



# IMPLEMENTATION PLAN OF GORENJSKA REGION, SLOVENIA

## BSC KRANJ

**Project:** **MICROPOL - DEVELOPMENT OF SMART WORKING CENTERS IN GORENJSKA REGION**

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## 1 EXECUTIVE SUMMARY AND GUIDE

Gorenjska lies in the northwest of Slovenia. To the north it borders Austria (the Kärnten province) along the Karavanke mountain range; to the west Italy (the Friuli-Venezia Giulia province) and the Gorica developmental region; to the east the Savinja region, and to the south it opens up towards the central Slovenian region. Gorenjska is crossed by the 10th European motorway and railway corridor. The town of Brnik hosts Slovenia's central airport, i.e. Ljubljana Jože Pučnik Airport (1.5 million passengers a year, 9% growth in 2007 over 2006). All this contributes to Gorenjska's favorable geo-traffic position and its relatively good accessibility.

Some 59% of Gorenjska's surface area is covered by forests, and 44% of the surface area is incorporated into NATURA 2000 sites, while 40% of the region lies more than 1,000 meters above sea level. Gorenjska region is the region of high mountains, including the symbol of Slovenia, Triglav, and almost entirely Alpine. A large part of this statistical region is protected as a national park. The relief and climate are good bases for tourism. Tourism is an important part of economic development in the region. In 2011, Gorenjska recorded almost 18% of tourist overnights in Slovenia, of which 74% by foreign tourists. As regards the number of beds per 1,000 populations, Gorenjska ranked second in Slovenia even though it still had half fewer beds than the Obalno-kraška region.

Although agriculture in this region is not among the most important activities, agricultural holdings are among the largest in the country both in terms of average utilized agricultural area and in terms of the number of livestock units. Population indicators indicate a favorable situation. In 2011 Gorenjska ranked among the three regions with total increase over the national average. The share of young people was among the highest in the country (15.3%) (Source: Slovene Regions in Figures, Statistical Office of Republic Slovenia).

Gorenjska region as development region is compared and can compete with the most successful Slovenian regions, as in West Slovenia and the most developed regions in cohesion region South Slovenia (Savinjska, South East, Posavje and Podravje region).

However it lags behind the Slovenian and EU average in development aspect (it reached 69,4 % GDP of EU 27 in 2010, measured in Purchasing Power Standard per inhabitant) and has more than 1,5-times lower GDP from neighboring Italian and Austrian regions. Within the cohesion region West Slovenia Gorenjska

region is by far the least developed region, as its GDP per inhabitant is the same as average for East Slovenia. It shouldn't be ignored that development position of 4 regions (South East Slovenia (Novo mesto), Savinjska (Celje), Spodnjeposavska region (Brežice) and Podravje region (Maribor) which are classified as the less developed East cohesion region, have GDP higher than in Gorenjska region (source: Regional Development Program of Gorenjska 2014 - 2020).

In other areas (demography, education, employment) Gorenjska region reaches or even exceeds the average of competitive regions and countries. From this perspective Gorenjska should use its human and also natural capital in order to get closer to neighboring regions also in the field of economic power.

Geographic and business environment are very equivalent and comparable to the regions compared with Gorenjska, so the competitive opportunities of Gorenjska region are within the area/region itself and in prompt response and appropriate placement in outside, broader (global) environment.

This implementation plan provides brief information about Gorenjska region and gives insight about its position from several aspects (population, economic development ...). It recognizes the key stakeholders in the region which could be included in the process of improving the effectiveness of policies for growth and employment in non-metropolitan areas. At least one of three locations will be chosen for implementation of a pilot establishment of SWCs, which will bring social, demographic and economic benefits to these non-metropolitan areas and present examples of transfer of good practices which have been recognized within the MICROPOL project to Gorenjska region. One of the practices (with their elements) which could be transferred to Gorenjska region are in more detail described in this plan.

Activities for transfer of concrete good practices to Gorenjska region are included in a separate work package which will be implemented by the end of 2017. Since a strong interest and need in some non-metropolitan areas for increasing the possibility for performing telework and support of creative and innovative forms of entrepreneurship exist, we expect some of the pilot actions to be realized earlier (such as the establishment of coworking center in Škofja Loka). In the final part plan is also proposing and briefly describing concrete measures and actions, which are approximately financially evaluated.

## 2 INTRODUCTION

### 2.1 MICROPOL

#### About the project

Micropol is a project financed by the INTERREG IVC Programme dealing with the promotion of ICT and smart work in order to restore life and growth in rural areas across Europe.

Rural areas in Europe are being depopulated; young people and graduates are often the first to leave. At the same time technology is developing so rapidly and is making it possible to work anywhere at anytime. An important question that the Micropol project is seeking to answer is why have so few businesses and people exploited the technology and chosen to work at teleworking facilities?

The establishment of Smart Work Centers in rural areas will offer shared office space, state of the art ICT, videoconferencing and other resources that support smart work/co-working for people working at a distance from their customers. Typical examples may include engineers, architects, lawyers; people who think for a living. SWCs will allow more of these people to work independently of their organizations' headquarters. The character of shared workspace also means that it provides an opportunity for the creation of network of peers and co-workers for professional and social interaction. This can be a real benefit in less populated rural areas.

The potential benefits are reduced commuting time, an improved work/life balance through living in rural areas while retaining challenging jobs in the knowledge economy, which have been traditionally linked to the urban areas. There will also be less strain on the natural environment due to decreased mobility demands.

The concept of telework has existed for more than 20 years but as yet there are relatively few examples of successful Smart Work Centres in rural areas, perhaps due to technological immaturity, hesitant companies and lack of appropriate policies. The situation is now changing, European citizens are becoming more digitally aware every day, entrepreneurs are establishing an increasing number of virtual companies and the public sector is developing practical and information services for its citizens through digital means.

The Micropol project, through a series of study visits, seminars, workshops and studies aims to help each partner to learn from each other's experience, transfer and adapt good practice and develop a series of

regional/local implementation plans that will help ensure that more and better Smart Work Centres will be set up and operating, bringing social, economic and environmental benefits to all participating regions. The project will also produce a White Paper to support policy makers and implementers across Europe in developing strategies at all levels to ensure that Smart Work Centres become a vibrant and permanent feature of the economy of rural Europe.

## Partnership

Behind the project there are 11 partners from 10 countries:

- ▶ North Denmark Region, Denmark
- ▶ Province of Drenthe, Nederland
- ▶ West-Pannon Nonprofit Ltd., Hungary
- ▶ BSC Business Support Centre Ltd. Kranj, Slovenia
- ▶ Northumberland County Council, United Kingdom
- ▶ Municipality of Teramo, Italy
- ▶ Public Benefit Non-Profit Ltd. for the Development of Industry, Hungary
- ▶ Riga Technical University, Latvia
- ▶ Nièvre Numérique, France
- ▶ Estonian Advice Centres, Estonia
- ▶ Chamber of Commerce and Industry of Jaen, Spain

## Objectives

The overall objective of the MICROPOL project is to improve the effectiveness of local and regional policies and instruments for stimulation of growth and employment in non-metropolitan areas. More specifically the project aims to improve the knowledge and strategies of local and regional governments on how to implement SWCs as a mean to 1) increase the possibilities and incentives for performing telework, 2) support entrepreneurship and 3) deliver public services. The goal is thus to provide policy makers with tangible and effective tools for turning non-metropolitan communities into economically and socially sustainable Micropols.

At the project level the objective is to bring together partners from all over EU with different kinds and degrees of knowledge and experience related to telework, SWCs and rural development. Through sharing and developing the joint pool of experiences and good practices of different partners the aim is to identify and improve the effectiveness of policy instruments that support the establishment of successful SWCs in non-metropolitan areas. The project will also contribute to the shared pool of knowledge and practices by 1) conducting study trips to different kinds of existing SWCs, 2) inviting external experts for workshop activities, and 3) hosting conferences for civil NGOs, associations and networks focusing on telework and SWCs. Finally, the objective is to make the accumulated knowledge of the project available to public authorities all over Europe working with related issues in the context of rural development.

Project activities are preparation activities, management and coordination, communication and dissemination.

## **2.2 REGION GORENJSKA**

Development region Gorenjska lies on the South Eastern part of Slovenia. Northern part of the region is bordering Austria (mountain range Karavanke) while Western part is bordering Italy (the Friuli-Venezia Giulia province) and Goriška region. Eastern part of the region is bordering Savinjska region and on the South Osrednjeslovenska region.

Gorenjska is the fourth Slovenian statistical region (out of 12) by number of inhabitants (199.626 inhabitants) and sixth by surface (2.137 m<sup>2</sup>, 9.9 % of whole Slovenia). Population density (number of inhabitants/km<sup>2</sup>) is 95,5, what is compared to Slovenia under average, however some parts of the region, especially in smaller areas (Kranj, Šenčur, Jesenice) present larger dense and urbanized areas.



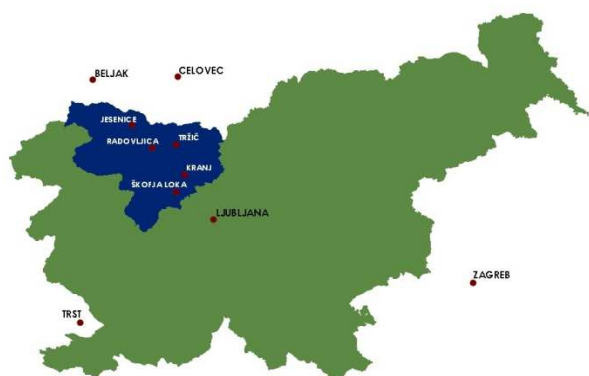
## Map 1: Statistical regions in Slovenia

STATISTICAL REGIONS (12) in Slovenia



Gorenjska statistical region has **18 local communities**: Bled, Bohinj, Cerklje na Gorenjskem, Gorenja vas – Poljane, Gorje, Jesenice, Jezersko, Kranj, Kranjska Gora, Naklo, Preddvor, Radovljica, Šenčur, Škofja Loka, Tržič, Železniki, Žiri in Žirovnica.

Picture 1: The location of Gorenjska region in Slovenia



Picture 2: 18 local communities

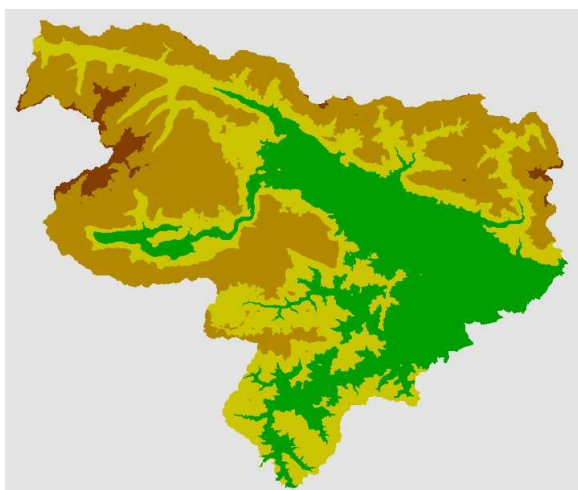


## Natural landscape

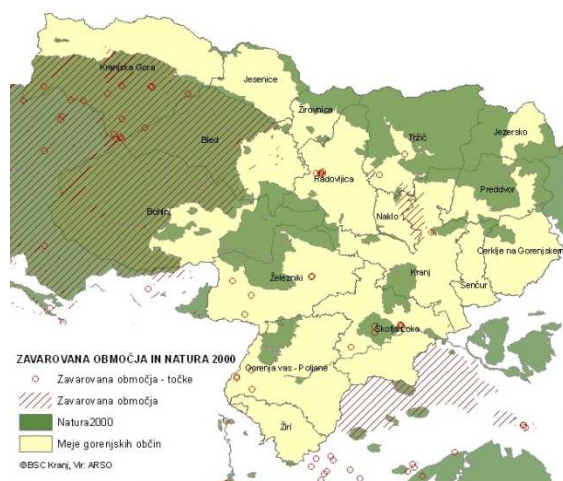
68 % of the surface of the region is covered by woods. 44 % of the surface represents Natura 2000 area. 40 % of the region lies 1000 m above sea level. Gorenjska is the region of high mountains and almost entirely Alpine region with diverse mountain landscape. 70 % of the regions are mountain areas, while 30 % are lowlands. Forests are covering 68 % the region. 25,6 % of the surface is farmland, the rest can't be used for farming (9,9 %).

