

July 2024

# ECOCORE QUARTERLY REPORT



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EcoCore Action Planning Network.

# CONTENTS



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## 03

INTRODUCTION

---

## 06

NETWORK ACTIVITY  
HIGHLIGHTS

---

## 27

PARTNER SNAPSHOTS

---

## 37

FACILITATION TOOLBOX

---

## 41

NEXT STEPS

---

## 42

APPENDIX

---

# Introduction

Welcome to the second quarterly report of the URBACT funded EcoCore network!

The focus of work for these nine small European cities, all located in strategic transport corridors is to learn together and from each other, how best to accelerate the green transition in the industrial areas of their cities.

Led by Fingal County Council, Dublin the consortium also includes Dubrovnik, Ormož, Alba Iulia, Kekava, Santo Tirso, Pärnu Linnavalitsus, Villena and Tuusula.

EcoCore aims to build the capacity of small cities to address the major challenge of climate change by pursuing a green economy agenda, helping local stakeholders, particularly enterprises to transition to low-carbon economic activities, especially in their choices of energy sources for transportation, heating and electricity.

Network activities will create significant momentum for a green energy transition, especially in the work environments of the industrial areas of the partner cities



# Thematic Focus

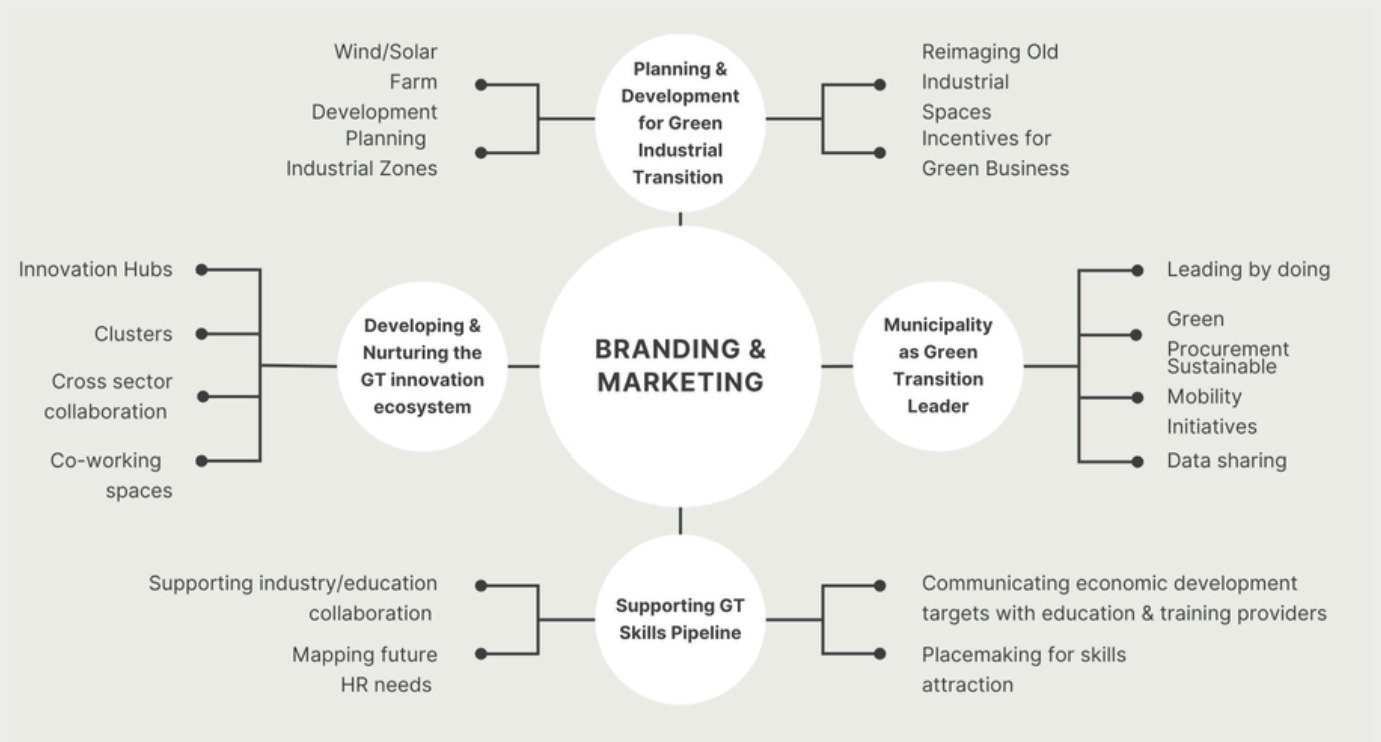
The network has identified five main transition drivers or areas where the network partners can facilitate, enable and promote the green transition in their cities, namely:

- 1** Planning & Development for Green Industrial Transition
- 2** Developing and nurturing the Innovation Ecosystem in support of the Green Transition
- 3** The Municipality as Green Transition leader
- 4** Supporting the Green Transition skills pipeline
- 5** Branding and Marketing



# Thematic Focus

The following diagram showcases some transition driver practical examples that were identified in the partner cities. A more extensive list or ‘menu’ of transition drivers in each partner city is included in the appendix.



