to establish high-value knowledge-based digital and tech ecosystems. While some larger cities are starting to develop potential solutions to this problem, smaller ones cannot afford to miss out on more than half of the population, nor can the industries that are home to. One possible approach is to ensure that all members of the community can participate in the city's digital ecosystems, and to connect underrepresented populations to employment and entrepreneurship opportunities in digital and tech.

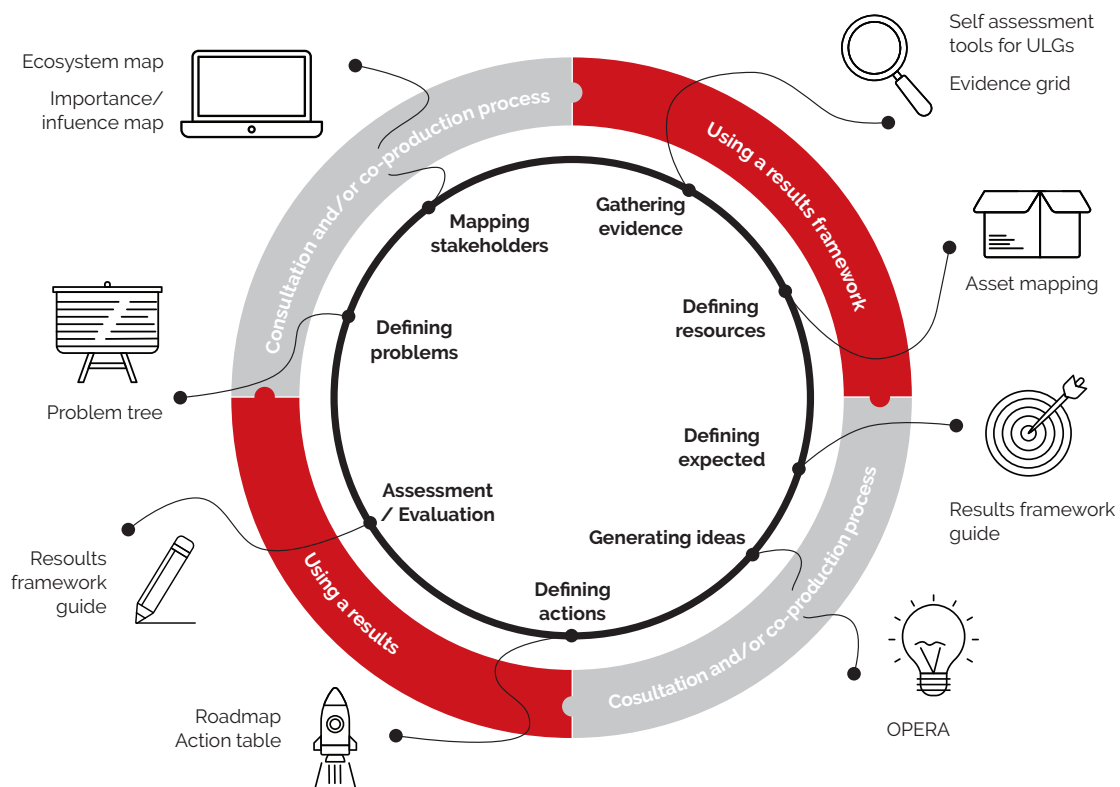
3. URBACT INTEGRATED ACTION PLANS

An URBACT Integrated Action Plan (IAP) is a city-level output that defines actions to be implemented within the city in order **to respond to a specific urban policy challenge** – reflecting the lessons learned from local stakeholders, transnational partners, and the testing of actions on a local level.

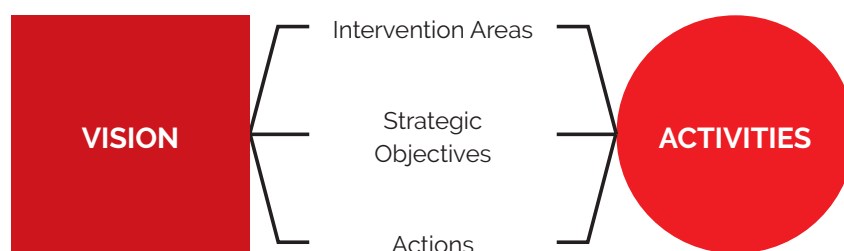
IAPs thus provide both **a focal point and an end goal of the action-planning journey** that cities undertake within their URBACT Action Planning Network (APN). IAPs help ensure that both local-level discussions (within the URBACT Local Group) and transnational exchanges (between the network partners) have a practical focus on planning a coherent set of actions to address the local policy challenge in each participating city, embedding an integrated and participative approach.

IAPs are **future-oriented** – setting out the actions that cities will implement beyond the life cycle of the URBACT network. For this reason, each IAP not only sets out what the city intends to do about a specific topic, but also has a **strong implementation focus**, for example through the identification of specific funding opportunities, governance structures, and timelines for how the actions will be implemented and monitored. The IAP links with the overall URBACT Action Planning Cycle.

The overall structure of IAP Idrija is organised into five main levels in accordance with the URBACT action planning process.



Overall URBACT Action Planning Cycle.



Overall structure model of IAP Idrija.

4. CONTEXT, NEEDS, AND VISION

4.1. CURRENT SITUATION

Data overview and Idrija profile

Idrija is situated in the foothills of the south-eastern Alps in western Slovenia. Geographically, the Municipality of Idrija lies on the eastern edge of the **Severna Primorska region**. It is characterised by extremely varied terrain, large differences in altitude between the various parts of the municipality, large forest areas, and scattered settlements.

Although location and accessibility are often cited as important factors for social and economic development and growth, the Municipality of Idrija is an exception. **Despite its remoteness, it is one of the more economically developed areas in Slovenia.** It is probably the inaccessibility of the area that prevents it from attracting the attention of other large cities.

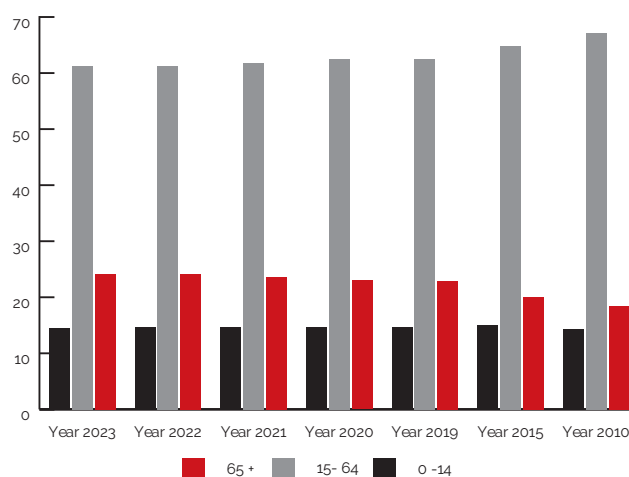
Population statistics and demography

The municipality of Idrija covers an area of 294 km² and is the **8th largest Slovenian municipality in terms of area**. In 2023, the municipality had a population of 11,757 inhabitants, making it the **46th largest Slovenian municipality in terms of population**. The population of the municipality is gradually declining over the long term, with a higher number of deaths than births.

IDRIJA Municipality	2023	2022	2021	2020	2019	2015	2010
Nr. of population	11757	11729	11735	11811	11748	11926	11889
Natural increase per 1000 inhabitants	No data	-6,9	-3,4	-6,1	-4,3	-2,3	-2,9
Total migration per 1000 inhabitants	No data	8,6	3,2	-0,5	9,5	2,3	1,6
Total increase	No data	1,7	-0,2	-6,6	5,3	0	-1,3

Population data.¹

The **mean age of people in Idrija was 45.7 years**, which was higher than the national average of 43.9 years. The municipality had an average population density of **40 inhabitants per km²**, which was lower than the country's overall density of 104 inhabitants per km². The municipality's natural increase per 1,000 population was negative at -6.9, compared to Slovenia's -2.3. The **number of people who moved out of the municipality was lower than the number of people who moved into the municipality**. The sum of natural increase and net migration per 1,000 population in the municipality was positive at 1.7 (in Slovenia: 4.6).



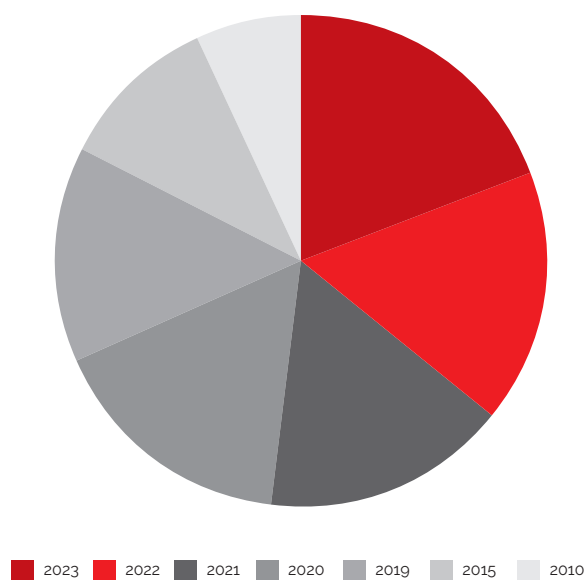
Ratio of youngest to oldest.²

¹Source: SURS, 2023.

²Source: SURS, 2023.

As in most Slovene municipalities, the number of older people in Idrija exceeds the number of younger people, with 168 people aged 65 or over for every 100 people aged 0–14. This ratio indicates that the municipality's Ageing Index was higher than the national average (142). It is evident that the mean age of the population in Idrija is increasing at a faster rate compared to the national average.

The Municipality of Idrija has been facing **challenges related to out-migration of young people** for an extended period. A significant proportion of the younger demographic opts to remain in larger urban centres following the completion of their studies, primarily due to limited opportunities for employment and amenities that could enhance their quality of life.



The percentage of foreign residents.²

The municipality's lower natural population growth and migration rates contribute to its lower overall standard of living. The shortage of labour has led to job insecurity, with most **foreign immigrants being men from the Balkans and Eastern European countries**. The majority of these jobs are in the largest companies in the municipality, such as Kolektor, which currently employs 174 foreign nationals, accounting for 12.9 % of its total workforce. The most common countries of origin for these foreign nationals are Bosnia and Herzegovina, Macedonia, Serbia, Bulgaria, and Croatia. **There is a lack of social inclusion of foreigners, as well as of young people and other vulnerable groups.**

Education is a key driver of development, as evidenced by the data from SURS in 2022. The majority of the area's population has obtained **secondary education**, with a significant proportion holding higher education qualifications. Compared to 2014, the proportion of the population with a higher level of education has increased by almost 5 percentage points.³ This growth can be attributed to an increasing number of young people opting to pursue further studies at higher education

institutions and universities after completing secondary education. However, **a key challenge that economists have identified is the mismatch in the labour market**, where the occupations chosen by young people do not always align with the needs of the economy or employers. **This mismatch has led to an outflow of young people with higher education remaining in larger municipal centres, as well as an increase in the number of unemployed young people.**⁴

Idrija's education system is generally of high quality, inclusive, and among the best in Slovenia at secondary school level. However, recent changes point to challenges ahead, especially in the field of adult education. The rapid development of new technologies that enable robotics and automation is changing the needs and expectations of educational institutions. In addition to raising the general level of digital literacy and involving the population in lifelong learning activities, **it is necessary to build on skills that cannot be automated: innovation, creativity, empathy, emotional intelligence, design thinking, complex problem-solving, interdisciplinarity, intercultural skills, etc.**

³Source: SURS, 2023.

⁴Source: SURS, 2022.