Picture 3: Elevation above sea level

(below 600m - green, till 1000 m yellow, till 2000 m brown, above 2000 m dark brown)



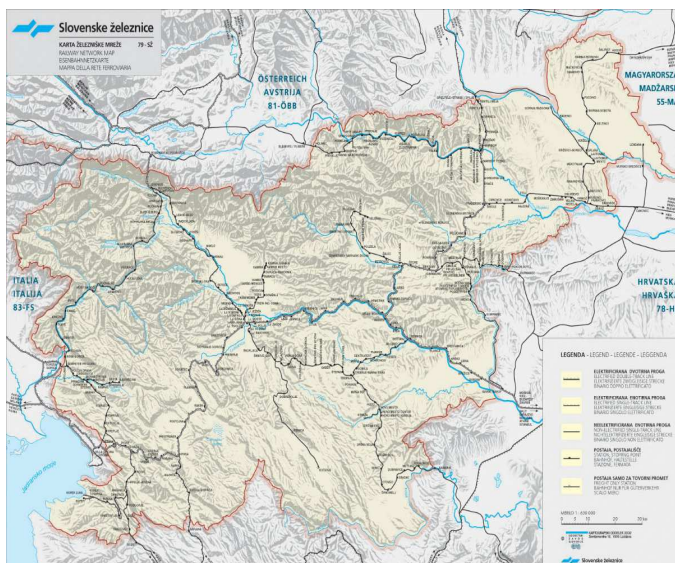
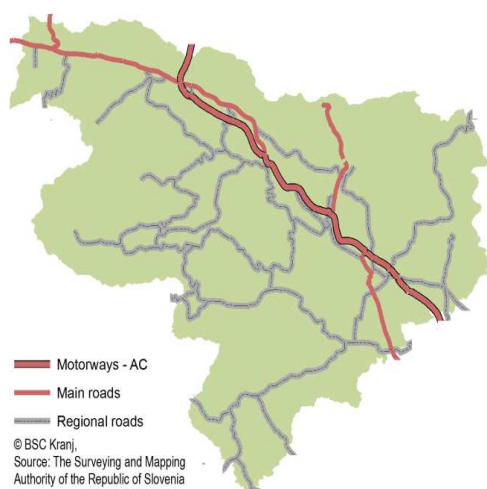
Picture 4: Protected and Nature 2000 areas in Gorenjska



## Transport

Gorenjska has a very good accessibility. It is crossed by X. European highway and railway corridor. There is also a national airport in Brnik (Airport Jože Pučnik Ljubljana) with 1.4 mio passengers (in 2011) and one smaller sport airport Lesce. Gorenjska has rather good road infrastructure and good but not modernized railway with 79 km of railway, 68,2 km of highway, 364,5 km of regional, 131 km of regional touristic and 1.055 km of local roads. There are no high speed trains in Gorenjska region. In terms of high-speed train technology, Slovenia is still undeveloped country. Slovenian railways have three express trains known as ICS (Intercity Slovenia). ICS runs only in the relation Ljubljana – Maribor. The problem for this situation lies in the Slovenian railway infrastructure, which is quite obsolete. Trains ICS are able to drive up to 250 km/hour, but due to outdated lines and the lack of secured rail road crossings do not exceed 145 km/hour. Total length of railway lines in Slovenia is 1.228,10 km and 100 km in Gorenjska region.

## ROAD INFRASTRUCTURE in Gorenjska region



The public transport is good on main roads and roads to the bigger settlements. In other countryside areas however it is mostly connected to the school children transport and some public buses per day (in rush hours). Therefore people are using cars for transport. Due to the lack of public transport small groups of inhabitants that don't have the most appropriate access to smaller settlements in the region exist.

### 2.2.1 SOCIO-ECONOMIC ANALYSIS

## Sector analysis

In the last decade Gorenjska's traditional economy has visibly moved from industrial society to a service-information society. The most important sectors in Gorenjska region are still manufacturing industries, which have been employing 18.860 workers in companies and creating 91,7 mio EUR pure profit and almost 2.600 mio EUR of income (46,2 % of all in Gorenjska) in year 2012. The comparison of employment and working places among sectors between 2009 and 2012 shows that the number of employed has decreased in several sectors: in construction sector (by 32,3 %), tourism (by 12 %), in wholesale and retail trade, repair of moto vehicles and motorcycles (by 10,2 %) and in public administration, defense and social security (by 9 %). The number of employees in industrial sectors has also significantly decreased. On the other side the number of employees has increased in expert, scientific and technical sectors, health, social care and education. Farming and forestry sector had only 3,8 % of all employees in Gorenjska region (source

Employment Service of Slovenia, Office Kranj) in December 2012. The most important sectors in the region are ICT, automotive industry, tourism...

Table 2: Employment by sectors of activity, 2009 and 2012

Sectors of activity		December 2009		December 2012		Difference in employment 2012 - 2009
		Number of employees	%	Number of employees	%	
A	Agriculture, forestry and fishing	2.154	3,0%	2.556	3,8%	402
B	Mining and quarrying	14	0,0%	7	0,0%	-7
C	Manufacturing	22.187	31,3%	21.248	31,6%	-939
D	Electricity, gas steam and air conditioning supply	435	0,6%	421	0,6%	-14
E	Water supply, sewerage, waste management and remediation activities	747	1,1%	777	1,2%	30
F	Construction	6.233	8,8%	4.219	6,3%	-2.014
G	Wholesale and retail trade, repair of moto vehicles and motorcycles	10.126	14,3%	9.093	13,5%	-1.033
H	Transportation and storage	4.413	6,2%	4.095	6,1%	-318
I	Accommodation and food service activities	3.826	5,4%	3.367	5,0%	-459
J	Information and communication	1.159	1,6%	1.239	1,8%	80
K	Financial and insurance activities	1.300	1,8%	1.215	1,8%	-85
L	Real estate activities	302	0,4%	311	0,5%	9
M	Professional, scientific and technical activities	3.208	4,5%	3.702	5,5%	494
N	Administrative and support service activities	973	1,4%	894	1,3%	-79
O	Public administration and defense, social security	2.555	3,6%	2.325	3,5%	-230
P	Education	5.315	7,5%	5.485	8,2%	170
Q	Human health and social work activities	3.882	5,5%	4.117	6,1%	235
R	Arts, entertainment and recreation	1.147	1,6%	1.106	1,6%	-41
S	Other service activities	958	1,4%	943	1,4%	-15
T	Undifferentiated goods-and services-producing activities of households for own use	16	0,0%	16	0,0%	0
U	Activities of extraterritorial organizations and bodies	0	0,0%	0	0,0%	0
A	Farming	2.154	3,0%	2.556	3,8%	402
B - F	Industry	29.616	41,7%	26.672	39,7%	-2.944
G - Q	Services	39.180	55,2%	37.908	56,5%	-1.272
	Together	70.950	100,0%	67.136	100,0%	-3.814

Source: Regional Development Plan for Gorenjska region 2014 – 2020.

## **More than half of persons in employment in the region commute to work to other municipalities**

Labour migrants are persons whose territorial unit of workplace is not the same as the territorial unit of residence. In 2013, 44.935 of labour migrants between municipalities were registered in the region Gorenjska, which is 57,78 of all persons of employment (excluding farmers).

## **Large number of municipalities with persons in employment whose workplace isn't in municipality of their residence**

The number of persons in employment whose workplace is in the municipality of their residence (this means that they live and work in the same municipality) was 32.831 in 2013, which was 42,22 % of all persons in employment. In 2013 the highest shares of persons in employment whose workplace was in the municipality of their residence were registered in Bohinj (almost 50 %), Jesenice (almost 50 %), Kranj (50,43 %), Železniki (54,48 %) and Žiri (61,17 %). This means that there were a large number of other municipalities in the region (13 municipalities) which have many commuters (50 % or more of persons in employment who work in other municipalities than they live).

Municipalities Cerklje, Gorenja vas – Poljane, Gorje, Jezersko, Naklo, Preddvor, Šenčur and Žirovnica are the ones with higher share of commuters (less than 30 % of persons in employment had both their residence and workplace).

## **4 moderately laboured municipalities in the region, other more or less residential**

Moderately labour-oriented municipalities are those in which the number of jobs is at least up to 15,9 % higher than the number of people living in them. At the end of 2013 there were only 4 such municipalities: Cerklje na Gorenjskem, Kranj, Naklo and Žiri.

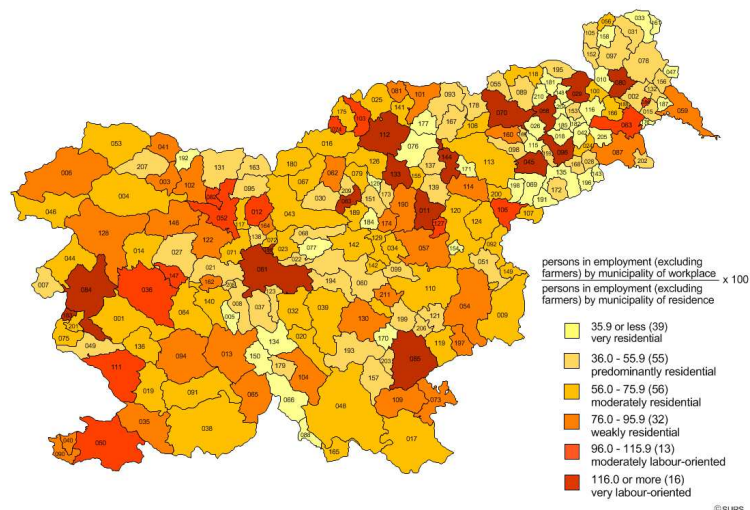
## **Labour migrations between statistical regions**

Labour migrations between statistical regions are not as frequent as between municipalities because they occupy a larger area. At the end of 2013 there were around 129.600 labour migrants between statistical regions.



Almost 83% of persons in employment found the jobs in the statistical region in which they have a residence. In 2013 Osrednjeslovenska was the only statistical region with more workplaces than persons in employment (by 26%).

Picture 6: Labour migration index, municipalities, Slovenia, 2013



Due to shortage of adequate working places more than ¼ of Gorenjska's inhabitants are employed outside region (in 2012 20.806 or 26,8 % of people worked outside Gorenjska), most of them in capital city Ljubljana (Osrednjaslovenska statistical region) (source: Slovenian Statistical Office of Republic of Slovenia, portal SI-STAT).

