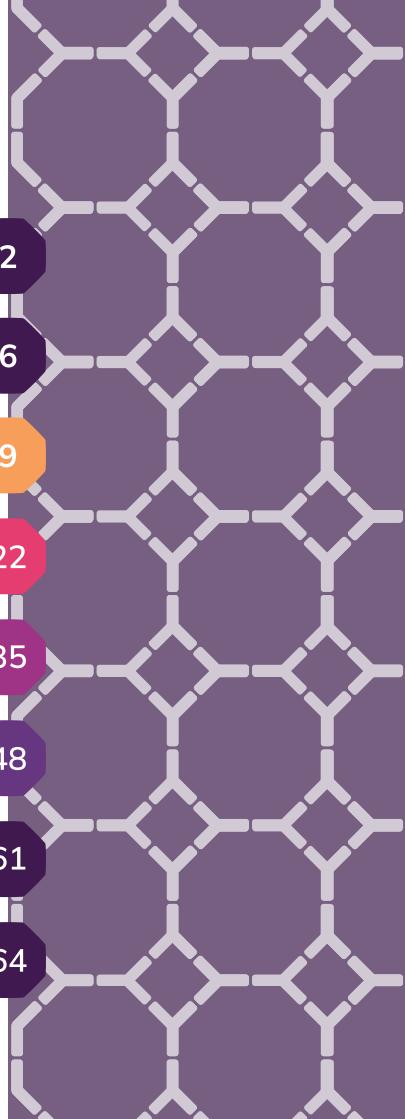


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- 2
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Borc je zgodba o komuniciranju  
Borc is a story about communicating

Kako zgraditi skupnostni projekt  
How to build a community project

Ideja  
Idea

Vrednote smo ljudje  
Values are people

Vodenje je komuniciranje  
Leading is communicating

Skupnost  
Community

Ustvarjalni busi: od Ljube in Draga do Borca  
Creative buses: From Ljuba and Drago to Borc

Kako naprej?  
What's next?

“Močni odnosi temeljijo na zaupanju in komunikaciji.  
A če ni komunikacije, ne more biti zaupanja.”

- Simon Sinek

## BORC je zgodba o skupnosti in komuniciranju

Ko sta Ljuba in Drago že veselo opravljala svojo nalogu mobilnega mladinskega centra, je v glavah njunih ustvarjalcev brbotalo. Zavedanje, da na Ljubljanskem potniškem prometu (LPP) čaka še 17 odsluženih avtobusov, je od nemirnih ustvarjalnih umov zahtevalo idejno telovadbo. Ljuba in Drago sta bila zgolj začetek nečesa večjega in možgani so viharili na vprašanje: “Kaj pa če?”.

Kaj pa če gremo dalje? Kaj pa če se spopademo z izzivom podhranjenosti prostorov v mestu? Kaj pa če nagovorimo novo sivo cono, kot so poimenovane lokacije v mestu, kjer manjkajo prostori in programi za mlade? **Kaj pa če ...?** Leto in pol kasneje, smo se družili na otvoritvi novega skupnostnega centra v Kašlju, ki mu je ime Borc. Ime smo mu zbrali skupaj s prebivalci v soseski, kjer Borc domuje. Na Cesti španskih borcev.

Borc je zgodba o skupnosti. Kot nas v knjigi 'Art of Community' nauči Jono Bacon, je za to, da neka množica ljudi, postane skupnost, potrebno dvoje: skupni interes in komunikacijsko sredstvo. Zato naj vam za uvod v zgodbo o Borcu, naslikamo še ta praktični primer: Sreča na vrvici. V legendarnem slovenskem filmu je mladina v sošenski šolski primer skupnosti. Imajo skupni interes - obdržati Jakoba, in način komuniciranja - od ust do ust.

Borc je zgodba za vse, ki vas zanimajo skupnostni projekti. Z vami delimo izkušnjo, kako skupnosti projekt zgraditi. Upamo, da vas navdahne.

Zgodba Borca je po zgodbi Ljube in Draga naslednja razvojna stopnja na misiji predelovanja odsluženih mestnih avtobusov v nove prostore in programe, ki soustvarjajo mesto Ljubljana.

**"Strong relationships are based on trust and communication.  
But if there is no communication, there can be no trust."**  
- Simon Sinek

# **BORC**

## **is a story about community and communication**

When Ljuba and Drago were already happily performing their task of a mobile youth centre, the minds of their creators were bubbling. An awareness that there are still 17 buses waiting their turn required mental acrobatics from restless creative minds. Ljuba and Drago were just a beginning of something much bigger and their brains were storming to the question: »What if?«.

What if we move forward? What if we tackle the challenge of the lack of space in the city? What if we address a new grey zone, a location in the city, where there is a lack of space and programmes for youth? **What if ...?** A year and a half later we were hanging out at the opening of another new community centre in a bus. The name of the centre is Borc (The Fighter). His name was chosen together with the local residents where Borc resides. His address is Cesta španskih borcev.

Borc is a story about community. As Jono Bacon teaches us in his 'Art of Community', it takes two things in order for a mass of people to become a community: Common interest and means of communication. As an introduction to the story of Borc let us give you this practical example, a legendary Slovenian movie, 'Sreča na vrvici'. The neighbourhood youth in the film are a textbook example of community. They have both a common interest, which is to keep Jakob (a dog) and a means of communication, word of mouth.

Borc is a story for everyone who is interested in community projects. In this book we will share our experience of how to build one. We hope our story inspires you.

Borc is the next stage right after the story of 'Ljuba in Drago'. On the mission of transforming used city buses into new spaces and programmes that co-create the city of Ljubljana.

## KAKO ZGRADITI SKUPNOSTNI PROJEKT?

### IDEJA

je živ organizem, ki se za uresničitev mora prilagajati številnim neznankam. Zato je potrebno res dobro razumeti njeno bistvo in ji pri odločitvah slediti ter prepozнатi priložnosti, ki vodijo v naslednje korake udejanjanja.

### VREDNOTE SMO LJUDJE,

ki v sodelovanje vstopamo z odnosi, z namenom ustvarjanja novih odnosov. Način, na katerega te odhose tvorimo, pa je odvisen od tega, v kaj verjamemo. Skupnostni projekti uspevajo zaradi skupnih vrednot, ki jih živimo.

