



Residents of the Future

City of Šibenik
INTEGRATED ACTION PLAN

DRAFT VERSION



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1. Context, needs and vision

The first section of the IAP sets out the current situation in the city, identifies the needs and challenges being faced and the overall objective being set for the city. It links explicitly and directly with the content of the Baseline Study and provides the basis for all subsequent action planning.



Picture 1 – The City of Šibenik

1.1. Population declines in European union

Over the course of history, cities around the globe have gone through cycles of growth and decline. Although the world’s population is increasing, Europe has been experiencing unfavourable demographic trends for the last decade. Shrinking cities have become a European and global challenge¹.

The European Commission recognizes the challenges associated with population decline in small towns and rural areas and has highlighted the need to address these demographic changes in several documents, such as **White Paper on the Future of Europe** (2017). While this document addresses broader issues regarding Europe’s future, it recognizes demographic changes as one of the key challenges, particularly in the context of an aging population and depopulation in certain areas.

¹ Residents of the Future, Baseline Study, 2023

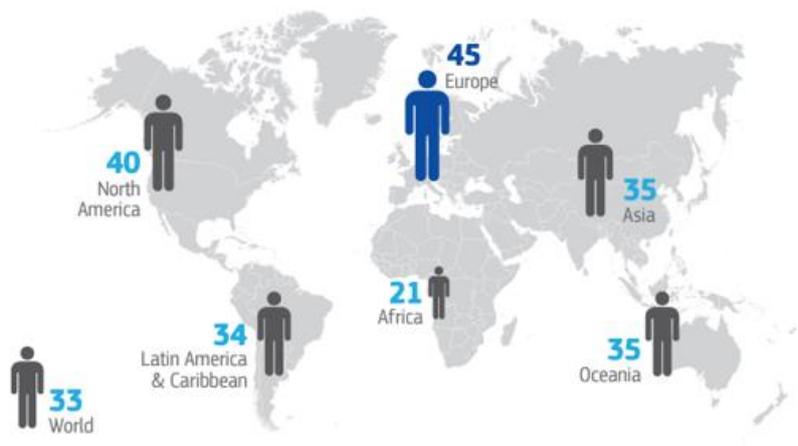
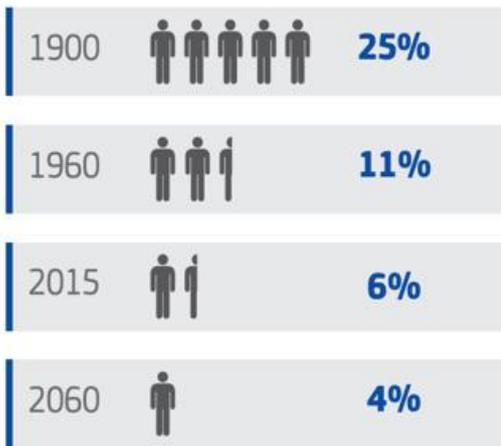


Figure 1 – European falling share of the world population and median age by regions of the world²

Europe’s place in the world is shrinking, as other parts of the world grow. In 1900, Europe accounted for around 25% of global population. By 2060, it will account for less than 5%. No single Member State will have more than 1% of the world population by then. With average age of 45, Europe is the oldest continent.

In 2015, for the first time in the EU, the mortality rate exceeded the number of births, increasing the impact of migration and mobility on regional populations.

1.2. Population declines in Croatia

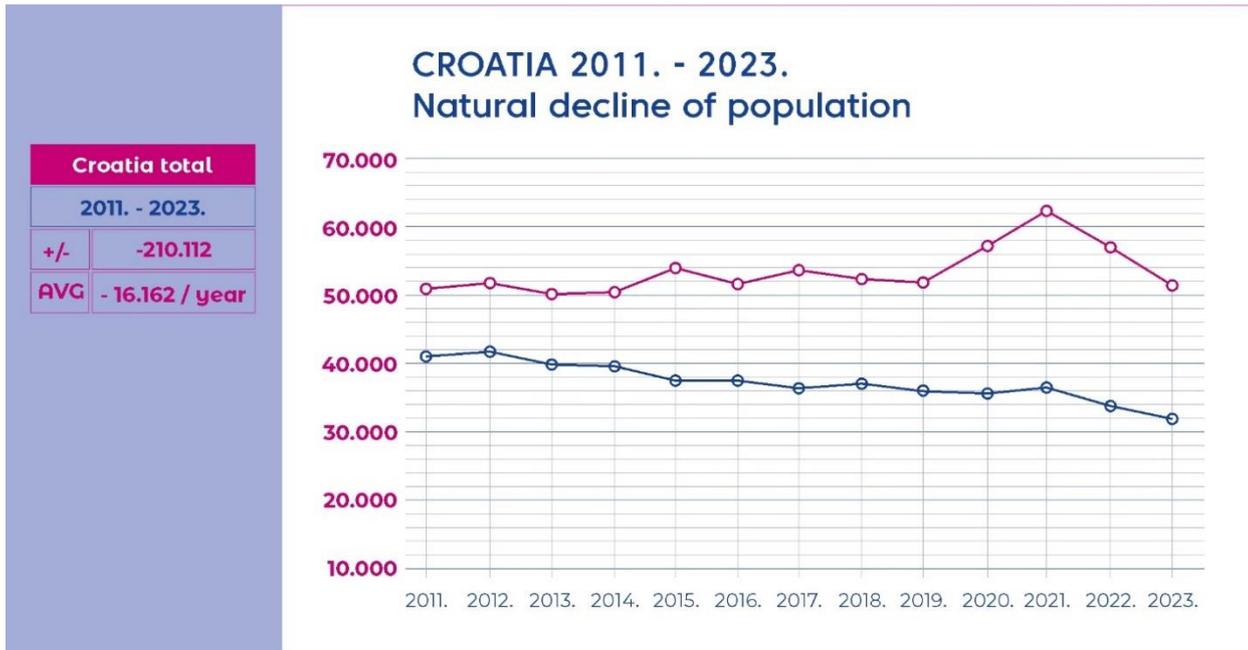
Between 2011 and 2021, Croatia experienced a significant population decline, with the total decreasing by 9,6%. This trend reflects broader demographic challenges, including low birth rates, aging population and substantial emigration, mostly to other European Union countries.

Population 2011.	Population 2021.	Depopulation		Natural decline	
		Total	%	Total	%
4.284.889	3.871.883	413.056	-9,6%	- 167.911	-3,9%

1.2.1. Natural decline

Natural decline began at the 1990’s, starting the chain of events that brought to a demographic catastrophe. With less people being born, the population was rapidly aging. Older population resulted with further decrease of natality and that brought to the state of constant decline growth.

² White Paper on The Future of Europe, 2017. Source: UN Statistical Division and Eurostat, EU27, Randal



Source of data: Croatian Bureau of Statistics, MSI - Population, 23 July 2024. | Data Processing: Kreator ATK

Natural decline was accelerated by COVID pandemic, resulting increased mortality between 2020. and 2022. The most concerning problem is the accelerated decline of natality, because of ageing population, and mass migration of young families from Croatia to other EU countries.

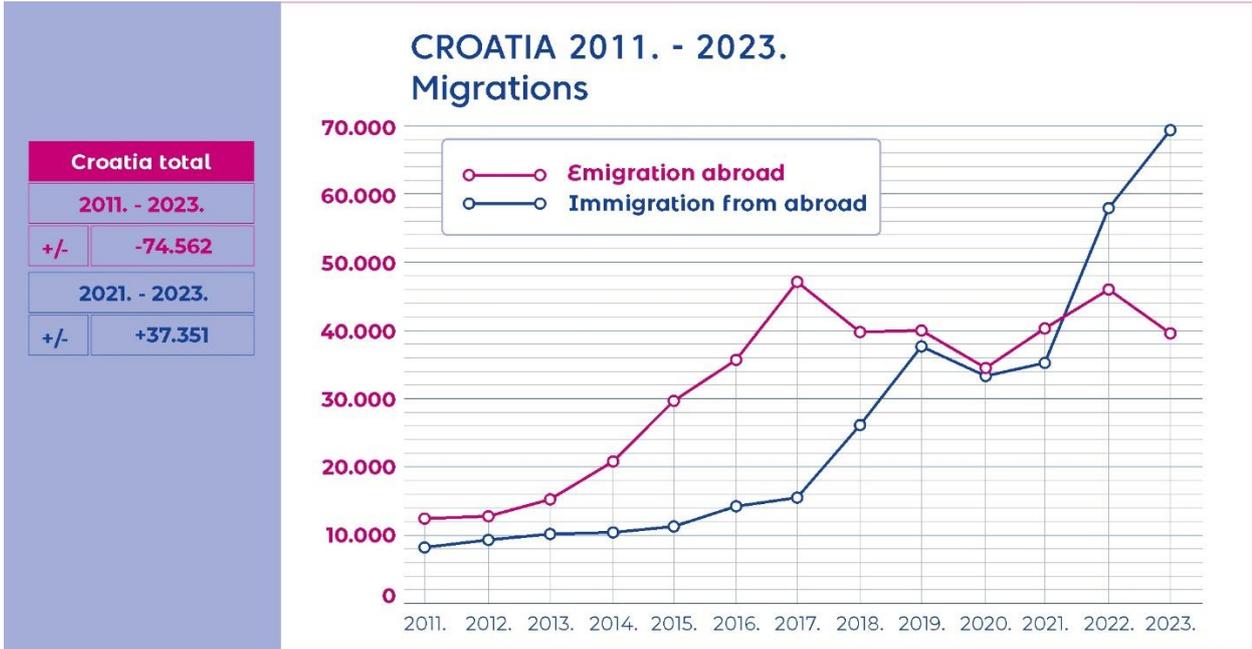
1.2.2. Migrations

In 2013, Croatia became the 28th member of the European Union. At the time, Croatia’s GDP per capita was at 61% of the EU average. Before its accession to the EU, Croatia’s economy fell into a recession that lasted more than six years. Significant differences in income levels across the EU drove people to relocate in search of better employment opportunities. Without restrictions on the movement of workers in the single European market, many Croatian citizens moved to richer member states for work and a better life.

As of 2023, approximately 578.547 Croatian citizens reside in other EU member states³.

Emigration curve started to raise rapidly after 2013 and peaked in 2017 (when Croatia’s economy started to recover) and 2022 (after COVID restrictions were cancelled).

³ Source: https://www.statista.com/statistics/1420527/eu-migration-citizens-living-other-member-states/?utm_source=chatgpt.com



Croatia total	
2011. - 2023.	
+/-	-74.562
2021. - 2023.	
+/-	+37.351

Since 2015, Croatian GDP started growing. Croatia was the fastest EU member country to recover from the COVID pandemic. In 2023 Croatia's GDP per capita (in PPS) reached 76% of the EU average⁴. The average monthly net salary in Croatia has increased from 722.57 euros (in 2011)⁵ to 1,366 euros in November 2024⁶. Registered unemployment stands at 5.1%, representing the lowest figures in several decades.

Since 2021. there is a significant shift in migration trends. Depopulation rates are getting smaller because of the positive effects of incoming migrations.

Economic development resulted with the shift in migration trends. Emigration abroad is still present, but Croatia began to attract migrants from neighbouring countries (Serbia, BiH, Macedonia) and underdeveloped countries from all over the world.

The population changes in Croatia were not evenly distributed across regions. Zagreb and surroundings faced smaller declines, highlighting their relative attractiveness for internal migration within Croatia.

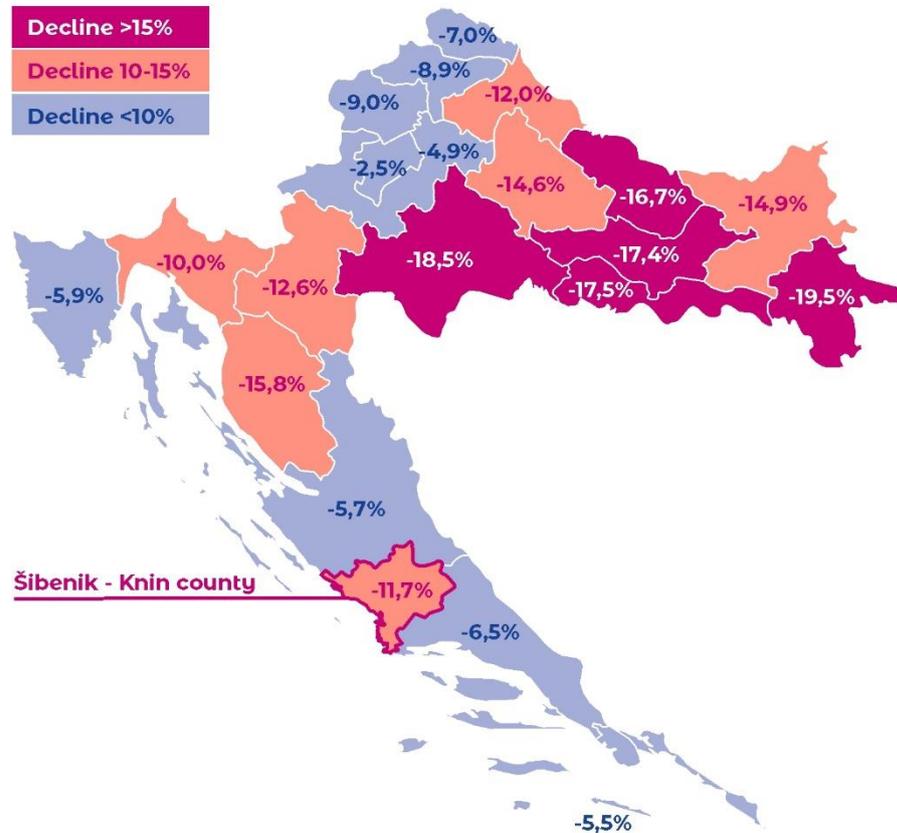
⁴ <https://www.worldbank.org/en/country/croatia/overview>

⁵ https://narodne-novine.nn.hr/clanci/sluzbeni/2012_03_30_749.html

⁶ <https://podaci.dzs.hr/2024/hr/76830>

CROATIA 2011. - 2021. Relative population decline by county

Croatia total	
2011.	4.283.889
2021.	3.888.529
+/-	-395.360
%	-9,2%



Source: www.abceogeografija.com | Data Processing: Kreator ATK

Regions in the east of Croatia recorded drastic losses of 15-20%, reflecting economic stagnation and migration patterns away from these areas. Coastal regions generally fared better than their continental counterparts, benefiting from tourism-driven economies. Šibenik – Knin county lost 11,7% of population which is above Croatian average, and significantly larger than the surrounding areas on the Adriatic coast.

With the average age of 46,5 and 27.9% of population older than 65, Šibenik – Knin county is the oldest in Croatia. That caused natural decline to triple in the period 2011. – 2021.

1.3. Population declines in the city of Šibenik: why & what could be done to reverse the process?

EU faces depopulation due the natural decline. Croatia struggles with additional challenges - migrations towards other EU countries. City of Šibenik has another issue - migration to bigger cities within Croatia.



Between 2011. and 2021. census, city of Šibenik lost 3.733 inhabitants, declining 8,1%.

Population declines in Šibenik started at the beginning of 90's. Initial reason was the beginning of negative natural growth, followed by the war period that resulted increased death rates and migrations. During the war, Šibenik lost almost all big industries that were the foundation of its economic power in the 80's. Unemployment rate was high and incomes extremely low. Thousands of jobs lost.

Failure of industry resulted with a brain drain of engineers, managers and skilled industry workers whose expertise was no longer needed. Those “good jobs” were never recovered.

Post – war recovery of Šibenik was slow. Industry crashed and tourism was not developed yet. Two bigger neighbouring cities, Split and Zadar recovered faster and started to attract residents of Šibenik – Knin county who were looking for better life.

Two decades of stagnation have left a negative mark on reputation of Šibenik as a place to live.