Economic statistics

Following the decline of the mining industry, Idrija has successfully transitioned into industries based on technical expertise. It is one of the most economically developed, export-oriented, and self-sufficient towns in Slovenia, with a high percentage of residents working in the same municipality. Idrija is home to the headquarters of two global corporations, Kolektor and Hidria, which are suppliers for the automotive industry, developers of industrial technologies, and active in construction, energetics, and home products. The following data reflects the year 2022:

- Kolektor Group: total turnover: EUR 1.081 million; nr. of employees: 5.922; a wide network of companies and subsidiaries in Europe, America, Asia
- Hidria Ltd: total turnover: EUR 333,5 million; nr. of employees: 1.639; a global company operating in 55 countries around the world.

Idrija has historically exhibited a notably lower unemployment rate compared to the national average. The city is a traditional industrial society with a predominant secondary sector that attracts highly skilled technical experts and a diverse workforce comprising unskilled and semiskilled workers from the wider region. The local economy is characterised by a significant presence of small family-owned businesses and larger companies in the modern, export-oriented electrical and metalworking industries, which collectively provide employment opportunities for a substantial segment of the local population.

Idrija's economy is robust and oriented towards development, with the municipality constituting a significant employer in the region. The increasing labour migration index is a testament to this, with a growing number of individuals commuting daily to Idrija for work. The municipality boasts a higher number of jobs per 1,000 inhabitants compared to the average for Slovenian municipalities. According to the statistical office, the year 2022 saw 1,119 enterprises in Idrija, employing 4,870 people and generating an income of EUR 901,769,000. The average monthly net earnings per person in Idrija amounted to EUR 1,433, surpassing the national average of EUR 1,424. In 2021, the labour force participation rate in Idrija was 72 %, while the **average net monthly wage was lower for women**.

As mentioned, manufacturing is the most significant economic activity in the area, employing the majority of the local population. The largest companies, the **Kolektor** and **Hidria** corporations, are considered to be competitive mainly due to their focus on foreign markets, the continuous development of new production programmes, and, last but not least, the fact that they **employ mainly local people, thus ensuring a higher quality of life in the area**. The economy in the municipality is capital-intensive with many promising activities. In addition to the production of electrical components, automotive equipment, and metal processing, the **wood processing industry**, which has a tradition in the area, is also represented. **Self-employed entrepreneurs and craftsmen** are also an important part of the economy, with **smaller enterprises** mainly engaged in construction, timber, catering, and other

activities. There was a **coworking space** in the area, but currently the interest for it is low.

The municipality enjoys a productive partnership with local companies and is working to enhance the existing transport infrastructure, offering opportunities for commercial industrial space, particularly in Godovič. Through the efforts of the development agency, the municipality is actively pursuing the development of new industries. In the area of creative and knowledge-based society, the **adoption of a Smart Community Development Strategy** is a notable achievement. The municipality has been involved in strategic development and innovation partnerships, a youth centre has been set up, conceptual plans have been made to revitalise a degraded mining complex and convert it for the needs of the culture industry, etc.

The area has significant **potential for tourism development**, including its environmental, cultural, technical, historical, and natural heritage as well as cuisine, which are currently under-exploited. Rural tourism is also underdeveloped yet presents a valuable opportunity for growth. An outstanding example of this potential is the heritage of mercury mining in Idrija, which has been inscribed on the **UNESCO World Heritage List** and **Natural Heritage of World Importance**. In addition to mining, Idrija has developed a **lace-making industry**, which is one of the most recognisable tourist products in Idrija. The town is also located close to the **Upper Idrijca Landscape Park**, which attracts tourists and recreational athletes looking for relaxation in nature due to its many unspoilt areas.

Employment statistics

For many years, the municipality has **consistently maintained one of the lowest unemployment rates in Slovenia**, with major companies and public institutions accounting for the majority of the available workforce. This positive trend marks a significant improvement over the 2014 average unemployment rate of 8.7% in the area. In 2022, the unemployment rate in the area stood at 2.8%, highlighting a **notable gender disparity in unemployment, with a higher proportion of women among the unemployed**. The unemployed population includes a significant number of young, elderly, and long-term job seekers. Idrija currently has 121 unemployed residents, 17 of whom are without Slovenian citizenship. **The area's low unemployment rate has led to a decline in interest in entrepreneurship and a shift in focus away from both entrepreneurial and agricultural activities.**

Challenges and other content around the policy issue

The current primary challenge is the town's **mono-structured economy**, compounded by **limitations in available space for further development and poor accessibility**, which pose a threat to the town's long-term growth. The **integration of foreign workers** and their families, who are increasingly migrating to Idrija, is another emerging concern that necessitates attention. Additionally, the phenomenon of **brain drain** is exerting pressure on the local community.

In relation to the TechDiversity policy issue, the following general **challenges** can be identified:

The need for better digital inclusion for every resident in Idrija.

Promotion of diversity in technology since local tech and digital industry is men dominated.

Shortage of people in professional occupations related to the technology and digital industry (local companies struggle for a relatively small part of the workforce in technology sector).

Promotion of diversity and inclusion in job opportunities in digital and creative industry.

Knowledge-based digital and tech entrepreneurship and start up initiatives are still underdeveloped.

Diverse and underrepresented groups often face challenges in accessing mentorship, funding, support, community spaces and networks, necessary for starting and growing startups.

Starting point – the position of the city

Idrija's position in terms of diversity and inclusion in digital and technological knowledge-based ecosystems depends on a number of factors, such as:

- The **local demographic situation** (ageing population, increased immigration, outmigration of youth),
- The **local economy** (mono-cultural, presence of the technology industry, male-dominated employment, low unemployment rates – different available jobs bring less entrepreneurship and self-initiative, lack of non-technical, creative industry job opportunities),
- **Local policies** (Idrija Smart Community Strategy, Sustainable Development Strategy of the Municipality of Idrija, Youth Strategy 2022–2026, Sustainable Tourism Development Strategy in the Municipality of Idrija 2030, lack of any data related with the TechDiversity issue),
- **Access to resources** (availability of co-working spaces),
- **Community and Networking** (local networks and startup community, meetings, events),
- **Infrastructure and accessibility** (proximity to the capital and other regional centres, accessible public transport),
- **Reputation of the city.**

Relevant existing strategies and policies

Idrija has implemented various strategies that have some common elements with the TechDiversity network. These strategies were designed to foster a sustainable urban development, promote the rich heritage of the area, and accelerate tourism development.

These strategies and programmes are: Innovative Sustainable Development Strategy of the Municipality of Idrija, Sustainable Tourism Development Strategy in the Municipality of Idrija, Youth Strategy, Local Cultural Programme.

Barriers and threats

Barriers

Shortage of people in professional occupations related to the technology and digital industry,
Unequal access to technology and digital resources
Remoteness of the area,
Knowledge-based digital and tech entrepreneurship and startup initiatives are still underdeveloped
Low self-initiative of the population for active development and entrepreneurship

Threats

Strong dependence on the two flagship companies Kolektor and Hidria,
Poor mobility connections (no motorway, highway or rail connections),
Absence of diversity in local tech and digital industry is becoming a major issue,
Diverse or underrepresented groups often face difficulties in accessing mentorship, funding, support, community spaces and networks necessary for starting and growing tech startups.

4.2. PROBLEM IDENTIFICATION BY LOCAL STAKEHOLDERS

Problem identification

- **The precise core and more pressing aspect of the policy issue**

The precise core of the problem is connected with the Idrija local economy and the vulnerability it poses to the local community, as well as to specific population groups and their opportunities. On the one hand, there is a high demand for technical skills (high- and low-skilled jobs), on the other hand, there is a shortage of jobs for social scientists. This has led to many seeking employment opportunities outside the city, with a significant number of these individuals migrating daily to larger job centres and a notable proportion opting to relocate permanently from the municipality. The rich cultural heritage of Idrija presents a wealth of opportunities for the development of creative and digital industries. However, these opportunities remain untapped, with many migrants coming to Idrija to work in larger companies occupying low-skilled roles. Additionally, Idrija faces significant challenges

in integrating migrants into the local community. The other significant challenge Idrija faces is the migration of Idrija inhabitants, especially the young ones, to other, larger Slovenian cities or even abroad.

- **City ambition**

The municipality can play a pivotal role in facilitating connections between young people, women, and migrants with employment and entrepreneurial opportunities within the digital and CCIs (cultural and creative industries) ecosystem, thereby contributing to the creation of a more vibrant and attractive urban environment.

- **Core challenge(s)**

The key local challenge for Idrija is the lack of economic diversity due to its strong dependence on two flagship companies and almost full employment. This brings vulnerability to its local economy and, most importantly, to specific population groups. The city will therefore address the opportunities for diversity and inclusion in

knowledge-based digital, technological, and creative local ecosystems for the benefit of local populations and the city's future economy.

- **Learning needs**

TechDiversity was a valuable opportunity for partners with experience in this field to share their knowledge and expertise in supporting diverse communities to find pathways to employment in the tech, digital, and creative industries.

Idrija is committed to gaining deeper insights into the diversity and inclusion issues that small towns face.

In the TechDiversity project, Idrija wanted to learn about tools to:

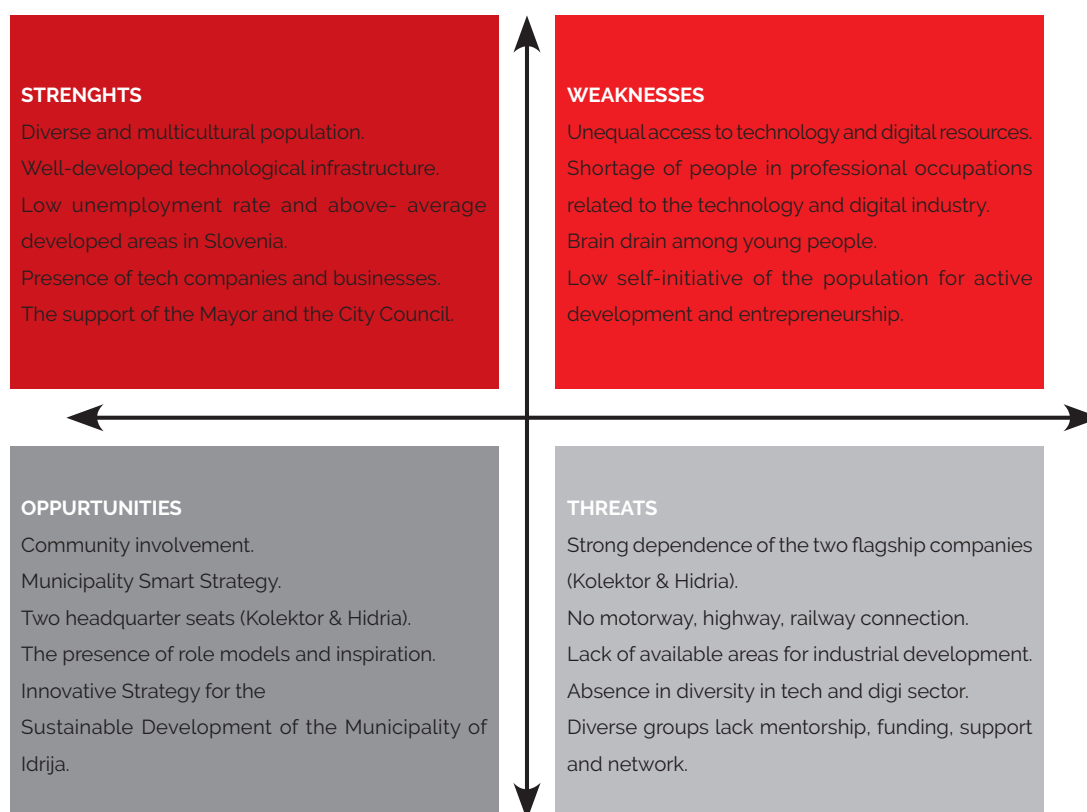
- **Promote diversity and inclusion** in knowledge-based digital and tech ecosystems.
- **Encourage collaboration and participation and design innovative actions** to support diverse population groups in tech, digital, and creative employment and entrepreneurship.
- **Improve** the city's governance in social inclusion, **foster** competitiveness of its local economy, and improve services for underrepresented groups.