### VODENJE JE KOMUNICIRANJE

in če želite zasnovati, vzpostaviti, upravljati, izpeljati skupnostni projekt, je naložba v večino komuniciranja nujna. Vodenje je vodenje ljudi, ljudi pa vodimo s komuniciranjem.

### SKUPNOST

potrebuje upravljanje, kar pomeni držanje prostora za čaravnijo, ki se zgodi, ko skupaj pridejo pravi ljudje. Pomeni biti gostitelj druženja, ki je na kratek rok 'zgolj' nekaj prijetnega, na dolgi rok pa lahko razlog za velike družbene spremembe.

## HOW TO BUILD A COMMUNITY PROJECT?

### An IDEA

is a living organism that needs to adapt to many unknowns. Its essence needs to be understood and followed in decision making process. We need to recognise opportunities that can lead us to the next steps of implementation.

### VALUES ARE PEOPLE

that come together and form new relationships. PEOPLE enter into cooperation through relationships, both new and existing. The way we form these relationships depends upon our values. Community projects thrive because of the shared values we live by.

### LEADING IS COMMUNICATING

and if you want to design, set up, manage and execute a community project an investment in communication skills is a must. Leadership is always leading people, and we lead people with communication.

### COMMUNITY

needs managing, which means setting up a space for magic to happen when the right people come together. Managing a community means to be the host of gatherings which in the short term is merely something pleasant, but in the long run it can lead to social change.

SKUPNOST

VODENJE JE KOMUNICIRANJE

VREDNOTE SMO LJUDJE

IDEJA  
IDEA

VALUES ARE PEOPLE

LEADING IS COMMUNICATING

COMMUNITY

# **DEJAVNIKI USPEHA SKUPNOSTNEGA PROJEKTA**

## **NAVDIHUJOČA VIZIJA**

Drzni vizionarji dobijo priložnost. Ob pravem času na pravem mestu.

## **POZITIVNA NARAVNANOST IN JASNA NAMERA**

Osredotočenost na možnosti in priložnosti. Odprtost do novih idej. Zaupanje v skupino, vase, projekt. Grajenje boljše družbe.

## **SODELOVANJE S KLUJČNIMI PARTNERJI IN POGLOBLJENI ODNOŠI**

Jasna sinergija poslanstev. Dovolj prostora za samorealizacijo posameznikov, organizacij in skupnosti.

## **VELIKA ŽELJA ZA USPEH PROJEKTA**

Zagon, pogon, ogenj. Namesto vprašanja ali bomo uspeli naj vodi vprašanje, kako bomo uspeli.

## **KORISTNI, UČINKOVITI, VIDNI REZULTATI**

Možnost za profesionalno delo. Jasno določene vloge, naloge. Zaupanje, da bo proces soustvarjanja pripeljal do rešitve izzivov in zadovoljitev potreb.

# **COMMUNITY PROJECTS SUCCESS FACTORS**

## **INSPIRING VISION**

Bold visionaries get opportunities, at the right time, at the right place.

## **POSITIVE ATTITUDE AND CLEAR INTENTION**

Focus on possibilities and opportunities. Be open to new ideas. Trust your group, yourself and your project.

## **COOPERATION WITH KEY PARTNERS AND DEEPPENED RELATIONSHIPS**

Clear synergy of mission. Allowing enough space for self-realisation of individuals, organisations and communities.

## **GREAT DRIVE FOR SUCCESS OF PROJECT**

Start. Drive. Fire. Instead of questioning whether we will succeed we should question how will we succeed.

## **USEFUL, EFFECTIVE, VISIBLE RESULTS**

An opportunity for professional work. Clearly defined roles and tasks. Trust that the co-creation process will lead to solution and to meeting needs.

# IDEJA

Kaj počne vijolični  
avtobus v Kašlju?



What is a purple bus  
doing in Kašelj?

# IDEA

“Borc je po srcu, plac po poklicu,  
skupnost po karakterju, kmalu te bo priklicu.  
Borc je za učenje, kulturo, druženje, art,  
za ustvarjanje, podporo, za navdih, ko si brez kart.”  
- Ijudska

# IDEJA

Kaj počne vijolični avtobus v Kašlju?  
Tako kot krave, tudi mestni avtobusi  
običajno niso vijolični. A Borc ni  
običajen mestni avtobus. Predno je  
postal Borc, je bil avtobus št.401. Nato  
je prehodil naporno, a vznemirljivo  
idejno pot. Od nagovarjanja  
pomanjkanja bivalno-delovno-  
družabnih prostorov za mlade v  
Ljubljani, do spogledovanja z  
obstoječimi idejami v mestu, ki še niso  
našle svojega doma. Med njimi je bil  
tudi lokalni skupnostni center.

Zvezde so nam namenile, da je ravno v  
tem času Mestna občina Ljubljana  
prenavljala sosesko v Kašlju, na Cesti  
španskih borcev. Tako je nastala  
priložnost za projekt umestitve  
odsluženega mestnega avtobusa v  
lokalno skupnost. Po preverjanju ideje in  
raziskovanju potreb lokalne skupnosti  
ter mladih v mestu, je ideja dobila  
potrditev za uresničitev skupnostnega  
centra.

Ideji smo postavili preprosto in jasno bistvo:

**Kaj hočemo?** Soustvarjati mesto z mladimi za mlade, ustvarjati nova sodelovalna partnerstva za prihodnost mesta, navdihovati svet okrog nas.

**Česa nočemo?** Propadanja avtobusa (materialno in vsebinsko) na dvorišču lokalne skupnosti, ustvarjanja prostorov, ki jih nihče ne potrebuje, netrajnostnih rešitev.

Kreativna smer, ki smo jo ubrali:

- avtobus naj v prostoru vizualno deluje kot umetniški objekt,
- predelava avtobusa se dogaja na sami lokaciji, skupaj s prebivalci soseške in kot počitniški program za otroke in mladino,
- ime skupnognega centra mora nastati skozi moderiran proces, skupaj s prebivalci soseške,
- za upravljanje skupnognega centra iščemo partnerje v lokalni skupnosti.