Šibenik started to move forward at the beginning of 2010's thanks to EU funds and the development of tourism. Entering unique EU market helped further development of tourism and employment, but at the same time, it made emigrations to other EU countries much easier, raised inflation and housing costs. Tourism improved employment rate, but it doesn't need many highly educated employees. Many young people who leave Šibenik for studies, after graduation, due the lack of “good jobs” never come back.

Since 2018, the economy, quality of life, cultural offer and public services are improving, making Šibenik more desirable place to live in. People are still moving out to bigger cities and richer EU countries, but Šibenik started to attract immigrants, mostly less - educated workers from third countries, willing to take basic jobs in retail, tourism, simple services and construction.

City.	2011.	2021.	Depopulation		Natural decline	
			Total	%	Total	%
Šibenik	46.332	42.599	-3.733	-8,1%	-2.330	-5,0%
Zadar	75.602	70.779	-4.283	-5,7%	-61	-0,1%
Split	178.102	160.577	-17.525	-9,8%	-4.509	-2,5%
Dubrovnik	42.615	41.562	-1.053	-2,5%	-270	-0,6%



Pula	57.460	52.220	-5.240	-9,1%	-2.820	-4,9%
Zagreb	790.017	767.131	-22.886	-2,9%	-8.482	-1,1%
Sisak	47.768	40.121	-7.647	-16,0%	-3.414	7,1%
Rijeka	128.624	107.964	-20.660	-16,1%	-8.787	-6,8%

Table 1 - Population decline in comparable cities in Croatia | Source: Croatian Bureau of Statistics, Cesus 2021

Šibenik's decline in the last decade (-8,1%) is slightly better than the Croatian overall (-9,6%). Like other former industrial small cities in Croatia (most of all in eastern regions), Šibenik lost a significant mass of workforce, especially high-educated engineers, scientists and skilled workers. The negative trends have been mitigated by the development of tourism, but not as much as the rest of the Adriatic regions. Šibenik is still falling behind Dubrovnik, Zadar and Split (region) because of the late start of economic development, lack of universities and good jobs opportunities.

Since 2018., Šibenik started to attract immigrants, opening new era of population trends and facing new demographic challenges.

1.4. Current situation/ data relevant to the themes addressed

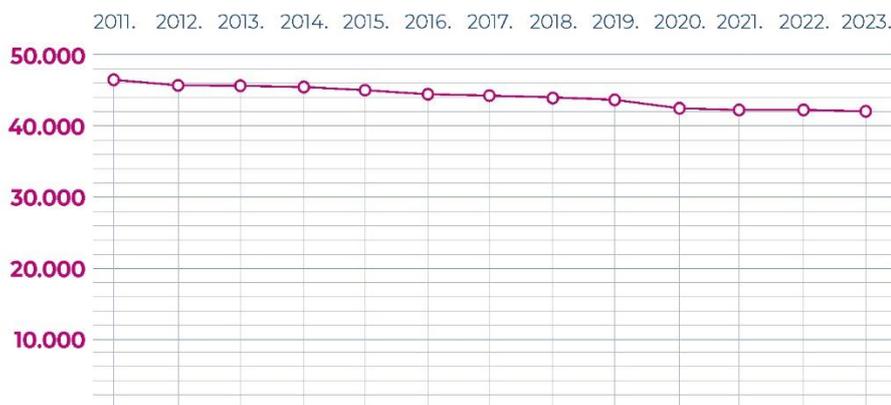
1.4.1. Population statistics and demography

Statistical data shows population decline since 2011. With significant shift in trends since 2020. Until 2020. there was steady raising trend of natural decline and negative migration impact, caused mainly by young people leaving for better job opportunities. Both trends caused severe aging of population, that spiralled into even larger gap between mortality and natality, culminating during the COVID pandemics.

Šibenik population decline 2011. - 2023. Projection

Croatia total	
2011. - 2023.	
+/-	-3.922
AVG	- 327 / year

Population	46.191	45.879	45.665	45.449	44.933	44.565	44.227	43.881	43.512	42.874	42.484	42.284	42.269
Total +/-	-312	-214	-216	-516	-368	-338	-346	-369	-638	-390	-200	-15	
Natural +/-	-100	-147	-159	-117	-270	-221	-260	-225	-207	-310	-314	-293	-265
Migration +/-	-93	-74	+34	-14	-150	-65	+23	-7	-57	-174	-75	+93	+250



Source: Croatian Bureau of Statistics: Cities in Statistics | Data Processing: Kreator ATK

The population decline affected the age-sex structure. The average age is increasing. The share of the working-age population and the woman of childbearing age is decreasing. The ageing index and the age coefficient also indicate an increasingly unfavourable ratio between young and elderly populations, highlighting the biological and economy unsustainability as the result of urban shrinkage.

Average age

♀♂	♀	♂
46,1	47,5	44,6

Fertility age

♂	15-49	20-29
8,404	2,130	

60,9% Working age share

Share of the working age (15-64) population in the total population.

189,4 Ageing index

Ratio of the elderly population (60+) to the youth population (0-19).

33,7% Age coefficient

Share of the elderly population (60+) in the total population.

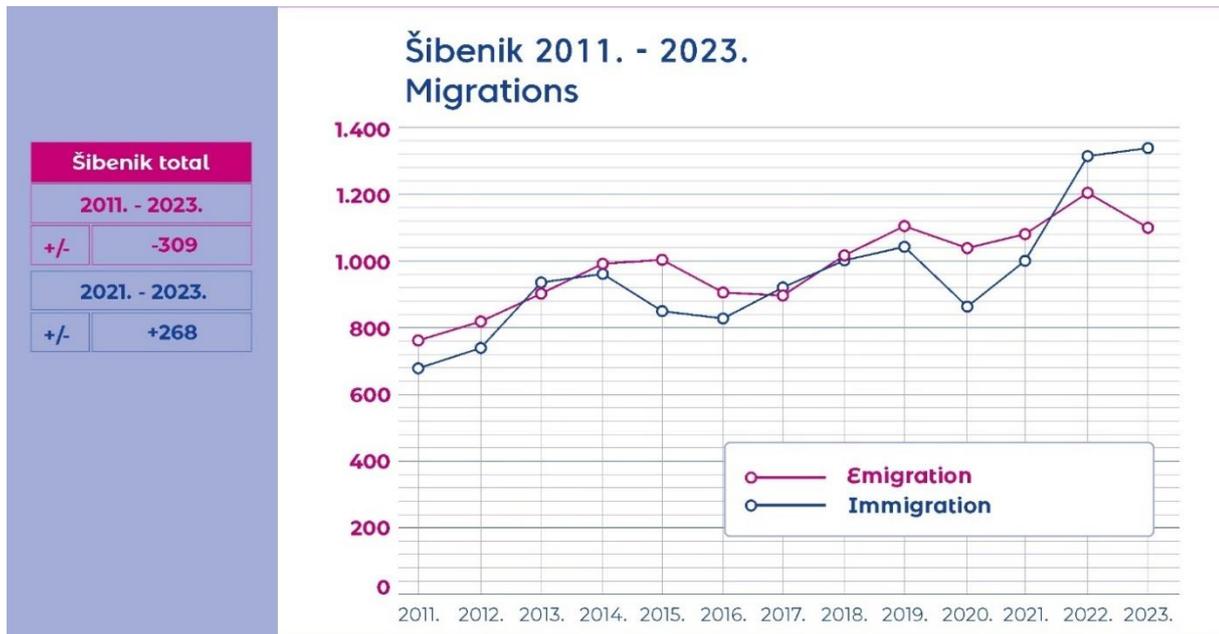
Age-sex structure of population. City of Šibenik, 2021.



Source: Croatian Bureau of Statistics: Cities in Statistics | Data Processing: Kreator ATK



Population decline mitigated since 2021. due the increasing immigration and mildly slowing down the emigration.

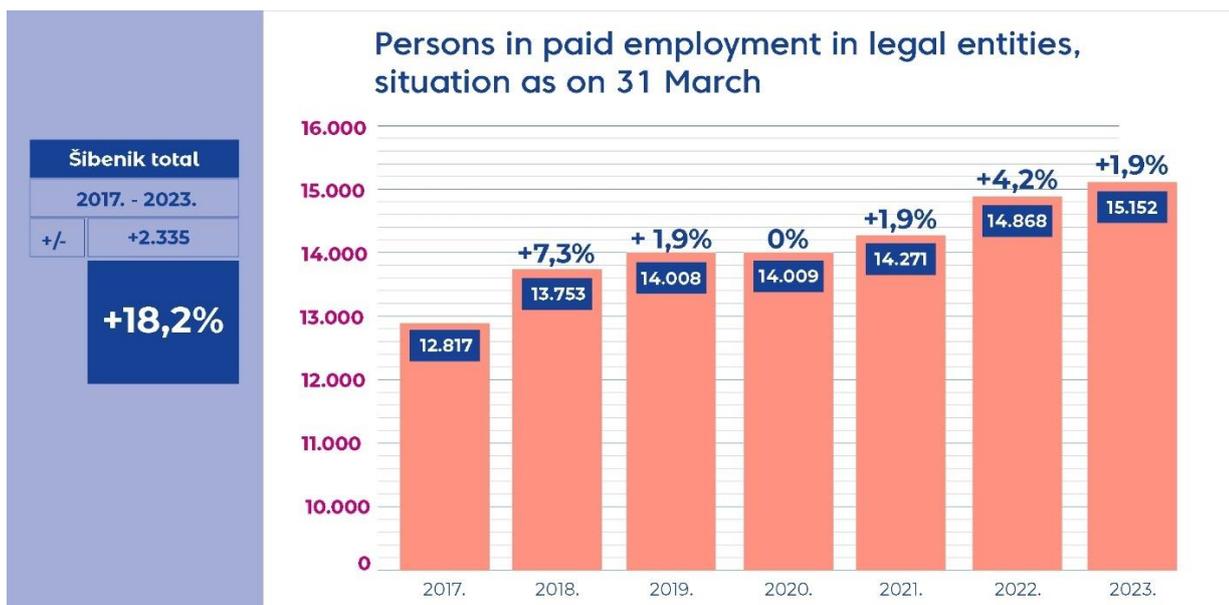


Source: Croatian Bureau of Statistics: Cities in Statistics | Data Processing: Kreator ATK

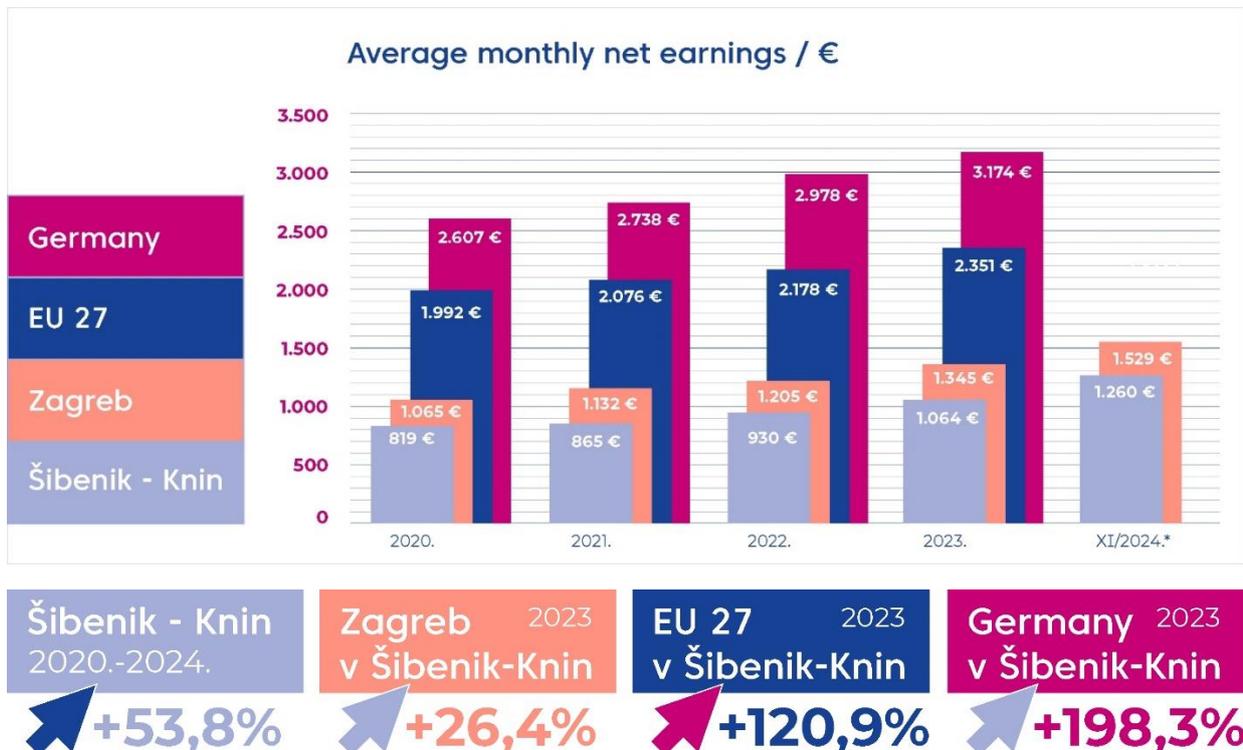
With the population of 42.000, annual migration of over 2.000 incoming / outgoing residents can make significant changes in demographics within a decade. If not processed properly, that kind of change could result with severe social problems.

1.4.2. Economy, investments & employment

Recession of 2009 affected Croatian economy until 2018. When world recovered from crisis and people started to travel again, Šibenik developed tourism. That resulted with the economic growth.



Average monthly net earnings in Šibenik grew 53,8% since 2020. Earning of 1.260 € is significantly smaller than in Zagreb and EU, but large enough to start attracting workers from third countries.



Source: Croatian Bureau of Statistics: Cities in Statistics ; <https://ec.europa.eu/eurostat/>

Salary gap between Šibenik – Knin county and the city of Zagreb is caused by:

- Structure of regional economies

Compared to Zagreb, Šibenik – Knin county has a bigger or similar share of employees in categories with below-average incomes: Accommodation and food service activities, construction, manufacturing, wholesale, retail, and public administration. In better - paid categories (information and communication, finance and insurance, professional, scientific and technical activities), City of Zagreb has bigger shares of employees.

- Centralization

Even within the same economic sector, there are much higher paid jobs in Zagreb than in Šibenik. Croatia is centralized country, with the city of Zagreb being strategic centre for any kind of operations. Most of the national and international institutions and companies have headquarters in Zagreb employing managers, engineers and scientists. Same companies in their branches in smaller cities like Šibenik employ mostly field operatives, service workers, sales staff etc.

Employment and salaries in Šibenik are raising, but there is a lack of “better jobs” that could keep young, ambitious and



high educated people to stay. At the same time, existing jobs and raising salaries attract immigrant workers from third countries.

According to the data from the Šibenik-Knin Police Department, a total of 6,716 foreign nationals from 54 countries received work visas in the Šibenik-Knin County in 2024. Most workers come from Serbia and Bosnia and Herzegovina. When considering those applying for a visa for the first time, Nepal and Bangladesh are predominating.

Country	New employment	Prolongation	Season employment	Total
TOTAL	4.107	1.343	1.266	6.716
<i>B&H</i>	550	444	274	1268
<i>Serbia</i>	581	73	502	1156
<i>Nepal</i>	594	133	55	782
<i>N. Macedonia</i>	301	83	291	675
<i>Bangladesh</i>	539	26	26	591
<i>India</i>	368	127	18	513
<i>Filipini</i>	261	109	14	384
<i>Kosovo</i>	193	139	15	347
<i>Albania</i>	224	94	4	322
<i>Egipt</i>	150	21	0	171
<i>Uzbekistan</i>	109	24	10	143
<i>Turkie</i>	63	1	1	65
<i>Ukraine</i>	24	23	1	48
<i>Montenegro</i>	25	4	17	46
<i>Argentina</i>	18	1	11	30
<i>Russia</i>	9	13	6	28
<i>Kirgistan</i>	12	9	0	21
<i>Tunis</i>	10	5	0	15
<i>Other</i>	63	14	21	98

Table 2 | Number of working Visas issued per country – Source: Šibenik-Knin Police Department

1.4.3. Investment and start - up opportunities

City of Šibenik developed several successful programs to help entrepreneurs in different stages of their existence, as well as individuals looking for change of career towards better paid job.