Local stakeholders: inputs & methodology

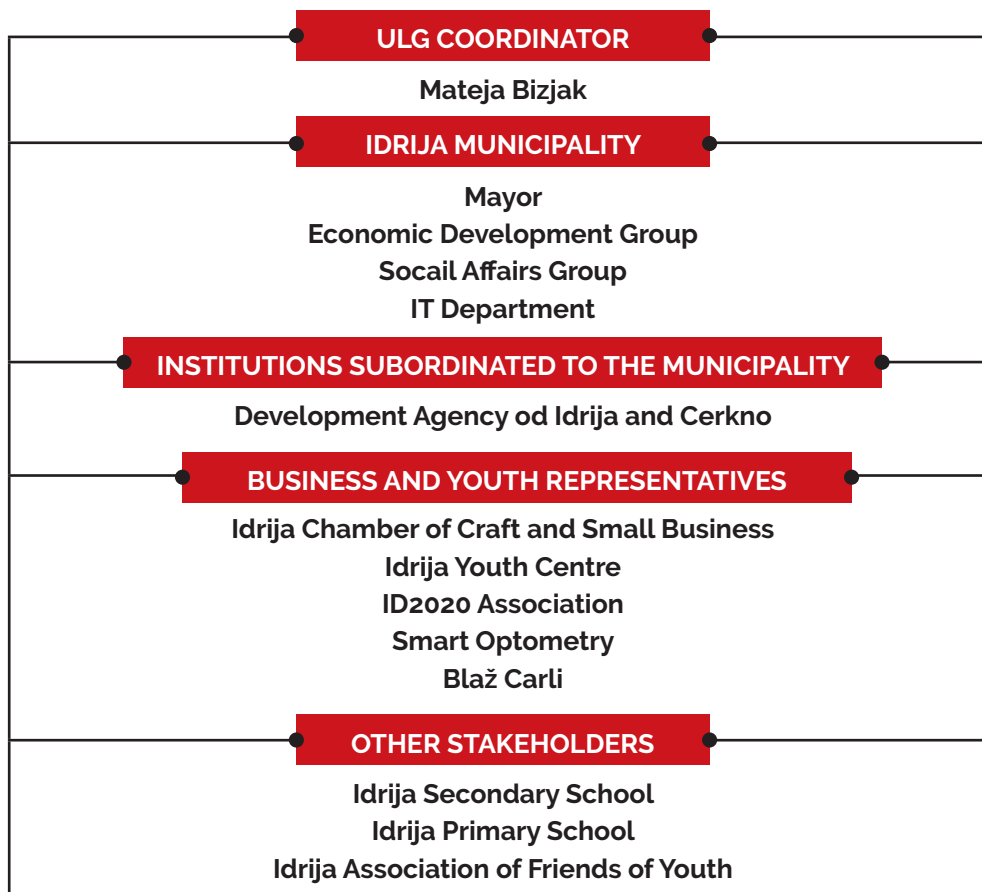
The URBACT methodology promotes the establishment of an URBACT **Local Group (ULG)**, comprising a select group of entities that collectively formulate a strategic approach to the city centre, culminating in a cohesive intervention. The communication with the ULG members was done through representatives chosen by the entity itself.

A survey was conducted to identify suitable entities to serve as members, with the aim of ensuring a diverse representation of **key themes related to urban revitalisation including entrepreneurship, youth, economy, education, culture, social action, urbanism, and the environment**. The ULG was established at the start of the project and consists of a diverse group of people from different backgrounds and professions. The **ULG primary objectives are threefold**:

- To analyse local challenges and opportunities;
- To be part of the transnational network; and
- To contribute to the project, the city and the work on the integrated action plan.



SWOT analysis.



Composition of the URBACT Local Action Group (ULG).



1st ULG Meeting, January 2024

We have identified several groups that could benefit from acquiring additional digital and technological competences to enhance their employment prospects. Our focus at this time is on young people. The following steps have been identified as key to gauging the responsiveness and the necessity of implementing certain measures.



2nd ULG Meeting, April 2024

Following the second ULG meeting, the decision was taken to direct our attention towards two additional target groups: women and migrants. Furthermore, a shared vision, Idrija's key interests, the objectives of the project, and a number of potential pilot activities were all agreed upon.



3rd ULG Meeting, July 2024

The meeting's primary focus was on deliberations concerning the Idrija Road Map, the redefinition of the Idrija vision, and the elaboration of strategic objectives and activities to achieve these goals. We engaged in discussions regarding potential testing actions and the organisation of the network meeting in Idrija, scheduled for September 2024.

4th ULG Meeting, September 2024

The ULG members discussed actions for the defined strategic objectives with the help of the Action Table tool. Possible activities were debated and ideas of testing methods exchanged. At the end of the meeting we did a self- evaluation of our work and progress, using the ScoreCard 2024 Tool.



5th ULG Meeting, March 2025

Following the fourth ULG meeting, the Action Detail Table for all previously defined actions was discussed and defined. Furthermore, strategic goals were proposed on how to achieve the final goal of the overall vision. A plan for their execution was also defined.



6th ULG Meeting, June 2025

ULG members agreed to the proposed improvements to Section 6 of the IAP. At the end of the meeting, the ULG members endorsed the IAP.



7th ULG Meeting, November 2025

The ULG once again agreed on and endorsed the final version of the IAP. They also agreed to prepare a letter of commitment for future cooperation, to be signed by ULG members, and to hold regular group meetings on an annual basis.



4.2. VISION

"By 2030, Idrija will be a progressive and modern city with a well-developed technical, digital and CCI sector, where inclusion and diversity are accepted values at all levels of society and where all citizens have equal access to employment and entrepreneurship."

4.3. MAIN INTEGRATION CHALLENGES

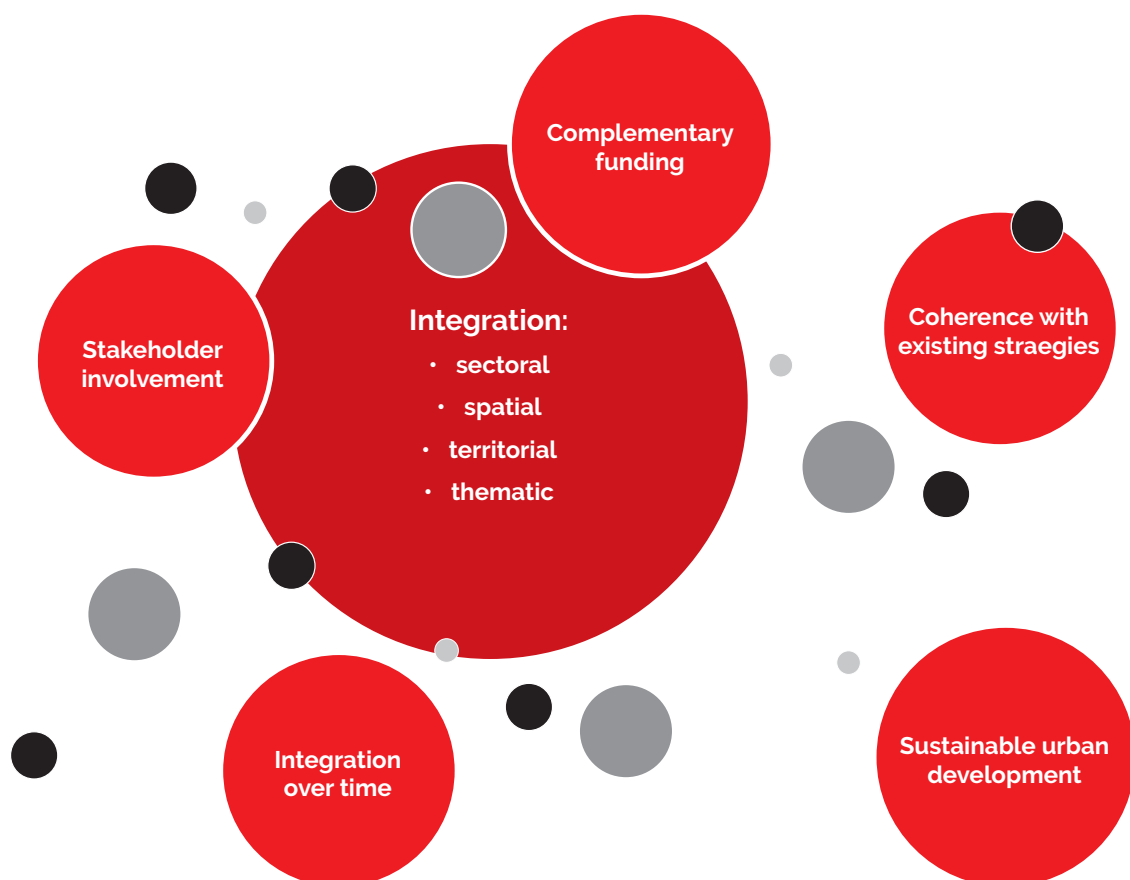
In the framework of the TechDiversity project and preparation of Idrija's Integrated Action Plan (IAP), a series of integration challenges have been identified. These challenges highlight the areas where strategic effort is required in order to improve the integrated approach and ensure that the city's vision for a more inclusive, digital, and innovative ecosystem is achieved.

As mentioned above, Idrija is one of the more economically developed areas in Slovenia, yet the primary challenge that Idrija is currently facing is the town's mono-structured economy, compounded by limitations in available space for further development and poor accessibility, which pose a threat to the town's long-term growth. The integration of foreign workers and their families, who are increasingly migrating to Idrija, is another emerging concern that necessitates attention. Additionally, the phenomenon of brain drain is exerting pressure on the local community.

When it comes to fully integrated urban development in Idrija, several gaps and areas for improvement have emerged, particularly related to the URBACT cross-cutting themes and multi-level cooperation.

Key Integration Challenges Identified

These challenges will guide the implementation phase of the IAP and will be systematically addressed through the proposed actions and governance mechanisms of the TechDiversity project in Idrija. The other aspects relating to sectoral spatial and territorial integration, and multi-level governance will require further study and development to ensure an integrated approach to urban development in Idrija.





KEY CHALLENGES



INTEGRATION

Embedding cross-cutting themes in the IAP actions:

- Gender equality: ensuring women's participation in entrepreneurship, digital and technology related actions is still limited and needs reinforcement.
- Digital inclusion: additional efforts are needed to enhance digital skills, accessibility and inclusion for all citizens.

Sustainable urban development: ensuring coherence and alignment of the IAP with existing local and regional strategies, such as Innovative Strategy for the Sustainable Development of the Municipality of Idrija, Strategy for the Local development of Local Action Group and Strategy, and Tourism strategy in the Municipality of Idrija 2030, and Youth Strategy 2022-2026.

Strengthening operational mechanisms for monitoring, evaluating and sustaining the integrated approach over time.

1

Strengthening the involvement of a broader range of stakeholders in planning and in implementation, particularly vulnerable and under-represented groups such as women, youth and marginalized communities, within digital, tech and CC sectors coming from the municipality and from neighbouring municipalities.

2

3

Strengthening cooperation with academic institutions, particularly the University of Ljubljana and Nova Gorica, in order to better connect education, research, and innovation with the local economy and entrepreneurship.

4

5

Increasing financial integration and exploring alternative funding sources beyond EU funds, including private sector engagement, public-private partnerships, and investment attraction mechanisms.