**Če želite uresničiti idejo, ki temelji na skupnosti:** zberite ljudi, da soustvarjajo, ustvarjate sodelovalno okolje, navdušujte ter gradite in upravljaljajte skupnost.

Borc se je kot skupnostni center lahko rodil zgolj v Kašlju, zgolj na Cesti španskih borcev, zgolj v tem času, zgolj s tem namenom.

**"Fighter by heart, space by vocation,  
community by character, soon to become your occupation.  
Fighter is for learning, culture, socialising, art,  
for creating, support, inspiration, your trump card."**  
- folk song

# IDEA

What is a purple bus doing in Kašelj?  
Just like cows, city buses are usually not  
purple. But Borc is not your usual city  
bus. Before he became Borc, he was  
bus no. 401. He had a difficult but  
exciting journey. From addressing the  
lack of residential-work-social spaces  
for youth in Ljubljana to supporting  
already existing ideas that hadn't found  
their home yet. Amongst them was a  
local community centre.

Coincidentally, at that very moment, the  
Municipality of Ljubljana was  
renovating a neighbourhood in Kašelj.  
At Cesta španskih borcev. It was an  
opportunity to use a worn out bus and  
use it to service a local community.  
After testing the idea and researching  
the needs of youth in the city and local  
community the idea was ready to  
launch.

The position of the idea was clear and simple:

What do we want? Co-creating a city with youth and for the youth, creating future partnerships, inspiring our surroundings.

What do we not want? Further bus deterioration (material and content-wise) in the backyard of the local community, creating spaces that serve no one, unsustainable solutions.

Creative direction we chose:

- The bus should visually act as an art object.
- Bus transformation should take place at the location itself. Transformation should be a community work for residents and become a summer programme for children and youth.
- Choosing the name of community centre is a community and co-decision making process.
- The local community should co-manage the centre.

If you want to implement an idea based on community: gather people to co-create, enable a co-creating environment, inspire and manage community.

As a community centre  
Borc could only be born  
in Kašelj, only at Cesta  
španskih borcev, only at  
this exact moment and  
only with that purpose.

“Življenje v soseskah, v katerih se ljudje poznajo, je bolj prijetno, pa tudi bolj varno. Če hočemo, da se ljudje poznajo, rabijo prostore, kjer se lahko srečujejo ter sodelujejo, in to znova in znova. Za oblikovanje lokalne skupnosti so skupni prostori pač ključni. Podobno pa tudi ljudje, ki v teh prostorih spodbujajo različne skupine uporabnikov in jih med seboj povezujejo. Že ob otvoritvi je Borc dajal vtis, kot da so ga lokalni otroci že posvojili in začeli uporabljati po svoje. Točno to pa je cilj skupnostnih centrov.”

- IPoP - Inštitut za politike prostora

“Living in neighbourhoods where people know each other is both more pleasant and safer. If we want people to know each other then they need spaces where they can meet and cooperate. Over and over again. Common spaces are crucial for creating a local community. People using spaces encourage other users to join and connect. At the very opening Borc made an impression, local kids adopted him and started to use him as they wished.

- IPoP - Institute for spacial policy

"Projekt je bil zelo borben. Zame je bilo ključno, da poskusimo iz neke smeti narediti čim ceneje in čim bolj racionalno nekaj, kar bi bilo čim bolj uporabno." - Andraž Tarman, Rompom

"The project was a fight. For me it was crucial to try to make something from what is considered garbage as rational, cheap and useful as possible." - Andraž Tarman, Rompom



# VREDNOTE SMO LJUDJE

**Vrednote niso le nekaj,  
kar imamo**



**Values are not  
something we possess**

## **VALUES ARE PEOPLE**

**"Kdor išče cilj, bo ostal prazen, ko ga bo dosegel,  
kdor pa najde pot, bo cilj vedno nosil v sebi."**  
- Nejc Zaplotnik

# **VREDNOTE SMO LJUDJE**

Vrednote niso le nekaj, kar imamo.  
Vrednote so to, kar delamo. Skupnostni  
center Borc oblikujemo z živetjem  
vrednot – od prvih sestankov, fizične  
preobrazbe avtobusa, pa vse do  
otvoritve in skupnostnih dogodkov.  
Proces soustvarjanja je izkušnja  
nenehnega nastajanja. Kar smo se  
naučili do zdaj je ... vedno bomo na  
začetku poti.

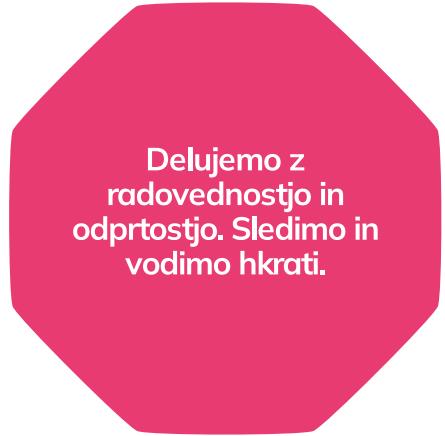
V skupnostnem centru Borc vrednote  
uporabljamo za motivacijo, kot orodje  
za "naprej" proti želeni viziji oz.  
prihodnjem stanju. Prepoznavanje in  
razumevanje lastnih vrednot omogoča  
razumevanje vrednot okolja, v katerem  
živimo in delujemo.

Rdeča nit je povezovanje, vključevanje in opolnomočenje. Skozi aktivnosti spodbujamo aktivno sodelovanje in povečujemo vključenost mladih (in širšega lokalnega okolja) v skupnostne, odprte, dostopne in kakovostne dejavnosti, ki krepijo solidarnost, s ciljem bolj povezane soseške in živosti skupnosti.

Življenje okrog Borca in dogajanje ob njem je naravnano trajnostno, vključevalno in participatorno. Vključevalnost razumemo kot dostopnost in enake možnosti za vse. Ja, prav vse. V nastajajoči skupnosti to vključuje zmanjšanje in premagovanje ovir, ki se pojavljajo zaradi:

- različnih kulturnih ozadij,
- (ne)sprejemanja raznolikosti in osebnih okoliščin,
- medgeneracijskega sodelovanja,
- degradiranega naravnega okolja.