- Trokut Šibenik



Trokut Šibenik is the city company aimed to help start-up, entrepreneurial and IT community. It gathers freelancers, digital nomads, developers, startups and other entrepreneurs in different stages of development. In three different business centres, Trokut offers affordable virtual office services, co-working spaces, business offices and manufacturing facilities. Trokut start-up programmes include education, networking and joint promotion. Through lifelong learning programs, Trokut conducts training courses for programmers and helps with employment in the IT sector. At this point, Trokut provides services to 93 entrepreneurs in three business buildings (Trokut, PIN and iNavis).

- ABC – Adriatic Business Centre



ABC – Adriatic Business Centre in Šibenik, managed by the Regional Development Agency of Šibenik-Knin County, supports startups, entrepreneurs, and SMEs with coworking spaces, offices, mentorship, and networking. It specialized for design, marketing, communication, multimedia and event producers, offering business event and congress halls, recording and post-production studios, equipment and software. ABC offers overall 28 office spaces that can accommodate up to 45 employees. At this point, it's a home for 16 SMEs and Regional Development Agency who runs the education, networking and other programs for start-ups.

- PODI – Industrial zone



The Podi Business Zone in Šibenik is one of Croatia’s top industrial zones. Encompasses a planned area of 550 hectares, with 130 hectares already developed and an additional 100 hectares available for construction. It offers competitive advantages for investors, including:

- **Affordable Land Prices:** The starting price for land is set at €5 per square meter, making it an economically attractive option for businesses.
- **Reduced Development Costs:** The zone provides essential infrastructure such as access roads, electricity, water, and telecommunications up to the plot boundaries, significantly lowering initial development expenses for companies.
- **Direct Access to A1 Highway:** Strategically located with direct connectivity to the A1 highway, the zone ensures efficient transportation and logistics, facilitating swift movement of goods and services.

The Agency for Investment and Competitiveness of the Republic of Croatia has proclaimed Podi the best entrepreneurship zone in Croatia. The Government of the Republic of Croatia has included a list of 32 properties of strategic importance for the state. These features, combined with a strategic coastal location and robust infrastructure, position the Podi Business Zone as a premier destination for businesses aiming for cost-effective growth in Croatia.

Zone is production and business – oriented (no retail or shopping centres). There are 57 companies in the zone with over 2.000 employees.

1.4.4. Housing and Cost of Living

Housing and Cost of living are the next major group of factors with significant influence on life-settling decisions.

- Availability and quality of housing (renting vs. buying)

National Housing Policy Plan of the Republic of Croatia until 2030, defines that the rise of prices, the decrease in affordability, and the significant housing gap are primarily the result of how existing housing units are utilized. Population Censuses and projections suggest that the share of housing units not used for residential purposes are continuously increasing in Croatia⁷.

Dwellings in Šibenik	Dwellings in Šibenik for permanent residence			Dwellings used occasionally		Dwellings for business
	Total	Occupied	Empty	Seasonal agricultural	For vacation	
32.439	26.978	16.882	10.096	86	3.358	2.017
		52%	31,1%		10,4%	6,2%

Source: CBS, Census of population, households and dwellings in 2021 – housing units – by towns

Almost 48% of dwellings in Šibenik are empty, used occasionally or for business. In Šibenik – Knin county area share is even bigger – 63,9%.⁸ High prices and low affordability is driven by tourism. Short term rent is more profitable than long term.

- Housing prices

Prices on the Croatian Adriatic coast increased 95.4% in period from 2015. to 2024/Q3.⁹ With the price increase of 12.1%, between Q3-2023 and Q3. Croatia had the largest increase rate in Eurozone. According to National database of estimated property values “eNekretnine”, housing prices in Šibenik are lower than in Split, Zadar or Zagreb, both in tourist areas as in working-class neighbourhoods.

	Šibenik Old Town	Split Old Town	Zadar Old Town	Zagreb centre	Šibenik Vidici – new	Split Plokite	Zadar Bili Brig	Zagreb Utrina
21-35 m ²	2.100	5.600	3.500	3.900	2.100	3.300	2.500	2.900
36-55 m ²	1.700	3.800	3.100	3.300	2.000	3.000	2.400	2.600
56-75 m ²	1.700	4.000	2.600	2.800	2.000	2.900	2.200	2.300
76-100 m ²	1.200	4.300	3.000	4.300	2.000	2.700	2.200	2.000
100 m ²	-	-	2.600	3.700	-	4.600	1.700	2.100

Table 3: Plan of approximate values for apartments/flats as of 01.01.2024. Source: <https://ispu.mgipu.hr/#/>

Cities in eastern Croatia with the largest depopulation rates have the lowest apartment prices in Croatia, where estimated values of apartments in the city centre start from 800€/m² or less.

⁷ National Housing Policy Plan of the Republic of Croatia until 2030

⁸ National Housing Policy Plan of the Republic of Croatia until 2030

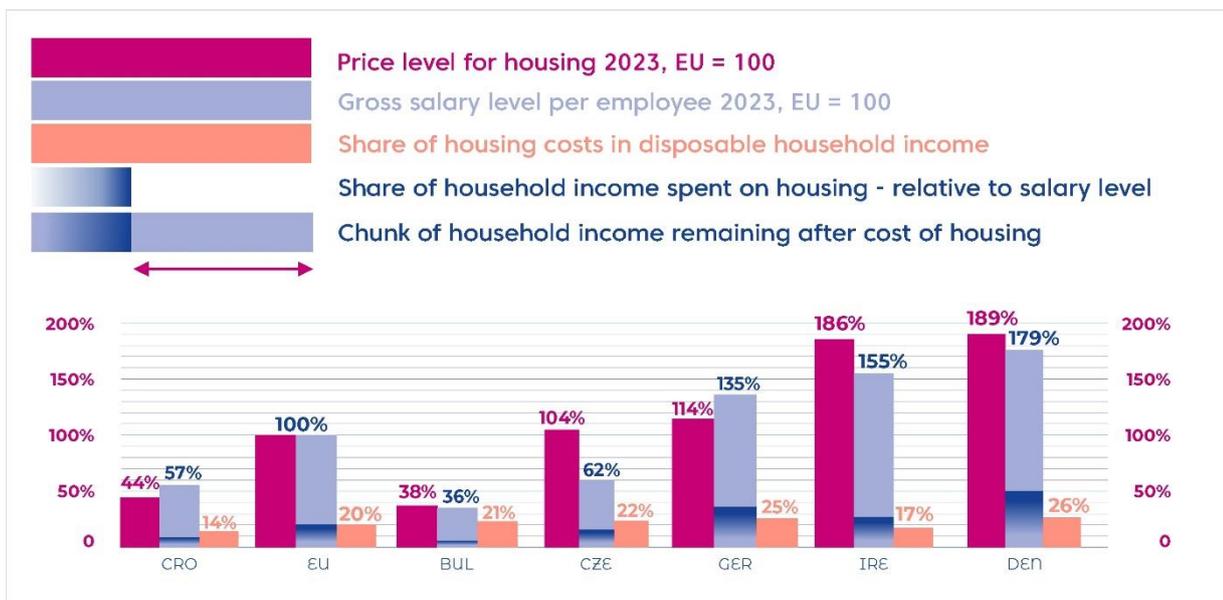
⁹ CBS - House price indices1)

Although housing prices are one of the biggest life challenges for young families, they are not the only deciding factor. Bigger cities are more expensive but still attract more people.

- Affordability of housing

Access to high-quality housing has become increasingly difficult in many countries over the past decades. House prices and rental costs have risen faster than overall inflation in OECD countries, undermining housing affordability. The affordability of housing is one of the fundamental human needs, yet it is often a challenge for population groups facing vulnerabilities. This includes young people, elderly citizens, large families with children, and individuals with limited access to healthcare and rising prices of essential goods and services.

The increase in real housing costs is particularly pronounced in urban areas, where there is a shortage of available housing stock and undeveloped land.



Sources: <https://ec.europa.eu/eurostat/web/interactive-publications/housing-2024#housing-cost>; https://ec.europa.eu/eurostat/databrowser/view/prc_ppp_ind_custom_12681453/bookmark/table?lang=en&bookmarkid=37b84f04-8b42-442c-9dca-e7b439338ead; <https://www.euronews.com/business/2024/12/24/average-earnings-rankings-in-europe-which-countries-pay-the-highest>; https://ec.europa.eu/eurostat/databrowser/view/ILC_MDED01_custom_7140904/bookmark/table?lang=en&bookmarkid=659e8061-cde5-4ddb-b633-7cff3c16b7bd

- The Housing GAP

Over 91% people in Croatia are owning the unit they live in; average Croatian household spends 14% of income on housing. However, this analysis ignores the fact that a portion of the population forming households lives in inadequate housing conditions. The overcrowding rate of housing units in Croatia is 34.4%, making it one of the highest in the EU. Third of families live in inadequate housing conditions (not by choice, but out of necessity), whether due to housing units being too small or living in multigenerational households.

Since housing affordability has been continuously declining since 2012 and is projected to decrease by an additional 8.8% by 2030, a portion of the population is unable to either buy or rent a housing unit. As a result, their demand for housing remains unexpressed (unfulfilled) and cannot be directly measured through available statistical data. This unexpressed demand is referred to as the “housing gap”.¹⁰

City of Šibenik has a housing gap of 1.396 units in 2021. It’s estimated that, by the 2030 it will be 919 units. ¹¹

The City of Šibenik provides municipal apartments for rent, for a limited period, to large families with low financial status. The city has carried out four phases of apartment construction under the POS model, securing housing for 275 young families.

1.4.5. Infrastructure and Accessibility



Figure 2 | Transport Options and Connectivity

- **Transport Options and Connectivity (with the Surroundings)**

Šibenik is well connected to other cities in Croatia, BiH and EU. . The A1 highway is 8km away, links it to Split (82 km), Zadar (88 km), Zagreb (341 km), Rijeka (347 km) and EU. Regular intercity buses run daily to major destinations in Croatia and EU. The nearest airport is in Zadar (72 km) and Split (50 km). Ferries connect Šibenik to nearby islands Zlarin, Prvić, and Kaprije. During summer season, connections tend

¹⁰ National Housing Policy Plan of the Republic of Croatia until 2030

¹¹ National Housing Policy Plan of the Republic of Croatia until 2030



to multiply. There is train station in Šibenik, but the railway system is slow and unreliable in south Croatia.

- **Transport Options and Connectivity (within the city)**

Public transport systems consist of:

- City BUS lines, connecting urban area on hourly basis, and the wider city area 2-4 times a day.
- Boat & Ferry lines to inhabited islands, 2-4 times a day
- City Bike and Electric Scooter system – allowing citizens to rent bikes and leaving them on several spots in the city
- Taxi (on spot and app) system

Šibenik is typical mediterranean city, not suited to car traffic in the city centre. In the fall/winter season traffic is light and moderate, without extensive rush hours, but parking can be expensive for longer stays (full working day, every day). In the summer season, rush hours occur daily, and parking is very hard to find.

For locations on the city outskirts, such as business zones, private cars are still the best options because of moderate traffic, short drives, easy parking and flexibility. City BUS is reliable but drives once each hour and can be complicated to workers with flexible hours or those who must combine more lines to get home.

- **Walkability and Bike-Friendliness**

Most of the urban area is situated within the 2,5 km radius from the city centre, making it eligible for creation of “15-minutes city” or 30 minutes city” programmes. There are multiple kindergartens, schools, supermarkets, restaurants and other utilities in different city areas. The General Hospital is easily available to most of the population.

City is small with majority of narrow streets, situated on hills and therefore, not suitable for bike transport. There are no specialized bike lanes in city centre. Outside the season, the traffic is mostly low and for skilled bikers, biking can be a good option.

- **Internet Connectivity**

High-speed broadband and 4G/5G networks are available. Internet coverage is reliable in urban areas. There are several international telecom service providers operating in the city, making the overall offer on high standard. Old city centre does not have optic fibre infrastructure; therefore, internet relies on wireless service.

- **Utilities & Shopping**

Water and electricity supply are stable. Tap water is top quality and safe to drink. It's operated by city company making it safe and affordable to all. There are no shortages in supply, although the demands grow every year with new tourism capacities. In the period 2020.-2022 big part of the water supply and sewage system was reconstructed, with 60km of pipeline being replaced with new pipes and equipment.



Supermarkets, local markets, and shopping centres can easily satisfy most of every day shopping needs, including groceries, clothing, home electronics, construction, home equipment, garden, car servicing etc. There are several delivery companies operating in Šibenik, making possible to order / send goods to every part of the world.

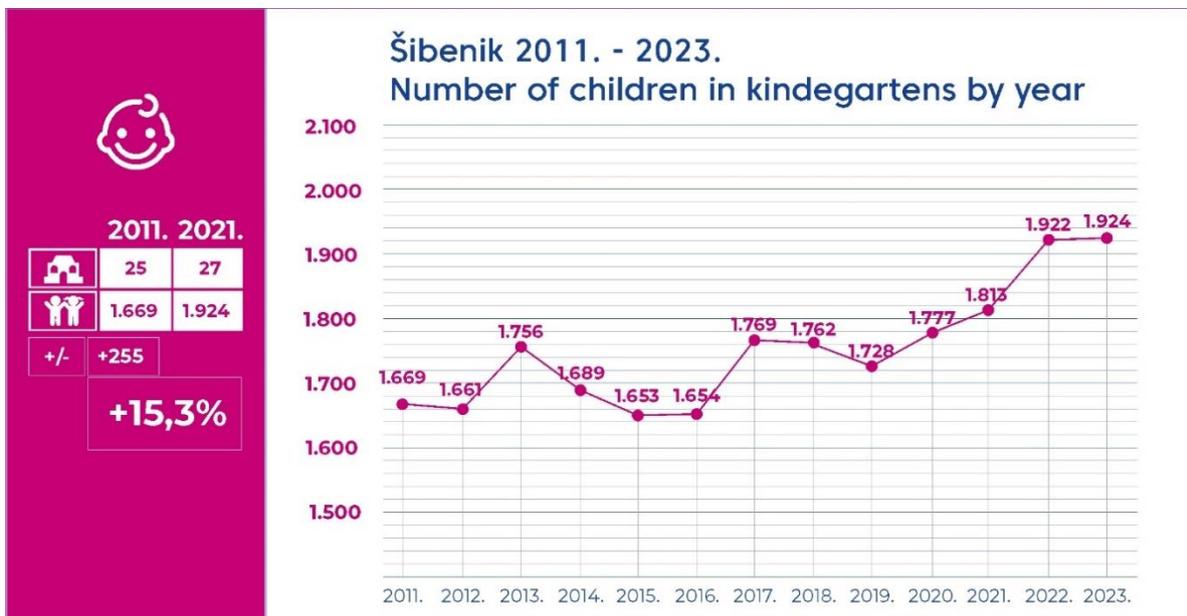
1.4.6. Public services

- **Childcare**

The City of Šibenik provides financial assistance to families for born children, adopted or placed under guardianship.

- For the first child - €400.00.
- For the second child – €530.00.
- For the third child – €4,900.00, which will be paid in equal annual instalments over seven calendar years

Childcare services are managed by the city's Department for Culture, Social Welfare, and Preschool Education. There are two public and five private and religious institutions with 27 childcare objects in Šibenik.



The City of Šibenik subsidizes children’s attendance to both private and public facilities, making parent’s costs the same for all.

The KINDERGRATEN and NURSERY fee paid by parents.		
1 st child	2 nd child	3 rd child
90 €	63 €	36 €

Predicted budget for Preschool Education in 2025. is 10.775,960 €

The city of Šibenik invests to increase the capacities of childcare, since there is still 10% of preschool children on the “waiting list”.