**Figure 1: EcoCore Green Industrial Transition Drivers Locally**

These five transition drivers represent the key themes of our network. A Core Network meeting will be held in each of the partner cities. These meetings will provide an opportunity to reflect on these topics and showcase inspiring local initiatives within these overarching themes.

# EcoCore Network Highlights



# Attracting Green Investment to Small Cities Masterclass

with Tiago Ferreira



On April 23rd, Tiago Ferreira delivered an online masterclass on attracting green investment to small cities, which was also attended by some In4Green partners. He began by highlighting the benefits of investment attraction in the overall economic development strategy of cities including:

- Creating new job opportunities and developing local skills
- Development a more diverse local economy, that would me more resilient
- Increasing the average wages and attracting and retaining talent
- Importing new technologies and innovation capacity, integrating the local economy on new value chains
- Increase city visibility on the business scene
- Receiving extra income from the increase of taxes revenues

Various case studies were presented, illustrating different methods of attracting investment to smaller cities. The first case study focused on the city of Amarante, which created the brand, Invest Amarante to attract hotels and industries. They began by analysing their ecosystem's strengths, weaknesses, and opportunities. They identified thriving economic clusters but also recognized weaknesses such as uncompetitive local legislation and regulations, lack of investment-ready industrial areas and bottlenecks in legal procedures and investor connections. Despite training many young people in tech, the region faced a brain drain due to a lack of local jobs. Over 6-7 years, Amarante successfully attracted tech sector investments, resulting in companies employing hundreds of people. This long-term journey emphasized the importance of patience in investment attraction.

Ferreira emphasized the importance of local authorities partnering with national investment promotion organizations and building strong relationships. He discussed using KPIs to measure economic development, the distinction between traded and local companies, and the role of FDI in fostering innovation and skill development.

The session underscored the importance of presenting a resilient economy capable of adapting to shocks. Ferreira summarized economic development mindsets identified by Michael Porter, including 'open for business,' 'big game hunting,' 'the next big thing,' 'build it and they will come,' and 'cluster development,' noting that successful cluster development can reduce the need for direct investment attraction.

He outlined a framework for investment promotion, covering investment facilitation, lead generation, strategy and organization and post-investment services. Key recommendations included maintaining a strong online presence, identifying economic multipliers, and effectively engaging with investors through assertive responses, timely communication, prudent expectation management, clear commitment from decision-makers, and confidentiality.

Examples of successful investment attraction strategies were shared, such as an award-winning website from the Netherlands (Invest in Holland) and strong branding from Vilnius (The G-spot of Europe).

Participants were encouraged to identify their unique advantages, such as skilled workforce, natural characteristics, connectivity, infrastructure, costs, quality of life, innovation ecosystem, and territorial brand.

Ferreira also recommended using broader regional strengths and assets and partnering for mutual gain like placing investment magazines in hotel rooms to attract business travellers.

Regarding green investment, Ferreira suggested reviewing New York City's Green Economy Action Plan for local strategy inspiration. He noted the growing share of green investment and the increasing demand for green skills, as indicated by LinkedIn data. He also pointed out the challenges non-diverse economies face in attracting new investments and starting diversification.



# Key Takeaways on Investment Attraction

Attracting green investment is an opportunity and a challenge. This Insights could potentially help small cities with this mission:

1

## **Highlight Green Practices:**

Showcase your efforts in reducing carbon emissions, waste management, and resource efficiency. Emphasize any initiatives towards a circular economy or using renewable energy.

2

## **Target the Right Investors**

Research investors with a focus on Environmental, Social, and Governance (ESG) factors. Look for organizations that align with your mission and goals.

3

## **Align tax incentives with sustainability performance**

1Align your investment tax incentives with the sustainability performance of investors. CSRD will help you on it.

4

## **Invest in Green Infrastructure**

1.Allocate resources towards building green infrastructure like renewable energy grids, efficient public transportation, and green building standards. This creates a foundation for future green investments.

5

## **Promote the development of green skills**

Green skills demand is growing. Cities could benefit from having a skills strategy with a focus on promoting the development of green skills.