Svet se spreminja s svetlobno hitrostjo. Kar se danes zdi prav, jutri morda ne bo več imelo smisla. Širša vizija Borca je uporabiti kreativni potencial mladih in ga usmeriti v ustvarjanje gibanja oz. skupnosti, ki s svojim obstojem, delovanjem in vrednotami (transparentnost, solidarnost, zaupanje, bratstvo/sestrstvo, odgovornost) daje prostor za soustvarjanje, sooodločanje in soupravljanje družbene realnosti.



**Delujemo z  
radovednostjo in  
odprtostjo. Sledimo in  
vodimo hkrati.**

**"Whoever seeks a goal, will be left empty when he reaches it. Whoever finds a path, will always carry a goal within."**

- Nejc Zaplotnik

# VALUES ARE PEOPLE

Values are not something we possess. Values are what we do. Community centre Borc lives by living these values. From the first meetings, the physical transformation of the bus and all the way to official opening and community events. The process of co-creating is an experience of constant happening. What we have learned is... We will always be beginners.

At Borc community centre we use values as a motivation, as a tool to reach a vision we want to reach and for the future we want. Recognising and understanding our values enables us to understand the values of the environment we work and live in.

The underlying theme is connection, inclusion and empowerment. Through our activities we encourage active participation and involvement of youth (and broader local community) in communal, open, accessible and quality activities that strengthen solidarity and that are aiming towards more cohesive neighbourhoods and community liveliness.

Life around Borc and events around him are sustainable, inclusive and participatory. Inclusion means he is accessible for all and offers equal opportunities for all. Yes, for everyone.

In an emerging community this includes overcoming barriers that arise from:

- Different cultural backgrounds
- (Non)acceptance of diversity and personal circumstances
- Intergenerational cooperation
- Degraded natural environment

The world is changing with the speed of light. Things that may seem right today may seem pointless tomorrow. The broader vision of Borc is to use creative potential of youth and direct it towards creating a movement or community, which with its existence, activities and values (transparency, solidarity, trust, brotherhood/sisterhood, responsibility) opens space for co-creating, co-decision making and the co-managing of social reality.

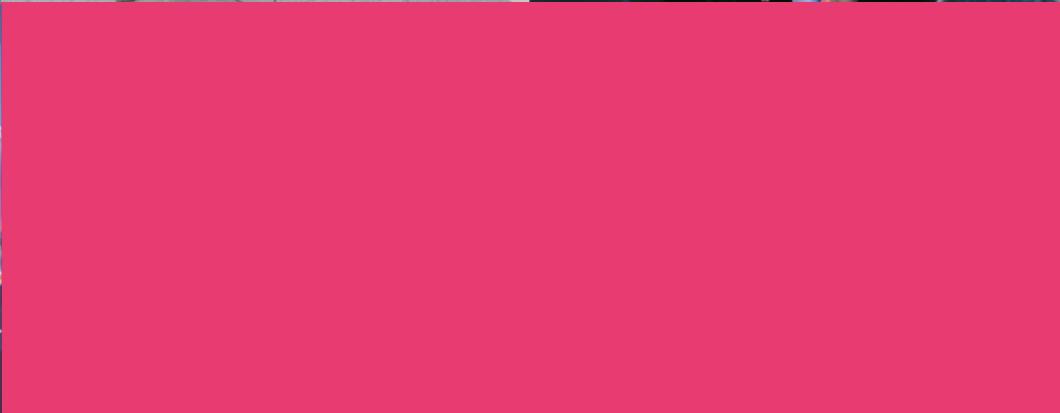
We operate with curiosity and openness.  
We follow and we lead at the same time.

"Borc je prinesel možnost, da se ti slabti sosedski odnosi začnejo izboljševati. In določene dejavnosti, ki manjkajo v civilnem življenju, da za ljudi, ki nimajo kaj počet al pa ne morejo nič počet, dobijo nek smisel. Jaz prihajam, ker sem prostovoljec, imam znanje vrtnarstva in ker mi tudi manjka tega kar sm prej povedal. Namreč, da imam nek smisel!" - Lojze Smole, prebivalec naselja

"Borc, ki je prvenstveno namenjen mladim v soseski Kašelj, je zagotovo del MOL-ove družine, saj je rezultat sodelovanja Mladih zmajev in več različnih podjetij. Mene sodelovanje z Mladimi zmaji vedno navdušuje, saj je vaše poslanstvo plemenito. Imate zanimive ideje, ki jih realizirate in s tem omogočate mladim pomorč in aktivnosti, ki jih sicer ne bi bili deležni." - Veronika Kralj, LPP

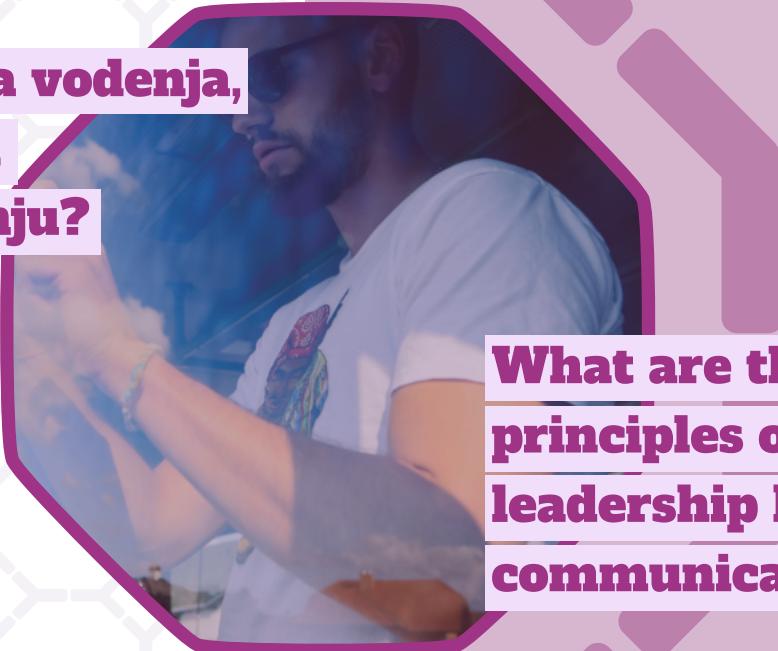
"Borc, which is primarily intended for neighbourhood youth in Kašelj, is definitely a part of MOL's family, being a result of cooperation of Mladi zmaji and multiple enterprises. I am always fascinated working with Mladi zmaji because your mission is noble. You have interesting ideas, you realise them and give young people help and activities that they would not have otherwise." - Veronika Kralj, LPP