6

4.4. TESTING ACTIONS AT LOCAL LEVEL

As part of the TechDiversity Integrated Action Plan, Idrija conducted a Testing Action, focusing on efforts to create a more inclusive and supportive environment for migrant workers and their families who work and live in Idrija.

Idrija organized a meeting with a diverse group of participants from various sectors of the economy, as well as governmental organisations at both the local and national levels and with educated foreign workers and migrants who have successfully integrated into the local community, offering valuable insights based on their experiences.

The meeting took place in Idrija on 23 November 2024. The Municipality of Idrija was responsible for the planning and implementation of the testing activity. The following tasks have been implemented:

- **Identification of migrants' representatives, motivation to join and participate in the activities.**
- **Identification of local institutions, motivation to join and participate in the activities.**
- **Preparation and organisation of the meeting.**

- **Preparation of the conclusions of the meeting and preparation for the implementation of the proposed activities.**
- **Evaluation.**

The documentation of the meeting includes a list of participants and photos.

At the meeting, we discussed and agreed upon the following activities that need to be planned and implemented to ensure more inclusive and supportive environment for foreign workers and their families:

- **Development of Integration Programmes:**

A series of programmes or workshops will be developed to educate both foreign workers and local businesses on best practices for integration. These programmes will focus on cultural awareness, local business etiquette, and community engagement.

- **Partnerships with Local Businesses:**

Strengthening partnerships between foreign workers and local businesses where foreign professionals can contribute their expertise in areas such as technology, engineering, and manufacturing.

- **Networking Events and Mentorship Opportunities:**

Regular networking events will be available for foreign workers to connect with local professionals and businesses. These events may also include mentorship opportunities where experienced foreign workers provide guidance to new arrivals, sharing insights on successfully integrating into the local business environment.

- **Policy Recommendations:**

A set of policy recommendations aimed at facilitating the integration of skilled foreign workers will be proposed and implemented.

- **Public Awareness Campaigns:**

Campaigns that promote the positive contributions of foreign workers to the local economy and community will be presented. These campaigns may utilise a range of media, including local press, social media, and community events, with the aim of effecting a change in public perceptions and showcasing the success stories of migrants who have successfully integrated.



The Testing Action formed the basis for future initiatives with the primary goal of expanding the network of stakeholders, promoting integration into the local community, and enhancing the municipality's capacity to implement the planned tools. Additionally, it aimed to develop new competencies to support the creation of a diverse and inclusive digital ecosystem.

Connection with the IAP Actions

The Testing Action provided valuable insights and laid the foundations for the design of specific Actions within the IAP of Idrija, aiming to further promote inclusion and digital capacity building. In particular:

It inspired the development of the "Inclusive and Supportive Environment" Action and the "Idrija Inspire" Action, recognizing the importance of placing more efforts in the integration of foreign workers and their families in the local society, raising awareness on the importance of the issue among local people, improving digital skills of both groups, and the encouragement and facilitation in their entrepreneurial efforts.

The action also highlighted the need for stronger collaboration and regular communication of all relevant institutions to support the TechDiversity goals, long-term objectives of creating a more diverse, inclusive, and progressive

city with well-developed tech, digital, and CCI sector where all citizens have equal access to employment and entrepreneurship.

Thus, the Testing Action did not only address a need for more efforts in integration of labour migrants and their families, but also provided the strategic learning to inform the design of future interventions, ensuring that the Idrija IAP will have a solid foundation in future developmental projects.

5. OVERALL LOGIC AND INTEGRATED APPROACH

5.1. STRATEGIC OBJECTIVES

Idrija's overall vision for 2030, as outlined in the TechDiversity project, is to become a progressive and modern city with a well-developed technological, digital, and CCIs sector. The city aims to foster an inclusive and diverse environment at all levels of society, ensuring equal access for all citizens. Taking into account the themes of the TechDiversity project and the city's areas of intervention, Idrija's ULG members identified several objectives with proposed activities. These activities aim to foster a diverse, inclusive, and innovative tech, digital, and CCIs ecosystem while considering social, environmental, and gender implications. The aforementioned objectives are:

STRATEGIC OBJECTIVE 1: Diverse/Inclusive Technology and Digital/CCI Economy for Citizens

AIM: The promotion and development of a diverse and inclusive technological landscape, together with the digital and CCI economy for the benefit of all citizens.

IMPACT:

- Contributing to the local creative and entrepreneurial community.
- Increasing the number of creative and entrepreneurial businesses founded by young people and other vulnerable groups.
- Positioning Idrija as a centre of creativity and innovation in the digi, tech sector.

STRATEGIC OBJECTIVE 2: Skills and Competences for the Promotion of Youth Creativity and Skills Development

AIM: Development and implementation of skills and competence development programmes in the areas of technology, digital, creative and sustainable entrepreneurship.

IMPACT:

- Strengthening the tech, digital and CCI skills of children and youth, strengthening STEAM skills.
- Supporting creativity and innovation of children and youth.
- Accelerating the career development of our target groups and thus facilitating integration to local community.
- Positioning Idrija as youth-friendly city.

STRATEGIC OBJECTIVE 3: Improvement of the city's quality of life and public services

AIM: The creation of environment that is inclusive and conducive to the development of disadvantaged groups.

IMPACT:

- Promoting diversity and inclusion to the local creative and entrepreneurial community.
- Improving of mutual understanding, exchanging of information and practices, improving co-operation, development and implementation of joint projects.

STRATEGIC OBJECTIVE 4: Retain and Attract Young People Back to the City Through Promotion

AIM: The retention and attracting of young people to the city and to encourage integration and diversity the local society.

IMPACT:

- Creating of a vibrant digital and creative community.

STRATEGIC OBJECTIVE 5: Branding the City as a Youth Friendly City to Increase its Attractiveness.

AIM: Developing a promotional project to brand Idrija - Idrija inspire.

IMPACT:

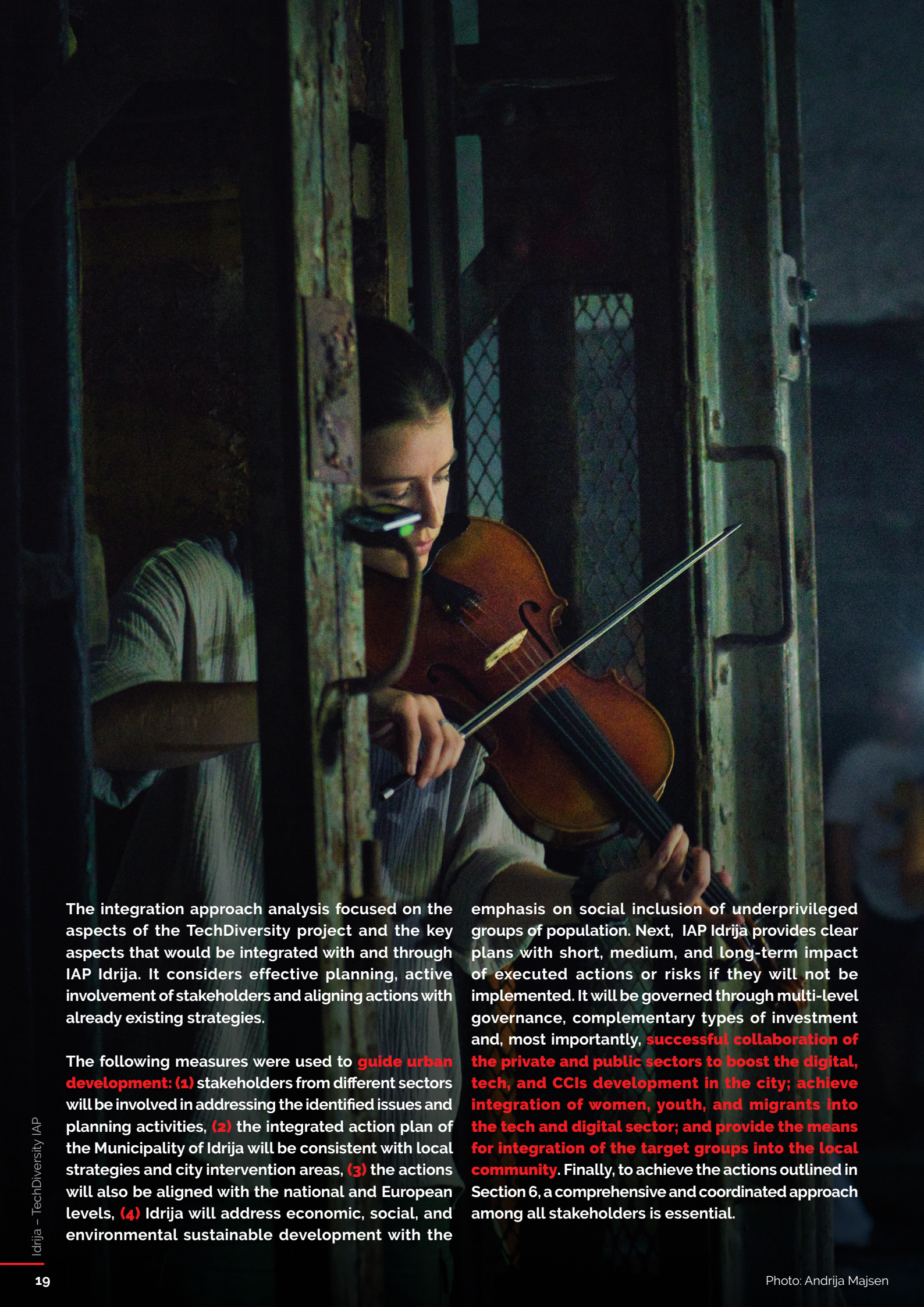
- Idrija will become a recognisable municipality with a high quality of life and public services, attractive to young families and professionals from other backgrounds.

5.2. INTERVENTION AREA/LOGIC MODEL AND ACTIONS

The logic of the overall intervention model consists of five specific actions (AT) which have been designed to achieve the strategic objectives under the identified areas of intervention.

VISION	AREA OF INTERVENTION	An Innovative Economy	AT1.1. INNOVATION HUB & COMMUNITY WORKING SPACE AT2.1. CREATIVE MAKERSPACE
		A Mutual Society	AT3.1. INCLUSIVE AND SUPPORTIVE ENVIRNMENT
		Quality Living Environment and Public services	AT4.1. CREATIVE CENTRE KAJZER
		A Recognisable and Cohesive city	AT5.1. IDRIJA INSPIRE

IAP Idrija overall integration logic model.



The integration approach analysis focused on the aspects of the TechDiversity project and the key aspects that would be integrated with and through IAP Idrija. It considers effective planning, active involvement of stakeholders and aligning actions with already existing strategies.

The following measures were used to **guide urban development:** (1) stakeholders from different sectors will be involved in addressing the identified issues and planning activities, (2) the integrated action plan of the Municipality of Idrija will be consistent with local strategies and city intervention areas, (3) the actions will also be aligned with the national and European levels, (4) Idrija will address economic, social, and environmental sustainable development with the

emphasis on social inclusion of underprivileged groups of population. Next, IAP Idrija provides clear plans with short, medium, and long-term impact of executed actions or risks if they will not be implemented. It will be governed through multi-level governance, complementary types of investment and, most importantly, **successful collaboration of the private and public sectors to boost the digital, tech, and CCIs development in the city; achieve integration of women, youth, and migrants into the tech and digital sector; and provide the means for integration of the target groups into the local community.** Finally, to achieve the actions outlined in Section 6, a comprehensive and coordinated approach among all stakeholders is essential.

6. ACTION PLANNING DETAILS

Section 6 provides a detailed analysis of the proposed actions in IAP Idrija, where their strategic significance, implementation framework, and expected outcomes are presented.