6

## **Green Public Procurement**

Adopt a green public procurement strategy to promote cleantech startups and innovation

# Core Network Meeting

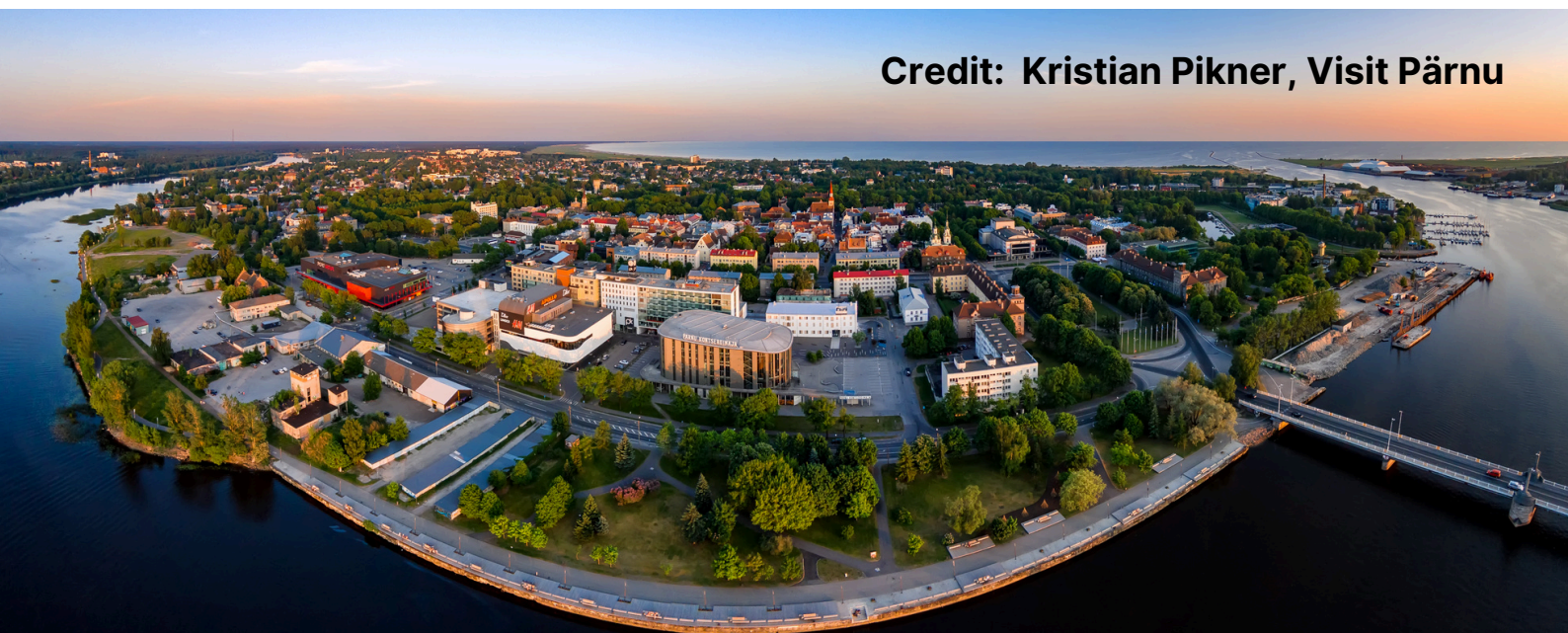
## Pärnu

The picturesque city of Pärnu recently played host to the EcoCore network's transnational meeting and city learning visit which took place on 21st and 22nd May 2024. The event brought together key stakeholders from across EcoCore partner regions to discuss sustainable development, regional cooperation, and digital innovation. The agenda was packed with insightful presentations, workshops, and site visits, providing a comprehensive overview of Pärnu's strategies and challenges in becoming a model of regional sustainability and digital excellence. Here's a summary of the highlights and key takeaways from the two-day event.

The meeting kicked off with a fun icebreaker session and the ULG stakeholders attending from Balbriggan, Ormoz, and Pärnu introduced themselves.

This was followed by an overview of Pärnu's development, presented by Silver Smeljanski, Deputy Mayor of Pärnu. The city's reputation as a tourist destination was acknowledged, but the focus within EcoCore was on its industrial challenges and sustainable initiatives.

**Credit: Kristian Pikner, Visit Pärnu**



# Discover Pärnu

## 5 Key Development Highlights

1

### **Municipal Reform:**

In 2017, Pärnu underwent a municipal reform, integrating surrounding counties to form a larger Pärnu city.

2

### **Public Transport:**

95% of Pärnu's buses run on biogas.

3

### **Urban Planning**

The city is updating its development plan, focusing on integrating the old historic city centre with the upcoming Rail Baltica station through new infrastructure like best in class cycle ways and a new bridge.

4

### **Cycling Initiatives:**

Pärnu is enhancing its cycling infrastructure to Danish and Dutch standards. They have a clear vision to become a best in class cycling city and their actions follow through on that vision, including the development of separated cycleways, clearing bike lanes first in winter and lowering city centre speed limits for better pedestrian and cyclist safety.

5

### **Energy Projects:**

Pärnu is set to become a service hub for offshore wind turbines, and plans are in place for a biomethanol and hydrogen plant.





Kadri Jushkin from the Regional Ministry of Estonia briefed the participants on local regional development in Estonia. In her presentation Priidu emphasized the increasingly importance of sustainability aspects in regional development. At local government level for example they have network of green ambassadors to mediate and make sense of green reforms for the public and they have a target to shift to entirely renewable energy production by 2030 having previously relied heavily on oil shale.