"Borc has brought us a chance to transform bad neighbourhood relationships into something good. And certain activities, for people that lack in social life, who have nothing to do or can't do anything, bring meaning. I come here, I'm a volunteer. I know gardening and I'm lacking what I mentioned before. Making sense, that is." - Lojze Smole, local resident



# **VODENJE JE KOMUNICIRANJE**

**Kaj so načela vodenja,  
ki temelji na  
komuniciranju?**



**What are the  
principles of  
leadership based on  
communication?**

## **LEADING IS COMMUNICATING**

**“Če vaša dejanja ustvarjajo zapuščino,  
ki navdihuje druge, da sanjajo več, se učijo več, naredijo več in  
postanejo več, ste odličen vodja.”**

- Dolly Parton

## **VODENJE JE KOMUNICIRANJE**

Pri projektih, ki jim kompleksnost dajejo številni različni deležniki, od župana, občinskih struktur, javnih podjetij, do kreativcev, obrtnikov, prebivalcev in mladih, je komuniciranje ključ uspeha. Prvi ključ uspeha je kdaj, komu, kako in s kakšnim namenom povemo kaj. Drugi ključ uspeha pa je, kdo ima relevantne informacije ter kako jih osmišlja, zbirja in organizira.

Osmišljjanje posedovanja informacij, ki kot sporočila potujejo med vsemi deležniki, sledi načelom vodenja in partnerskega sodelovanja. S ponosom in radostjo ob evalviranju projekta skupnognega centra Borc povzemamo sledeča načela vodenja, ki temelji na komuniciraju:

### **Spoštovanje**

- Medsebojno zaupanje
- Etično (so)delovanje
- Enakovrednost in enakopravnost

### **Odprost**

- Odkritost pri komunikaciji
- Pripravljenost za sodelovanje in aktivno udejstvovanje
- Razumevanje vzajemnosti

### **Vključevanje**

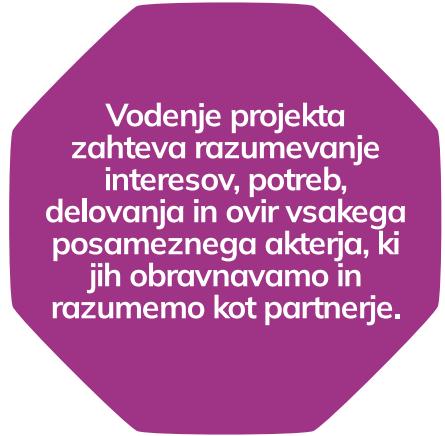
- Skrb za informiranost vseh sodelujočih
- Koordinacija s:  
posluhom za posameznika in sposobnostjo povezovanja

### **Kreativnost**

- Humor in igrivost
- Navdihovanje
- Učenje eden od drugega
- Pogum in drznost
- Odpiranje možnosti

### **Skupna vizija**

- Vodenje z motivacijo in vizijo
- Fokus na skupne cilje
- Pripadnost in zanesljivost



Vodenje projekta zahteva razumevanje interesov, potreb, delovanja in ovir vsakega posameznega akterja, ki jih obravnavamo in razumemo kot partnerje.

**"If your actions create a legacy  
that inspires others to dream more, learn more, do more and become  
more, than you are an excellent leader."**  
- Dolly Parton

## **LEADING IS COMMUNICATING**

In projects, that are complex in the number of stakeholders from the mayor, municipal structures, public enterprises, to creatives, crafters, local residents and youth communicating is the key to success. The first part of success is to know when, to whom, how and with what purpose to say something. The second part is a person holding crucial information and how they make sense of, collect and organise this crucial information.

Making sense of possessing information that act as messages between all stakeholders should follow the principles of management and cooperation of the partners. With pride and joy that came with evaluating the project we summarise the following management principles, based on communication:

### **Respect**

- Mutual trust
- Ethical (co)operation
- Equality and equal rights

### **Openness**

- Open communication
- Willingness to cooperate and being active
- Understanding reciprocity

### **Inclusion**

- Caring for informing all participants
- Coordinating with:
  - a sense for individuals and a capability for connecting

### **Creativity**

- Humour and playfulness
- Inspiring
- Learning from each other
- Bravery and boldness
- Opening possibilities

### **Common vision**

- Leading with motivation and vision
- Focusing on common goals
- Affiliation and reliability



**It takes an understanding of interests, needs, actions and barriers of everybody we consider and understand as a partner to lead a project.**

"Celoten projekt Borca je vaja v strateškem komuniciranju. Znati moraš skomunicirati tisto, kar je relevantno in se ne ustrašiti komuniciranja takrat, ko te pošljejo ven skozi vrata. Ampak se vrneš skozi okno in nadaljuješ pot." - Ksenja Perko, Mladi zmaji

"Vključitev lokalne skupnosti v izbiro imena skupnostnega centra smo procesno izvedli kot nekakšne mini lokalne volitve. Zame je bilo ključno to, da lokalna skupnost posvoji prostor." - Tadeja Bučar Atkins, Creative Nomads

"Ljudje se moramo pogovarjati, pa je svet lepši in boljši. Poslušanje soseske je zame izjemno pomembna veščina za skupnostne projekte. Slišati ljudi, kaj ti sporočajo, pomeni, da jih lahko povezuješ in podpiraš." - Maja M. Gašperšič, Mladi zmaji

"People need to talk and the world gets better and better. Listening to the neighbourhood is an extremely important skill for community projects. Hearing what people are saying means that you can connect and support them." - Maja M. Gašperšič, Mladi zmaji

"Involvement of the local community in the choice of the name of the community centre was carried out procedurally as a kind of mini local elections. For me, the key was for the local community to adopt the space." - Tadeja Bučar Atkins, Creative Nomads

"The whole project of Borc is an exercise in strategic communication. You need to know how to communicate what is relevant and not get scared of communicating when you get sent out of the door, you come back through a window and continue." - Ksenja Perko, Mladi zmaji



# SKUPNOST

Kako?  
Tako!