### Wages under national average

Average net wage of employed person in Gorenjska was 974,59 EUR in 2012, what is under Slovenian average wage (991,47 EUR). The higher salaries in 2012 were in providing electricity, gas (1.303,53 EUR), financial and insurance (1.302,77 EUR) and in ICT sector (1.191,39 EUR) (Source: Slovenian Statistical Office of Republic of Slovenia, portal SI-STAT).

Table 3: Comparison of number of working places (without farmers) in 2009 and 2012 by statistical regions in Slovenia

Country/Region	2009	2012	2012/2009 Index
Slovenia	812.315	760.170	93,58
Gorenjska	<b>69.162</b>	<b>64.901</b>	<b>93,84</b>
Pomurska (Mura region)	34.498	33.670	97,60
Podravska (Drava region)	116.152	106.734	91,89
Koroška (Carinthia)	24.051	22.568	93,83
Savinjska (Savinja region)	100.792	92.124	91,40
Zasavska (Central Sava region)	12.179	10.774	88,46
Spodnje-posavska	22.034	19.852	90,10
Jugovzhodna Slovenija (South East)	51.073	47.193	92,40
Osrednjeslovenska (central Slovenia)	273.390	264.779	96,85
Notranjsko-kraška	17.548	15.227	86,77
Goriška	45.300	41.118	90,77
Obalno-kraška	46.136	41.230	89,37

#### Economic situation

In 2012 Gorenjska had 7.533 self proprietors (9,6 % of all in Slovenia) and 5.203 companies (8,7 % of all in Slovenia), out of it 94 % micro, 3,8 % small, 1,2 % medium in 1 % big companies. In companies in Gorenjska in 2012 we had 38.054 employed (8,7 % of all in Slovenia), which created 192,6 mio EUR pure profit (7,3 % of all in Slovenia), 198 mio of pure "lost" (8,5 % of all in Slovenia) and 5.623 mio EUR incomes (which represents only 7,1 % of all incomes of all companies in Slovenia (source: The Agency of the Republic of Slovenia for Public Legal Records and Related Services).

#### Net added value

Also net added value is under average. **Companies in Gorenjska created** 1.396 mio EUR net added value in 2012, what is 3 % more than in 2011 and 8,4 % of added value in Slovenia. Net added value per employee in Gorenjska was 36,7 thousand EUR what is 4,8 % more than in 2011. Net added value per employee on the state level was 38 thousand EUR, 1,0 % less than in 2011 (source: The Agency of the Republic of Slovenia for Public Legal Records and Related Services).

#### Bad long term trend of Gorenjska's Gross domestic product

**Gorenjska has under average Gross domestic product** (3.008 mio EUR of GDP in 2011 and 2.666 mio EUR in 2006), what is 8,3 % of national GDP. The largest share of GDP in 2011 was created by manufacturing industries (28,9 %),

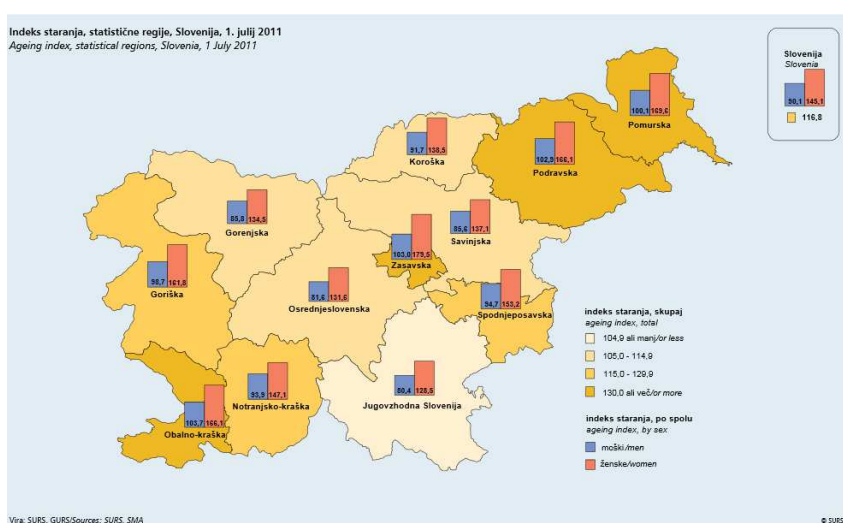
trade, transport and tourism (all together (21,4 %). GDP **per inhabitant in Gorenjska was 14.764 EUR in 2011** (13.359 EUR in 2006, 15.733 EUR in 2008), what is 83,8 % of Slovenian average (86,4 % in 2006). GDP in Gorenjska is growing, but its growth is slower than in Slovenia, meaning in the long run a development gap (source: Statistical Office of the Republic of Slovenia, portal SI-STAT).

## Population

Gorenjska has 204.170 inhabitants (July 2012). That represents 9,9 % of all inhabitants in Slovenia (source: Statistical Office of the Republic of Slovenia, portal SI-STAT). The characteristic of the region is dispersion of settlements which are rather spreaded around the territory. 38,2 % of the inhabitants live in 5 bigger cities (Kranj, Jesenice, Tržič, Radovljica, Škofja Loka). Number of inhabitants is slowly growing, especially in local communities like Kranj, Škofja Loka, Gorenja vas – Poljane in Šenčur, which have negative trends. Four local communities (Kranjska Gora, Preddvor, Bohinj, Jezersko) are losing their inhabitants (source: Statistical Office of the Republic of Slovenia, portal SI-STAT).

The population in the region is ageing (in 2012 there were only 15 % of inhabitants aged 0-14 years and 17 % of inhabitants older than 65 years). In 2012 municipalities Bled, Bohinj and Kranjska Gora had the highest ageing index (more than 150), what means that in these municipalities there were more than 150 of people, aged 65 years or more, per 100 people, younger than 15 years. Municipalities in 2012 with the lowest ageing index were Gorenja vas – Poljane, Šenčur, Cerklje na Gorenjskem and Železniki.

Picture 7: Ageing index, Slovenia, 1.7.2011



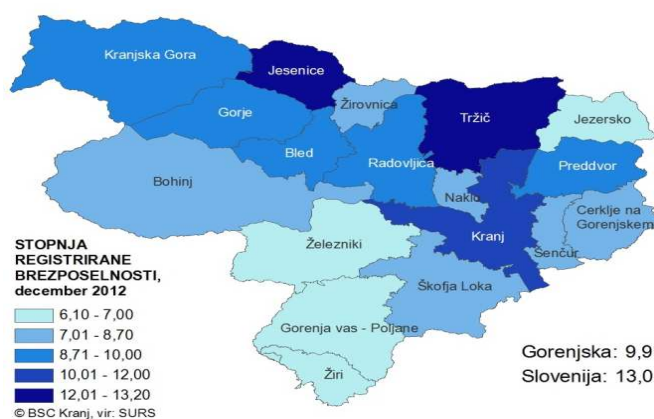
## Education



According to the last available data (2011) 4,3 % of inhabitants in the region are without education (6,8 % in 2006), most of them (54,8 %) have lower or secondary school (55,1 % in 2002), 17,8 % of them have higher and faculty degree (13,1 % in 2002). Number of students is decreasing. In school year 2007/08 there were 12.063 or 10,5 % of all students in Slovenia. In school year 2011/12 there were more than 12,7 % less (10.527 or 10,1 % of all in Slovenia). Nevertheless the number of people finishing education is growing (1.626 people in 2005 what was 8,2 per 1.000 inhabitants, in Slovenia 7,8 per 1.000 inhabitants) and 2.095 in 2011 (10,3 per 1.000 inhabitants, in Slovenia 10,1) (Source: Statistical Office of the Republic of Slovenia, portal SI-STAT).

Education of employed and self employed people has improved in recent years. There were 29,9 % of people with higher or high education 29,9 % in 2012 (22 % in 2006). (Source: Statistical Office of the Republic of Slovenia, portal SI-STAT).

Picture 8: Unemployment rate in local communities of Gorenjska region



## Network of schools

There are 86 implementators of pre-school education, of which 78 of public and 8 private kindergartens. 35 elementary schools are operating in the region, in the field of secondary education 10 schools (Biotechnical Center Naklo, Secondary School, Economic Gymnasium and Secondary School Radovljica, Gymnasium France Prešeren, Gymnasium Jesenice, Gymnasium Škofja Loka, Secondary School for Catering and Tourism Radovljica, Secondary School Jesenice, School Center Kranj, School Center Škofja Loka).

In formal and non-formal education Adult Education Centers, situated in 5 cities in the region (Kranj, Škofja Loka, Jesenice, Radovljica, Tržič), have an important role. Also private educational institutions provide

different forms of education. In Gorenjska region there are 4 public and 2 private high professional schools implementing high educational study programs (such as horticulture, nature conservation, management of rural areas and landscape, economy, electroenergetics, informatics, mechatronics, catering and tourism, wellness etc.)

Gorenjska doesn't have its own university, what represents one of the key problems to attract young innovative people with specific knowledge to stay, work and study in the region. Gorenjska has 3 faculties (one in ICT, one in health, one in European studies and law). There are also several school entrepreneurial centers (in the field of electro, metal, wood, tourism, agriculture) in the region developing and offering educational shorter programs for employees and developing cooperation among companies and schools. Network of institutions dealing with long life learning and regional scheme for stipendium (mostly for deficient professions) exists.

### 2.2.2 STAKEHOLDERS

#### **Local municipalities in the region (especially those losing working places)**

In our region we do not have smart work centre so there is no positive experience about it. Therefore we expect that local communities with bigger unemployment and economic structural problems, for example municipality Tržič with old industrial tradition (lots of companies ended up in bankruptcy, a lot of empty buildings currently) and local communities in more remote areas, such as Preddvor, Bohinj (where they are considering to support new endeavors and may offer already existing facilities (premises with tourist office, library,... ), empty facilities which could be used for establishment of SWCs and high level of unemployed young people (like in Škofja Loka) and also smaller rural municipalities in the region could see Smart Work Centers as an possibility and development opportunity to attract employees and companies into their environment.

#### **Development Centre for Information and Communication Technologies (short name ICT Park)**

It was established in April 2011 as a development project, within the framework of the "Development Centres of Slovene Economy Sector" operation, which is co-financed by the Ministry of Economic Development and Technology. The ICT Park is located in Kranj. It is a specialized technology park for

information and communication technologies, with a business incubator called “Start:up center”, and the top quality infrastructure, where a centre of technological enterprises, cooperating on a principle of open innovation, is being developed.

With a wide choice of various business premises over a total area 9.600 m<sup>2</sup>, the business centre of the ICT Park provides a friendly and innovative environment for the development of at least 30 companies at different stages of progress.

ICT Park members have the opportunity to explore a number of resources. All companies located in RC IKT are given free of charge or subsidized services at all stages of development, and at the same time can be included in a number of national entrepreneurial support programs.

RC IKT consists of 3 foundation programs, which mutually and potentially complement each other, providing synergistic effects: ICT Park – Technology Park with business incubator, ICC – Information communication centre and ITC – Innovation technology centre. The ICT Park could be further spreading its services on the field (some topics) of Smart Work Centres.