Kadri highlighted challenges such as population decline in regions, disparities in labour productivity between the capital city and the regions and the need for balanced regional policies. Challenges such as seasonality, high salaries, and the need for a proper university were discussed.

Triin Jõesaar provided insights into Estonia's digital transformation, discussing the widespread adoption of digital ID and e-services. The session underscored Estonia's success in digital inclusivity and competence, with 99% of public services being digital. Initiatives to train older populations and ensure inclusivity in digital literacy were also highlighted. You can read more about E-Estonia in the case study in the following two pages.

The day concluded with dinner and networking at a local restaurant where participants continued discussions and built connections.





## CASE STUDY

# E-ESTONIA: DIGITAL SOCIETY & OPEN DATA

Innovating for a future-proof tomorrow



## Background

Estonia, has a relatively small population relative to its territorial size. When it regained independence in 1991, the country's government budget was limited to about €130 million. Consequently, Estonia lacked the financial and human resources to establish traditional bureaucratic structures. Additionally, Estonia's sparse population meant that developing digital services would provide more convenient access for those living in its most remote areas.

In 1994 the parliament took the brave step of signing the first draft policy on digitalisation, a time when the general population lacked internet connections and the devices to use them. Choosing this IT path required immense courage.

In 2002 it became obligatory to have a digital ID to access basic public services, e.g. passport, driver's license etc. Today 99% of services are available digitally, including starting a business.

## Benefits

- It takes under 3 hours to start a company
- Paperless & simple e-taxation
- E-Residency - every world citizen can set up a company here
- Start-Up Nation supporting ecosystem

## Vision

Estonia sees itself in the post-digital era, characterised by citizen centric, digital-first new type of services without traditional analogues. E-Estonia takes a whole-of-society approach to service delivery.

More Info : [e-estonia.com](http://e-estonia.com)

Citizen Portal: [www.eesti.ee](http://www.eesti.ee)

# The EcoCore Project

Green Transition in Small Cities along Transport Corridors

'OUR CHILDREN, GROWN IN A DIGITAL SOCIETY, NEVER HAVING HAD TO VISIT A GOVERNMENT OFFICE – HOW WILL THEY IMAGINE THE FUTURE?'

E-Estonia



## Funding

The process has been funded through a variety of channels including national funding and EU funding (Social Fund & Recovery & Resilience Fund)

## Challenges:

- Digital literacy, inclusivity & accessibility
- Trust
- Legislative framework
- New path

## Key enablers

- Digital Minded Leadership
- Citizen-Centric
- Public Private Partnership
- Internet Access for everybody
- Each person owns their data & transparency is upheld
- Clear and honest principles
- Confidentiality, availability, integrity

## Next Steps

- 90% satisfaction with digital services by 2030
- Data driven governance
- Systemic experimentation
- Empowering digital change in public sector
- Increasing cybersecurity capabilities
- Developing 5G & 6G base network to support improved connectivity
- Ensuring fit for purpose legal framework
- Expanding business services

## Impacts

- Today there are more than 13,000 companies made by e-residents which added €11 million in taxes in 2019 alone.
- Reputation as the perfect test bed to try out new ideas and fail fast at minimum cost.
- Estonia is a world leader in unicorns per capita, with 10 today

e-estonia@eas.ee

Open Data Portal:

<https://avaandmed.eesti.ee>

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# Partners Unite to Support Innovative Solutions in Pärnu

After lunch, the afternoon featured a challenge based workshop on improving cooperation between public and private organizations. These sessions facilitated active engagement and knowledge sharing among the participants. Here follows a summary of the workshop challenges posed and the ideas gathered in response.

## Challenge 1

Pärnu and surrounding municipalities formed a group called Large infrastructure coordination council. It contains private and public sector organizations (municipalities, Port, Airport, Entrepreneurs NGO, Development centre).

Currently the council doesn't have a format of meetings and/or regular structure. As new infrastructure and major changes are coming to Pärnu the cooperation needs to be stronger.

How could Pärnu city enhance the cooperation in the coordination council?

- Identify a clear mandate and secure short and long term financing
- Ensure a standardised agenda and regular meetings with structured actions
- Ensure democratic processes and all voices are heard
- Develop strategic taskforces with 2-5 year plans
- Good Governance Model including a strong chair and relevant expertise
- Diverse and broad member base
- Facilitated meetings by external expert
- Communications Plan, including communicating the processes and outcome
- Map current projects ecosystem
- Introduce service level agreements
- Rotate the hosting of the meeting across members
- Mix of long term goals and quick wins
- Ensure shared language and clear scope for the group with clear shared definitions from the outset



## Challenge 2

Pärnu is a well known tourist destination in Estonia and abroad. But in its core it is a manufacturing town. During the years, the manufacturing focus has shifted towards tourism and it might have scared off many investors because of the image, that the city is focused on tourism.