-

- Education

School system is structured to provide comprehensive education with funding from local and national budgets. The city of Šibenik oversees elementary schools. These schools are established and maintained by the City of Šibenik, which allocates funds for their regular activities, including transportation and facility maintenance.



School programmes funded by the city of Šibenik in 2025

- Purchase of learning materials
- School assistance for students in need
- Free hygiene materials for female students
- Meals for children from low-income families
- Extended stay
- Transportation
- Scholarships

Just dry meals - only one school meets standards for preparing cooked meals.

Covering staff salaries, renovation and equipment
Transportation for primary school students, and secondary school students from low-income families.

Funding 40 scholarships college students, based on academic achievements and financial status

Planned budget for primary schools in 2025. is 21.3 million €, including 2.8 mil. € for capital investments in school objects.

- Healthcare

Šibenik health care operates under a universal health care system, consistent with the national framework. This includes advantages such as accessible and free healthcare for all, but also drawbacks like long waiting lists caused by high demand and a shortage of medical staff.

General Hospital of Šibenik-Knin County provides surgery, internal medicine, anaesthesiology, gynaecology, radiology, nuclear medicine, pathology, transfusion, biochemical-lab, paediatrics, and intensive care. Private medical facilities offering additional services. For specialized examinations, patients are referred to larger clinical centers in Split and Zagreb, with travel expenses reimbursed.

City of Šibenik is involved in planning process for the construction of new hospital in Šibenik to provide state-of-the-art healthcare and patient care while also ensuring better working conditions and opportunities for professional and career development of medical staff.



Slika 8.1 Pogled na ambulante (klinike)

Picture 2 – Plans for new Šibenik Hospital; Suorce: Feasibility Study for the Construction of a New Hospital in Šibenik | WYG consulting 2024.

With the aim of improving healthcare for residents in the wider city area, City of Šibenik is providing funding for the work of a nurse in the clinics on the islands of Kaprije and Žirje, as well as for activities within certain national health projects. Additionally, non-profitable teams of the Šibenik Health Center in the city's outskirts and extra emergency transport teams during the tourist season are co-financed¹².

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- Waste management / Sanitation



Šibenik has a comprehensive waste management system around the Bikarac Waste Management Centre. Operating since 2021, Bikarac includes a mechanical biological treatment plant for processing up to 50,000 tonnes of secondary raw materials, such as paper, metals, plastic, glass, fuel, and compost.¹³ Šibenik's waste management system emphasizes sustainability and environmental protection, contributing to an improved quality of life for its residents.

- Public transport



The public transport system in Šibenik was significantly enhanced in 2022 with the procurement of eleven new low-floor buses. These buses operate on seven city lines, with departures every hour. In Šibenik-Knin County, a new line transport network was introduced in 2024, comprising 29 lines with at least five departures per day, utilizing 48 vehicles equipped with advanced ticketing systems. Both system plan to further improve services and numbers of lines.

- Administration / digitalisation



The City of Šibenik has been actively digitizing its administration to improve efficiency and accessibility for citizens, implementing e-services for permits, payments, and documentation. These efforts aim to reduce bureaucracy, enhance transparency, and streamline communication between local government and residents.

1.4.7. Safety & Security

- Crime rates

¹³ https://ec.europa.eu/regional_policy/projects/projects-database/improving-quality-of-life-with-sustainable-waste-management-in-sibenik-knin-county-croatia_en?utm_source=chatgpt.com



Based on recent data, Šibenik demonstrates a relatively safe environment for residents and visitors. In 2024, there was a modest overall increase in reported crimes compared to 2023, with a rise of 13.3% in total cases. However, this increase is primarily driven by specific categories, while many serious crimes remain low or have decreased.

There was a 7.3% rise in reported criminal offenses, suggesting a slight uptick in crime. Despite this, the rates remain low compared to larger cities and European metropolises. Burglary and theft incidents saw a minor increase of 12.8%, yet these numbers are significantly lower than those found in larger urban centres across the EU. Serious violent crimes remain rare in Šibenik, with no significant spikes reported. The data suggests that violent crime is not a major concern for daily life.

Traffic Safety: Traffic-related incidents increased by 18.3%, which may be attributed to higher mobility and tourism. However, these incidents are mostly minor and do not indicate a general decline in safety.

When compared to major European cities, Šibenik maintains a much lower crime rate. The city's small population and close-knit community contribute to a sense of safety that surpasses that of larger metropolitan areas. Residents and tourists generally experience a safe environment, both during the day and at night.

Šibenik remains a safe city to live in and explore. While some categories of crime have seen slight increases, the overall environment is secure, especially when compared to larger European urban centres. The city offers a peaceful and safe lifestyle, making it an attractive destination for both residents and visitors.

- Perception of safety in neighbourhoods
- Availability of Emergency Services
- Natural Disasters Risk (floods, earthquakes, etc.)

1.4.8. Environment



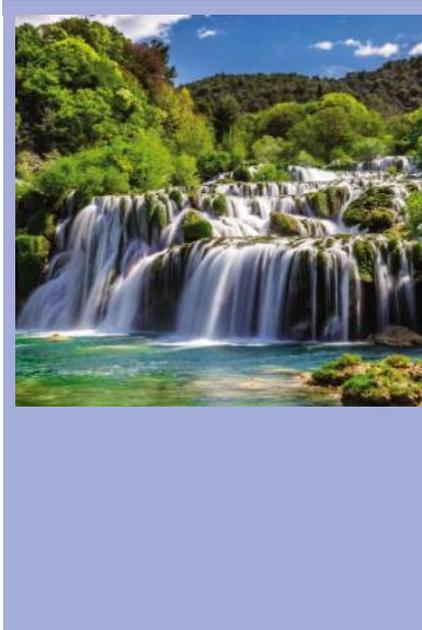
Šibenik enjoys generally good air quality, with air pollution levels falling within European Union standards. According to the European Environment Agency, average PM10 levels are typically under 20 $\mu\text{g}/\text{m}^3$, which is below the recommended daily average of 50 $\mu\text{g}/\text{m}^3$. As for water quality, Šibenik has high standards, with drinking water meeting the EU's drinking water directive, and beaches frequently tested for compliance with Blue Flag standards, ensuring cleanliness and safety for public use.

- Climate and weather patterns



Šibenik has a Mediterranean climate with mild, wet winters and hot, dry summers. Average summer temperatures range from 25°C to 30°C, with occasional peaks reaching over 35°C. Winters are mild, with average temperatures around 10°C. Rainfall is highest in the autumn months, with around 900 mm of annual precipitation. The city enjoys over 2,500 hours of sunshine annually, making it a popular tourist destination.

- Nature & Ecological indicators



Šibenik is in a region of Croatia with a variety of protected ecosystems, such as the Krka National Park. The area hosts a rich biodiversity, with a range of endemic species. The city's ecological footprint is moderate, and efforts to preserve local flora and fauna are supported by both local government and national environmental policies. However, urbanization and tourism pose ongoing challenges for sustainability.

Šibenik's natural surroundings include the Krka River and National Park, offering a combination of waterfalls, lakes, and dense forests. The region's coastal areas are rich in marine biodiversity, with clear waters home to various fish species. The surrounding islands, such as the Kornati archipelago, also contribute to the region's exceptional natural beauty and biodiversity.

- Architecture, Vibe & Aesthetic qualities

Šibenik's aesthetic combines a deep historical ambiance with a modern, laid-back Mediterranean vibe. The city's historic core features narrow streets, stone houses, and vibrant squares. Two UNESCO monuments stand out – St. James Cathedral and St. Nicholas Fortress.

1.4.9. State of Social & Cultural Life

Šibenik offers its residents wide array of social, cultural, sporting, wellness and personal development opportunities, contributing significantly to its high quality of life. The cultural and social scene in Šibenik is active throughout the whole year, but with significant emphasis on summer months and December.

- **Cultural offerings and events**

Institutional cultural offer is provided by Public institution Fortress of Culture, Croatian National Theatre in Šibenik, The Gallery of Šibenik, The City Museum and City Library, organizing over 500 public events per year. Civil cultural scene is gathered around the independent cultural centre Azimut with over 200 events per year.

- **Possibilities for active participation in social, cultural and sporting activities**

There are many institutional, private or civil society programs allowing children, young people and adults to develop their artistic talents, perform and prepare for further professional education. Institutional education takes place in (elementary) musical and ballet school. Visual art classes and acting troops are based on informal approach. There are 118 active NGOs registered for cultural activities, and 162 registered for sports, enabling citizens to actively participate in social, cultural and sports life of the city.

- Cultural and sport amenities (stadiums, halls, museums, theatres, gyms)

- **Opportunities for hobbies and interests (e.g., hiking, nightlife)**

City of Šibenik is surrounded by protected natural areas including two National parks, and tourist resorts and destination, offering wide choice for outdoor activities (hiking, biking, climbing...)

- Community diversity and inclusivity
- Local culture and traditions

1.4.10. Šibenik's reputation (city brand) as place to live largely overlooked beyond tourism

Low Awareness Outside Tourism

Compared to Croatian cities like Zagreb, Split, Zadar, and Dubrovnik, Šibenik suffers from low awareness. Its image is mainly tied to summer tourism, and beyond this seasonal identity, little is known about its everyday life or economic environment. This limited recognition means Šibenik rarely appears as a viable option for long-term residence or professional opportunities, both nationally and internationally.

Strong Cultural and Tourist Identity

Šibenik's reputation is rooted in its rich cultural heritage and tourism industry. Known for UNESCO-listed sites, national parks, summer festivals, and concerts, the city attracts thousands of visitors annually. While this creates a lively and attractive image for tourists, it overshadows Šibenik's potential as a year-round living environment, making it difficult to establish itself as a residential hub.

Economic Challenges and Job Market Perceptions

A key barrier to Šibenik's appeal as a place to live is the perception of limited economic prospects. The city is seen as lacking:

- Stable, well-paid jobs that attract skilled professionals
- Presence of major companies or international brands
- Diverse employment opportunities beyond seasonal tourism and hospitality

Without notable employers or industries, many residents and potential newcomers view Šibenik as offering limited career advancement, leading to out-migration, especially among young professionals.

Youth Appeal: Culture vs. Opportunity

While culturally rich and relaxed, Šibenik falls short in economic and educational opportunities. Young people often see:

- A shortage of meaningful, well-paid jobs
- A lack of vibrant social and professional networks outside the tourist season

This results in many young residents leaving for larger Croatian cities or abroad in search of better prospects, reinforcing Šibenik's reputation as more a place to visit or retire than to build a career.

Housing Availability and Affordability

Another challenge affecting Šibenik's reputation as a place to live is the perceived lack of available and affordable housing, caused by the tourism.

1.5. Relevant existing strategies and policies (local/regional/national/European)

1.5.1. Relevant national strategies and plans

The Strategy for the Demographic Revitalization of the Republic of Croatia until 2033 is the first strategic planning document addressing demographic challenges

developed following Croatia's accession to the European Union. With Croatia's entry into the EU, significant changes occurred in demographic and macroeconomic conditions, as well as in factors influencing fundamental demographic and economic processes in the country. The opening of the European labor market to Croatian citizens profoundly altered migration trends, which in turn had a consequential impact on the total number of live births in the country.¹⁴

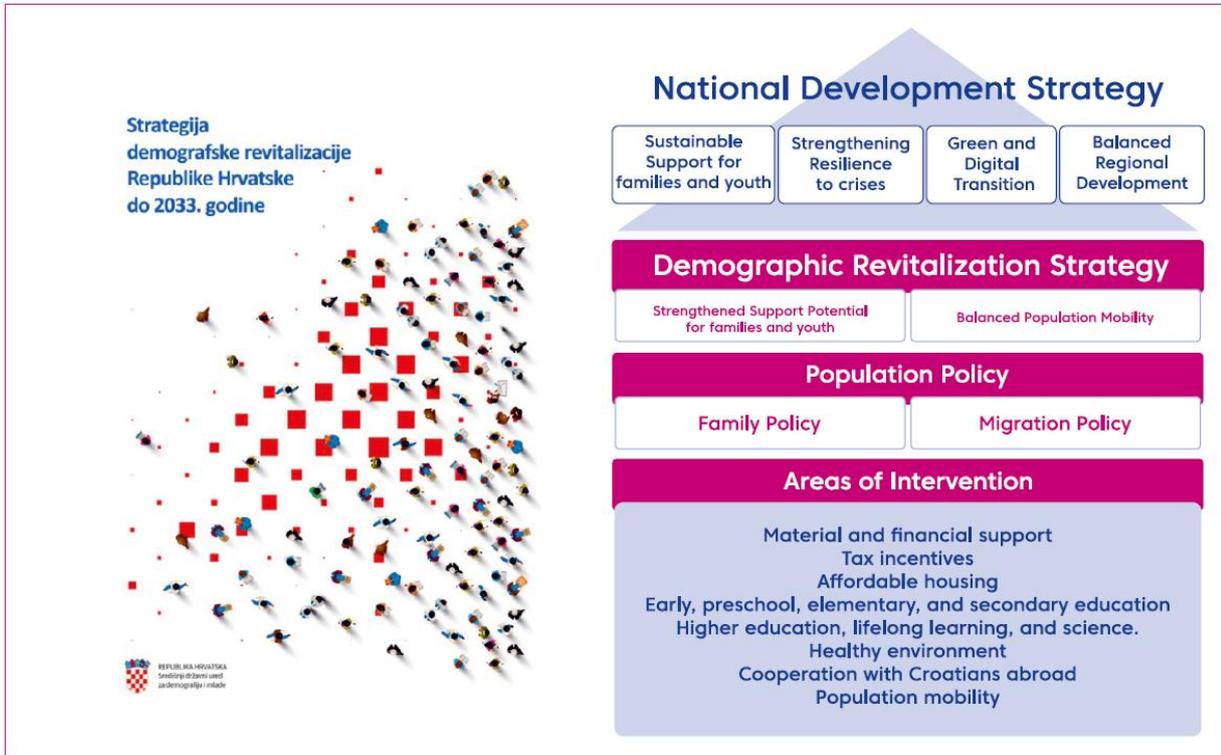


Figure 3 – National Development Strategy Scheme

National Housing Policy Plan of the Republic of Croatia by the Year 2033 is currently being drafted by the Ministry of Physical Planning, Construction and State Assets. After adoption, it will be the first and foremost medium-term Strategic Planning of National Importance for the area of housing in the Republic of Croatia.

¹⁴ The Strategy for the Demographic Revitalization of the Republic of Croatia until 2033

Objectives of the National Housing Policy Plan with proposed measures to achieve them

1. Affordable Housing	2. Sustainable Housing	3. Space in the Housing Function
<p>ACTIVATION OF VACANT PROPERTIES</p> <ul style="list-style-type: none"> Tax policy measures Renovation of state-owned properties <p>ENCOURAGING LONG-TERM RENTALS</p> <ul style="list-style-type: none"> Regulating short-term rentals Affordable rental program <p>STRENGTHENING LEGAL SECURITY OF RENTAL</p> <ul style="list-style-type: none"> Amendments to the Housing Rent Act <p>BUILDING STATE-OWNED APARTMENTS</p> <ul style="list-style-type: none"> New State Housing Program Law (POS) <p>SUPPORT FOR DISADVANTAGED AREAS</p> <ul style="list-style-type: none"> Amendments to the Housing Policy Act for supported areas Program for the construction and renovation of state-owned housing units in disadvantaged areas of Croatia for the housing of young people and young families <p>SUPPORT IN RURAL AREAS</p> <ul style="list-style-type: none"> Housing program for young people in suburban and rural areas <p>INCREASING THE CAPACITY OF STUDENT DOMES</p> <ul style="list-style-type: none"> Construction of new student dormitories to free up residential capacity in large cities <p>ENCOURAGING THE ACTIVITIES OF NON-PROFIT HOUSING COOPERATIVES</p> <ul style="list-style-type: none"> Amendments to the Cooperative Act <p>ESTABLISHING A REVOLVING FUND</p> <ul style="list-style-type: none"> Fund for resources dedicated to affordable housing Long-term financing of housing projects 	<p>IMPROVING HOUSING QUALITY</p> <ul style="list-style-type: none"> Building Management and Maintenance Act Program for the installation of elevators and devices for improved access for people with limited mobility in existing buildings Program for façade renovation of existing buildings Encouraging green urban renewal The new Construction Act will shorten procedures and the amount of documentation required for the construction of family homes and residential buildings Regulation on minimum technical conditions for the design and construction of multi-apartment buildings <p>REDUCING HOUSING COSTS</p> <ul style="list-style-type: none"> New Energy Efficiency Act in Construction increased subsidies for the energy renovation of buildings 	<p>EFFECTIVE LAND MANAGEMENT</p> <ul style="list-style-type: none"> The new Spatial Planning Act will open up new land use options for affordable housing Land preparation for investors who are investing in affordable rental projects Repurposing abandoned industrial, military, and school properties (brownfield) Housing infrastructure investment program Local government units will be required to monitor housing affordability in their area through the development of local housing programs

Policies & tools of the National Housing Policy Plan

1. Financial tools
2. Taxes
3. Land
4. Ecology / energy



1.5.2. Relevant local strategies and plans

Strategy for the development of the urban area of Šibenik (Urbanex, 2022) is a strategic planning act within the regional development policy, serving as a multisectoral strategic framework for planning the development of the urban area.