### **Entrepreneurship Educational Center Škofja Loka**

It has been established in 2009 and has around 2.200m<sup>2</sup>. It is modern equipped center, which provides implementation of quality professional education, training and cooperation with economic environment. It provides flexible education adapted to the needs of subscribers (companies). On didactic machines which are equivalent to professional equipment in the economy, it is possible to develop and test products. Important part of the Center’s operation is cooperation in international projects of exchanges of pupils and students, mainly in the field of practical education in companies. The center encourages creativity, innovation and independence of participants of educations, so it is relevant key holder which could promote Smart Working Centers among its participants and cooperate in special programs that could be developed together with Smart Working Centers.

### **The Chamber of Craft and Small Business of Slovenia**

The Chamber of Craft and Small Business of Slovenia is an umbrella organization comprising the craft and small business chamber system jointly with 62 regional chambers of craft and small business. They are

independent legal entities managed by craftsmen – officials (functionaries) on a voluntary basis.

The Chamber links its members by activity. Professional sections (successors of guilds) and committees have been established for that purpose (such as craft associations sectors, domestic arts and crafts section, electrician sector, car mechanics section, electronics and mechatronics section, wood section, glass makers section, food producers section, flooring section, florists and gardeners section, hairdressers' section, energy installations section, painting and paperhanging section, printing section, plastics section, photographs section, tourism and catering section, transport section etc).

Main stakeholders from the Chamber are Regional Chambers Kranj, Jesenice, Radovljica, Tržič and Škofja Loka.

### **Employment Service of Slovenia**

Employment Service of Slovenia (ESS) is one of the key Slovenian labour market institutions. It is an independent legal entity with public institute status operating uniformly across the entire country. Its main activities are: employment advice and job broking, life-long career guidance, unemployment benefit and unemployment insurance, implementation of active employment policy measures and programmes, issuing of work and employment permits for foreign workers, preparation of analytical, development and other professional materials related to ESS activities and labour market and ESS information of a public nature.

The users of ESS services are: unemployed persons, employers, jobseekers, pupils and students who need professional help in the fields of employment and career guidance, professional institutions, providers of active employment policy programmes, social partners and general public.

Main stakeholder is the Regional Office Kranj with 5 local offices - Kranj, Tržič, Škofja Loka, Jesenice and Radovljica.

### **Association of Employers of Slovenia**

The Association of Employers of Slovenia (ZDS) is the first voluntary economic association in Slovenia representing and protecting the interests of employers. Since 1994, various companies have united in this Association whatever their size, form of ownership, or activity. In the private sector, a half of all employees

are employed by more than thousand members, representing over a half of total capital in Slovenia. The association is interested in development of flexible forms of work (working at home, teleworking etc). It has been active in giving recommendations to government to establish incentives and reliefs for employers so these types of work could be more attractive for employers.

### **Business Support Center Kranj (BSC Kranj - The Network of the Regional Development Agency for Gorenjska)**

Business Support Center Kranj is the leading agency in the field of regional development. It is connected with agencies RAGOR (Development Agency for Upper Carniola) and Development Agency Sora (Business Support Center for the Škofja Loka region) in the network of the Regional Development Agency of Gorenjska.

Business Support Center Kranj is providing several regional support services for entrepreneurs:

- low cost loans and guarantees: Gorenjska Guarantee Scheme,
- information on business estates in Gorenjska,
- planning to set up an R&D centre with the aim of connecting companies and research institutions,
- regional scholarship scheme - scholarships for future human resources in the companies of Gorenjska,
- developing the Kariera project which will ensure human resources for Gorenjska's economy on a long-term basis.

All 3 agencies are also one of the VEM points (one-stop-shop for the entrepreneurs) in Slovenia, so they offer free registration procedures, general business counseling, support in the business planning, energy efficiency advising, favorable loans through credit schemes, information on current business topics, entrepreneurial education for primary school children, youth, women, potential and active entrepreneurs and farmers.

### **Development Agency Sora**

It was founded in 1999 as a business support center for the municipalities of Škofja Loka, Gorenja vas – Poljane, Železniki and Žiri. It operates in the local environment as a link between entrepreneurs, chambers of commerce, municipalities and other local and national institutions (such as The Employment Service of

Slovenia, School Center, People's University, SPIRIT - Public Agency of the Republic of Slovenia for the Promotion of Entrepreneurship, Innovation, Development, Investment and Tourism) from the fields of finance, agriculture, tourism and the environment with respect to sustainable development. With projects and programs developed for various target groups (young people, unemployed, women, potential and active entrepreneurs, farmers) on the basis of EU funding, it aims to contribute to the development and creation of quality jobs and the implementation of economically viable and people-friendly areas. The development work is concluded by the LEADER office, Tourist Board and its Centre of Arts and Crafts which operate within the framework of the agency.

### **Development Agency Ragor (Development Agency for Upper Gorenjska)**

The Agency RAGOR was founded in 2000 by municipalities Bohinj, Jesenice, Kranjska Gora, Radovljica and Žirovnica. It operates in the field of entrepreneurship promotion, sustainable development, development of human resources, and cooperation in planning and implementation of development programs in the region. Mission of RAGOR is to coordinate and foster overall development of the Upper Gorenjska sub region. RAGOR realizes its mission through the following general activities: organizing training for various target groups; developing and implementing new programs, tools and services for SME's support; proposing and implementing general development projects; taking part in international projects; coordination of Zgornja Gorenjska cooperation on municipal level; participating in regional development programmes development and implementation; organizing various events.

### **Center for Sustainable Rural Development Kranj**

It is non-profit development center located in Kranj, which was founded in January 2003 on the initiative of 7 founding organizations (representatives of public sector, Business Support Center Kranj, non-profit organizations and associations). The aim of the center is to provide professional and organizational support to development and social incentives, encouraging economic, social, environmental, cultural sustainable development in Gorenjska.

## Ministry of Labour, Family, Social Affairs and Equal Opportunities

The Ministry performs tasks in the following directorates and services: Labour Relations and Labour Rights, Labour Market and Employment, Family, Social Affairs, Disabled, War Veterans And Victims of War and Equal Opportunities Department.

It is responsible for preparation and implementation of programmes, co financed by EU funds, such as:

- Regional scholarship schemes

The aim of the program is to co-finance company scholarships in the framework of regional scholarship schemes with the latter being implemented by regional development agencies or other legal entities, which are part of the regional development network, namely in the school/academic year 2014/2015. The Call for proposals will co-finance company scholarships which will provide employers, who meet certain conditions, with the adequately qualified staff to ensure the transfer of new knowledge and technologies to accelerate product and service development. Emphasis is given to programmes focusing on the implementation of regional scholarship schemes which are based on the partnership between employers, beneficiaries and the state.

- “From faculty to practice – Promoting the acquisition of first work experience for young people through trainings targeting a concrete position of employment”

The programme aims to link education and the labour market needs by promoting the acquisition of first work experience for young people with tertiary education through trainings targeting a concrete position of employment.

The programme target group are young people not in employment, who have acquired a tertiary level of education, aged up to and including 29, listed in the unemployment register, who are first-time job seekers to be employed by private sector employees on the basis of a public invitation. The programme covers the mandatory systematic training which the employer should provide to the employee during the 12-month employment period.

The objective of the programme will be realized through systematic training and acquiring new work experience, which can also be implemented in the form of traineeship, for the employees to expand and deepen their knowledge and skills attained during the formal education, which will serve as a basis for performing their work assignments in a successful and efficient manner. The persons included in the

programme will thus enhance their chances for employment as well as for a successful development of their career, and the employers will be provided with highly-trained labour force with the company's competitiveness also being boosted.

In first draft of national operation program for Regional development co-working centers are mentioned which is first step to understanding and support smart working centers.

### **Ministry of Economic Development and Technology**

The Ministry of Economic Development and Technology performs tasks in the entrepreneurship, competitiveness and technology (it shapes the policy and implements measures to promote entrepreneurship, development of small and medium-sized enterprises and to promote technological development and innovation), in the field of tourism, internal market, EU Cohesion Policy (it is responsible for the coordination of activities regarding the use of the structural funds and the Cohesion Fund, namely from the conceptual coordination and approval of development instruments to monitoring and evaluating the impacts that the instruments achieve or are supposed to achieve), regional development and European territorial cooperation.

Key areas of work of the Entrepreneurship, Competitiveness and Technology Directorate are promoting entrepreneurship and entrepreneur-friendly environment, knowledge for business, R&D and innovations in companies, promoting small and medium-sized enterprises with equity and debt instruments and restructuring of Slovenian enterprises and promoting technological development of enterprises.

Institutions, operating within the Ministry's area of activity, are Slovenian Public Agency for Entrepreneurship, Innovation, Development, Investment and Tourism (Spirit), Public Economic Institute for Commodity Reserves, Slovene Enterprise Fund, Slovenian Institute for Standardization (SIST), Slovenian Accreditation (SA) and Slovenian Regional Development fund.

### **SPIRIT SLOVENIA – Public Agency of the Republic of Slovenia for the Promotion of Entrepreneurship, Innovation, Development, Investment and Tourism**

The Agency realizes the orientations of Slovenia's development programmes aiming to achieve an innovative, technologically developed, export oriented, touristic and, for foreign investors, attractive



destination. One of the Agency's key tasks is the implementation and development of the country brands **FEEL SLOVENIA** with the aim of building the visibility of Slovenia on foreign business and tourism markets.

### **The Chamber of Commerce and Industry of Slovenia**

The Chamber of Commerce and Industry of Slovenia (CCIS) provides essential services for enterprises operating in Slovenia, and it is the ideal local partner for foreign investors. The CCIS can provide the support of more than 100 experts and specialists in a broad range of sectors in Slovenia, from commerce and industry to tourism and services.

Key stakeholder is regional chamber, called Gorenjska Chamber of Commerce and Industry, situated in Kranj, which could cooperate with Smart Working Center in the field of providing help related to legal framework, market intelligence, events, promotion and advertising of Smart Work Centers.

### **School Centers in Škofja Loka and Kranj**

**The School Center Škofja Loka** links School of Mechanical Engineering, Secondary School for Wood Technology, Pupil home and Intercompany Education and Training Center (MIC). The Center educates youth and adults in professional, technical secondary and high school education also provides lifelong learning programs. The students can also perform practical work.

**The Kranj School Centre** was formed by the merge of Technical School Centre Kranj and The Economy and Service School Centre of Kranj, while the former High School of Economics came out as a separate school. Thus The School Centre continues and combines the rich tradition of secondary education schools of Kranj. Its primary activity is education and training to qualify students.

The Centre has signed agreements with more than 300 companies and organizations where pupils and students can perform practical training.

Throughout history, adult education has been carried out in parallel with the regular education of young students. Content and programs have been bound to the programs of regular education and skills needed in the companies of the region. It has 3 units: Secondary school, Higher Vocational College, Enterprise centre. All programmes in secondary school can be carried out as adult education (Life Long Learning) as well.

### **Biotechnical center Naklo**

It is located in Naklo on 4 hectares of build-up area and school has extra 12 hectares of agricultural area. It is ecologically orientated and cooperates with local community with different projects, organizes and carries out professional events mainly on the field of nature conservation.

The center participates in different EU projects (Leonardo, Eco school, Comenius, Unicef, Unesco, Erasmus...). Research work is developed in the school; the students can join the research work.

### **Adult Education Centers in Škofja Loka, Kranj and Jesenice**

They are public organizations established from the local government. Their mission is to provide adult education such as formal educational programs (primary, secondary school and vocational programs for adults), non-formal educational programs (Third Age University, courses of foreign languages, ICT, art, personal development etc., Project learning for young adults) and cooperates in European programs (Grundtvig, Youth in action, Leonardo Da Vinci...).