How?  
Like this!

# COMMUNITY

“Kot prostovoljko in študentko socialnega dela,  
me ta projekt navdihuje in motivira.  
Daje mi zagon, da še naprej prispevam družbi  
in povezanosti med mladimi ter širšo skupnostjo.”  
– Nežka Vrhovec

# SKUPNOST

V relativno kratkem času je ob Borcu in z njim zrasla skupnost. Skupnost, ki si prizadeva za bolj vključujočo družbo in reševanje družbenih izzivov. Skupnost, ki sebi in drugim nudi prostor za (osebno) rast, učenje, spodbuja aktivno sodelovanje in povečuje vključenost. Kako? Tako!

**Spoznejte sosede.** – nihče ne želi živeti brez človeških stikov. Hkrati pa je postalo kar preveč običajno, da ne vemo več, kdo so ljudje, ki živijo okoli nas. Povabite jih na kavo ali sprechod, na ogled filma in palačinke. Posodite jim skodelico sladkorja in naslednjič v zameno dobite jajce ali dve, ko jih boste potrebovali. Dober sosed je vedno dober zaveznik (sploh tisti, ki ima žar).

**Družite se na ulici.** – balkoni, terase in vrtovi so nas ogradili tako, da komaj vidimo preko lastnega praga. Rezultat je manj povezanosti in več prestrašenosti. A tako kot postavljanje ograj, je druženje na ulici naletljivo. Če ljudem iskreno pomahate v pozdrav, si ne morejo pomagati, da ne bi pomahali nazaj. Dodajte še nasmeh in zgodi se čarownija, želja in energija za spremembo.

**Praznujte.** – ko spoznate sosede in jih prepričate, da se družite na ulici, jih povabite na zabavo. Več vas bo, bolj bo fino – prijatelji naj povabijo prijatelje! Nekaj tako preprostega kot je glasba, žoga ali kurišče, lahko spodbudi ljudi, da pridejo po še. Enako pomembno kot biti gostitelj, je iti v goste. Redna mesečna srečanja so priložnost za druženje in rast povezane skupnosti.

**Delite!** – odvečne pridelke z vrta, škarje za živo mejo, obleke, žago za beton, sladkarije, zgodbe o navdihu in hvaležnosti. Naučimo se (ponovno) združevati svoje vire.

Včasih je potrebno več truda, kot se zavedamo, da dejansko začnemo deliti. #izmenjevalnica

**"As a volunteer and a student of social work  
I am inspired and motivated by this project.  
It gives me drive to continue to contribute to society  
and a cohesiveness amongst youth and broader society."**  
– Nežka Vrhovec

# COMMUNITY

In a relatively short time a community grew within and around Borc. A community that strives to be a more inclusive society and solves challenges of that society. A community offering, to itself and others a space for (personal) growth, learning and encouraging active participation and inclusion. How? Like this!

Meet your neighbours. – nobody wants to live without human contact. It has become common not to know the people living around you. Invite them for a coffee or a walk, for a movie or pancakes. Lend them sugar and maybe next time you get an egg or two, when you need them. A good neighbour is the best ally (especially the ones with barbecue).

**Hang out on the street.** – balconies, terraces, gardens have fenced us in so we barely see beyond our own doorstep. The result is less connection and more fear. But the same as building fences hanging out on the streets can be contagious. If you wave hello to people, be sure they will wave back, add some smile and magic, a wish and energy for change will happen.

**Celebrate.** – when you meet your neighbours and convince them to hang out on the streets, invite them to a party. The more the merrier, friends should invite friends! Simple things like music, a ball or a fireplace can encourage people to come back for more. It is as important being a host as it is being a guest. Regular monthly meetings are an opportunity for hanging out and growing a cohesive community.

**Share!** – surplus crops from the garden, hedge trimmers, clothes, a concrete saw, candy, inspiring stories and gratefulness. Let's (re)learn to share our resources.

Sometimes it takes  
more effort to share,  
than we are aware.  
**#makeexchange**

"Ta avtobus nas povezuje. Predstavlja mi kotiček za druženje in zblíževanje ljudi. V naselje je prinesel druženje, veliko več druženja. Manjkal je dogajanje, prav nič se ni dogajalo. Od kar je tu Borc, prihaja več ljudi. Bolj smo povezani kot sosedje." - Sara, 15

"Borc mi daje hrano, srečo in zabavo. Pomaga mi tudi pri domačih nalogah."

- Ahmed, 12

"Daje mi lep razgled na naselje, prinesel je zabavo in igro." - Belmin, 8

"Sem prihajam preživljati prosti čas. Dobim družbo pa tudi kakšno znanje (npr. peč palačinke brez ponve). V naselju je bolj živo, so dogodki, izmenjevalnica." - Jera, 12

"He gives me a great view on the neighbourhood, he brought fun and play." - Belmin, 8

"Borc gives me food, joy and fun. He helps me do my homework." – Ahmed, 12

"This bus connects us. To me it represents a space for hanging out and bringing people together. It brought socialising to the neighbourhood. A lot more socialising. There was nothing happening, nothing at all. Since Borc came, people came. As neighbours, we became connected." - Sara, 15

"I spend my free time here. I have company and I learn things (like baking pancakes without a pan). The neighbourhood is more alive, there are events, people sharing things." - Jera, 12



## **Ustvarjalni busi: od Ljube in Draga do Borca**

Prvo uspešno predelavo odpisanega avtobusa v nekaj novega, kar služi mestu, smo Mladi zmaji izvedli leta 2019.\* V okviru širšega projekta Ustvarjalni busi, ki je paradigm vključevanja mladih, mesta in strokovnjakov za namene naslavljanja pomanjkanja neodvisnih in skupnostnih prostorov v mestu. Pri tem je ključen kriterij: Kakšen vpliv ima projekt na okolje?