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
Post-tourism development	Blue development	Green development	Mobile citizens	Post-pandemic revitalization
1.1. Development of Higher Education	2.1. Economic Revitalization of Islands	3.1. Decarbonization of Urban Areas	4.1. Development of Sustainable Multimodality	5.1. Cultural Heritage as the Foundation of Sustainable and Resilient Tourism
1.2. Improvement of Quality of Life	2.2. Restoration of Foundations of Island Development	3.2. Development of a Green Identity for Urban Areas	4.2. Improvement of Transport Infrastructure	5.2. Clean Economy
1.3. Demographic Renewal	2.3. Modernization of the Fisheries and	3.3. Resilience to Risks and Climate Change		5.3. Promotion of Digitalization

1.5.3. Relevant Operational Programmes (ERDF and ESF) covering the city

Operational Programme Competitiveness and Cohesion 2021–2027 (ERDF)

Managing Authority: Ministry of Regional Development and EU Funds (MRRFEU)

- **Chapter 1: Smart and Competitive Economy**

- Support for SMEs, innovation, and business infrastructure
- Digitalization of public services and enterprises
- Promoting local economic development in demographically vulnerable areas

- **Chapter 2: Green and Energy Transition**

- Energy renovation of residential buildings, including socially vulnerable housing
- Urban regeneration linked to demographic renewal

- **Chapter 4: Connected and Mobile Region**

- Digital connectivity in underdeveloped and depopulating areas

- **Chapter 5: Balanced Regional Development**

- Focused investments in demographically threatened and economically lagging regions

Integrated Territorial Programme 2021–2027 (ERDF & ESF+)

Managing Authority: Ministry of Regional Development and EU Funds (MRRFEU)

- **Chapter 1: Sustainable Urban Development (via ITI mechanism)**

- Urban housing development and renovation
- Migration-sensitive urban planning and demographic resilience
- Socioeconomic revitalization of neglected urban neighborhoods

- **Chapter 2: Territorial Strategies for Areas with Developmental Specificities**

- Economic and social support for areas affected by depopulation and emigration
- Integration of migrants and returnees in urban environments

- **Chapter 3: Smart Cities and Digital Transformation**

- E-governance and digital access in public services



- Tools for demographic and housing data management

Operational Programme Efficient Human Resources 2021–2027 (ESF+)

Managing Authority: Ministry of Labour, Pension System, Family and Social Policy

- **Chapter 1: Labor Market and Skills Development**

- Support for employment in demographically vulnerable groups
- Economic activation of migrants, returnees, and minorities

- **Chapter 2: Lifelong Learning and Education**

- Programs to prevent brain drain and youth emigration
- Integration of migrants into the education system

- **Chapter 3: Social Inclusion and Equal Opportunities**

- Housing and community support for migrants and vulnerable families
- Intercultural services and local integration initiatives

- **Chapter 4: Health and Demographic Resilience**

- Programs addressing aging population and low birth rates
- Family support policies aimed at stabilizing local demography

These programmes directly address Šibenik's challenges and opportunities in managing demographic shifts, economic modernization, housing needs, digital transition, and the inclusion of migrants and vulnerable groups.



1.5.4. Institutional context – roles and responsibilities of different agencies

Šibenik's development in areas of demography, economy, housing, digitalization, and migration is guided by a multi-level institutional framework involving city, county, regional, and national stakeholders. Coordination among these agencies ensures the implementation of EU-funded programmes and alignment with national strategies.

City of Šibenik

Administrative Department for Economy, EU Projects and Social Activities manage local development, housing policy, social programmes, and implementation of EU-funded projects related to digitalization, demography, and migration. City of Šibenik manages public services, cultural infrastructure and city owned companies for economic development and investment attraction.

Šibenik-Knin County

Coordinates regional development initiatives and demographic strategies.

Šibenik Development Agency (DRA)

Supports EU project preparation in the fields of economy, smart city development, and innovation. Assists public and private stakeholders in accessing EU and national funds.

Croatian Employment Service – Šibenik Office

Implements labor market activation measures, including employment support for migrants, youth, and long-term unemployed, under the ESF+ programme.

Ministry of Regional Development and EU Funds (MRRFEU)

Leads management of ERDF programmes, particularly Competitiveness and Cohesion and Integrated Territorial Programme, including digital infrastructure, urban development, and demographic resilience.

Ministry of Physical Planning, Construction and State Assets

Oversees national housing policy, spatial and urban planning, and construction regulation.

Ministry of Demography and Immigration

Oversees national strategies on population policy, immigration, integration of migrants, returnee support, and family-oriented demographic measures.

Police Department of Šibenik-Knin County

issues work permits for immigrants and holds data on their numbers and structure. It can also significantly influence the control of new residents' arrivals.

1.6. Problem identification by local stakeholders

The URBACT Local Group (ULG) played a crucial role in shaping the direction of this project through a series of six focused meetings. During these sessions, members from diverse sectors—including local government, economy, culture, education, tourism, and civil society—collaboratively identified key challenges, set clear goals, and proposed practical solutions tailored to the needs of Šibenik. This inclusive and

participatory approach ensured that the project reflects a broad range of perspectives and expertise, strengthening its potential for sustainable impact.

1.6.1. ULG Stakeholders list

NAME	Organization
Krešimir Grubić	Private sector
Nikolina Gracin	City of Šibenik, Department for Economy, Entrepreneurship and Development
Ines Sarić	City of Šibenik, Department for Economy, Entrepreneurship and Development
Petar Mišura	City of Šibenik, Department for Economy, Entrepreneurship and Development
Miroslav Petrović	City of Šibenik, Department for Economy, Entrepreneurship and Development
Ante Galić	City of Šibenik, City for Youth Initiative
Ivan Elez	Šibenik tourism board, tourism
Azra Skorić	City of Šibenik, Department for Social Affairs
Magda Lakoš-Mioč	Croatian Chamber of Economy
Hrvoje Jelković	Azimut / Kolektiv 4B, cultural / civil sector
Gorana Barišić-Bačelić	Fortress of Culture Šibenik, cultural sector
Iva Čogelja-Juras	Chamber of Trades and Crafts
Sanja Barišić	Youth in EU, NGO
Maja Morić-Kulušić	OŠ Brodarica, education sector
Edi Luketa	Polytechnic of Šibenik
Ivana Kardum- -Goleš	Šibenik University of Applied Sciences
Diana Mudrinić	Trokut Entrepreneurship Centre
Đurđa Vrljević-Šarić	Fortress of Culture Šibenik, cultural sector

Table 4 - Residents of the Future ULG members



1.6.2. Problem definitions

Demographic changes (and problems) can be understood as the outcome of a straightforward calculation: natural population change (births minus deaths) combined with net migration (immigrants minus emigrants); this is the framework through which ULG approached the issue. Each of the segment is clear and can be well measured and monitored. But, to do that, City must first make necessary organizational and mindset changes.

A	Capacities, organization and data collection
	Despite long-standing population decline, demographic revitalization remains a recent concept, with no dedicated local bodies, data systems, or mechanisms for coordination and evaluation.
B	Natural decline
	Aging population, actual life trends and ongoing emigration of young people created biologically almost irreversible natural decline process.
C	Emmigration
	Emigration of youth and young families entails not only population decline but also brain drain, accelerated aging, and significant shifts in the social structure.
D	Immigration
	Attracting new residents, particularly those with critical skills and expertise, poses a significant challenge in a highly competitive environment.
E	Integration of immigrants
	Lack of integration leads to social fragmentation, weakens community ties, hinders economic participation, and can cause outmigration, undermining demographic renewal and the overall stability of the local population.

1.6.3. Areas of urban living related to subject – problem definition

Demographic changes can be understood as a simple equation: natural change (births minus deaths) plus net migration (immigrants minus emigrants). Each element, however, is shaped by different areas of urban life, meaning population decline reflects broader issues such as limited economic opportunities, inadequate housing, underdeveloped services, and few social or community activities.



Addressing these challenges requires a holistic approach: improving the economy, housing, services, social opportunities, and city branding are all key to attracting and retaining residents. Demographic resilience depends on coordinated action across these areas. And here are the key issues ULG detected in those areas.

1	Economy & Investments
	1.1. Lack of “good jobs” 1.2. Lack of business diversity 1.3. Lack of big organizations with developed structure of good jobs
2	Affordable housing
	2.1. Lack of affordable housing (for rent and sale) 2.2. Low offer and high prices
3	Public services, social support and welfare programs
	3.1. Public services in general are good, but not structurally related to tackle depopulation 3.2. Lack of good and clear information system 3.3. Lack of simple digital solutions based on AI
4	Quality of life & Socializing
	4.1. Lack of “bottom up” approach 4.2. Lack of programmes related to special target groups and niches (especially migrants)
5	City branding & promotion
	5.1. Existing City branding is related only to tourism 5.2. Šibenik is not recognised as the place to live

1.6.4. Local strengths/opportunities

Capacities, organization and data collection	
Strengths	Weaknesses & threats
<ul style="list-style-type: none"> • Determination of the city administration • Awareness of the subject importance • Existing information and organization infrastructures • Skilled experts in different fields 	<ul style="list-style-type: none"> • Lack of specialized institutions • Absence of organizational links • Lack of strategy and planning <ul style="list-style-type: none"> • Lack of coordination between institutions and departments
Opportunities	Threats
<ul style="list-style-type: none"> • National and EU policies and projects in the field • Rise of awareness for the subject on national and EU level • Digitalization of public information 	<ul style="list-style-type: none"> • Resistance to change in administration • Refusal of cross-sectoral cooperation • Political disagreements and hesitations

Natural decline	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Safety • Environment • Image of the city for the “family life” • Programmes and incentives for young families and childcare 	<ul style="list-style-type: none"> • Aged population • Emigration of fertile population
Opportunities	Threats
<ul style="list-style-type: none"> • Attracting and integrating new residents – students, young people and young families 	<ul style="list-style-type: none"> • Further aging of population • Emigration of students and young people • Trend of “delayed marriage” • Trend of families with less children • Increasing affordable housing problems

Emigration	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Growth of economy • Low unemployment • Programmes and incentives for young families and students • Emotional connection • Gradual alignment with the EU’s level of living standards 	<ul style="list-style-type: none"> • Lack of “good jobs” and diversity of opportunities compared to big cities and rich countries • Lack of available and affordable housing opportunities • Less developed education, health care and some public services than in bigger cities.
Opportunities	Threats
<ul style="list-style-type: none"> • Slowing down the emigration trend • Attracting investments and creation of good jobs • Shift of priorities in new generations – from career opportunities and earnings towards work life balance and free time. 	<ul style="list-style-type: none"> • Young people leaving for studies and not turning back • Programmes and opportunities in other competition cities • Possible growing inequalities in relation to large cities and rich countries • Increasing cost of life

- Although rising, costs of life are still smaller than in big cities

Immigration

Strengths

- Safety
- The visual appeal and character of the city
- Attractive natural surroundings
- Well-connected community
- Great offer for culture, recreation and hobbies
- Reputation of “good for the family” city.
- Advantages and possibilities of 15-Minute or 30-Minute Cities
- Rising demand for workforce
- Growth of economy and earnings
- Catching up with the EU’s living standards
- Visibility and image as an attractive tourist destination
- Experience in branding and marketing in tourism
- Existing infrastructure for attraction of investments an young people (Polyte

Weaknesses

- Lack of offer for “good jobs”
- Lack of diverse career opportunities
- Lack of available and affordable housing
- Low visibility and lack of the reputation of Šibenik as a destination to live
- Lack of strategies, plans and active immigration approach on local level

Opportunities

- EU membership
- Trend of world migrations
- Pool of potential immigrants in eastern Croatia, BiH, Serbia, Montenegro and North Macedonia
- Potential of

Threats

- Lack of understanding and control of the immigration process
- Immigration processes controlled by private agencies
- Lack of integration programmes can cause social problems
- Changes of ethnic, religious and cultural structure of community

Integration of immigrants

Strengths

- Growth of economy
- Low unemployment
- Programmes and incentives for young families and students
- Emotional connection
- Gradual alignment with the EU’s level of living standards

Weaknesses

- Lack of “good jobs” and diversity of opportunities compared to big cities and rich countries
- Lack of available and affordable housing opportunities
- Less developed education, health care and some public services than in bigger cities.

Opportunities

- Slowing down the emigration trend
- Attracting investments and creation of good jobs
- Shift of priorities in new generations – from career opportunities and earnings towards work life balance and free time.

Threats

- Young people leaving for studies and not turning back
- Programmes and opportunities in other competition cities
- Possible growing inequalities in relation to large cities and rich countries
- Increasing cost of life



-
- Although rising, costs of life are still smaller than in big cities
-

1.7. Vision / overarching objective

The vision was developed by combining the problem definition (chapter 1.6.2.) and areas of intervention (1.6.3.) with the results of the SWOT analysis (1.6.4.). The conclusion is as follows:

Šibenik – A City of Balance, Opportunity, and Mediterranean Living

Our vision is to position the city of Šibenik as a vibrant, future-ready community that offers the perfect balance between professional opportunity and quality of life. Rooted in the relaxed rhythm of the Mediterranean lifestyle, Šibenik is a place where young people and families can thrive, surrounded by natural beauty, rich culture, and a supportive business environment.

Šibenik: Work – life balance in Mediterranean style

With its proximity to national parks, stunning beaches, and a growing number of career opportunities in IT and entrepreneurship, Šibenik combines the comfort of a small city with the energy of a modern innovation hub. Here, work and free time coexist harmoniously, offering a life that's not just lovable, but fulfilling.

We believe Šibenik can be a model for sustainable urban growth in smaller coastal cities: a welcoming, connected, and ambitious place to live, work, and belong.

1.7.1. Key demographics and messages:

Target groups (demographics)	Key messages
Internal audience (decision and policy makers and operatives)	

- Policy makers
- Decision makers
- Public services and operatives
- Demography is horizontal issue and must be integrated and measured in ALL activities an plans
- Need for brave public discussion wit all the pros, cons and risks

Internal audience (Šibenik residents)

- Students
- Young People
- Young families
- Boost your career in Šibenik
- Start your Start Up in Šibenik
- Live your best life – work balance in Šibenik
- 15 minute cities are the best cities to live in
- Safety and health are priorities – don't take them for granted

External audience (potential immigrants)

- Šibenik community worldwide
- High school graduates nationwide who haven't decide where to study
- Students from other cities studying in Šibenik
- Croatian students (national level) who haven't decided yet where to live
- Young people from less developed parts of Croatia
- Young people from less developed regions with similar language (B&H, Serbia, Montenegro)
- Migrants searching for work (including agencies)
- Šibenik is home
- Boost your career in Šibenik
- Start your Start Up in Šibenik
- Live your best life – work balance in Šibenik
- 15 minute cities are the best cities to live in
- Safety and health are priorities

1.8. Integration of URBACT Cross-Cutting Themes into the Plan

In developing our urban strategy, we commit to systematically embedding the URBACT cross-cutting themes of gender equality, digital innovation, and environmental sustainability to ensure an inclusive, resilient, and future-proof urban development process.