Area 1: AN INNOVATIVE ECONOMY	
Action 1.1: Innovation Hub & Community Working Space	
Action Owner	Municipality of Idrija.
Short Description	Creating an innovation hub and community workspace in a central location of Idrija where entrepreneurs, freelancers and digital nomads could work and meet. A suitable business space in the city centre is already owned by the Municipality of Idrija but would need to be renovated and equipped.
Strategic Objective SO1	Diverse/Inclusive Technology and Digital/CCI Economy for Citizens.
Stakeholders	<ul style="list-style-type: none"> > Municipality of Idrija (Economic Development Group, Social Affairs Group, IT Department). > Development Agency of Idrija and Cerklno. > Business and youth representatives (Idrija Chamber of Craft and Small Business, Idrija Youth Centre, ID20 Institute). > Other stakeholders (Idrija Secondary School, Idrija Primary School, Idrija Association of Friends of Youth).
Action Summary	The aim is to establish a community coworking space & innovation hub dedicated to young potential and already existing entrepreneurs to help them develop business and their talents, support them in their entrepreneurial journey, offer mentoring services, and facilitate collaboration, network, and synergies.
Risks	<ul style="list-style-type: none"> > Insufficient funding, lack of funding possibilities. > Low self-initiative for active development and entrepreneurship. > Lack of participation by young people. > Lack of interest and motivation to join. > Shortage of people in professional occupations related to digital culture and technology. > Recruiting top industry experts, ensuring quality mentorship engagement.
Barriers	<ul style="list-style-type: none"> > Knowledge-based digital and tech entrepreneurship and startup initiatives are still underdeveloped. > Low self-initiative of the population for active development and entrepreneurship. > Unequal access to technology and digital resources. > Shortage of people in professional occupations related to digital culture and technology. > Unable to predict the actual response of the target groups to this action.
Outputs	<ul style="list-style-type: none"> > 1 innovation hub and community working space. > 6 workshops. > 2 events. > 1 set of supporting, mentoring, consultancy activities for potential and new businesses. > 1 annual call for the best business idea and the best business practice, with a special attention to target groups.

Outcomes	<ul style="list-style-type: none"> > 5 new businesses established and involved in the mentorship programme. > 10 active users at the end of the first year. > At least 6 applications for the annual call to select the best business idea and practice. > Achieved active involvement in regional and national ecosystem, including academia and Digital Innovation Hub Slovenia. > Increased number of enterprises in the tech, digital, cultural, creative sector, established by young people and other vulnerable groups. > Strengthened local business community.
Links to Strategy	<ul style="list-style-type: none"> > Innovative Sustainable Development Strategy of the Municipality of Idrija. > Youth Strategy 2022–2026.
Action Readiness	By 2028.
Budget	60.000 EUR Renovation and furnishing of premises that are already owned by the municipality, establishment of the Innovation Hub&Community Coworking Space, budget for the regular operating/management of the space over time.
Financing	<ul style="list-style-type: none"> > Municipality and national grants to training institutions. > STEAM (Science, Technology, Engineering, Art, Mathematics) vocational training programmes. > EU funds (ESRR, ESF, Erasmus+, ...).
Other (like monitoring, governance ...)	Regular monitoring and evaluation of the activities.
Timescale	By 2028.

Activities Summary – Action 1.1

Activity 1.1.1: Community Working Space

- **Implementation Details & Possible Problems:**
 - > Setting up a suitable venue (design planning, coordinating renovations, purchasing necessary equipment, and ensuring the space meets the requirements for productive and collaborative work).
- **Connected Activities:**
 - > All Actions.
- **Responsible:**
 - > Municipality of Idrija.
 - > Development Agency of Idrija and Cerkno.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 20.000
 - > Funding: municipal funding, national and EU funding through cultural, economic, and digital transformation programs.
- **Outputs:**
 - > Renovated and fully equipped community workspace in the city centre.
 - > Regular operation of the space.
- **Timescale:** 2028.

Activity 1.1.2: Communication campaign

- **Implementation Details & Possible Problems:**

- > Communication awareness campaign on local, regional, and national level.
- > Promotional event.
- > Webpage, social media.

- **Connected Activities:**

- > All Actions.

- **Responsible:**

- > Municipality of Idrija.
- > Development Agency of Idrija and Cerkno.

- **Cost/Source of Financing:**

- > Estimated cost: EUR 2.000
- > Funding: national and EU funding through cultural, economic, and digital transformation programs, municipal funding.

- **Outputs:**

- > 100 participants in the activities
- > At least 1500 people informed about the space.

- **Timescale:** 2028.

Activity 1.1.3: Networking sessions, partnerships with local businesses

- **Implementation Details & Possible Problems:**
 - > Facilitate network sessions between entrepreneurs, mentors, investors.
 - > Key challenges include ensuring valuable connections and sustaining engagement beyond the events.

- **Connected Activities:**
 - > Action 3 and 4.
- **Responsible:**
 - > Municipality of Idrija.
 - > Development Agency of Idrija and Cerkno.
 - > Idrija Youth Centre.
 - > ID20 Institute.
 - > Smart Optometry Ltd.
 - > Idrija Chamber of Craft and Small Business.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 1.500
 - > Funding: municipal funding, national and EU funding through cultural, economic, and digital transformation programs.
- **Outputs:**
 - > 5 networking sessions.
 - > 2 successful partnerships formed.
- **Timescale:** 2028.

Activity 1.1.4: Workshops, mentorship programs

- **Implementation Details & Possible Problems:**
 - > Provide workshops and mentoring programs led by experts and business leaders.
 - > Main focus on tech, digital, CCI, and sustainable entrepreneurial contents.
- **Connected Activities:**
 - > Action 3 and 4.
- **Responsible:**
 - > Municipality of Idrija.
 - > Development Agency of Idrija and Cerkno.
 - > Idrija Youth Centre.
 - > ID20 Institute.
 - > Smart Optometry Ltd.
 - > Idrija Chamber of Craft and Small Business.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 10.000
 - > Funding: municipal funding, national and EU funding through cultural, economic and digital transformation programs.
- **Outputs:**

- > 6 workshops held.
- > 10 entrepreneurs mentored, supported.
- **Timescale:** 2028.

Activity 1.1.5: Management and regular operating

- **Implementation Details & Possible Problems:**
 - > Management, regular operating of the space, promotion activities, maintenance of the premises and equipment, coordination of all activities, regular monitoring and evaluation.
- **Connected Activities:**
 - > Action 3 and 5.
- **Responsible:**
 - > Municipality of Idrija.
 - > Development Agency of Idrija and Cerkno.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 25.000
 - > Funding: municipal funding, national and EU funding through cultural, economic, and digital transformation programs.
- **Outputs:**
 - > Regular opening and operating – 5 working days/week.
- **Timescale:** 2028.

Activity 1.1.6: Public-private partnership

- **Implementation Details & Possible Problems:**
 - > Examination of interest in a public-private partnership for the space.
- **Connected Activities:**
 - > Action 3 and 5.
- **Responsible:**
 - > Municipality of Idrija.
 - > Development Agency of Idrija and Cerkno.
- **Cost/Source of Financing:**
 - > Municipal and private funds.
- **Outputs:**
 - > 1 public-private partnership.
- **Timescale:** 2029.

Action 2.1: Creative Makerspace

Action Owner	Municipality of Idrija.
Short Description	The municipality will put in place the appropriate infrastructure and equipment to help entrepreneurs, potential entrepreneurs, and other creators to use new digital media, such as a suitable space and equipment for recording podcasts, media articles, advertisements, etc.
Strategic Objective SO2	Skills and competences for the Promotion of Youth Creativity and Skills Development.
Stakeholders	<ul style="list-style-type: none"> > Municipality of Idrija (Mayor). > Development Agency of Idrija and Cerklje. > Business and youth representatives (Idrija Chamber of Craft and Small Business and Small Business, Idrija Youth Centre, ID20 Institute). > Other stakeholders (Idrija Secondary School, Idrija Primary School, Idrija Association of Friends of Youth).
Action Summary	<p>The aim is to establish a creative makerspace as seen in the partner city of Larnaka, Cyprus, and as those developed around the world. This space will be dedicated to young people, creators, businesses, schools, and local community, with the aim of becoming an innovative space of technology, creativity, and education.</p> <p>The creators will develop their ideas into prototypes that they can test on the market.</p> <p>The companies will be able to use equipment, have access to talent and future employees, and effectively train their staff in this environment.</p> <p>The schools will enrich their curriculum with practical content and involve students in real projects.</p> <p>The local community will offer its residents the opportunity to live, work, and innovate in their home environment.</p>
Risks	<ul style="list-style-type: none"> > Insufficient funding. > Low interest from companies, potential entrepreneurs, schools, pupils. > Limited mentor availability. > Low self-initiative for active development and entrepreneurship. > Lack of understanding among the local population. > Shortage of people in professional occupations related to digital culture and technology.
Barriers	<ul style="list-style-type: none"> > Limited human resources. > Limited financial resources. > Sustainability over time.
Outputs	<ul style="list-style-type: none"> > 1 Creative Makerspace with equipped premises and necessary equipment (1st phase: equipment for podcast studio, 2nd phase: some equipment to make prototypes). > Creation of educational programs, based on STEAM (Science, Technology, Engineering, Arts and Mathematics). > 4 workshops/year. > 1 Makers Fair.
Outcomes	<ul style="list-style-type: none"> > 100 young people – scholars, pupils involved in the activities. > 10 businesses – users involved. > 100 participants in the Makers Fair presented. > Strengthened tech, digital, and CCI skills of children and youth, strengthened STEAM skills. > Supported creativity and innovation of children and youth. > Accelerated career development of target groups and thus facilitated integration to local community.
Links to Strategy	<ul style="list-style-type: none"> > Innovative Sustainable Development Strategy of the Municipality of Idrija. > Youth Strategy 2022–2026.
Action Readiness	<ul style="list-style-type: none"> > 1st phase by 2027 (podcast studio). > 2nd phase by 2030 (other equipment for the makerspace).

Budget	165.000 EUR Renovation and furnishing of premises that are already owned by the municipality, purchase of the equipment for a podcast studio, later for a photo studio, various workshops), establishment of Creative Makerspace, budget for the regular operating/management of the space over time, budget for continuous upgrading of equipment and tools.
Financing	<ul style="list-style-type: none"> > Municipality and national grants to training institutions, youth institutions. > STEAM vocational training programmes. > EU funds (ESRR, ESF, Erasmus+, ...).
Other (like monitoring, governance ...)	The results of the work of the makerspace will be regularly monitored and evaluated.
Timescale	<ul style="list-style-type: none"> > 1st phase by 2027 (podcast studio, educational programme). > 2nd phase by 2030 (other equipment and tools for the makerspace: 3D printer, 3D scanner, 3D pen, ...).

Activities Summary – Action 2.1

Activity 2.1.1: Infrastructure and equipment setup

- **Implementation Details & Possible Problems:**
 - > Infrastructure setup and equipment & tools procurement (sponsorship e.g. Kolektor, Hidria).
- **Connected Activities:**
 - > Action 1, 3, and 5.
- **Responsible:**
 - > Municipality of Idrija.
- **Cost/Source of Financing:**
 - > Estimated cost: 1st phase: EUR 15.000 and 2nd phase: EUR 100.000
 - > Funding: municipal funding, national, regional, and EU funding through cultural, economic, and digital transformation programs. Private sources (local companies).
- **Outputs:**
 - > 1 fully equipped podcast studio.
 - > 1 set of high-tech equipment for "making".
- **Timescale:** 1st phase by 2027 and 2nd phase by 2030.

Activity 2.1.2: Creative Makerspace creation and start of operation

- **Implementation Details & Possible Problems:**
 - > Setting up a physical space, at the beginning on small scale, with the aim of becoming an innovative space of technology, creativity and education, especially for youth.
 - > Establishment of partnership with at least one identified similar organization in Slovenia.
- **Connected Activities:**
 - > Action 1 and 3.
- **Responsible:**
 - > Municipality of Idrija.
 - > Creative Makerspace Management.