## **3 STRATEGY**

### **3.1 SWOT ANALYSIS**

One of the overall objectives in Regional Development Program for Gorenjska region 2014 - 2020 is to improve support measures and environment for entrepreneurs and give specific emphasis in this endeavor also to new support services (one of them could be Smart Working Centers).

	<b>HELPFUL</b> For your objective	<b>HARMFUL</b> For your objective
<b>INTERNAL</b> Within Territory	<b>Strengths</b> <ul style="list-style-type: none"> <li>• Good broadband connections</li> <li>• Existing IT and entrepreneurial support knowledge</li> <li>• Some informal support from local communities</li> <li>• Accessibility of environment (factor for attracting creative people and investments)</li> <li>• Integration between sectors (technological development – tourism – farming – education)</li> <li>• Regional connectivity</li> <li>• Opening of Gorenjska outside globally: the location of the region between 3 countries, connection with EU regions</li> <li>• Quality, specialization, niches, discovering new markets</li> <li>• New trends, health, eco, movement, alternative energy resources</li> <li>• Good conditions for development of creative industry</li> <li>• Good conditions for development of offer in the field of health activities</li> </ul>	<b>Weaknesses/Limitations</b> <ul style="list-style-type: none"> <li>• Low, under average added value and GDP</li> <li>• Weak entrepreneurship culture</li> <li>• Low innovation, not enough new products and services developed</li> <li>• Lack of personnel for certain occupations</li> <li>• Growing percentage of unemployment of youth 15 – 29 years</li> <li>• Unused old industrial areas</li> <li>• Small share of passengers in public transport</li> <li>• Fragmented and not connected institutions and offer</li> <li>• Structural differences inside region</li> <li>• Too small recognisability of region</li> <li>• Weak culture and skills of cooperation</li> <li>• Classification into region Western Slovenia</li> <li>• Lagging of spatial documents behind development ambitions</li> <li>• Negative opinion from public sector (we have it all, why new services)</li> <li>• Difficult to run SWC without public support</li> </ul>

<p><b>EXTERNAL</b> <b>Outside Territory</b></p>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Focus on areas with structural problems and remote areas</li> <li>• Some employers might see SWC as opportunity to reduce costs of working force</li> <li>• New services might attract innovative entrepreneurs and start ups</li> <li>• Favorable/attractive position (airport, X. European highway and railway corridor, borderless, nearby Ljubljana, EU markets),</li> <li>• Attractive landscape (Triglav National Park, nature, cultural heritage) for living, tourism</li> <li>• Natural resources (wood, waters...)</li> <li>• Technical knowledge and tradition (ICT, innovative medicine, electrotechnics, metallurgy, entrepreneurship educational centers...)</li> <li>• Few global companies and brands (Slovenian Alps, Seaway, Bled, Kranjska Gora, Triglav National Park, Acroni...)</li> <li>• Recognized international events</li> <li>• The growth of population</li> <li>• Rich natural and cultural heritage</li> <li>• The knowledge of disbursement of EU funds</li> </ul>	<p><b>Threats/Barriers</b></p> <ul style="list-style-type: none"> <li>• Almost no studies in Slovenia related to teleworking</li> <li>• Due to budgetary constraints difficult to persuade local communities to join the efforts</li> <li>• Difficult to persuade/find companies that are willing to co-finance services and rent</li> <li>• Difficult to find companies/employees that would like to move to SWC/use its facilities (especially if it will be in the small settlement outside bigger cities)</li> <li>• Structural backwardness of the industry (migration of industry – further restructuring)</li> <li>• The competition of cheaper regions</li> <li>• Bureaucratic barriers and centralization of decision-making in Ljubljana</li> <li>• Increasing social disparities</li> <li>• Not established development cooperation within new West Cohesion region</li> <li>• Development lagging behind Slovenia and neighboring regions (Ljubljana, Austrian Carinthia, Friuli-Venezia Giulia)</li> <li>• Gorenjska as transit region</li> </ul>
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### 3.2 STRATEGY AND OBJECTIVES

The strategy is **to promote creativity and support the entrepreneurship in non-metropolitan areas and to provide the possibilities for realization of Smart Working Centers**. It is in accordance with strategic development goals of Regional Development Program of Gorenjska region 2014 – 2020, especially in the field of technological development, entrepreneurship and innovation, also connected with goals related to human resources and rural development.

The objectives which will be pursued within this implementation plan are following:

- *to promote Smart Working Centers as a creative working places with performing telework,*
- *to provide efficient supporting measures for development of creative ideas and dynamic entrepreneurship in Smart Working Centers,*
- *to create new working places in Smart Working Centers,*
- *to engage key stakeholders in the region in the promotion, support and development of Smart Working Centers,*
- *to attract and activate the youth and other talented (unemployed) human resources in the region to participate in Smart Working Centers.*

## 4 STAKEHOLDERS INCLUDED IN THE ACTIONS IN THE PERIOD 2015-2017

Organisation	Name	Role in relation to the Implementation Plan
Municipalities	Bohinj, Preddvor, Škofja Loka	Financial, organizational and other type of support (especially in the development in the SWC at local community (Škofja Loka, Bohinj, Preddvor
Municipalities	all local communities in the region (18)	Financial, organizational and other type of support –especially for Action 1 (promotion, development of SWC,.....)
Development agencies	Regional development agency; Business Support Center Kranj, Development Agencies RAGOR and SORA	Active involvement in development, cooperation and implementation of SWC in the region

Organisation	Name	Role in relation to the Implementation Plan
Other stakeholders - National level	Employment Service of Slovenia  Ministry of Economic Development and Technology  Ministry of Labour, Family, Social Affairs and Equal Opportunities	Support – mostly from expert point of view – connections to policy level
other stakeholders – regional level	Intercompany Educational and Training Centers (MIC-s), ICT Park  Chambers of craft (Kranj, Jesenice, Radovljica, Tržič, Škofja Loka), Chamber of commerce, Secondary and high schools, Adult Education Centers, companies	cooperation in preparation and implementation of the topics- activities of the SWC

## 5 ACTIVITY PLAN

Description of all the work packages and associated timelines to develop the Implementation Plan

### 5.1 WORK PACKAGE LIST AND ASSOCIATED TIMELINES

Semester	2015		2016		2017	
WP	1-6	6-12	1-6	6-12	1-6	6-12
<b>WP1: Promotion of Smart Working Centers with identification of further possible topics/locations of SWC</b>	X	X	X	X	X	X
<b>WP2: Pilot establishment of SWC Škofja Loka (including implementation phase)</b>	X	X	X	X	X	X
<b>WP3: Pilot establishment of SWC Bohinj (including implementation phase)</b>			X	X	X	X
<b>WP4: Pilot establishment of SWC Preddvor (including implementation phase)</b>	X	X	X	X	X	X

## 5.2 WORK PACKAGE DESCRIPTION - ACTIONS

<b>WP1: Promotion of Smart Working Centers with identification of further possible topics/locations of SWC</b>			
<b>Work package number</b>	WP1	<b>Start date</b>	1.1.2015
		<b>Duration</b>	1.1.2015 – 31.12.2017
<b>Work package title</b>	PROMOTION OF SMART WORKING CENTERS WITH IDENTIFICATION OF FURTHER POSSIBLE TOPICS/LOCATIONS OF SWC		
<b>Main Stakeholders involved</b>	Municipalities, Employment Service of Slovenia, The Chamber of Commerce and Industry, The Chamber of Craft and Small Business, educational institutions, Development Agencies, Intercompany Educational and Training Centers, ICT Park, companies, national level (ministries)		
<b>Responsible</b>	Business Support Center Kranj		

### Objectives

To promote different types of SWC, exchange experience related to SWC and present good practices in this field, analyse trends and possibilities of implementation and development of SWC (topics and locations) in the region, to develop new ideas, frameworks together with national and transnational partners

### Description of work

ACTION 1.1. Workshops of SWC with presentations of good practices, types of SWCs and exchange of experience

ACTION 1.2. Study trips to SWC

ACTION 1.3. upgrading the development of SWC with one - to - one meetings, interviews of possibilities for development of SWC (topics and locations), preparation of ideas for new activities, framework with national and transnational partners

### Deliverables



- At least 1 workshop for promotion of SWC implemented/year
- 1 study trips to SWCs implemented/year
- Upgrading the development of SWC (improved knowledge of stakeholders, goal groups) with one to one meetings, interviews, development of ideas – constant task

**WP2: Pilot establishment of SWC – Škofja Loka**

<b>Work package number</b>	WP5	<b>Start date</b>	1.9.2014
		<b>Duration</b>	1.9.2014 – 31.12.2017

## CENTRE IN ŠKOFJA LOKA – LOKOMOTIVA



Work  
package  
title

NAME OF THE BUILDING: Stavba starega župnišča (Building of the old rectory)

ADDRESS: Mestni trg 38, 4220 Škofja Loka, Slovenia

PHOTO OF THE BUILDING:



Location of  
the SWC



<p><b>short description of the location and activities of SWC</b></p>	<p><b>LOCATION:</b> Coworking center Lokomotiva will be located in old city center of Škofja Loka (in the building of old rectory). The space is easily accessible (parking places are 100 m away, the bus station is nearby, the train station is 5 minutes by bus). The premises are on the 1<sup>st</sup> floor and are about 200 sq. meters (working area, conference room, manager office, small kitchen with social meeting corridor, toilet).</p> <p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>- Promotion – mobilization of stakeholders, potential users:</li> <li>- Preparation of a business plan</li> <li>- Purchase of equipment and renovation</li> <li>- Startup of the center</li> <li>- Implementation of the program</li> <li>- Promotion activities</li> </ul> <p><b>GOAL GROUPS</b></p> <ul style="list-style-type: none"> <li>- <u>direct target group:</u> <ul style="list-style-type: none"> <li>- users of the SWC (youth, elderly, unemployed, potential and active entrepreneurs, companies and their employees);</li> </ul> </li> <li>- <u>indirect target group:</u> <ul style="list-style-type: none"> <li>- the network of professional counselors (tax, law, finance, accounting, marketing, business ideas development ...) that will be available to users in case of concrete questions and dilemmas,</li> <li>- entrepreneurs – mentors, willing to take the role of the mentor and guide the work of users</li> </ul> </li> <li>- <u>others:</u> <ul style="list-style-type: none"> <li>- interested general public</li> </ul> </li> </ul> <p><b>LONG TERM VISION:</b> Our vision is to establish coworking space that will become a stimulating and inspiring hub for business-minded individuals, freelancers, potential and active entrepreneurs, and other creative people, who won't be only working together, but also sharing knowledge, interacting with each other, exchanging solutions for the future and developing ideas.</p> <p><b>USERS OF THE CENTER</b> While centre is focusing on youth, unemployed, potential and active entrepreneurs and freelancers from different fields, it is open to all age groups and will actively promote inter-generational cooperation through its mentoring activities. It is open to all who would like to create and work in common space and exchange their experiences and knowledge with other co-workers.</p>
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<b>Main Stakeholders involved</b>	<p>Interested groups of stakeholders for establishment of SWCs – organizations involved</p> <p><b>Public sector:</b></p> <ul style="list-style-type: none"> <li>- Municipality Škofja Loka</li> <li>- Development Agency Sora Ltd</li> <li>- Regional Development Agency, BSC Kranj</li> <li>- Employment Service of Slovenia, Regional Office Kranj</li> <li>- Adult Education Centers in Škofja Loka</li> <li>- The School Center Škofja Loka (<i>Intercompany Education and Training Center – MIC, School of Mechanical Engineering, Secondary School for Wood Technology</i>)</li> <li>- The Chamber of Craft and Small Business of Slovenia, Unit Škofja Loka</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>- Local companies (suppliers of specialized services)</li> <li>- Local entrepreneurs</li> <li>- The network of external experts (lawyers, accountants, tax counselors, entrepreneurship counselor, lecturers, trainers, mentors)</li> <li>- local /regional media (radio, newspaper)</li> </ul>
<b>Responsible for startup of SWC</b>	<p>Municipality Škofja Loka in cooperation with Development Agency Sora as support organization for entrepreneurship</p>
<b>Which MICROPOL practice we will use as starting point for development of our SWC</b>	<p>In the development of our SWC we will use the elements of the Communication strategy of Birojnica – one of the Micropol good practices from the coworking space in Latvia, such as:</p> <ul style="list-style-type: none"> <li>- the use of internet resources as the main source of communication (Facebook, Twitter, YouTube and Vimeo);</li> <li>- the key elements of the communication strategy (education, culture, business and openness);</li> <li>- inviting possible users of the center to visit and work in the center the first day for free (free trial).</li> </ul> <p>These elements of good practice in the communication strategy are expected to cause an effective communication at relatively low costs for communication (compared to leaflets, advertisements in press, etc.) and a quick and wide coverage of members and also targeting potential members of the center in the future. In addition to that the active use of Facebook together with other information which will be published in other internet resources (for example Twitter, YouTube and Vimeo) will promote the coworking center Lokomotiva as open and modern community, innovative and creative working space. This image of the center will attract target users, especially in the field of creative industries.</p>