How could Pärnu keep the Summer capital image and also enhance the manufacturing and production city image ?

- Introduce tax incentives to encourage relocation of manufacturing companies
- Capitalise on and market the local lifestyle
- Annual promotional push of Pärnu as the ideal location for industry
- Branding and promotional efforts
- Integrate manufacturing as part of the tourism offering e.g. wood production tours
- Develop new green industries to appeal to tourism sector
- Use existing events and festivals to promote local products
- Deals between local makers, entrepreneurs, creatives to use and promote local products in hotels and hospitality
- Industrial heritage tourism
- Market industrial hospitality
- Market one of the industrial areas as a green business zone
- Package the offering e.g. via Baltica, industrial sites and business supports
- Marketing focussed video for manufacturing
- Highlight existing manufacturing companies
- Make 'Made in Pärnu' recognisable brand
- Identify Pärnu's role in the wider system (beyond neighbouring municipalities)
- Develop a clear, credible story for investors

## Challenge 3:

Pärnu has introduced its climate action plan in 2022. It turns out that Pärnu is already a carbon neutral city. But still, the implementing of environmental practices that support low-carbon economy is low and the city fears that it might lose its status as a carbon neutral city.

How could Pärnu city cooperate with local industries that they take implementing green solutions to their manufacturing processes and become environmentally friendly companies ?

- Certification of companies for green credentials
- Leader board and awards (e.g. green leaf award) for companies
- Education and awareness programmes
- Sustainability festival
- Industrial Symbiosis platforms (data sharing)
- Green business unit to support green transition in businesses and to document case studies
- Incorporate green measures in planning
- Impose higher demand on waste service companies and monitor impact
- Green procurement (city leadership)
- Tax incentives for green actions
- Ensure higher visibility for green companies and the benefits of transitioning
- Incentives for achievement of green transition wins







The second day began with a visit to the Pärnu's county development centre, where Erik Reinhold outlined the centre's role in fostering local and regional innovation. Pärnu County Development centre is part of the nationwide network of county development centres that includes 15 development centres in each county all over Estonia. The Pärnu county development centre is the main driver of the implementation of Pärnu County's Development Strategy 2035+. You can read more about the development centre in our case study in the following page.





## CASE STUDY

# PÄRNU COUNTY DEVELOPMENT CENTRE

Spearheading innovation and balanced regional development



## Background & Purpose

In 2017 the governance system changed in Estonia which resulted in a two tier government system, namely central and local. There is no official layer of government at regional (or county) level. Instead cooperation at the county level is based on voluntary cooperation between institutions.

In Pärnu county, this spirit of cooperation is strong and led by the Pärnu County Development Centre. This forward thinking innovation centre started in 1994 based on a triple helix model, with a focus on supporting entrepreneurship.

Today it has evolved into a multi functional centre based on the 5-helix model (science, business, public sector, civil society and environment) supporting the sustainable development of the region by facilitating co-operation and exchange between stakeholders.

## Mission

Their mission is to promote and lead the balanced development of the county by serving as a competent pioneer and a dignified guardian of Pärnu County's identity

## Vision

To be a first-rate, knowledgeable and trusted partner in all areas related to the development of Pärnu County. To be the driving force behind Pärnu County's transformation into the brightest pearl of the Baltic Sea region.

More Info :

<https://parnumaa.ee>

# The EcoCore Project

Green Transition in Small Cities along Transport Corridors

“BIG IDEAS ARE BORN IN PEACE  
AND SILENCE WITHOUT TOO  
MUCH HASTE’

Veronika Uussaar, Pärnu Resident



## Purpose

The Pärnu County Development Centre guides the county's development, fostering entrepreneurship, youth entrepreneurship, entrepreneurial education, and civic engagement. It also promotes public health, internal security, international relations, and implements countywide projects.

Pärnu County Development centre is part of the nationwide network of county development centres that includes 15 development centres in each county all over Estonia.

Working with local stakeholders, the state, and international partners, the centre aims to ensure balanced development in Pärnu County. It is the primary initiator and implementer of the Pärnu County Development Strategy 2035+.

## Governance & Funding Model

- The centre is a foundation, established by Pärnu County municipalities
- The building which houses the centre belongs to Tartu University & Pärnu College
- The centre currently has a team of 25 staff, part funded through EU projects.
- The centre is funded by 15 different governmental, private and EU funders

More info:

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This was followed by a tour of the Ehitajatetee Business Park, located in the historic industrial quarter of the city which includes a renovated brownfield site that today offers hassle free, modern rental spaces for SMEs in a strategic location. Development of the space started in 2015 as a result of the growing demand for modern rental space and today they have about 200 tenants mostly involved in light manufacturing, warehousing, logistics and retail. Ervin Luur, CEO, highlighted their efforts and plans to promote collaboration and cross fertilisation between businesses located in the business park in an effort to drive innovation.