• **Cost/Source of Financing:**

- > Estimated cost: EUR 20.000
- > Funding: municipal funding, national, regional, and EU funding through cultural, economic, and digital transformation programs. Private sources (local companies).

• **Outputs:**

- > Opening and regular operating of the Makerspace.
- > 1 established partnership with a similar organisation working in Slovenia.

• **Timescale:** 2027.

Activity 2.1.3: Creation of educational programmes, training, and capacity building

• **Implementation Details & Possible Problems:**

- > Designing training sessions or workshops.
- > Organizing lessons, workshops for primary- and secondary school.
- > Providing ongoing support for users of the space, such as technical assistance or content creation consultations.

• **Connected Activities:**

- > Action 1, 3, 4, and 5.

• **Responsible:**

- > Creative Makerspace Management.
- > Development Agency of Idrija and Cerklje.
- > Idrija Youth Centre.
- > Private companies.
- > ID20 Institute.
- > Primary School.
- > Secondary School.

• **Cost/Source of Financing:**

- > Estimated cost: EUR 20.000
- > Funding: municipal funding, national, regional, and EU funding through cultural, economic,

and digital transformation programs. Private sources (local companies).

- **Outputs:**
 - > 4 workshops held.
 - > 100 of youth involved, mentored, supported.
 - > 10 of businesses involved, mentored, supported.
- **Timescale:** 2028.

Activity 2.1.4: Communication campaign of the space and raising awareness of the possibilities the space is offering, including organising an annual Makers Fair

- **Implementation Details & Possible Problems:**
 - > Promoting the space and services it offers to encourage participation and usage of the space.
 - > Organizing an annual Makers Fair as a festival of technology and creation, open to general public, professional, and amateur makers.

- **Connected Activities:**
 - > Action 1 and 5.
- **Responsible:**
 - > Creative Makerspace Management.
 - > Development Agency of Idrija and Cerkno.
 - > Idrija Youth Centre.
 - > Private companies.
 - > ID20 Institute.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 10.000
 - > Funding: municipal funding, national, regional, and EU funding through cultural, economic, and digital transformation programs. Private sources (local companies).
- **Outputs:**
 - > 5.000 people informed.
 - > 5 promotional campaigns.
 - > 1 Makers Fair.
- **Timescale:** 2027.

Area 2: A MUTUAL SOCIETY

Action 3.1: Inclusive and Supportive Environment

Action Owner	Municipality of Idrija.
Short Description	Creating an inclusive and developmental environment for deprived population groups.
Strategic Objective SO3	Improvement of the city's quality of life and public services.
Stakeholders	<ul style="list-style-type: none"> > Municipality of Idrija. > Development Agency of Idrija and Cerkno. > Business and youth representatives (Idrija Chamber of Craft and Small Business, Idrija Youth Centre, ID20 Institute). > Other stakeholders (Idrija Secondary School, Idrija Primary School, Idrija Association of Friends of Youth). > Organized groups of foreign workers, their representatives.
Action Summary	<p>The goal is to create and implement a series of small-scale activities in the society with the aim of facilitating the integration of migrants and raising the awareness among local population about the diversity and importance of inclusiveness. We also want to start gathering and analysing data, especially concerning the situation and position of foreign workers and their families living in Idrija. The gathered data and its analysis will help the Idrija Municipal Administration understand the current condition of migrants, facilitate their integration in the local society, and promote diversity and inclusiveness. Additional focus is on young population and women.</p> <p>This could facilitate the integration of foreigners into the local environment and improve their job opportunities, also in tech, digital, or CCI sector. This action could further raise awareness of the need to accept diversity in local society and facilitate the integration of foreigners for a better quality of life of everybody.</p>

Risks	<ul style="list-style-type: none"> > Absence of any data gathering and analysis concerning the migrants, population migration flows, TechDiversity issues. > Foreigners' reluctance to integrate, limiting their contacts to their own ethnic group. > Absence of diversity in local tech and digital industry. > Lack of understanding among the local population.
Barriers	<ul style="list-style-type: none"> > Limited access to necessary data due to personal data protection. > Limited financial and human resources. > Limitations due to insufficient language skills on both sides. > Lack of interest in integrating with the local community, especially on the part of immigrants from Kosovo and Albania.
Outputs	<ul style="list-style-type: none"> > Design and implementation of several activities in the field of social life and networking, education and integration into the school system, language learning, health and social support, system-level support. > Permanent data gathering and analysis. > 1 thematic conference per year. > 1 communication campaign.
Outcomes	<ul style="list-style-type: none"> > Improved integration of foreigners into the local community. > Raised awareness among the local population about the importance of accepting diversity and the positive aspects of an inclusive society. > Planned and implemented appropriate and necessary measures by the municipality. > 50 migrants involved in the activities. > Improved mutual understanding, facilitated exchange of information and practices, improved co-operation, developed and implemented joint projects.
Links to Strategy	<ul style="list-style-type: none"> > Innovative Sustainable Development Strategy of the Municipality of Idrija. > Youth Strategy 2022–2026.
Action Readiness	By 2026.
Budget	30.000 EUR
Financing	<ul style="list-style-type: none"> > Municipal and national grants for the integration of migrants. > EU funds (ESRR, ESF, URBACT, Culture, ...).
Other (like monitoring, governance ...)	The results of the implemented action will be monitored by the Social Affairs Department of the Municipality of Idrija.
Timescale	By 2026.

Activities Summary – Action 3.1

Activity 3.1.1: Development of the Action plan

- **Implementation Details & Possible Problems:**
 - > Create action plan with legal recommendations in the Municipality – campaigns to raise awareness about the challenges faced by underprivileged groups and advocate for policies that promote social equity.
- **Connected Activities:**
 - > Actions 1, 2, and 5.
- **Responsible:**
 - > Municipality of Idrija with other relevant stakeholders.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 2.000

- > Funding: municipal funding.
- **Outputs:**
 - > 1 Action Plan.
 - > 5 recommendations for local or national policy changes that promote inclusiveness and address the challenges and heightened public awareness leading to more community-driven support and government intervention.
- **Timescale:** 2026.

Activity 3.1.2: Data collection, analysis and monitoring

- **Implementation Details & Possible Problems:**
 - > Structuring and implementation of data collection and analysis over time.
 - > Carry out investigations and surveys.
 - > Report and produce a policy and technical

recommendations.

- > Monitoring and evaluation of the implementation of the action plan and local inclusion policies.
- > Annual updates of the initial data collected.
- > Regular investigations and surveys.
- **Connected Activities:**
 - > All Actions.
- **Responsible:**
 - > Municipality of Idrija with other relevant stakeholders.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 5.000
 - > Funding: municipal funding.
- **Outputs:**
 - > 1 database.
 - > 1 monitoring system.
 - > 1 regular update of the database annually.
 - > 1 implemented investigation and survey annually.
 - > 1 report carried out, recommendations annually.
- **Timescale:** 2026.

Activity 3.1.3: Awareness raising campaign and other measures

- **Implementation Details & Possible Problems:**
 - > Organizing outreach programs to understand the needs.
 - > Design and implementation of a communication campaign to raise awareness.
- **Connected Activities:**
 - > All Actions.
- **Responsible:**
 - > Municipality of Idrija with other relevant stakeholders.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 15.000
 - > Funding: municipal funding, national, regional, and EU funding through cultural, economic, and digital transformation programmes.
- **Outputs:**
 - > Establishment of 1 physical space – as a one-stop-shop for migrants providing all information and support to ease the integration in local

society.

- > 1 implemented outreach programs annually.
- > 1000 participants reached.
- > 1 implemented communication campaigns annually.
- **Timescale:** 2027.

Activity 3.1.4: Local partnership network and its activities

- **Implementation Details & Possible Problems:**
 - > Collaborating with non-governmental organizations, social enterprises, private companies, and local governments to create and implement programs that support social inclusion and equality.
 - > Design and implementation of several small-scale activities dedicated mainly to migrants in the field of:
 - Social life and networking.
 - Education and involvement in school system.
 - Language learning.
 - Health and social support.
 - Support in developing entrepreneurship and career paths.
 - System-level support.
- **Connected Activities:**
 - > All Actions.
- **Responsible:**
 - > Municipality of Idrija with other relevant stakeholders.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 12.000
 - > Funding: municipal funding, national, regional, and EU funding through cultural, economic, and digital transformation programmes.
- **Outputs:**
 - > 1 established network between disadvantaged communities, NGOs, social enterprises, and other stakeholders.
 - > 5 implemented projects, events, etc. to improve social inclusion annually.
- **Timescale:** 2030.

Area 3: QUALITY LIVING ENVIRONMENT AND PUBLIC SERVICES

Action 4.1: Kajzer Creative Centre

Action Owner	Municipality of Idrija.
Short Description	As a UNESCO World Heritage Site, the Kajzer Creative Centre is envisaged as a unique meeting point for creativity, crafts, and tourism and pursues the aim of revitalizing and equipping the space for everyday work and local development.
Strategic Objective SO4	Retain and Attract Young People Back to the City Through Promotion.
Stakeholders	<ul style="list-style-type: none"> > Municipality of Idrija (Social Affairs Group, IT Department). > Business and youth representatives (Development Agency of Idrija and Cerkno, Idrija Chamber of Craft and Small Business, Idrija Youth Centre, ID20 Institute, private companies). > Other stakeholders (Idrija Municipal Museum, Idrija Mercury Heritage Management Centre, Idrija Association of Friends of Youth etc).
Action Summary	<p>The goal is to establish a creative centre in the premises of an abandoned mercury mine area called Kajzer, dedicated to creative and digital industry and designed especially for young people. There will be at least 3 labs established: FabLab, Textile and Lace Lab, and Art&Craft Lab.</p> <p>Kajzer Creative Centre will be a space for learning and using both traditional and modern digital technologies. Here, the users will engage in concrete and tangible challenges – from repairing various objects to improving and creating new, innovative, and socially beneficial products.</p>
Risks	<ul style="list-style-type: none"> > Lack of funding. > Lack of support at national level, especially in financial terms. > Low self-initiative for active development and entrepreneurship. > Lack of understanding among the local population. > Shortage of people in professional occupations related to digital culture and technology. > Lack of participation of target groups.
Barriers	<ul style="list-style-type: none"> > A large investment is needed to provide suitable premises for the operation of a creative center in an abandoned industrial building of the Idrija mine. > Difficulties in securing the necessary financial resources could prolong the implementation of the project beyond 2030. > Knowledge-based digital and tech entrepreneurship and startup initiatives are still underdeveloped. > Low self-initiative of the population for active development and entrepreneurship.
Outputs	<ul style="list-style-type: none"> > 1 creative centre for young, creative, business-oriented people. > 5 events. > 15 workshops. > 2 exhibitions. > 2 workshops for children.
Outcomes	<ul style="list-style-type: none"> > 5 new business established, mentored, supported. > 500 visitors of the events, exhibitions, workshops present. > A strong partnership established with at least 8 stakeholders. > A strong cooperation established with the Creative Centre Rog from Ljubljana. > Increased number of businesses in the creative sector established by young people and other vulnerable groups. > Increased self-employment, creation of new job opportunities. > Facilitation of local creative and business community. > Increased awareness of importance to support creative, business, and inclusive opportunities.
Links to Strategy	<ul style="list-style-type: none"> > Innovative Sustainable Development Strategy of the Municipality of Idrija. > Youth Strategy 2022–2026. > Sustainable Tourism Development Strategy in the Municipality of Idrija 2030. > Local Cultural Programme of the Municipality of Idrija 2023–2030.