## Vision and Objectives

### Vision

Our vision is to establish coworking space that will become a stimulating and inspiring hub for business-minded individuals, freelancers, potential and active entrepreneurs, and other creative people, who won't be only working together, but also sharing knowledge, interacting with each other, exchanging solutions for the future and developing ideas.

### Long term goal

To establish a SWC that will be successful social, dynamic and inspiring working environment and serve as a good case of stimulation of growth in other areas of the region.

We will strive to develop and maintain collaborative community and encourage our members to achieve their goals through joint work.

### Short term goals:

- to mobilize the stakeholders and potential users
- to prepare business plan with key partners, activities, resources, time frame and cost structure
- to provide spatial and technical terms for activities of the center
- to open the center for users
- to implement the program and supportive services of the SWC for their users
- to inform and promote the SWC services among potential users

## Description of work – activities

Name of action	Description of activity	Envisaged result	Time frame	Finances in EUR
Purchase of equipment and renovation	Providing spatial and technical terms for activities of the center	- Renovated and equipped premises of the center (furniture, ICT tools – broad band internet, telephone, fax machine, printer, photocopier, scan machine, computer - hardware and software, communication systems, etc.)	January 2015 - December 2017	4.000,00
Startup of the center	- attractive brand design,	- Established and active SWC	June 2015	13.800,00

	<ul style="list-style-type: none"> <li>- Training of the employees (mentor, manager of the SWC etc.),</li> <li>- formation rules of center,</li> <li>- formation of packages for users,</li> <li>- communication system/strategy (transfer of good practice)</li> <li>- setting the database of companies as potential partners of the center (advertising, interviews)</li> <li>- setting up the network of counselors and mentors,</li> <li>- setting up the database of users</li> </ul>	<ul style="list-style-type: none"> <li>- trained manager of the SWC</li> <li>- formed rules of center</li> <li>- formed user packages</li> <li>- transferred communication strategy</li> <li>- Database of companies – sponsors (10-15)</li> <li>- network of counselors and mentors (10-20 active members)</li> <li>- database of users (10-15 constant coworkers per year)</li> </ul>	January 2015 – December 2017		
Implementation of the program	<ul style="list-style-type: none"> <li>- management by qualified mentor and manager,</li> <li>- maintenance of the infrastructure (facilities, equipment, rent),</li> <li>- Preparation and implementation of the program (lectures, seminars, workshops, social events etc.),</li> <li>- implementation of joint and individual counseling from</li> </ul>	<ul style="list-style-type: none"> <li>- 1 qualified manager of SCW</li> <li>12 - 20 events per year (workshops, educations, presentations, social events)</li> <li>- 180 – 300 participants of events per year</li> </ul>	January 2015 – December 2017	93.000,00	



	different areas, - Implementation of mentorships for start-ups.	- 300 counseling and mentoring hours for SWC users per year			
Promotion activities	- Promotion among target groups (advertising, promotion material, promotion events – open day...)	- web page - internet communication resources (Facebook, Twitter, YouTube and Vimeo) – good practice transfer - promotion materials (leaflets) - advertising (radio broadcasts, newspapers articles) - Promotion events – open day	January 2015 – December 2017	10.000,00	

#### Deliverables - results

- Renovated and equipped premises of the center (furniture, ICT tools – broad band internet, telephone, fax machine, printer, photocopier, scan machine, computer - hardware and software, communication systems, etc.)
- Established and active SWC
- trained manager of the SWC
- formed rules of center
- formed user packages
- transferred communication strategy
- Database of companies –sponsors (10-15)
- network of counselors and mentors (10-20 active members)
- database of users (10-15 constant coworkers per year)
- 1 qualified manager of SCW
- 12 - 20 events per year (workshops, educations, presentations, social events)
- 180 – 300 participants of events per year
- 300 counseling and mentoring hours for SWC users per year
- web page promotion; 2.000 people informed
- internet communication resources (Facebook, Twitter, YouTube and Vimeo) – good practice transfer
- promotion materials (leaflets)
- advertising (radio broadcasts, newspapers articles)
- Promotion events – open day



### Obstacles; what might go wrong, which issues are not clear yet...

Different things can go wrong:

- Not enough users of the SWC
- Renting on basis of user needs /interests can cause uneven utilization of space
- Selecting an inappropriate manager (with no managing skills, technical, communication, problems solving and IT skills, not accepted by the community)
- Not implementing the SWC program
- Unclear agreements on organizational structure
- Financing problems (lower amount of public resources gained than expected, lower amount of resources from users etc.)
- Time delay in the process of fundraising
- Concept is highly vulnerable to economic crises

**WP3: Pilot establishment of SWC - Bohinj**

Work package number	WP3	Start date	1.1.2015
		Duration	1.1.2015 – 31.12.2017
Work package title	CENTRE IN BOHINJ; STARA FUŽINA		
			

NAME OF THE BUILDINGS: INFORMACIJSKI CENTER BOHINJKA

ADDRESS : STARA FUŽINA 37,38, 4265 BOHINJSKO JEZERO, SLOVENIA

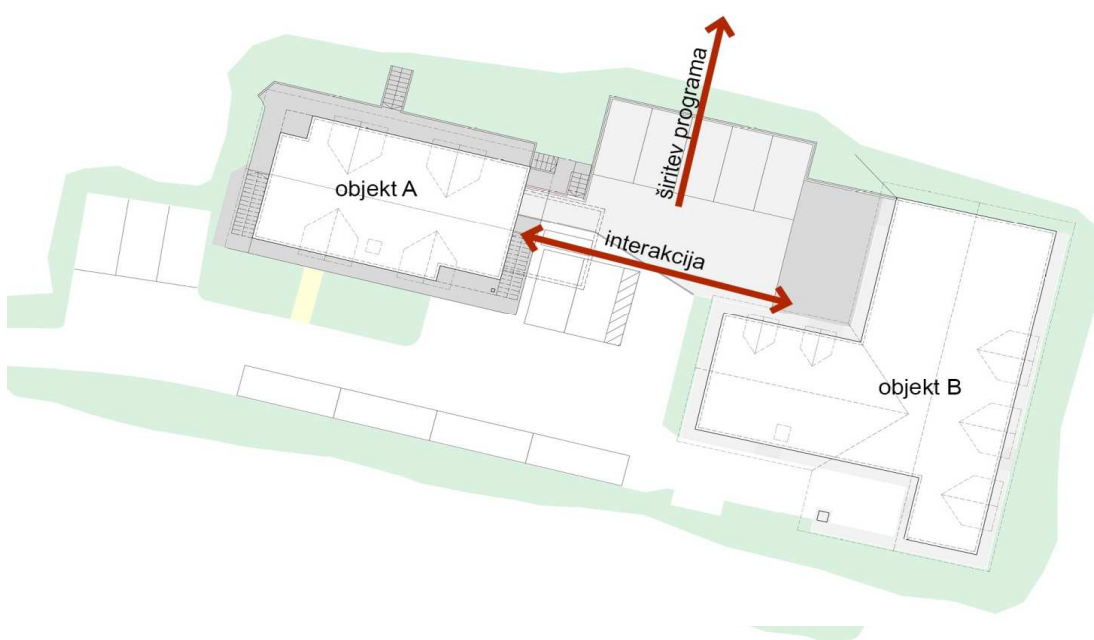
PHOTOS OF THE BUILDINGS:

BUILDING B



Location of  
the SWC

BUILDING A (RIGHT) AND BUILDING B (LEFT)



<p><b>short description of the location and activities of SWC</b></p>	<p><b>LOCATION:</b> Coworking center inside the IC Bohinjka will be located in beginning of village Stara Fužina, which lies inside the Triglav National Park. The space is easily accessible (parking places are nearby, the bus station is nearby, the train station is 10 minutes by bus, the Bohinj cycling route is nearby). The premises of both buildings are about 750 sq. meters. In building A will be an information center with a small shop of local products and two big exhibition rooms, there will be also offices for staff from Triglav National Park and Turizem Bohinj. The premise of building B is about 200 sq. meters: professional kitchen, 2 study rooms-working areas, laboratory, offices, toilets.</p> <p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>- Promotion – mobilization of stakeholders, potential users:</li> <li>- Preparation of a business plan</li> <li>- Startup of the center</li> <li>- Implementation of the program</li> <li>- Promotion activities</li> <li>- Organization of workshops, courses, lectures, events etc.</li> <li>- Local community center</li> <li>- Consultations by the staff of National Park</li> </ul> <p><b>GOAL GROUPS:</b></p> <ul style="list-style-type: none"> <li>- <u>direct target group:</u> <ul style="list-style-type: none"> <li>- users of the SWC (youth, elderly, unemployed, potential and active entrepreneurs, companies and their employees);</li> </ul> </li> <li>- <u>indirect target group:</u> <ul style="list-style-type: none"> <li>- the network of professional counselors (finance, accounting, marketing, business ideas development ...) that will be available to users in case of concrete questions and dilemmas,</li> <li>- entrepreneurs – mentors, willing to take the role of the mentor and guide the work of users</li> </ul> </li> <li>- <u>others:</u> <ul style="list-style-type: none"> <li>- interested general public</li> </ul> </li> </ul> <p><b>LONG TERM VISION:</b> Our vision is to establish coworking space that will become a stimulating and inspiring hub for business-minded individuals, freelancers, potential and active entrepreneurs, and other creative people, who won't be only working together, but also sharing knowledge, interacting with each other, exchanging solutions for the future and developing ideas.</p> <p><b>USERS:</b> Youth, elderly, unemployed, potential and active entrepreneurs, companies and their employees, freelancers from different fields who would like to create and work in common space and exchange their experiences and knowledge with other co-workers.</p>
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<b>Main Stakeholders involved</b>	<p>Interested groups of stakeholders for establishment of SWCs – organizations involved</p> <p><b>Public sector:</b></p> <ul style="list-style-type: none"> <li>- Public Institute Triglav National Park</li> <li>- Public Institute Turizem Bohinj</li> <li>- Municipality Bohinj</li> <li>- Regional Development Agency, BSC Kranj</li> <li>- Employment Service of Slovenia, Regional Office Radovljica</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>- local tourist agencies</li> <li>- Local companies (suppliers of specialized services)</li> <li>- Local entrepreneurs, farmers and local food producers</li> <li>- The network of external experts (lawyers, accountants, tax counselors, entrepreneurship counselor, lecturers, trainers, mentors)</li> <li>- local /regional media (radio, newspaper)</li> <li>- local educational organizations (non-formal education)</li> </ul>
<b>Responsible for start up of SWC</b>	<p>Public institute Triglavski narodni park, Public institute Turizem Bohinj, BSC Kranj as support organization for entrepreneurship. Experts from the field of encouraging rural development and economy.</p>
<b>Which MICROPOL practice we will use as starting point for development of our SWC</b>	<p>We will try in a long run to introduce to practice some parts of good practices from Mikropol;</p> <p>Wooler Cheviot centre, Great Britain; check the possibilities for possible external units (perhaps possibility in the open space between buildings), opportunities to develop activities for businesses in connection with agriculture and tourism</p> <p>Cold Hawaii, Denmark; how to attract tourists to be part of SWC activities during their stay at the location</p>