After a quick picnic in the riverside park, partners continued with the site visits in the afternoon first to 'ForwardSpace', which is a coworking space managed by Egle Volke who provided a tour and highlighted the importance of flexible and collaborative work environments in driving innovation and entrepreneurship.





This followed with a guided bus tour led by Silver Smeljanski where partners were provided with an overview of the city's multiple industrial areas including Pärnu Airport, and Pärnu Harbour. The tour provided a comprehensive view of the city's infrastructure and development plans.



The site visits underscored Pärnu's holistic and sustained efforts in creating conducive environments for business and innovation to flourish.







# Start, Stop, Continue Pärnu

After the site visits the group went back indoors at the city library to enable peer exchange with a focus on the "Start, Stop, Continue" exercise. This exercise encouraged partners to reflect on what they saw and learned over the past two days and to share with their peers in Pärnu advice and feedback under the headings of things they should 'start' doing, 'stop' doing and 'continue' doing.

## STOP

- Losing young people and talent to Tallinn
- Over reliance on summer tourism
- Reliance on wood industry
- Placing all hopes on the Rail Baltica which is not yet in place and which will enable people to leave as well as arrive.
- Stop urban sprawl
- Stop exporting so much logs without adding value
- Over developing tourism
- Regulating closing bars too early in season

## START

- Improve bus shelters.
- Smart solutions e.g. real time bus data
- Target gaming sector and young talent
- Sustainable tourism in forestry & wood production
- Tackle dereliction (neighbourhood economics)
- New digital university on e-governance
- Raise salaries
- Densification processes
- Activities to extend tourist season
- Air conditioning in buildings and houses
- Attract skilled workforce (younger)
- Expanding airport use
- Water-based public transportation
- Luxury winter retreats
- Sheltered areas for sun and rain
- Public water drinking fountains
- Biodiversity in industrial areas (allotment style)
- Bilingual/Picture signs and wayfinding
- More public murals e.g. on soviet buildings
- Water cruises

## CONTINUE

- Diversifying economy
- Pristine and clean environment
- Promote Pärnu for digital work and nomads
- Collaboration with universities
- Digital services
- Measures to promote and incentivise retrofitting buildings
- Sustainable mobility
- Long term planning
- Building Business zones on brownfield and regenerating old buildings
- Lifestyle & wellness
- Development Centre
- Pride of the place
- Availability of e-scooters
- Investing in green energy
- Facilities and infrastructure for children
- Quality of life offering
- Peace and tranquility



The meeting wrapped up with a discussion on project management, communication, and next steps, ensuring that the momentum from the event would be shared and discussed with stakeholders locally in each of the partner regions.

The day concluded with a guided tour through Pärnu's 15,000-year history, offering participants a deeper appreciation of the city's rich cultural heritage.

The EcoCore Network meeting in Pärnu clearly highlighted the city's forward thinking and innovative approaches to sustainable development, regional cooperation and digital transformation. Through collaborative discussions, workshops, and site visits, participants gained valuable insights and forged stronger connections, setting the stage for continued progress and innovation in their respective regions.

The event exemplified the URBACT spirit of collaboration and forward-thinking essential for tackling the challenges of modern urban and regional development. As participants return to their home cities, the lessons learned and connections made in Pärnu will undoubtedly drive future successes in sustainable and inclusive growth.





# Gender & Diversity Masterclass

with  
Mary Dellenbaugh Losse



On June 11th Mary Dellenbaugh Losse delivered an online masterclass on Gender and Diversity. She began by discussing the importance of gender and diversity considerations in the green industrial transition. She highlighted common challenges faced by cities in relation to gender and diversity, emphasizing that these issues can often be overlooked amidst other priorities. She introduced some key concepts including:

- **Gender Blindness:** Ignoring gender differences can lead to inadequate policies.
- **Categories of Diversity:** Including sexual orientation, ability, race, ethnicity, education, and social class.
- **Intersectionality:** Different aspects of identity and experience overlap, affecting individuals uniquely.
- **Quantitative and Qualitative Diversity:** Presence of diverse groups and their influence and speaking time in decision-making processes.