Action Readiness	1st phase 2026 (preparatory activities) 2nd phase by 2030 (investment in premises)
Budget	1.100.000 EUR Providing suitable premises for the centre to operate, management of the centre, and implementation of all planned activities.
Financing	<ul style="list-style-type: none"> > National grants for cultural heritage building restoration. > Regional and municipal funds. > EU funding (ERDF, ESF, Erasmus+, Creative Europe etc. > Donors.
Other (like monitoring, governance ...)	All implemented activities will be monitored and evaluated
Timescale	<ul style="list-style-type: none"> > Initial preparational activities secure national finance: already underway. > Creative Centre launched beyond 2030.

Activities Summary – Action 4.1

Activity 4.1.1: Establishment and operation of the Creative Centre Kajzer

- **Implementation Details & Possible Problems:**
 - > Redevelopment of an abandoned mining site.
 - > Renovation of the site's infrastructure.
 - > Creation of suitable spatial conditions for the centre's operation – setting up a physical and digital space.
- **Connected Activities:**
 - > Actions 1.
- **Responsible:**
 - > Municipality of Idrija.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 1 million
 - > Funding: national and EU funding through cultural, economic and digital transformation programs, municipal funding.
- **Outputs:**
 - > Adequate spatial and digital conditions in place for the centre's operation.
 - > Other conditions ensured for the operating of the centre.
- **Timescale:** 2030 or beyond.

Activity 4.1.2: Promotion of the Creative Centre and awareness raising campaign

- **Implementation Details & Possible Problems:**
 - > Communication awareness campaign in local, regional, and national scope.
 - > Promotional event.
 - > Webpage, social media.
- **Connected Activities:**
 - > Action 1, 3, and 5.
- **Responsible:**
 - > Creative Centre Management.

- **Cost/Source of Financing:**
 - > Estimated cost: EUR 3.000
 - > Funding: national and EU funding through cultural, economic, and digital transformation programs, municipal funding.
- **Outputs:**
 - > 500 participants of activities.
- **Timescale:** 2030 or beyond.

Activity 4.1.3: Community-based art projects

- **Implementation Details & Possible Problems:**
 - > Community-based art projects, public art installations, or initiatives designed to bring cultural, social, or economic revitalization and to promote the value of the area.
 - > Participating/collaborating with art programs that aim to improve or transform areas that have experienced neglect, decay, or environmental degradation.
- **Connected Activities:**
 - > Action 1, 3, and 5.
- **Responsible:**
 - > Creative Centre Management with relevant stakeholders.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 10.000
 - > Funding: municipal, national and EU funding through cultural, economic, and digital transformation programs.
- **Outputs:**
 - > 5 artist residency programmes, projects, initiatives.
- **Timescale:** 2030.

Activity 4.1.4 Public-private partnership

- **Implementation Details & Possible Problems:**
 - > Examination of interest in a public-private partnership for the reconstruction of the Kajzer

area.

- **Connected Activities:**
 - > Action 1, 3, and 5.
- **Responsible:**
 - > Creative Centre Management.
- **Cost/Source of Financing:**
 - > Public (municipal, national) and private funding.
- **Outputs:**
 - > 1 public-private partnership.
- **Timescale:** 2028.

Activity 4.1.5 Business creation and mentoring support

- **Implementation Details & Possible Problems:**
 - > Personalized support, mentoring, consulting for CCI and business start-ups.
 - > Creation of a network of external experts.
- **Connected Activities:**
 - > Action 1, 3, and 5.
- **Responsible:**
 - > Creative Centre Management.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 5,000
 - > Funding: public (municipal, national), EU funding.
- **Outputs:**

> 10 people supported.

- **Timescale:** 2030.

Activity 4.1.6 Creative Centre management, establishment of national partnerships

- **Implementation Details & Possible Problems:**
 - > Regular operation of the creative centre, maintenance of the premises, coordination of all activities, promotional activities, monitoring and evaluation, creation of partnerships with similar initiatives at regional, national, and international level (example: Rog Creative Centre Ljubljana).
- **Connected Activities:**
 - > Action 1, 3, and 5.
- **Responsible:**
 - > Creative Centre Management.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 40,000
 - > Funding: public (municipal, national), EU funding.
- **Outputs:**
 - > Regular operation of the creative centre.
 - > 2 joining networks of national/international creative centres.
- **Timescale:** 2030.

Area 4: A RECOGNISABLE AND COHESIVE CITY

Action 5.1: Idrija Inspire

Action Owner	Municipality of Idrija.
Short Description	Development of a communicational campaign to brand the city – Idrija Inspire, with the aim of attracting young people and families to relocate to Idrija and start their own business, leading to job creation and a more vibrant local economy.
Strategic Objective SO5	Branding the city as a Youth Friendly City to Increase its Attractiveness.
Stakeholders	<ul style="list-style-type: none"> > Municipality of Idrija (Mayor, Economic Development Group, Social Affairs Group, IT Department). > Development Agency of Idrija and Cerklje. > Business and youth representatives (Idrija Chamber of Craft and Small Business, Idrija Youth Centre, ID20 Institute). > Other stakeholders (Idrija Secondary School, Idrija Primary School, Idrija Association of Friends of Youth).
Action Summary	With the communication campaign, the aim is for Idrija to become a recognisable municipality with a high quality of life and public services, attractive to young families and professionals from other backgrounds. This action could slow down the brain drain Idrija has been facing in the last decades and attract new people to relocate here and start their own business.
Risks	<ul style="list-style-type: none"> > Low interest from young people and families to relocate. > Low interest from companies to relocate. > Insufficient communication campaign. > Limitations of living in small cities in comparison to living in larger ones.

Barriers	<ul style="list-style-type: none"> > Poor mobility connections. > Lack of business premises. > A smaller town does not offer as rich a social life as larger cities. > Lack of mentorship, funding, and support. > Low self-initiative for active development and entrepreneurship. > Shortage of people in professional occupations related to digital culture and technology.
Outputs	<ul style="list-style-type: none"> > Designed and implemented measures, activities as a prerequisite for the commencement of implementation of brand and communication campaign. > 1 designed brand Idrija Inspire. > 1 communication campaign.
Outcomes	<ul style="list-style-type: none"> > Idrija becoming more attractive for young people and young families to relocate and start their life and business here. > Increased presence of small businesses in Idrija founded by newcomers, 20.
Links to Strategy	<ul style="list-style-type: none"> > Innovative Sustainable Development Strategy of the Municipality of Idrija. > Youth Strategy 2022–2026. > Sustainable Tourism Development Strategy in the Municipality of Idrija 2030.
Action Readiness	Launch in 2026, then ongoing.
Budget	55.000 EUR Budget for the design and implementation of all planned activities.
Financing	<ul style="list-style-type: none"> > Municipal funds. > Private companies.
Other (like monitoring, governance ...)	Monitoring and evaluation of implemented activities is necessary to achieve the aims of this action.
Timescale	Launch in 2026, then ongoing.

Activities Summary – Action 5.1

Activity 5.1.1: Creation of brand Idrija Inspire

- **Implementation Details & Possible Problems:**
 - > Conducting research to identify the city's unique attributes, strengths, and assets. Based on the findings, develop a comprehensive brand strategy that defines the city's identity and key messages.
- **Connected Activities:**
 - > All actions.
- **Responsible:**
 - > Municipality of Idrija with Idrija Tourism Board and other relevant stakeholders.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 20.000
 - > Funding: municipal, EU funding, private companies.
- **Outputs:**
 - > 1 clearly defined and recognizable brand for the city.
- **Timescale:** 2030.

Activity 5.1.2: Communication campaign of the brand Idrija Inspire

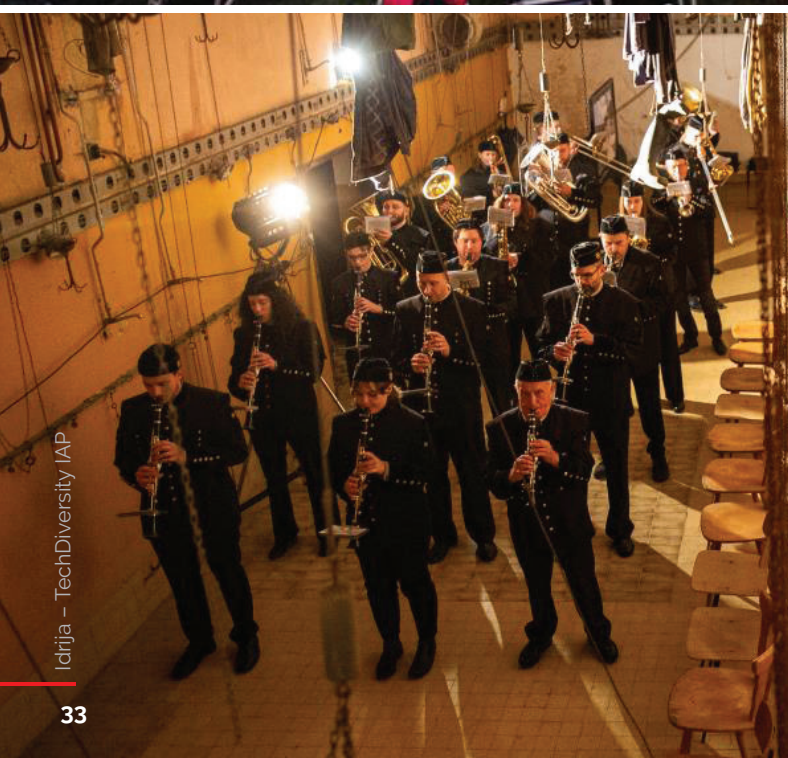
- **Implementation Details & Possible Problems:**
 - > Designing promotional materials that represent the city's identity, including visuals and messaging tailored to attract both tourists and investors.
 - > Preparation of communication plan.
 - > Participation and cooperation with opinion leaders, successful foreigners living and working in Idrija.
- **Connected Activities:**
 - > All actions.
- **Responsible:**
 - > Municipality of Idrija with Idrija Tourism Board and other relevant stakeholders.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 20.000
 - > Funding: municipal, EU funding, private companies.
- **Outputs:**
 - > 1 Communication Plan.
 - > 5 promotional materials and advertising campaigns.
- **Timescale:** 2030.

Activity 5.1.3: Local partnership

- **Implementation Details & Possible Problems:**
 - > Collaborating with local businesses, government officials, cultural institutions, and community leaders to ensure the branding aligns with the interests and aspirations of the stakeholders.
- **Connected Activities:**
 - > All actions.
- **Responsible:**
 - > Municipality of Idrija with Idrija Tourism Board and other relevant stakeholders.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 10.000
 - > Funding: municipal, EU funding, private companies.
- **Outputs:**
 - > 20 local residents and businesses engaged in and supportive of the city's branding efforts, reflecting a sense of pride and ownership of the new city identity.
- **Timescale:** 2030.

Activity 5.1.4 Monitoring and evaluation

- **Implementation Details & Possible Problems:**
 - > Tracking the success of the branding campaign, gathering feedback from residents, tourists, and stakeholders, and refining strategies based on outcomes.
- **Connected Activities:**
 - > All actions.
- **Responsible:**
 - > Municipality of Idrija with Idrija Tourism Board and other relevant stakeholders.
- **Cost/Source of Financing:**
 - > Estimated cost: EUR 5.000
 - > Funding: municipal, EU funding, private companies.
- **Outputs:**
 - > 1-2 of evaluation reports on the effectiveness of the branding project.
- **Timescale:** 2030.



7. IMPLEMENTATION FRAMEWORK

7.1. IAP GOVERNANCE

To ensure the long-term sustainability and effectiveness of the IAP, the below-described IAP governance structure is designed. The structure will manage and coordinate a multi-stakeholder programme.