1.8.1. Gender Equality

IAP will incorporate gender mainstreaming at all stages, starting with data collection and analysis disaggregated by gender to identify specific needs and gaps. Gender impact assessments will be mandatory for all proposed projects, ensuring that interventions actively promote equal access to resources, services, and opportunities. We will foster women's participation and leadership through targeted outreach and capacity-building programs, as well as by encouraging gender-balanced representation in decision-making bodies linked to the strategy.

1.8.2. Digital Innovation

We will harness digital technologies to improve governance transparency, service accessibility, and citizen engagement. The plan includes developing user-friendly

digital platforms that allow for participatory planning and feedback, with particular attention to ensuring accessibility for marginalized groups. We will also invest in capacity building to reduce digital divides and promote digital literacy, prioritizing solutions that enhance data-driven urban management while respecting privacy and cybersecurity principles.

1.8.3. Environmental Sustainability (Green Transition)

Our strategy places sustainability at its core, promoting green infrastructure, energy efficiency, and climate resilience measures. We will integrate circular economy principles into urban planning, encourage sustainable mobility options, and expand urban green spaces. Community engagement will be central to co-creating and maintaining green projects, ensuring local ownership and behavioral change. Furthermore, we will align investments with long-term ecological goals and seek innovative financing models to sustain environmental initiatives.

Recognizing the interdependence of these themes, the plan will foster integrated solutions that leverage their synergies. For instance, digital tools will support gender-sensitive monitoring of service delivery and environmental impacts. Green public spaces will be designed as inclusive environments promoting social cohesion and wellbeing. Through cross-sectoral collaboration and multi-stakeholder partnerships, we aim to create a cohesive framework where gender, digital, and green priorities reinforce each other.

1.9. First ideas for testing actions at local level

City of Šibenik conducted a pilot research action at the Technical Polytechnic of Zagreb (TVZ) to explore how young people perceive smaller cities as future places to live and work.





Held on December 5th as part of the URBACT “Residents of the Future” project, the event introduced students to career and lifestyle opportunities in Šibenik, focusing on the IT sector, creative industries, and Mediterranean work-life balance.

A survey conducted during the event revealed that:

- Majority (47%) of students prefers balanced career that leaves free time over the dynamic career with high income and prosperity (31%)
- Environment that allows free time and balance is more important (52%) than having high pay check (19%) or possibility of professional growth (26%)
- 75% of students thinks about the future place to live, and only 68% already made the decision.
- 65% of students knows nothing or barely anything about Šibenik.
- Work life balance, safety and housing are the highest ranked criteria for choosing a place to live
- Majority of interviewed would consider to move in Šibenik if received an offer for good job (67%), for family reasons (45%) and for the sake of comfortable and balanced life in small city.

Full surveys results can be found in the attachment of this IAP.



2. Overall logic and integrated approach

The intervention logic, definition of goals and areas of intervention are developed as the “answer” to the problem definition (chapter 1.6.2.) problems in areas of intervention (1.6.3.), combined with the results of the SWOT analysis (1.6.4.), vision and key target groups.

2.1. Strategic objectives

A	Building capacities, organization and data collection
	A1 - Establishment of an organizational structure for tackling the issues of demographic challenges
	A2 - Establishment of a comprehensive information system
	A3 - Establishment of recurring projects for research, measurement, and definition of success criteria
	A4 – Capacity building and education of new establishment
B	Reduce the natural decline
	B1 - Mitigation of the negative trend of natural population decline B2 – Reducing the natural decline by creating better life conditions for young families
C	Reduce the emigration
	C1 - Reduce the number of emigrants C2 - Facilitate the return of emigrated population
D	Attract new residents
	D1 – Attract new residents D2 – Attract new residents with critical skills and expertise
E	Integration of immigrants
	E1 – Turning newcomers to neighbours E2 - Assistance to immigrants in overcoming language and cultural barriers

2.2. Areas of intervention

1	Economy & Investments
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	<ul style="list-style-type: none"> 1.4. Attracting “better” investments 1.5. Supporting the creation of “better” jobs 1.6. Facilitating diverse & vibrant business community 1.7. Supporting digital, IT and remote working 1.8. Digitalization of administrative processes
2	Affordable housing
	<ul style="list-style-type: none"> 2.1. Public land and properties for housing projects 2.2. Rent-to-own programs 2.3. Public-private partnerships for Affordable Housing 2.4. Inclusionary zoning policies 2.5. Subsidizing long-term rental housing 2.6. Local policies in favour of long-term rentals
3	Public services, social support and welfare programs
	<ul style="list-style-type: none"> 3.1. Building capacities 3.2. Digitalization of public services and information 3.3. Incentives for parenting and childcare 3.4. Investments in educational infrastructure 3.5. Investments in public transport, water supply and waste management 3.6. Investments in health care 3.7. Investments in higher education 3.8. Public programmes for immigration integration
4	Quality of life & Socializing
	<ul style="list-style-type: none"> 4.1. Improving “urban quality of life” features 4.2. Including target groups in social activities and decision-making processes 4.3. Further development of cultural and recreational infrastructure and offer
5	City branding & promotion
	<ul style="list-style-type: none"> 5.1. Digitalization of public information system 5.2. Development of city brand 5.3. Campaigns for attracting new residents 5.4. Campaigns for attracting investments 5.5. Campaigns for attracting students 5.6. Campaigns for attracting young graduates 5.7. Campaigns to encourage the return of emigrants



2.3. Prioritisation criteria

Prioritization criteria are essential to identify which activities are most important, ensure resources are used efficiently, and establish a clear order of implementation. Each activity is assigned a compact tag reflecting three criteria:

- **Importance** indicates how critical the activity is for achieving overall goals.
- **Feasibility** assesses how realistic it is to implement the activity given resources, costs, and opportunities.
- **Sequence** determines the logical order in which activities should be carried out relative to others.

Legend			
Importance (P)	P1 = Key	P2 = Important	P3 = Nice-to-have
Feasibility (F)	F1 = High	F2 = Medium	F3 = Low
Sequence (S)	S1 = First	S2 = Second	S3 = Third

2.3.1. Importance (P) – How critical the activity is for achieving overall goals

- **P1 – Key (highest priority): Strategy and re-organization**

Strategic plans and development documents, such as long-term strategies, organizational restructuring and action plans. These projects are the current top priority because the City of Šibenik still lacks a comprehensive strategy in demography, housing and economy, which is a prerequisite for further development. Without them, it is impossible to allocate resources systematically or plan future activities effectively. Includes critical infrastructure, equipment and human resources assignment.
- **P2 – Important (medium priority): Quick and visible results**

Projects and activities that deliver **quick and visible results**, such as pilot programs, research, monitoring projects, communication and outreach initiatives, digital tools, or small-scale program interventions that can immediately increase visibility, user engagement, or service quality. Their value lies in short-term impact and momentum-building, but their long-term relevance depends on existing or future strategies.
- **P3 – Nice-to-have (lower priority)**

Infrastructure-related projects and **long-term** soft activities such as space renovation, equipment acquisition or raising awareness. These are important for future growth but not essential for immediate operational progress. They should be planned only after the strategic framework is in place and initial results are achieved.



2.3.2. Feasibility (F) – How realistic it is to implement the activity based on resources, costs, and opportunities

- F1 – High (high feasibility): Regular activities and initiated projects

Projects that are already planned, with secured funding and/or dedicated human resources. This includes regular activities in health, school, day care system and other local government services, but now “fine-tuned” with included aim of fighting depopulation.

- F2 – Medium (moderate feasibility): Projects with realistic funding prospects

Projects for which there are **realistic funding prospects**, or which could be implemented **with existing capacities**, even if resources are not yet fully secured. Examples include initiatives prepared for upcoming funding calls or those requiring only minor additional investment.

- F3 – Low (low feasibility): If opportunities arise

Projects that could only be implemented **if additional opportunities arise**, such as new funding sources, partnerships, or significant capacity expansion. These are often strategically valuable ideas but currently not realistic.

2.3.3. Sequence (S) – The logical order of implementation

- S1 – First: Strategy

Strategic projects and activities that lay the foundation for future development (e.g., strategy drafting, organization and governance model development, needs assessment). They must precede all other activities as they enable targeted planning and rational resource allocation.

- S2 – Second: Infrastructure

Infrastructure, awareness and capacity building projects, which require strategic preparation and are most effective once the strategic framework is defined. This includes investments in facilities, equipment, and physical capacities.

- S3 – Third: Soft

Soft projects (programmatic activities, communication campaigns, standalone actions) that can be effectively implemented only after strategic, organizational and infrastructural groundwork is established. They bring additional value but depend on earlier phases for maximum impact.



3. Action planning details & framework

SPECIFIC OBJECTIVE A						
A – Building capacities, organization and data collection						
Objective, area of intervention, priority tag	Activity	Activity leader	Budget / source	Risk Assessment	Time	Output Indicator
A1-3.1.	Establishment of an organizational structure for tackling the issues of demographic challenges	ULG / City of Šibenik	70.000€ / year City Budget	Lack of political support	2026 -	Established new department or sector inside existing departrments
A2 – 3.1.	Establishment of a comprehensive information system	ULG / City of Šibenik	6.000€/ year City Budget, Horizon Europe, ESF+, ERDF	Stakeholders not willing to cooperate and share data	2026 -	Annual data report in demographics and migration
A3 – 3.1.	Establishment of recurring projects for research, measurement, and definition of success criteria	Polytechnic of Šibenik	12.000€ / year City Budget, Horizon Europe, ESF+, ERDF	Lack of funding Availability of needed experts	2027 -	Annual Report on Residents' Attitudes and Satisfaction and the Reputation of Šibenik as a Place to Live
A4 - 5.2.	Development of City Brand "Work – life balance in Mediterranean style"	City of Šibenik	24.000 €	Channels of communication and target groups hard to reach.	2027.	City brand developed



Title:		Establishment of an organizational structure for demographic challenges		Code:	A1-3.1.				
Obj.	A	Building capacities, organization and data collection			Area(s) of intervention: 3.1.				
	1	Establishment of an organizational structure for tackling the issues of demographic challenges			Priority: P1-F1-S1				
Short description		Activity leader			Budget				
Establishment of an institutional framework, organizational structure for tackling the issues of demographic challenges. Framework consists of establishment of the body within local government and creating partnership with involved institutions in local area		City of Šibenik			70.000€ / year				
		Partners / stakeholders			Potential resources / calls				
		ULG: County, PD, Business chamber, health sector, social security sector, educational sector etc.			City Budget, EU funding				
Main Activities		Target groups			Timeline				
<ul style="list-style-type: none"> Establishment of the body inside city government Establishment of the partnerships with involved institutions Establishment of goals, scope of activities, and expected outcomes 		Local government, bodies and institutions Local media and general public			2026	2027	2028	2029	2030
Measurable outputs					Potential risks				
<ul style="list-style-type: none"> Establishment of the body Signed partnerships Strategic documents issued Number of meetings and reports 					Lack of political support. Lack of interest in local institutions				

Title:		Establishment of a comprehensive information system		Code:	A2-3.1.				
Obj.	A	Building capacities, organization and data collection			Area(s) of intervention: 3.1.				
	2	Establishment of a comprehensive information system			Priority: P1-F1-S2				
Short description		Activity leader			Budget				
Systematic and structured collection of relevant data from partners on a regular basis. Goal is to collect Quantitative data about natural decline and migrations.		City of Šibenik			6.000€/year				
		Partners / stakeholders			Potential resources / calls				
		ULG			City budget				
Main Activities		Target groups			Timeline				
<ul style="list-style-type: none"> Establishment of the information system Collecting data on regular basis Annual presentation and data analysys 		<ul style="list-style-type: none"> Local government bodies Local media 			2026	2027	2028	2029	2030
Measurable outputs					Potential risks				
<ul style="list-style-type: none"> Annual report 					Stakeholders not willing to cooperate and share data				



Title:	Establishment of recurring projects for research, measurement, and definition of success criteria				Code:	A3 –3.1.				
Obj.	A	Building capacities, organization and data collection				Area(s) of intervention: 3.1.				
	3	Establishment of an organizational structure for tackling the issues of demographic challenges				Priority: P1-F2-S2				
Short description			Activity leader			Budget				
The activity focuses on qualitative research into the satisfaction of Šibenik residents with their quality of life, as well as the city's reputation as a desirable place to live, build a career, and start a family.			<ul style="list-style-type: none"> Polytechnic of Šibenik 			12.000 € / year				
			Partners / stakeholders			Potential resources / calls				
			ULG			Horizon Europe, ESF+ , ERDF				
Main Activities			Target groups			Timeline				
<ul style="list-style-type: none"> Definition of key subjects and expected results Conduction of surveys Data collection, analysis and presentation 			<ul style="list-style-type: none"> Students Young professionals Young families 			2026	2027	2028	2029	2030
Measurable outputs						Potential risks				
<ul style="list-style-type: none"> Annual report 						Lack of funding Availability of needed experts				

Title:	Development of City Brand “Work – life balance in Mediterranean style”				Code:	A4 - 5.2.				
Obj.	A	Building capacities, organization and data collection				Area(s) of intervention: 5.2				
	4	Capacity building and education of new establishment				Priority: P1-F2-S3				
Short description			Activity leader			Budget				
Šibenik is small and not well-known city among the students and young professionals. It doesn't even exist in their perception as a potential place for living. Development of City Brand attributes and standards will set the foundation for promotion and marketing positioning.			<ul style="list-style-type: none"> City of Šibenik 			24.000 €				
			Partners / stakeholders			Potential resources / calls				
			ULG members							
Main Activities			Target groups			Timeline				
<ul style="list-style-type: none"> Definition of key target groups Definition of key messages Production of visual identity, communication standards and tools 			<ul style="list-style-type: none"> Šibenik residents Students Young professionals Young families 			2026	2027	2028	2029	2030
Measurable outputs						Potential risks				
<ul style="list-style-type: none"> City brand standards developed 						Channels of communication and target groups hard to reach. Hard competition with larger cities and countries. Low initial position. Key messages not recognized by the target groups.				