She highlighted some best practice recommendations for inclusive planning, such as:

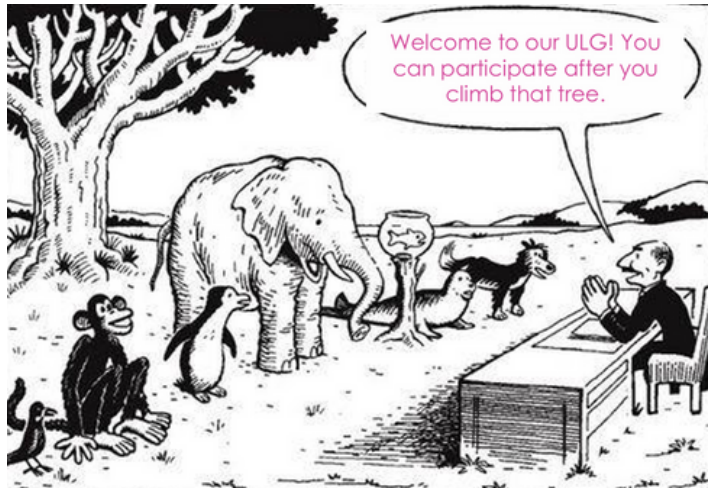
- **ULG Meetings:** Schedule meetings to accommodate different groups, e.g., avoiding evening times that may not suit parents of young children.
- **Gender-Sensitive Design:** Recognise that men and women have different perceptions of spaces and services, which vary across different life stages.
- **Addressing Systemic Barriers:** Focus on removing systemic barriers rather than only providing individual accommodations.



Mary pointed to some key areas for consideration to ensure a more inclusive approach in planning for the green industrial transition including:

**Labour Market Considerations:**

- Attracting and retaining diverse workers by adapting training and providing role models.
- Addressing labour market segregation to ensure diverse participation in the workforce.



**Spatial Development Considerations:**

- Create safe, welcoming spaces considering diverse user needs, such as lighting and accessibility.
- Plan for green mobility options that are safe and attractive to use.

**Considering Municipalities as Role Models:**

- Demonstrate diversity in project teams, expert panels, and public procurement.
- Support private industry with guidelines and information on gender and diversity.

Partner exchange and group discussion enabled partner reflection on areas where they could focus their efforts to ensure more inclusive practice. This included:

- The need to gather baseline data and draw up inclusivity charters.
- Involving diverse target groups in the design process through walks and direct engagement.
- Addressing needs of an aging population and migrant workers, including language barriers.
- Focussing on attracting women entrepreneurs to industrial zones.
- Involving people with disabilities and non-native speakers in ULG meetings.
- Engaging planners and engineers in co-design processes to address target group needs.

# ULG Co-Ordinator Meet-up

with Eileen Crowley



The first ULG co-ordinator meet-up took place online on 13th June. The aim of these sessions, which will take place after each core network meeting, is twofold. Firstly they aim to encourage and facilitate peer exchange amongst ULG coordinators, all of whom are tackling similar challenges and facing similar aims. Secondly, these sessions are an additional opportunity to provide tailor-made lead expert support to ULG coordinators on their mission of facilitating participative action planning.

During this meet-up participants exchanged on what is working well in their ULGs:

- Sharing clear and specific agendas in advance to enable the members decide what's relevant to them and to avoid stakeholder exhaustion and time wasting
- Rotating the meetings to be hosted by various ULG members to promote a shared sense of ownership
- Travelling around to ULG stakeholders to meet them where they are, once again to promote a sense of shared ownership and parity within the cocreation process
- ULG members appreciate the sharing of learning and inspiration from the different city visits and core network meetings, they appreciate knowing how other cities do things and how they tackle various challenges.

Participants also exchanged on the various challenges they are experiencing including:

- Inconsistency in the people attending the meetings i.e. different staff members or officials being sent from government departments can lead to delays, repetition and slows progress. For others this is not an issue and they would say that the level of consistency in attendees is a strong point for them. It varies partner to partner.

The lead expert presented the logic model and explained how it can be used to structure the development of the IAP section 2. The next session will focus on how to make sense of ideas and how to ensure that ULG coordinators make use of the information gathered.



# Partner Snapshots

The following section summarises some of the local activities in each of the partner cities and reflects on local progress in relation to the action planning process. Due to the holiday period, Q2 data was not available for all partners in time for the publishing of this report.