<b>Vision and Objectives</b>
<p>Vision:</p> <p>Our vision is to improve the quality of life from the economical, social and environmental point of view, to establish coworking space that will become a stimulating and inspiring hub for business-minded individuals, freelancers, potential and active entrepreneurs, and other creative people, where these people won't only work from, but also share knowledge, interact with each other and develop ideas.</p> <p>The idea is to offer use of professional kitchen (in the ground floor), which will already be equipped when SWC will start working, to all interested public (farmers, fruit and vegetable producers, herbalists, confectioner... ) to use it to prepare products and get a certificate of local brand "Bohinjsko". Because there are significant regulatory and licensing hurdles relating to commercial food preparation, renting a commercial kitchen can be a solution to start that kind of business. Next to the kitchen in the ground floor (and also in the 1<sup>st</sup> floor) is also a study room which can be used for workshops, lectures, courses (local handcraft, painting, music courses etc.). There is also an additional office which can be rented by</p>



entrepreneurs, companies and can represent a dislocated working unit for them (saving of time, money). The items, food etc. which will be done or cooked and prepared in building B can be sold in a small shop in building A.

Long term goal; to establish a SWC which will be successful social, dynamic and inspiring working environment and serve as a good case for stimulation of growth in other areas of the region.

Short term goals;

- to mobilize the stakeholders and potential users
- to prepare business plan with key partners, activities, resources, time frame and cost structure
- to provide spatial and technical terms for activities of the center
- to implement the program and supportive services of the SWC for their users
- to inform and promote the SWC services among potential users
- to include dispersed SWC-members (working from home) to use services of SWC

#### Description of work – activities

Name of action	Description of activity	Envisaged result	Time frame	Finances in EUR
Finalisation of investment	purchasing of equipment, external works	<b>finished investment</b>	January 2015- December 2016	up to 2 mio EUR (investment financed by Triglav National park)*
Promotion – mobilization of stakeholders, potential users:	Motivational and informative meetings, workshops for different target groups	- at least 40 of people informed about the intention of establishing SWC	January – December 2015	1.000,00
Upgrading the summary of business plan	Preparation of a business plan with key partners, activities, resources, time frame and cost structure	- 1 business plan prepared	January - December 2015	1.500,00





Startup of the center	- rules of procedure, providing services,.....	- Established and active SWC  - formed rules of center  - network of mentors 1-3, users 5-7 regular per year	January 2016 onwards	3.000,00 yearly
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\*Investment implemented by Triglav national park; premises for SWC rented by Tourism Bohinj (responsible for development of SWC)

Deliverables -results
<ul style="list-style-type: none"> <li>- at least 40 of people informed about the intention of establishing SWC</li> <li>- 1 business plan prepared</li> <li>- equipped premises of the center: ICT + furniture</li> <li>- Established and active SWC</li> <li>- network of counselors and mentors (1-3 active members)</li> <li>- 5-7 regular users of centre/year</li> <li>- promotion of the centre</li> </ul>

Obstacles; what might go wrong, which issues are not clear yet,.....
<p>Different things can go wrong:</p> <ul style="list-style-type: none"> <li>- Not enough users of the SWC</li> <li>- Financing problems (lower amount of public resources gained than expected, lower amount of resources from users etc.)</li> <li>- Not implementing the SWC program</li> <li>- Unclear agreements on organizational structure</li> <li>- Time delay in the process of new investment (premises of SWC)</li> <li>- Shortage of public funds and therefore the limited framework for implementation of SWC – in new premises)</li> </ul>

**WP4: Pilot establishment of SWC- Preddvor**

<b>Work package number</b>	WP5	<b>Start date</b>	1.1.2015
		<b>Duration</b>	1.1.2015 – 31.12.2017 with some data for timeline after 2017 (new location)
<b>Work package title</b>	<p>CENTRE IN PREDDVOR "DELODVOR ZA MLADE"</p> <div>     </div>		



**Location of the  
SWC**

**1. STEP TEMPORARY LOCATION**

**NAME OF THE BUILDING:** TIC AND LIBRARY PREDDVOR – INFO CENTER PREDDVOR

**ADDRESS:** Dvorski trg 3, 4205 Preddvor, Slovenia

**PHOTO OF THE BUILDING:**

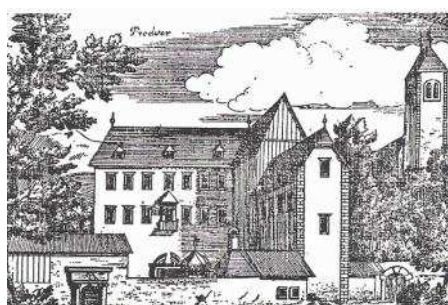


**2. STEP PLANNED FUTURE LOCATION**

**NAME OF THE BUILDING:** OLD CASTLE PREDDVOR

**ADDRESS:** Dvorski trg 8, 4205 Preddvor, Slovenia

**PHOTO OF THE BUILDING:**



<p>short description of the location and activities of SWC</p>	<p><b>LOCATION:</b> Coworking center “Delodvor za mlade” will be located in old center of Preddvor (in the building of Preddvor library – MIC (Info center Preddvor) and in future in very close building of the Preddvor manor, which will undertake a complete reconstruction. The location is easily accessible (parking places are 100 m away; the bus stop is on location). Both premises are on the ground floor. The place in the library will offer 30 sq. meters and the future planned location in the manor is going to offer around 60 sq. meters (working area, conference room, small kitchen and toilets).</p> <p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>- Promotion – mobilization of stakeholders and potential users</li> <li>- Preparation of a business plan</li> <li>- Purchase of basic equipment</li> <li>- Startup of the center</li> <li>- Implementation of the program</li> <li>- Promotion activities</li> <li>- Active citizen</li> <li>- Local comparative advantages</li> <li>- Activities for renovation of the manor</li> </ul> <p><b>GOAL GROUPS</b></p> <ul style="list-style-type: none"> <li>- <u>direct target group:</u> <ul style="list-style-type: none"> <li>- users of the SWC (youth, elderly, unemployed, potential and active entrepreneurs, companies and their employees);</li> </ul> </li> <li>- <u>indirect target group:</u> <ul style="list-style-type: none"> <li>- the network of professional counselors (business ideas development, tax, law, finance, accounting, marketing, ...) that will be available to users in case of concrete questions and dilemmas,</li> <li>- entrepreneurs – mentors, willing to take the role of the mentor and guide the work of users</li> </ul> </li> <li>- <u>others:</u> <ul style="list-style-type: none"> <li>- interested general public</li> </ul> </li> </ul> <p><b>LONG TERM VISION:</b> Our vision is to establish coworking space that will become a stimulating and inspiring hub for business-minded individuals, freelancers, potential and active entrepreneurs, and other creative people, who won't be only working together, but also sharing knowledge, interacting with each other, exchanging solutions for the future and developing ideas.</p> <p><b>USERS OF THE CENTER</b> Youth, elderly, unemployed, potential and active entrepreneurs, companies and their employees, freelancers from different fields who would like to create and work in common space and exchange their experiences and knowledge with other co-workers.</p>
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<b>Main Stakeholders involved</b>	<p>Interested groups of stakeholders for establishment of SWCs – organizations involved</p> <p><b>Public sector:</b></p> <ul style="list-style-type: none"> <li>- Municipality Preddvor</li> <li>- Regional Development Agency, BSC Kranj</li> <li>- Employment Service of Slovenia, Regional Office Kranj</li> <li>- The primary School Preddvor</li> <li>- MIC TŠC Kranj (Secondary School for IT Technology)</li> </ul> <p><b>Private sector:</b></p> <ul style="list-style-type: none"> <li>- Local companies (suppliers of specialized services)</li> <li>- Local entrepreneurs</li> <li>- The network of external experts (the field of business opportunities, business culture and style, business models, financing, active citizen, local comparative advantages, creative professions, accountants, tax counselors, entrepreneurship counselor, lecturers, trainers, mentors)</li> <li>- Local /regional media (radio, newspaper)</li> </ul>
<b>Responsible for startup of SWC</b>	<p>Municipality Preddvor in cooperation with Zavod za turizem Preddvor and BSC Kranj public sector and partly private sector.</p>
<b>Which MICROPOL practice we will use as starting point for development of our SWC</b>	<p>Some elements of good practices MICROPOL will be used in a long run too. Digital Tranum; Innovative ideas; How to attract potential customers to the “more remote” area De Drentse Zaak; Parts of organizational approach and framework of activities with different kind of financial sources</p>

<b>Vision and Objectives</b>
<p><b>Vision</b></p> <p>Our vision is to create new value chains that would increase economy, social interaction and well-being in the municipality Preddvor and to establish coworking space that will become a stimulating and inspiring hub of the education for sustainable development focused on younger, unemployed and elderly generation. It will encourage business-minded individuals, freelancers, potential and active entrepreneurs, and other creative people, where these people will interact with each other to provide and develop innovative solutions for the future.</p>

### Long term goal

Long-term goal comprehends establishing a SWC that will become a dynamic working environment that will inspire inhabitants for more active social and economic development. The second long term goal is ambitious spatial development plan as an opportunity for continuity of co-working place in close relation with establishing multi generation center for transferring experience, knowledge, tradition and foster respect and trust to develop tools for solving problems in society. To establish SWC, will serve as a good practice to create awareness for stimulation of socioeconomical growth, specially of younger generation in the municipality Preddvor and other neighboring areas in the region.

Our aim is to establish a link between academic education with research and industrial needs in the field of innovation and creativity.