Dimenzijo trajnostnosti vidimo zlasti v pomembnosti mobilizacije ustvarjalnih sil za oblikovanje inovativnih družbenih rešitev in povezovanju za nove modele (so-)delovanja, ki temeljijo na popravilih, obnovah, prenovah, nadgradnjah, poenostavljanju.

Eksperimentiranje na področju uporabe odsluženih mestnih avtobusov in materialov za nov namen, na participativen način, je prostor za drzne razmisleke in pozitivne spremembe.

\*Mobilni mladinski center Ljuba in Drago zagotavlja mladinsko delo za soseske, podhranjene s prostori in programi za mlade (v skladu s Strategijo mesta Ljubljana za mlade 2016-2025). Uspeh nas je vodil v naslednji eksperiment, v oblikovanje skupnostnega centra Borc. Na obrobju mesta je svojo misijo začrtal odpisani mestni bus s teraso na strehi, letno kuhinjo, premičnimi sedeži in visoko gredo.

## **Creative buses: from Ljuba and Drago to Borc**

The first successful conversion of a decommissioned bus into something that serves the city was carried out by Mladi zmaji in 2019. \* As part of the wider Creative Buses project, a paradigm including young people, the city and professionals, with the aim to address the lack of autonomous and community spaces in the city. The key criteria is: What impact does the project have on the environment?

We see sustainability as being of importance in mobilising creative forces for creating innovative social solutions and connecting new models of (co-)cooperation based on repairs, renovations, renovations, upgrades and simplification.

Experimenting with the use of used city buses and materials for a new purpose in a participatory way, is a space for bold reflection and positive change.

\*The mobile youth centre 'Ljuba in Drago' provides youth work for neighbourhoods undernourished with facilities and programmes for young people (in accordance with the City of Ljubljana Youth Strategy 2016-2025). The success led us to the next experiment, the creation of the Borc community centre. On the outskirts of the city a written-off city bus with a roof terrace, a summer kitchen, movable seats and raised beds outlined its mission.

### Sanjanje projekta = 3 x predstavljene ideje

- Kaj vse lahko avtobus postane?
- Kako je avtobus lahko bivalna enota?
- Kaj pa delovno-družabni prostori v mestu?
- Do kam smo prišli?
- Kakšno je razmerje med ekonomskimi ter družbenimi in okoljskimi učinki predelave avtobusa?

### Dreaming of a project = 3 x presenting idea

- What can a bus become?
- How can a bus be a living unit?
- What about work-social spaces in the city?
- Where did we get to?
- What is the relationship between economic, social and environmental impacts of bus conversion?

Dec 2018- Junij 2020 Ljuba in Drago  
od zamisli do začetka delovanja

predstavitev ideje - 1.del  
presenting idea - part 1

prvi stik z lokacijo  
first contact with location

predstavitev ideje - 2.del  
presenting idea - part 2

začetek komuniciranja z lokalno skupnostjo  
the beginning of communicating with the local community

preverjanje interesa za prostore v Lj  
checking interest for spaces in Ljubljana

predstavitev ideje - 3.del  
presenting idea part 3

### Preverjanje potrebe = Lokalna skupnost / Mladi

- Kako preveriti idejo in potrebo?
- Kakšne so konkretnе potrebe lokalne skupnosti na lokaciji?
- Komu je projekt namenjen?
- Kaj hočemo doseči? Česa nočemo?
- Kako pogosto bi potrebovali prostor za delo in druženje?
- Kje je lahko lokacija za prostor, ki je mladim zanimiv?

### Needs assessment = Local community / Youth

- How to check the idea and need?
- What are the specific needs of local community at the site?
- Who is the project meant for?
- What do we want to achieve? What do we not want?
- How often would you need a space to work and socialise?
- Where should the bus go to make sure it is interesting to youth?

Oktober 2020

Februar 2021

Marec 2021

April 2021

Maj 2021

### Kreativna zasnova = Lokacija / Trajnost

- Kako pomemben je vpliv letnih časov za nov prostor?
- Kakšna je življenska doba novega prostora?
- Kako je predelava avtobusa tehnično in programsko trajnostna?
- Do kdaj je potrebno izdelati pregled in popis materialov, surovin, tehnologij, procesov?
- Kdaj začnemo s predelavo avtobusa na lokaciji?

### Creative Design = Location / Sustainability

- How do seasons influence the new space?
- What is the lifespan of the new space?
- How is bus conversion technically and programmatically sustainable?
- By when is it necessary to make an inventory of materials, raw materials, technologies and processes?
- When do we start re-modelling the bus in site?

### Upravljanje prostora = Upravljanje skupnosti

- Kakšen je interes za uporabo in upravljanje s prostorom?
- Kdo so potencialni partnerji za vzpostavitev partnerske mreže?
- S kom vse se moramo pogovoriti, koga moramo vključiti?
- Komu bomo predali ključe prostora?

### Space Management = Community Management

- What is the interest in the use and management of new space?
- Who are the potential partners for setting up a partnership network?
- Who do we all need to talk to, who do we need to involve?
- To whom will we hand over the keys of the space?

srečanje interesentov za prostor  
meeting of the interested parties

reševalna intervencija za ohranitev drevesa  
rescue operation to save the tree

začetek počitniškega programa  
start of the summer programme

lokalna skupnost izbere ime Borc  
local community chooses the name Borc

začetek izvajanja programa  
start of implementing programme

uradna otvoritev prenovljene soseske  
official opening of renovated neighbourhood

prostovoljski projekti  
volunteer projects

1.6. 2021

3.6. 2021

Julij 2021

1.9. 2021

Oktober 2021

Januar 2022

21. 3. 2022

“Prihodnost je odvisna od tega,  
kaj počnemo v sedanosti.”  
- Gandhi

# KAKO NAPREJ?

**Skupnostni projekti so opolnomočenje ljudi in delajoče, podporne, aktivne skupnosti, so najboljša odpornost za vse družbene pretrese.**

Projekt Ustvarjalni busi je v svoji celovitosti za Mlade zmaje ultimativna kulturna akcija za življenje. Izkušnja sodelovanja, vključevanja in ustvarjalnosti pri preobrazbi avtobusov nas uči novih načinov razmišljanja in pristopov. Proaktiven in participativen odnos z mladimi pri soočanju s sodobnimi izvivi, ki od nas zahtevajo inovativne rešitve, predstavlja in udejanja podporo mladim z idejami za mesto.