SPECIFIC OBJECTIVE B

B – Reduce the natural decline

Objective and area of intervention	Activity	Activity leader	Budget / source	Risk Assessment	Time	Output Indicator
B1 – 3.3.	Incentives for parenting and childcare	City of Šibenik	350.000€/ City Budget	Misuse of incentives	2026-2030	Number of support recipients Decline of emigrations in fertile demographics Annual number of newborn children
B2 – 3.3.	Investments in childcare infrastructure	City of Šibenik	3.800.000 €	Budget constraints Limitations in administrative readiness	2026-2030	Number of improved facilities Number of new, increased capacities Number of enrolled children
B2 – 3.4.	Investments in educational infrastructure	City of Šibenik	25.200.000 €	Budget constraints Limitations in administrative readiness	2026 - 2030	Number of improved facilities Number of new, increased capacities Number of enrolled children

Title:		Incentives for parenting and childcare				Code:		B1 – 3.3.		
Obj.	B	Reduce the natural decline				Area(s) of intervention: 3.3.				
	1	Mitigation of the negative trend of natural population decline				Priority: P1-F1-S1				
Short description			Activity leader			Budget				
<p>Providing incentives and subsidies to young families during the key stages of starting a family and parenthood creates a sense of security, community, and trust. By supporting young families, we encourage them to stay during the crucial years when they are most likely to emigrate.</p>			<ul style="list-style-type: none"> City of Šibenik 			350.000€/ year				
			Partners / stakeholders			Potential resources / calls				
Main Activities			Target groups			Timeline				
<ul style="list-style-type: none"> Incentives for starting a family Incentives for childbirth Subsidies for kindergarten enrollment Subsidies for purchasing school textbooks and supplies 			<ul style="list-style-type: none"> Young families 			2026	2027	2028	2029	2030
Measurable outputs						Potential risks				
<ul style="list-style-type: none"> Number of receivers of subsidies Number of new births Number of children in kindergartners and schools 						Misuse of incentives Lack of funding				



Title:		Investments in childcare infrastructure	Code:	B2 – 3.3.				
Obj.	B	Reduce the natural decline	Area(s) of intervention: 3.3.					
	2	Reducing the natural decline by creating better life conditions for young families	Priority: P1-F1-S1					
Short description		Activity leader	Budget					
<p>High-quality and accessible kindergarten services are some of the most important aspects of life for young families and can significantly influence their decision on where to live. Young families with preschool-aged children belong to high-risk groups for relocation, so it is essential to attract and retain them with quality infrastructure.</p>		<ul style="list-style-type: none"> City of Šibenik 	3.800.000 €					
		Partners / stakeholders	Potential resources / calls					
		<ul style="list-style-type: none"> City kindergartens Ministry 	City Budget / National budget					
Main Activities		Target groups	Timeline					
<ul style="list-style-type: none"> Construction of new kindergarten capacities Renovation and improvement of the quality of services and infrastructure of existing kindergartens 		<ul style="list-style-type: none"> Young families 	2026	2027	2028	2029	2030	
Measurable outputs				Potential risks				
<ul style="list-style-type: none"> Capacity growth Number of new facilities Number of renovated facilities Introduction of new services 				Misuse of incentives Lack of funding				

Title:		Investments in educational infrastructure	Code:	B2 – 3.4.				
Obj.	B	Reduce the natural decline	Area(s) of intervention: 3.4.					
	2	Reducing the natural decline by creating better life conditions for young families	Priority: P1-F1-S1					
Short description		Activity leader	Budget					
<p>Improving the infrastructure and quality of children's stay in schools is one of the most important indicators of quality of life for young families. This refers to the quality of facilities, enhancement of classroom equipment, and the quality of the stay (nutrition, free activities, etc.). The goal is to create a system of single-shift schooling in all schools.</p>		<ul style="list-style-type: none"> City of Šibenik 	25.200.000 €					
		Partners / stakeholders	Potential resources / calls					
		Ministry of Science, Education and EU Funds	City Budget / National Budget/ Recovery and Resilience Facility (RRF)					
Main Activities		Target groups	Timeline					
<ul style="list-style-type: none"> Renovation of school facilities Building of new facilities Improving services and school activities 		<ul style="list-style-type: none"> Young families 	2026	2027	2028	2029	2030	
Measurable outputs				Potential risks				
<ul style="list-style-type: none"> Number of renovated facilities Capacity growth Number of schools that operate in one shift Number of children enrolled 				Misuse of incentives Lack of funding				

SPECIFIC OBJECTIVE C

C - Reduce the emigration

Objective and area of intervention	Activity	Activity leader	Budget / source	Risk Assessment	Time	Output Indicator
C1 – 1.1.	Development of Business & Investment Strategy	City of Šibenik / Trokut	40.000	Lack of partnership in private sector	2026 - 2027	Strategy developed and accepted by key stakeholders.
C1 – 3.1.	Development of Affordable Housing Strategy	City of Šibenik	40.000	Lack of political support / legislative	2026 - 2027	Strategy developed and accepted by key stakeholders.
C1 – 3.1.	Development of the Smart City Strategy	City of Šibenik	80.000	Resistance from the local community	2026 - 2027	Strategy developed and accepted by key stakeholders.
C1 – 3.1.	Development of the Cultural Strategy	City of Šibenik	Ongoing	Lack of focus / lack of funding / Lack of cooperation of civil and private sector	2026	Strategy developed and accepted by key stakeholders.
C1 – 4.2.	City of opportunities – city of conveniences (activities for scholars and students)	Polytechnic of Šibenik Fortress of culture ULG	36.000 €	Requires involvement of local service providers and cultural stakeholders	2027	Number of target group members participating in the activities.
C1 – 3.5.	Water supply to Šibenik islands	Vodovod I odvodnja / City of Šibenik	Ongoing	Lack of water supply users Potential technical issues	2026	Number of new inhabitants connected to water supply system
C1 – 3.5.	Further improvement of Urban Mobility	Gradski parking / City of Šibenik	Ongoing	Lack of funding Lack of passengers	2028	Number of new lines and departures Number of passengers
C1 – 3.6.	Construction of the new Šibenik hospital	Šibenik – Knin County	Ongoing	Project in early stages	2030	New jobs New capacities New and improved health services
C1 – 4.1.	Development of “15 minutes city”	City of Šibenik	85.000€	Lack of understanding	2027.	New infrastructure and facilities for citizens
C2 – 5.7.	Heritage Clubs and heritage Days – Šibenik is wherever the Šibenik people live.	City of Šibenik / Šibenik Tourist board	24.000 €	Hard to find and target people from Šibenik scattered through the Europe	2029	Number of events held Number of heritage clubs founded Number of heritage club members



Title:	Development of Business & Investment Strategy		Code:	C1 – 1.1			
Obj.	C1	Reduce the number of emigrants	Area(s) of intervention: 1.1.				
	D1	Attract new residents	Priority: P1-F2-S1				
Short description		Activity leader	Budget				
Development of a business and investment strategy to attract investors, support local entrepreneurship, and promote sustainable economic growth in Šibenik.		<ul style="list-style-type: none"> City of Šibenik 	40.000 €				
		Partners / stakeholders	Potential resources / calls				
		<ul style="list-style-type: none"> Trokut Šibenik PODI Šibenik 					
Main Activities		Target groups	Timeline				
<ul style="list-style-type: none"> Market analysis and identification of key investment sectors with high potential. Creation of tailored incentive programs and support services for investors Promotion through targeted campaigns, networking events, and collaboration with business hubs and institutions. 		<ul style="list-style-type: none"> Investors Entrepreneurs Local community 	2026	2027	2028	2029	2030
Measurable outputs			Potential risks				
<ul style="list-style-type: none"> Defined investment strategy, promotional materials, list of priority sectors, investor toolkit, and partnerships with business support institutions. 			Lack of funding Lack of interest in the business community				

Title:	Development of Affordable Housing Strategy		Code:	C1. – 2.1			
Obj.	C1	Reduce the number of emigrants	Area(s) of intervention: 2.1.				
	D1	Attract new residents	Priority: P1-F2-S1				
Short description		Activity leader	Budget				
Development of an Affordable Housing Strategy to ensure access to quality, affordable housing for all residents. The strategy will guide future planning, investment, and policy to support inclusive urban growth.		<ul style="list-style-type: none"> City of Šibenik 	40.000 €				
		Partners / stakeholders	Potential resources / calls				
Main Activities		Target groups	Timeline				
<ul style="list-style-type: none"> Assessment of current housing needs and market conditions. Database, priorities and solutions. Actionable policies, funding models, and implementation plans. 		<ul style="list-style-type: none"> Private sector Property owners Young families & professionals 	2026	2027	2028	2029	2030
Measurable outputs			Potential risks				
<ul style="list-style-type: none"> Rent to own programmes Zoning policies Long term rental policies Number of units provided 			Legislation Touristification Lack of properties available				



Title:		Development of the Smart City Strategy			Code:	C1-3.2.						
Obj.	C1	Reduce the number of emigrants			Area(s) of intervention: 3.2.							
	D1	Attract new residents			Priority: P1-F2-S2							
Short description				Activity leader		Budget						
Development of a Smart City Strategy to improve urban services, sustainability, and quality of life through digital innovation. The strategy will guide investments in technology, data, and smart infrastructure.				<ul style="list-style-type: none"> City of Šibenik 		80.000€						
				Partners / stakeholders		Potential resources / calls						
						U Cohesion Policy funds, Horizon Europe, Digital Europe Programme, and national smart city grants						
Main Activities				Target groups		Timeline						
<ul style="list-style-type: none"> Mapping current digital infrastructure and identifying city needs. Engaging stakeholders to define priorities (mobility, energy, services). Drafting the strategy 				<ul style="list-style-type: none"> Local community Residents of the Future 		<table border="1"> <tr> <td>2026</td> <td>2027</td> <td>2028</td> <td>2029</td> <td>2030</td> </tr> </table>		2026	2027	2028	2029	2030
2026	2027	2028	2029	2030								
Measurable outputs						Potential risks						
<ul style="list-style-type: none"> Smart City Strategy, list of priority projects, implementation plan, budget estimate, and stakeholder network for execution. 												

Title:		Development of the Cultural Strategy			Code:	C1-4.1.						
Obj.	C1	Reduce the number of emigrants			Area(s) of intervention: 4.1.							
	D1	Attract new residents			Priority: P1-F1-S1							
Short description				Activity leader		Budget						
Development of a Cultural Strategy to strengthen Šibenik's cultural identity, support creative industries, and enhance access to culture for all. The strategy will guide programming, investment, and cultural policy.				<ul style="list-style-type: none"> City of Šibneik 								
				Partners / stakeholders		Potential resources / calls						
				Institutions, NGO's, local community								
Main Activities				Target groups		Timeline						
<ul style="list-style-type: none"> Mapping cultural assets and needs. Workshops with stakeholders. Drafting strategy with goals, funding models, and action plans for diverse cultural growth. 				Local artists, cultural institutions, youth, children, educators, tourists, minority groups, and cultural entrepreneurs.		<table border="1"> <tr> <td>2026</td> <td>2027</td> <td>2028</td> <td>2029</td> <td>2030</td> </tr> </table>		2026	2027	2028	2029	2030
2026	2027	2028	2029	2030								
Measurable outputs						Potential risks						
<ul style="list-style-type: none"> Cultural Strategy document, action plan, stakeholder database, funding roadmap, and cultural calendar framework. 						Low stakeholder engagement, lack of sustainable funding, weak intersectoral coordination, and resistance to change in existing institutions.						



Title:	City of opportunities – city of conveniences (activities for scholars and students)				Code:	C1-4.2.		
Obj.	C	Reduce the number of emigrants			Area(s) of intervention: 4.2.			
	1	Reduce the number of emigrants			Priority: P2-F2-S3			
Short description		Activity leader		Budget				
<p>“City of Opportunities – City of Conveniences” is a program aimed at integrating scholars and students into city life through targeted activities, services, and incentives, encouraging them to study, live, and build their future in Šibenik.</p>		<ul style="list-style-type: none"> Polytechnic of Šibenik 		36.000 €				
		Partners / stakeholders		Potential resources / calls				
		<ul style="list-style-type: none"> Highschools 		European Social Fund+ (ESF+), Erasmus+ (Youth and Higher Education strands)				
Main Activities		Target groups		Timeline				
<ul style="list-style-type: none"> Mapping student needs and existing barriers to engagement. Designing programs: mentorships, internships, support, and cultural events. Creating a communication platform for students, institutions, and the city 		<ul style="list-style-type: none"> High school and university students, young scholars, academic institutions, youth organizations. 		2026	2027	2028	2029	2030
Measurable outputs				Potential risks				
<ul style="list-style-type: none"> Student engagement program, digital info hub, mentorship and internship networks, housing support schemes, and annual student-focused events. 				Limited institutional coordination, lack of long-term funding, low student interest due to limited opportunities or poor promotion.				

Title:	Development of “15 minutes city”				Code:	C1-4.1.		
Obj.	C1	Reduce the number of emigrants			Area(s) of intervention:			
	D1	Attract new residents			Priority: P2-F2-S2			
Short description		Activity leader		Budget				
<p>Development of a “15-Minute City” Strategy to ensure that all essential services—work, education, healthcare, culture, and leisure—are accessible within a 15-minute walk or bike ride, fostering sustainability and quality of life in Šibenik.</p>		<ul style="list-style-type: none"> City of Šibenik 		85.000 €				
		Partners / stakeholders		Potential resources / calls				
		<ul style="list-style-type: none"> City districts 						
Main Activities		Target groups		Timeline				
<ul style="list-style-type: none"> Mapping urban infrastructure, services, and mobility patterns. Identify daily needs and service gaps. Drafting a strategy with zoning improvements, green mobility plans, and pilot neighborhood upgrades. 		<p>All residents, especially families, elderly, youth, persons with disabilities, urban planners, and local businesses.</p>		2026	2027	2028	2029	2030
Measurable outputs				Potential risks				
<ul style="list-style-type: none"> 15-Minute City Strategy, mobility and accessibility maps, action plan with pilot zones, policy guidelines, and investment roadmap. 				Insufficient cross-departmental coordination, resistance to zoning changes, lack of funds for infrastructure upgrades, and low public awareness.				



Title:	Heritage Clubs and heritage Days – Šibenik is wherever the Šibenik people live.				Code:	C2-5.7.		
Obj.	C	Reduce the emigration			Area(s) of intervention:			
	2	Facilitate the return of emigrated population			Priority: P3-F3-S3			
Short description		Activity leader		Budget				
Heritage Clubs and Heritage Days aim to build strong, lasting connections with Šibenik people worldwide, keeping them engaged and fostering cultural ties. The ultimate goal is to encourage them to consider returning to live in Šibenik in the future.		<ul style="list-style-type: none"> City of Šibenik 		24.000 € annually.				
		Partners / stakeholders		Potential resources / calls				
		<ul style="list-style-type: none"> Heritage clubs 						
Main Activities		Target groups		Timeline				
<ul style="list-style-type: none"> Establishing and funding heritage clubs abroad and locally to support community activities. Organizing regular cultural events and Heritage Days that celebrate Šibenik's identity. Developing communication channels to share stories, news, and opportunities, strengthening bonds with the diaspora. 		Šibenik diaspora worldwide, local heritage clubs, cultural organizations, families, and youth connected to Šibenik.		2026	2027	2028	2029	2030
Measurable outputs				Potential risks				
<ul style="list-style-type: none"> Funded heritage clubs, annual Heritage Days, communication platforms, increased diaspora engagement, and a foundation for future return migration. 				Low engagement, funding shortages, coordination challenges, and gradual weakening of diaspora ties.				