**Short-term goals:** the starting point of the concept is a mixture between a co-working place, library and local tourist information office in Preddvor as promoter of the implemented idea in order to break fresh ground:

- to stimulate younger generation – people make communities
- to mobilize all the other stakeholders and potential users
- to create confidence
- to encourage business models locally
- to implement the program and supportive services of the SWC for their users
- to prepare business plan with up to date activities and to refresh it with new ideas and activity of membership actors (activities, key partners, time frame, resources and cost structure)
- to provide technical terms for activities of the center
- to inform and promote the SWC services among potential users
- to provide spatial development plans with green environmental performance (building envelope, mechanical and electrical systems)

### Description of work – activities

Name of action	Description of activity	Envisaged result	Time frame	Finances in EUR
Promotion – mobilization of stakeholders, potential users:	Motivational and informative meetings, workshops for different target groups	- at least 50 of people informed about the intention of establishing SWC	January – December 2015	1.200,00
Upgrading the summary of business plan	Preparation of a business plan with key partners, activities, resources, time frame and cost structure	- 1 business plan prepared	January - December 2015	2.500,00

Purchase of equipment	purchase of smaller equipment	equipped premises of the center (existing furniture, telephone, fax, internet, communication systems, ICT equipment)	June 2015 - December 2017	2.000,00
Startup of the center	- rules of procedure, providing services,.....	- Established and active SWC  - formed rules of center  - network of mentors 1-3, users 5-10 regular per year - database of users (10-15 constant coworkers per year)	January 2016 onwards	2.000,00 yearly
Documentation for additional part of premises for SWC (old castle)	state of the art, conservation plan, preparation of estimation of costs of investment, time frame and financial plan, investment documentation,....	1 documentation prepared	January 2016-June 2017	220.000,00
Restoration of additional part of premises for SWC (old castle)	investment works	1 restoration implemented	June 2017 onwards	1.500.000,00
Purchase of equipment	purchase of equipment	equipped premises of the center	expected in 2019	120.000,00
Startup of the work in new premises	providing services,.....	- Established and active additional premises SWC	expected in 2019	2.000,00 yearly

### Deliverables - results

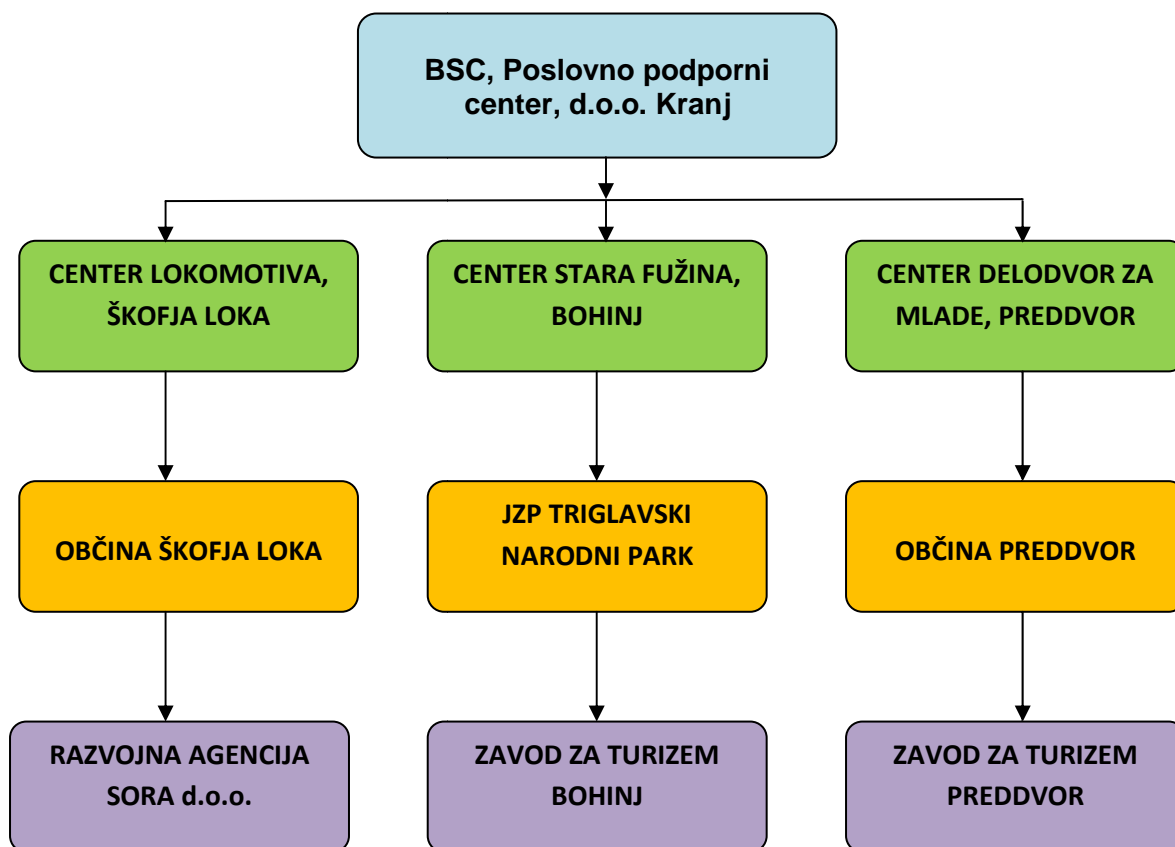
- equipped premises of the center in the first phase(already furnished and equipped with ICT tools broad band internet, telephone, fax)
- at least 50 of people informed about the intention of establishing SWC
- 1 business plan prepared
- established and active SWC
- evaluation of the business plan as an active participation of the new members
- second phase preparation plans for the reconstruction of the Preddvor manor
- formed rules of center
- network of counselors and mentors 1-3 active members)
- 5-10 regular users/year
- internet communication resources (Facebook, Twitter, YouTube) –
- good practice transfer
- promotion

### Obstacles; what might go wrong, which issues are not clear yet...

Different things can go wrong:

- Not enough users of the SWC
- Financing problems (lower amount of public resources gained than expected, lower amount of resources from users etc.)
- Renting on basis of user needs /interests can cause uneven utilization of space
- Not implementing the SWC program
- Unclear agreements on organizational structure
- Time delay in the process of new investment
- Shortage of public funds for renovation of old castle (therefore the limited framework for implementation of SWC – in existing premises) and shortage of funds for implementation of activities of SWC in existing premises (Info center Preddvor).

## 6 ORGANISATIONAL FRAMEWORK – SWC DEVELOPMENT IN THE REGION



Legend:

	Coordination of the development of SWC in the region
	Management and development of activities of the centres (Škofja Loka, Bohinj, Preddvor)
	Support of the operation of centres (premises, finances etc.)

## 7 FINANCIAL PLAN

### 7.1 COSTS 2015-2017

Work package/Costs	Personnel	Material	Services	Investments	Other costs	Together
WP1: Promotion of Smart Working Centers with identification of further possible topics/locations of SWC*	3.000,00	0	1.000,00	0,00	1.000, 00	5.000,00
WP2: Pilot establishment of SWC Škofja Loka (including implementation phase)	50.000,00	13.700,00	50.700,00	4.000,00	2.400,00	120.800,00
WP3: Pilot establishment of SWC Bohinj (including implementation phase)**	7.000,00	0,00	2.500,00	0,00	0,00	9.500,00
WP4: Pilot establishment of SWC Preddvor (including implementation phase)	5.200,00	0,00	2.500,00	2.000,00	0,00	9.700,00
<b>Total****</b>	<b>65.200,00</b>	<b>13.700,00</b>	<b>56.700,00</b>	<b>6.000,00</b>	<b>3.400,00</b>	<b>145.000,00</b>

\*funds obtained by EU and other sources (national, local) not included

\*\*investment provided by Triglav national park not included

\*\*\* Only costs for existing location; costs for new building (services, investment, equipment) not included

\*\*\*\*envisaged costs for timeline after 2017 not included



## 7.2 FINANCIAL PACKAGE

Financial source	Amount (in EUR)	Share (in %)
<i>Public</i>	<i>132.572,90</i>	<i>91,43</i>
• National	16.573,20	11,43
• Local (municipalities)	99.426,50	68,57
• EU funds	16.573,50	11,43
<i>Private</i>	<i>12.426,50</i>	<i>8,57</i>
• Users of SWCs	4.147,00	2,86
• SMEs	8.279,50	5,71
<b>Total</b>	<b>145.000,00</b>	<b>100,00</b>

## 8 EXPECTED RESULTS AND EVALUATION

Work package	Expected results	Indicators	Targets
WP1	1. Workshops for promotion of SWC  2. Study trip  3. Upgrading the development of SWC	1) Number of workshops with stakeholders / number of participants  2) Number of study trips / number of participants  3) Number of ideas prepared	3 / 60  3 / 30  2
WP2 Šk.Loka	1. Established SWC  2. Established network of counselors, mentors  3. Established coworkers network in the premises of SWC	1) number of established SWC  2) number of mentors, counselors in networks  3) Number of users-coworkers in the SWC	1  min 10  min 10
WP3 Bohinj	1. Established SWC  2. Established network of counselors, mentors  3. Established coworkers network in the premises of SWC	1) number of established SWC  2) number of counselors, mentors in networks  3) Number of users-coworkers in the SWC	1  min 1 - 3  min 5
WP4 Preddvor	1. Established SWC  2. Established network of counselors, mentors  3. Established coworkers network in the premises of SWC	1) number of established SWC  2) number of counselors, mentors in networks  3) Number of users-coworkers in the SWC	1  min 1 - 3  min 5

The indicators will be evaluated yearly.

## 9 LESSONS LEARNT AND TRANSFER FROM MICROPOL

### 9.1 LESSONS LEARNT

Event or document	Subject or focus of event/document	Lessons learnt or skill enhanced	Impact on local team capacity/knowledge	Relevance for delivery of local implementation plan
Scientific study with overview of development of SWC	Development of SWC development in Europe	broad range of activities, approaches, results	Understanding the background, definitions, role of SWC in rural development and its implications for working places	Very important
Study visits	different practices (framework, activities, results, goal groups)	exchange of experiences about good practices, new knowledge about different approaches within different regional/local circumstances	New knowledge gained that could be transferred in local environment	Very important
Good practice collection	Summary of best practices	different circumstances require different approach and specific development of SWC	Improved knowledge about good practices of SWC	Very important
Policy recommendations	Recommendations	overview of recommendation for policies (different aspects)	Improved knowledge about possible implications of recommendations in the local/regional environment	Very important

## 9.2 TRANSFER OF GOOD PRACTICES

On the basis of the MICROPOL Good Practice Collection and discussions, workshops with stakeholders and goal groups we agreed to transfer the following practices;

SWC	Good practice	Short overview of possible content of transfer	Time frame	Final decision about transfer taken
SWC Škofja Loka	Communication strategy Birojnica, Estonia	communication strategy Birojnica with different aspects of communication (Twitter, Youtube, Vimeo etc.)	2016-2017	Yes
SWC Bohinj	Wooler Cheviot centre, Great Britain	check the possibilities for possible external units (perhaps possibility in the open space between buildings), opportunities to develop activities for businesses in connection with agriculture and tourism	2016 onwards	Interested/not yet taken
SWC Bohinj	Cold Hawaii, Denmark	how to attract tourists to be part of SWC activities during their stay at Bohinj	2018 onwards	Interested/not yet taken
SWC Preddvor	Digital Tranum, Denmark	Innovative ideas; How to attract potential customers to the "more remote" area	2017 onwards	Interested/not yet taken
SWC Preddvor	De Drentse Zaak	Parts of organizational approach and framework of activities with different kind of financial sources	2019 onwards	Interested/not yet taken

## 10 APPROVAL OF IMPLEMENTATION PLAN

- Local community Škofja Loka
- Local community Preddvor
- Tourism Bohinj