Ko mladim zagotovimo varno okolje, dobro počutje ter priložnosti za ustvarjanje in sodelovanje, jim omogočimo, da se razvijejo v aktivne državljanke in prinašalce pozitivnih sprememb v mestu in skupnosti. Pandemija je usmerila razmišljanje v razumevanje in raziskovanje polj vpliva in možnega udejstvovanja.

Najpomembnejše in z največ smisla je prav naše lokalno okolje. Tu imamo največ vpliva in lahko dobimo največ podpore, ko drugi sistemi pomoči postanejo nedosegljivi.

V zahtevnih časih na kolektivnem in individualnem nivoju, ko se soočamo z množico izzivov, je rešitev skupnost, ki temelji na solidarnosti in sočutju. Ponuja platformo za odpravo neenakosti ter za delajočo in vključujočo družbo v dobro vseh.

Kot smo na inovativen način odgovorili na izzive manjkajoče infrastrukture za mlade v Ljubljani – z vzpostavitvijo mobilnega mladinskega centra Ljuba in Drago ter skupnostnega centra Borc – s spodbujanjem sodelovanja in soodločanja mladih nadaljujemo tudi pri vzpostaviti osrednjega mladinskega centra v središču Ljubljane. V letu 2021 smo začeli projekt Palače Cukrarna (delovno ime), katere pomemben vidik delovanja je, da skozi mestno ožilje »požene svežo energijo«, kar omogoča lokacija v samem jedru mesta. V srcu mesta Palača Cukrarna predstavlja VOZLIŠČE PRIHODNOSTI MESTA in vključuje vse ravni delovanja mladih: druženje, povezovanje, sodelovanje, kreativnost in realizacijo.

Skupnostni projekti so opolnomočenje ljudi in delajoče, podporne, aktivne skupnosti so najboljša odpornost za vse družbene pretrese.

**"The future depends on what we do today."**  
- Gandhi

# WHAT'S NEXT?

**Community projects are empowering people and working, supportive, active communities are the best resilience to all social upheavals.**

The Creative buses project in its entirety is the ultimate cultural action for life for Mladi zmaji. The experience of cooperating, including and creating brought by bus transformation teaches new approaches and way of thinking. A proactive and participatory attitude towards a youth that are facing the challenges of modern society and require from us to innovative solution represents and acts as a support for youth with ideas for the city.

Once we create a safe environment, wellbeing and opportunity to create and cooperate for them we enable them to evolve in to active citizens and bringers of positive change in the city and community. The pandemic has focused our thoughts towards understanding and exploring our influence and fields of possible actions.

The most important thing that makes the most sense, is our local environment. It's a place we can exercise our influence and get the most support, when other systems fail.

In this collectively and individually challenging times the solution is a community, that is based on solidarity and compassion. It offers us a platform to eliminate inequalities and create a functioning and inclusive society for all.

As we innovatively answered the challenges of lack of infrastructure for youth in Ljubljana, by establishing a mobile youth centre 'Ljuba in Drago' and community centre Borc, we continue to encourage cooperation and co-decision making with establishing a central youth centre in the centre of Ljubljana. In 2021 we started the Palača Cukrarna (working name) project whose important aspect of operation is to »run fresh energy« through the cities' blood vessels. This will be made possible by using a location in the heart of the city. Palača Cukrarna represents a hub for the FUTURE OF THE CITY and includes all levels of youth activity: socialising, connecting, collaborating, creating and realisation.

Community projects are empowerment of people and functioning, supporting, active communities are the best immune system against social concussions.

## **Soustvarjalci borbenega duha / Co-creators of the fighting spirit:**

Preobrazbo starega busa v skupnostni center Borc je gnal etični pogon 21ih prostovoljk in prostovoljcev. Skupno so opravili 190 ur prostovoljnega dela. Še več je tistih, ki so se na tak ali drugačen način dotaknili avtobusa in na njem pustili svoj, unikaten pečat. Lahko bi naštevali poimensko, pa ne bomo - prostovoljstvo je kolektiven šport. / The transformation of the old bus into the Borc community centre was driven by the ethical drive of 21 volunteers. They did a total of 190 hours of volunteer work. There are even more who have touched the bus in one way or another and left their own, unique mark on it. We could list them by name, but we won't - volunteering is a collective sport.

## **Sodelavci projekta / Project collaborators:**

Ksenja Perko, vodja projekta / project manager

Maja M. Gašperšič, Evelin Radulović, Jon Žagar, Nina Centa, – Javni zavod mladi Zmaji / Public Institution Young Dragons

Veronika Kralj, Roman Verbič, Drago Žalac, Peter Horvat, Hamdija Muminović – Ljubljanski potniški promet (LPP) / Public holding Ljubljana – Ljubljana Passenger Transport (LPP)

Andraž Tarman, Alekša Čupić – Zavod Rompon

Tadeja B. Atkins, Tom Atkins – Creative Nomads

Teja Samsa, Eva Sešek, Matic Lesjak

Tomislav Gjerkeš – Mikrokozmos

Katarina Gorenc, Ela Porić – Urad za mladino Mestne občine Ljubljana (MOL) / City of Ljubljana (MOL)

Vojka Močnik, Sašo Rink – Javni stanovanjski sklad MOL / Public housing fund MOL



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JAVNI  
STANOVANJSKI  
SKLAD  
MESTNE  
OBČINE  
LJUBLJANA



## **Projektni partnerji / Project partners:**

Javni zavod Mladi zmaji, Ljubljanski potniški promet, Javni stanovanjski sklad MOL

## **Na pomoč priskočili / With the help of:**

Četrtna skupnost Polje / Neighbourhood community 'Polje'

Prostovoljno gasilsko društvo Zgornji Kašelj / Voluntary fire brigade 'Zgornji Kašelj'

Projekt je omogočila Mestna občina Ljubljana / The project was made possible by The City of Ljubljana



Mestna občina  
Ljubljana



volume II