SPECIFIC OBJECTIVE D

D – Attracting new residents

Objective and area of intervention	Activity	Activity leader	Budget / source	Risk Assessment	Time	Output Indicator
D2 – 2.3.	Facilitating housing building for incoming workforce through PPP	City of Šibenik		Administrative issues	2026 - 2030	Number of housing unit built Number of immigrants settled
D1 -5.3.	“Life work balance in Mediterranean style” – Campaign Welcome to Šibenik - AI info agent & guide	City of Šibenik	96.000 €	Communication channels and target groups hard to reach	2027 - 2030	Number of views Number of newcomers
D2- 5.4.	“Invest in Šibenik” – brochures, website, promo movie, and set for physical promotion on business events and congresses	City of Šibenik	26.000 €.	Communication channels and target groups hard to reach	2027	- Number of views Number of letters of intention
D2 – 5.5.	“Study & live in Mediterranean style” - Open day’s events and presentations in high schools across Croatia	Polytechnic of Šibenik	40.000 €	Requires a lot of involvement of staff, travels, costs and personal contact with each high school student. Huge competition	2027	Number of enrolled students at the Polytechnic of Šibenik
D2 – 5.6.	Job fairs and Career Days “Boost your career, start your start-up and live your best life-work balance in Šibenik”	Trokut Croatian Chambers of Economy Private companies	22.000 €	Lack of interest from young graduates – focused more on the career opportunities	2027.	Number of applications to Trokut (PIN, PODI, iNavis) programmes



Title:		Facilitating housing building for incoming workforce through PPP				Code:		D2-2.3.		
Obj.	D	Attract new residents				Area(s) of intervention: 2.3.				
	2	Attract new residents with critical skills and expertise				Priority: P1-F3-S2				
Short description			Activity leader			Budget				
Facilitating construction of buildings for foreign workforce by enabling administrative framework, issuance of building permit, reduction of utility fees and other charges etc.			<ul style="list-style-type: none"> City of Šibenik 							
			Partners / stakeholders							Potential resources / calls
			<ul style="list-style-type: none"> Private sector 							
Main Activities			Target groups			Timeline				
<ul style="list-style-type: none"> Adoption of spatial plans Permit issuing Monitoring 			<ul style="list-style-type: none"> Private sector Foreign workers & families 			2026	2027	2028	2029	2030
Measurable outputs						Potential risks				
<ul style="list-style-type: none"> Plans adopted Issued permits Number of housing units built 						Lack of cooperation with private sector Legal issues				

Title:		“Life work balance in Mediteranean style” – Campaign				Code:		D2 -5.3.		
Obj.	D	Attract new residents				Area(s) of intervention: 5.3.				
	2	Attract new residents with critical skills and expertise				Priority: P1-F2-S2				
Short description			Activity leader			Budget				
A multimedia campaign aimed at increasing visibility and building the reputation of the city of Šibenik as a top destination for living, career development, and raising a family.			<ul style="list-style-type: none"> City of Šibenik 			96.000 €				
			Partners / stakeholders			Potential resources / calls				
			<ul style="list-style-type: none"> Trokut 							
Main Activities			Target groups			Timeline				
<ul style="list-style-type: none"> Development of visual identity and key messages Production of video clips and photos Development of the website AI agent – Welcome to your balance 			<ul style="list-style-type: none"> Young families Young professionals Graduates all over Coratia 			2026	2027	2028	2029	2030
Measurable outputs						Potential risks				
<ul style="list-style-type: none"> Overall reach Number of inquires Number of visitors 						<ul style="list-style-type: none"> Missing target groups Spending a lot of resources on unknown areas 				

Title:		“Invest in Šibenik” – brochures, website, promo movie, and set for physical promotion on business events and congresses	Code:	D2-5.4.			
Obj.	D	Attract new residents	Area(s) of intervention:				
	2	Attract new residents with critical skills and expertise	Priority: P2-F2-S1				
Short description		Activity leader	Budget				
<p>“Invest in Šibenik” is a promotional initiative aimed at attracting investors by showcasing the city’s economic potential. It includes creating brochures, a website, a promo film, and a branded set for presentations at business events and congresses.</p>		<ul style="list-style-type: none"> City of Šibenik 	26.000 €				
		Partners / stakeholders	Potential resources / calls				
		<ul style="list-style-type: none"> PODI Šibenik Trokut 					
Main Activities		Target groups	Timeline				
<ul style="list-style-type: none"> Designing and producing investment brochures, website, and film. Creating a mobile promotional set for business fairs and congresses. Participating in targeted business events and establishing partnerships with investment networks. 		<ul style="list-style-type: none"> Investors, business delegates, chambers of commerce, economic development agencies, local entrepreneurs. 	2026	2027	2028	2029	2030
Measurable outputs		Potential risks					
<ul style="list-style-type: none"> Investment brochures, promo website, promotional video, mobile presentation set, increased investor interest and contacts. 		Generic messaging, poor targeting, lack of follow-up after events, and limited reach without digital promotion.					

Title:		“Study & live in Mediterranean style” - Open day’s events and presentations in high schools across Croatia	Code:	D2 –5.5.			
Obj.	D	Attract new residents	Area(s) of intervention: 5.5.				
	2	Attract new residents with critical skills and expertise	Priority: P3-F2-S2				
Short description		Activity leader	Budget				
<p>Study & Live in Mediterranean Style” is a promotional campaign showcasing Šibenik as an ideal place for education and lifestyle. Through open days and school presentations across Croatia, it invites students to study in Šibenik.</p>		<ul style="list-style-type: none"> Polytechnic of Šibenik 	40.0000 €				
		Partners / stakeholders	Potential resources / calls				
		<ul style="list-style-type: none"> City of Šibenik Tourist board 					
Main Activities		Target groups	Timeline				
<ul style="list-style-type: none"> Organizing open day events in Šibenik highlighting educational programs, student life, and career opportunities. Visiting high schools across Croatia with presentations, and info materials. Developing brochures, website, and social media content for campaign. 		<ul style="list-style-type: none"> High school students across Croatia, their parents, school counselors, and prospective university partners. 	2026	2027	2028	2029	2030
Measurable outputs		Potential risks					
<ul style="list-style-type: none"> Open day events, high school presentations, brochures, promo video, campaign website, increased student interest in studying and living in Šibenik. 		Low turnout at events, limited interest due to competing cities, and lack of long-term follow-up with students.					



Title:	Job fairs and Career Days “Boost your career, start your start-up and live your best life-work balance in Šibenik”		Code:	D2-5.6.				
Obj.	D	Attract new residents	Area(s) of intervention: 5.6.					
	2	Attract new residents with critical skills and expertise	Priority: P2-F2-S3					
Short description		Activity leader		Budget				
Under the slogan “Boost your career in Šibenik, start your start-up in Šibenik, and live your best life-work balance in Šibenik,” the city will take part in job fairs and career days across Croatia to promote local opportunities and attract talent to live and work in Šibenik.		<ul style="list-style-type: none"> City of Šibenik 		22.000 €				
		Partners / stakeholders		Potential resources / calls				
Main Activities		Target groups		Timeline				
<ul style="list-style-type: none"> Designing and producing promotional materials (brochures, video, website) highlighting Šibenik job market, start-up scene, and lifestyle. Participating in job fairs and career events across Croatia with a branded stand and team. Engaging with visitors through talks, networking, and tailored information on relocating to Šibenik. 		<ul style="list-style-type: none"> Students, graduates, job seekers, young professionals, digital nomads, start-up founders. 		2026	2027	2028	2029	2030
Measurable outputs				Potential risks				
<ul style="list-style-type: none"> Promotional set, brochures and video, website, participation in national fairs, new contacts with jobseekers and potential entrepreneurs. 				Low visibility among larger cities, insufficient follow-up, and perception of limited job opportunities in Šibenik.				



SPECIFIC OBJECTIVE

E - Integration of immigrants

Objective and area of intervention	Activity	Activity leader	Budget / source	Risk Assessment	Time	Output Indicator
E1 – 3.2.	Welcome point / one stop shop	City of Šibenik / ULG	120.000 €	It requires a permanent source of funding.	2027 - 2030	One stop shop set Number of users
E1 – 4.2.	Šibenik starter kit	City of Šibenik / ULG	90.000 €	Requires involvement of local service providers and cultural stakeholders	2026 – 2030	Number of immigrants consuming the “starter kit”
E2 – 5.2.	Welcome to Šibenik – AI agent	City of Šibenik	120.000 €	Lack of political support Existing data bases and web infrastructure doesn't support AI agents.	2027.	Number of users Number of interactions Number of newcomers
E1 – 4.2.	Students welcome package – getting to know the city	Polytechnic of Šibenik	5.000 €	Requires involvement of local service providers and cultural stakeholders	2026.	Number of assigned and used welcome package items
E1 – 4.2.	Heritage nights	City of Šibenik / Fortress of culture	6.000 €	Potential push-back in local communities	2028 - 2030	Number of events Number of participants Media & visibility
E2 – 4.2.	“Learning Croatian” vouchers	City of Šibenik / City Library	20.000 €	Hard to reach communication channels and target group.	2026.- 2030.	Number of participants in the Croatian language courses



Title:		Welcome point / one stop shop			Code:					
Obj.	E	Integration of immigrants			Area(s) of intervention: 4.2.					
	1	Turning newcomers to neighbours			Priority: P1-F3-S2					
Short description				Activity leader		Budget				
Welcome point / one stop shop is the key source of information for migrants. It's their first contact with local administration, but also a partner explaining all their rights and possibilities.				City of Šibenik		120.000 €				
				Partners / stakeholders		Potential resources / calls				
				Police Department, Health and social services						
Main Activities				Target groups		Timeline				
<ul style="list-style-type: none"> Establishing the office Education of staff Determining processes Creation of communication tools 				Migrants Employment agencies Police & services		2026	2027	2028	2029	2030
Measurable outputs						Potential risks				
<ul style="list-style-type: none"> Office established Produced and distributed communication tools Number of migrants informed and served 						<ul style="list-style-type: none"> Financial risks Local community backfire 				

Title:		Šibenik starter kit			Code:		A1-4.2.			
Obj.	E	Integration of immigrants			Area(s) of intervention: 4.2.					
	1	Turning newcomers to neighbours			Priority: P2-F2-S1					
Short description				Activity leader		Budget				
The "Šibenik Starter Kit" is a welcome and integration tool for newcomers, combining free event tickets and a playful checklist of experiences to help them connect with the city and become a true "Šibenikster."				<ul style="list-style-type: none"> City of Šibenik 		16.000 € / year				
				Partners / stakeholders		Potential resources / calls				
				<ul style="list-style-type: none"> Tourist board 						
Main Activities				Target groups		Timeline				
<ul style="list-style-type: none"> Designing the Šibenik Starter Kit – a package with free tickets to cultural, music, and sports events, and a printed/digital guide. Developing a gamified challenge (places to visit, food to try, activities to complete). Distributing kits via city services, employers, universities, and housing offices. Guided welcome & orientation tour 				New residents, students, remote workers, relocated professionals, and returnees.		2026	2027	2028	2029	2030
Measurable outputs						Potential risks				
Šibenik Starter Kit (physical and digital), "Šibenikster" challenge/game, distribution network, and increased integration and satisfaction of newcomers.						Low awareness of the tool, poor distribution, lack of engagement with the activities, limited funding for free entries, backfire from local community.				



Title:		E-Welcome to Šibenik – Your (AI) host			Code:		E2 – 5.1.			
Obj.	E	Integration of immigrants			Area(s) of intervention: 5.1.					
	2	Assistance to immigrants in overcoming language and cultural barriers			Priority: P2-F3-S3					
Short description				Activity leader		Budget				
E-Welcome to Šibenik is an AI-based digital host designed to help immigrants integrate into the city by offering personalized information about services, laws, rights, culture, language, and everyday life in multiple languages.				<ul style="list-style-type: none"> City of Šibenik 		80.000 €				
				Partners / stakeholders		Potential resources / calls				
				<ul style="list-style-type: none"> Trokut Polytechnic of Šibenik 						
Main Activities				Target groups		Timeline				
<ul style="list-style-type: none"> Developing an AI-powered digital assistant (app/web/chatbot) with multilingual support and integration guidance. Creating and curating localized, reliable content about housing, health, education, employment, and culture. Promoting the tool via city channels. 				Immigrants, foreign workers, students, international families, support institutions.		2026	2027	2028	2029	2030
Measurable outputs						Potential risks				
AI assistant platform, multilingual content library, user-friendly interface, and increased access to information and support for immigrants.						Limited digital access or literacy among some users, content gaps, language quality issues, insufficient updates or maintenance.				
Title:		Students welcome package – getting to know the city			Code:		E1 – 4.2.			
Obj.	E	Integration of immigrants			Area(s) of intervention: 4.2.					
	2	Assistance to immigrants in overcoming language and cultural barriers			Priority: P2-F1-S3					
Short description				Activity leader		Budget				
The “Students Welcome Package” is designed to help new students quickly integrate into life in Šibenik. It includes free tickets, discounts, and a fun challenge to discover local culture, landmarks, and student-friendly spots.				<ul style="list-style-type: none"> Polytechnic of Šibenik 		25,000 €				
				Partners / stakeholders		Potential resources / calls				
Main Activities				Target groups		Timeline				
<ul style="list-style-type: none"> Creating and distributing student welcome kits with tickets, vouchers, maps, and a guide to student life in Šibenik. Designing a “get-to-know Šibenik” challenge or game encouraging students to explore culture, nature, and city services. Partnering with venues, cafes, and institutions to offer student perks and discounts. Guided city orientation tour 				New students in Šibenik (local and incoming), exchange students, university staff involved in student services.		2026	2027	2028	2029	2030
Measurable outputs						Potential risks				
Student welcome kits, discovery challenge/game, network of student-friendly venues, and improved student integration and satisfaction.						Low engagement, difficulty in maintaining partnerships and discounts, lack of ongoing updates to materials.				
Title:		Heritage Nights: Flavors of the World			Code:		E1-4.2.			



Obj.	E	Integration of immigrants	Area(s) of intervention: 4.2.				
	1	From Newcomers to neighbours	Priority: P3-F3-S3				
Short description		Activity leader	Budget				
Heritage Nights: Flavors of the World” is a series of cultural evenings celebrating the traditions, music, and cuisine of different nations. The goal is to connect newcomers with locals through shared experiences and promote cultural understanding.		<ul style="list-style-type: none"> City of Šibenik 	18.000 €				
		Partners / stakeholders	Potential resources / calls				
<ul style="list-style-type: none"> Organizing monthly events featuring a specific national culture, food, music, stories, and performances. Involving local immigrant communities Promoting events through schools, universities, NGOs, and digital platforms to ensure mixed participation. 		Target groups	Timeline				
			Newcomers, immigrants, international students, locals, families, cultural organizations.	2026	2027	2028	2029
Measurable outputs		Potential risks					
Regular intercultural events, increased social integration, stronger ties between locals and newcomers, and celebration of cultural diversity in Šibenik.		Limited participation from either side, stereotyping or oversimplifying cultures, lack of sustained engagement.					
Title:	“Learning Croatian” vouchers				Code:	E1-4.2.	
Obj.	E	Integration of immigrants	Area(s) of intervention: 4.2.				
	2	Assistance to immigrants in overcoming language and cultural barriers	Priority: P3-F3-S1				
Short description		Activity leader	Budget				
This program supports immigrants in overcoming language and cultural barriers through language courses, cultural orientation workshops, and personalized assistance, easing their integration and participation in Šibenik’s social, educational, and economic life.		<ul style="list-style-type: none"> Škola jezika 	100.000 €				
		<ul style="list-style-type: none"> 	Potential resources / calls				
Main Activities		Target groups	Timeline				
<ul style="list-style-type: none"> Organizing accessible language courses tailored to immigrants’ needs, including Croatian and basic English. Conducting cultural orientation workshops covering local customs, laws, services, and everyday life. Providing one-on-one mentoring and support to address individual challenges and connect newcomers with community resources. 		Immigrants, refugees, asylum seekers, support organizations, local authorities.	2026	2027	2028	2029	2030
			Measurable outputs		Potential risks		
Language classes, cultural workshops, mentoring sessions, improved communication skills, and smoother integration into local life.		Low attendance due to work/time constraints, cultural misunderstandings, limited funding, and language course dropouts.					

4. Monitoring and reporting

Effective evaluation is essential to ensure that the Integrated Action Plan (IAP) for the City of Šibenik is delivering results, remains aligned with its strategic objectives, and adapts to new challenges over time. A clear governance structure ensures that evaluation is conducted consistently and credibly:

- **Lead agency:** The City of Šibenik’s Department of Social Activities will coordinate all monitoring and evaluation (M&E) activities.
- **Partners:** Relevant city departments, Polytechnic of Šibenik, Health, Employment and Social services, Police department and external evaluators will provide data, conduct assessments, and support analysis.
- **URBACT Local Group (ULG):** Will act as a consultative body, participating in reflection moments, providing stakeholder feedback, and validating findings.

Evaluation will use a combination of qualitative and quantitative tools:

- **Monitoring dashboards (digital platforms collecting real time data)**
- **Annual progress reports**
- **Surveys and interviews**
- **Benchmarking**

Monitoring and evaluation will focus on two data sets. The first tracks project results and outputs based on indicators defined in project plans and descriptions. It provides indicators that show the progress of the planned activities.

The second and even more important set of data measures the impact of the project activities to IAP goals, including demographic trends, migration, economy, housing, and how Šibenik is perceived as a place for quality living and work-life balance.

Field of research	Focus	Frequency
Demographic Dynamics	Natural change, ageing, fertility	Annual
Migration Balance	Flows, retention, mobility patterns	Annual
Integration & Inclusion	Access, participation	Annual / Biennial
Quality of Life & Housing	Services, living conditions, satisfaction.	Annual
Economy & Labour Market	Employment, income, opportunities	Quarterly / Annual
Branding & Perception	Image, reputation, motivation	Biennial