- The Political Board provides strategic direction and political support. The Board is at the top of the implementation framework and it holds overall strategic responsibility. It ensures the alignment of IAP implementation with the municipality development project plan (short-term and long-term). Together with the relevant departments of the municipality's administration, the Board will provide formal approval of annual workplans and budgets, facilitate interdepartmental cooperation. **STRATEGIC LEVEL**
- IAP Steering Committee is responsible for management and coordination of the IAP, implementation, monitoring and evaluation: it tracks progress and assesses impact. This body will be established within the municipality's administration and will be responsible for day-to-day coordination and implementation of IAP actions, gathering and analysing data, monitoring, evaluating and reporting, communication with ULG. Each of the 3 municipality's departments will designate one permanent representative to the Steering Committee. The Committee will organise at least an annual meeting with the ULG members, minimum until 2030. **IMPLEMENTATION LEVEL**
- URBACT Local Group brings together city administration, development agency, education and training organisations, local companies, business associations, youth and social organisations, tourism and creative sector, and civil society to ensure stakeholder engagement and co-creation. The participatory spirit of URBACT will be preserved, ULG will become a permanent ULG, meeting 1–2 times per year in the frame of IAP Steering Committee, minimum until 2030. ULG will review IAP progress on implementation, provide recommendations, facilitate co-creation, provide feedback from the community. ULG will act as a consultative body of the municipal administration. A letter of commitment for the future cooperation will be signed with the ULG members. **PARTICIPATORY LEVEL**
- Several specialized groups and partners are below the ULG – they co-design and implement specific actions (from the field of education, entrepreneurship, social support, youth, culture, regional and national institutional partners, academia, neighbouring municipalities, target group representatives).

A body to oversee IAP implementation and decision-making, is the Municipality of Idrija. Municipality of Idrija will also be responsible for monitoring and reporting.

7.2. FUNDING PLAN

The funding strategy will follow a multi-source level combining:

1. **Municipal funds:** core operational support for staff, space usage
2. **Regional and National Programs**
3. **EU Programmes:** ERDF, URBACT, Erasmus+, Culture, Digital Europe Programme
4. **Private sector:** through partnerships agreement with local companies and businesses
5. **Public-Private Partnership:** for co-investment in Kajzer Creative Centre, Innovation Hub & Community Coworking Space, Creative Makerspace

Action	Title	Total Estimated Budget	Main Funding Resources	Timing
1.1.	Innovation Hub & Community Working Space	EUR 60.000	<ul style="list-style-type: none"> > Municipality and national grants to training institutions > STEAM vocational training programmes > EU funds (ESRR, ESF, Erasmus+,...) 	> Launch in 2028, then ongoing
2.1.	Creative Makerspace	EUR 165.000	<ul style="list-style-type: none"> > Municipality and national grants to training institutions, youth institutions > STEAM vocational training programmes > EU funds (ESRR, ESF, Erasmus+,...) 	<ul style="list-style-type: none"> > 1st phase by 2027 (podcast studio) > 2nd phase by 2030 (other equipment for the makerspace), then ongoing
3.1.	Inclusive and Supportive Environment	EUR 30.000	<ul style="list-style-type: none"> > Municipal and national grants for the integration of migrants > EU funds (ESRR, ESF, URBACT, Culture, ...) 	> Launch in 2026, then ongoing
4.1.	Kajzer Creative Centre	EUR 1.100.000	<ul style="list-style-type: none"> > National grants for cultural heritage building restoration, > Regional and municipal funds, > EU funding (ERDF, ESF, Erasmus+, Creative Europe etc., > Donors. 	<ul style="list-style-type: none"> > 1st phase 2026 (preparatory activities) > 2nd phase by 2030 (investment in premises)
5.1.	Idrija Inspire	EUR 55.000	<ul style="list-style-type: none"> > Municipal funds > Private companies 	> Launch in 2026, then ongoing

Considering the evolving nature of funding calls and institutional priorities, the IAP Steering Committee will be responsible for maintaining a “living funding strategy” document. The document will be updated quarterly to examine and discuss:

- New funding opportunities
- Specifics of the call and its tender documentation
- Matching funds required
- Lead departments and roles
- Status of applications already submitted

Also, ULG will be consulted regularly to identify additional funding sources through their networks.

7.3. RISK ANALYSIS

The implementation of the presented IAP in next 5 years involves a wide range of potential challenges and unknown factors that can affect it. Risk assessment was carried out to identify vulnerabilities and anticipate effective mitigation measures.

Risk Description	Risk Category	Risk Level	Mitigation Measures
Difficulties in coordinating the implementation of IAP	Operational	Medium	<ul style="list-style-type: none"> > A designated person employed by the Municipality of Idrija will be responsible for the coordination and communication with ULG members and other stakeholders.
Absence of data, difficulties in obtaining data from various local authorities dealing with foreigners and brain drain	Legal	High	<ul style="list-style-type: none"> > The Action plan for the implementation of Action 3.1. Inclusive and Supportive Environment will be clearly defined as it concerns governance and operating structure, obtaining data and performing analyses.
Difficulties in securing sufficient financial resources	Financial	High	<ul style="list-style-type: none"> > Detailed descriptions of the necessary work and costs will be prepared for each proposed action and activity. > Diversified funding strategy. > Significant efforts will be made to establish a public-private partnership. > Significant efforts will be made to attract sponsors and donors.
Difficulties in securing professional staff, mentors, teachers, industry experts	Staffing	Medium	<ul style="list-style-type: none"> > Early recruitment campaign. > Personal approach in recruitment, personnel recruitment process, involvement of stakeholders in this process.
Low interest by our target groups	Behavioural	Medium	<ul style="list-style-type: none"> > The communication campaign will consider and address this risk. > Strong stakeholders' engagement and communication are foreseen. > Continuous and ongoing work and communication with target groups is planned, also their active role in the co-design of actions and activities.
Existing cultural differences	Behavioural	Medium	<ul style="list-style-type: none"> > The communication campaign will consider and address this risk. > Strong stakeholders' engagement and communication are foreseen. > Continuous and ongoing work and communication with target groups is planned, also their active role in the co-design of actions and activities.

Each risk will be reviewed quarterly by the IAP Steering Committee. Findings and updates will be included in reports submitted to the Municipality Idrija Administration every 6 months. If needed, the Risk and Mitigation plan will be updated and revised.

7.4. MONITORING INDICATORS

A monitoring framework with defined monitoring indicators was developed to support the implementation of the IAP.

Monitoring will be implemented regularly to enable informed decision-making and IAP management. Reporting of the IAP Steering Committee to the Idrija Municipal Administration once or twice a year will ensure accountability and active involvement of the ULG.

Milestone	Baseline (2025)	Target (2028)	Target (2030)
SO 1 Diverse /Inclusive Technology and Digital/CCI Economy for Citizens			
Innovation Hub and Community Workspace established and operational, with its programmes	<ul style="list-style-type: none"> > No Innovation Hub and Community Workspace > Limited support services for business and innovation development 	<ul style="list-style-type: none"> > Innovation Hub and Community Workspace established – 1 > Support services for business and innovation development designed and implemented – 1 	Ongoing
SO 2 Skills and competences for the Promotion of Youth creativity and Skills Development			
Creative Makerspace established and operational (1st Phase), with its STEAM training programme	<ul style="list-style-type: none"> > No Creative Makerspace > No STEAM training programmes 	<ul style="list-style-type: none"> > Creative Makerspace established and operational (1st Phase) – 1 > STEAM training programme designed and implemented – 1 	Ongoing
SO 3 Improvement of the city's quality of life and public services			
Small-scale activities created and implemented Data gathering designed and started	<ul style="list-style-type: none"> > No recurring events > No data and analyses to support decision-making 	<ul style="list-style-type: none"> > Small-scale activities created and implemented – 1 > Data gathering designed and started – 1 	Ongoing
SO 4 – Retain and Attract Young People Back to the City through Promotion			
Kajzer Creative Centre established and operational, with its programme	<ul style="list-style-type: none"> > No Kajzer Creative Centre > No recurring programmes, events 	<ul style="list-style-type: none"> > Creative Centre Kajzer established and operational – 1 > Recurring programmes, events designed, implemented – 1 	
SO 5 – Branding the City as a Youth Friendly City to Increase its Attractiveness			
Creation and implementation of communication campaigns of the brand Idrija Inspire	<ul style="list-style-type: none"> > No Idrija Inspire brand > No communication campaigns 	<ul style="list-style-type: none"> > Brand Idrija Inspire created and implemented > Communication campaign designed and implemented 	

7.5. OVERALL TIMETABLE

ACTION	PLAN START	PLAN DURATION	PERIODS				
			2026	2027	2028	2029	2030
1.1 Innovation Hub & Community Working Space	2028	2030					
2.1. Creative Makerspace	2027	2030					
3.1. Inclusive and Supportive Environment	2026	2030					
4.1. Kajzer Creative Centre	2026	2030					
5.1. Idrija Inspire	2026	2030					

8. CONCLUSION AND NEXT STEPS

This IAP is a tool for guidance and assistance to Municipality Idrija Administration and City Council in taking the first steps on a path with the long-term goal/vision of becoming a progressive and modern city with well-developed technical, digital, and CCI sector, where inclusion and diversity are accepted values at all levels of society and where all citizens have equal access to employment and entrepreneurship.

To make this vision a reality, certain prerequisites are necessary: strong stakeholder involvement and engagement, solid and diverse partnerships, empowered governance, and demonstration of values of inclusion and diversity in the society.

This document was designed through ongoing cooperation and dialogue between various stakeholders – local authorities, development sector, civil society, and private sector. Through this process, the document became our shared roadmap.

The actions set down in the plan are ambitious but justified and based on the possibilities and needs of the local environment.

The next steps to turn this plan into reality are:

- The IAP will be presented to the Idrija Municipal Administration to secure institutional support and alignment with broader strategic goals.
- IAP Steering Committee will be established at the level of Municipal Administration as an implementation body. The Mayor will appoint 3 members of municipal administration to form this body – that will be the representatives of Social Department, Economy Department, and the Department of Spatial Planning. The Committee will be responsible for the implementation of the IAP, and the coordination and communication with ULG and will act as a link between Municipal Administration and ULG.
- The IAP will be presented to additional stakeholders beyond the current ULG membership, especially to the representatives of the larger companies in the municipality.
- The existing ULG with new, additional members will be transformed into an Advisory Forum and will act as support to IAP Steering Committee. The municipality will formalize a long-term partnership with these ULG members. The Advisory Form will continue to meet, advise, support, transfer good practices, co-design the actions, and be included in the implementation and monitoring.
- To ensure the sustainability and coherence with the IAP's actions, the Municipal Administration will work to integrate the plan's measures into key strategic documents (Idrija's development strategy with 2 neighbouring municipalities in the frame of Local Action Group CILj regional and national documents).
- A plan will be drawn up to obtain the necessary financial resources to implement the plan. We will actively begin to seek to obtain financial resources. To this end, we will also prepare presentations of the IAP to the relevant ministers.

The IAP is a result of joint work, collaboration, and learning, in which many relevant stakeholders from the area were included. These are the principles to be followed in the continuation of the work and in the commitment of bringing the agreed plan to reality. We know where we are going and we know how to get there. Idrija is well on its way of becoming a progressive and modern city with well-developed technical, digital, and CCIs sector, where inclusion and diversity are values accepted at all levels of society and where all citizens have equal access to employment and entrepreneurship.

A woman in silhouette stands looking out a window with a grid pattern. The window is divided into many small panes. Some panes show reflections, while others show a view of a bright, possibly outdoor area. A black sign with a white 'X' is visible in one of the upper panes. The woman is standing in the lower left foreground, her back to the camera. The overall mood is contemplative and hopeful.

When we
bring **different**
perspectives
together, we **create**
solutions the world
hasn't seen yet.