**Balbriggan**



**Urban Area Dubrovnik**



**Ormož**



**Alba Iulia**



**Çekava**



**Santo Tirso**



**Pärnu**



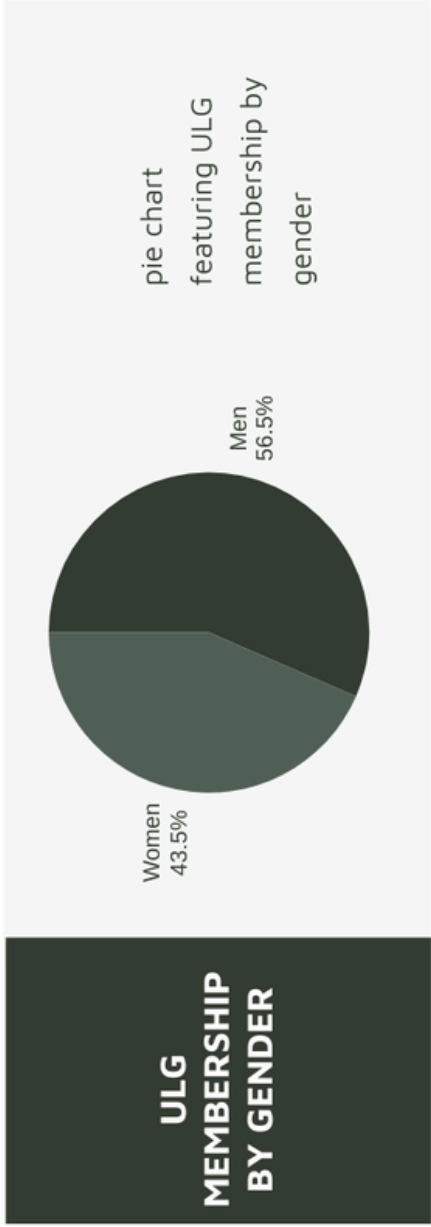
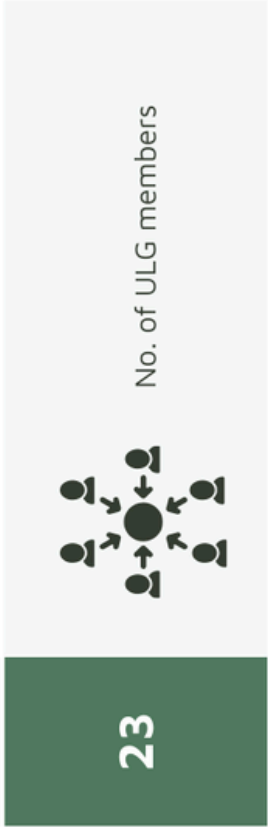
**Villena**



**Tuusula**



# BALBRIGGAN ACTION PLANNING SNAPSHOT

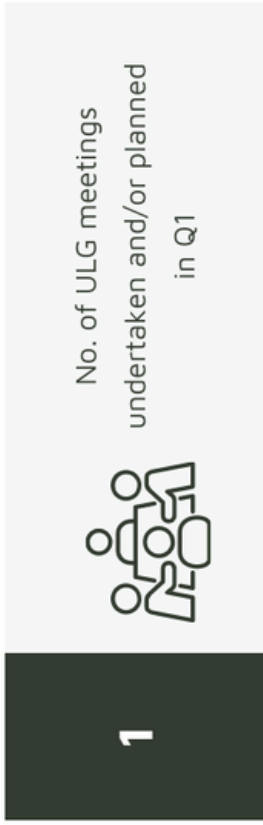
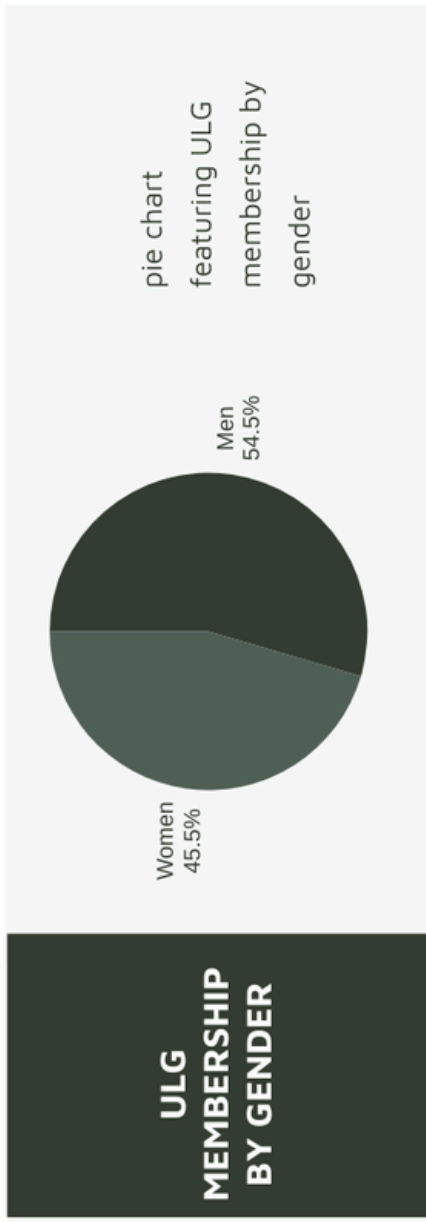
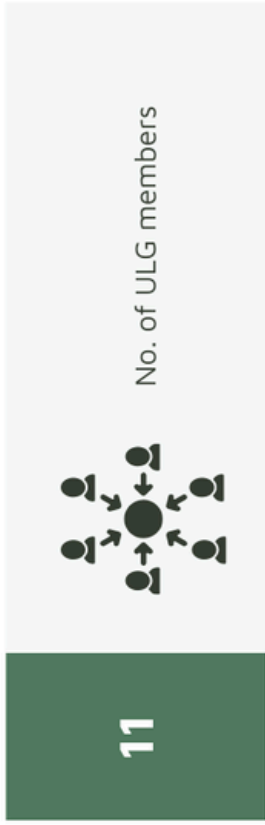


## Action Planning Stage

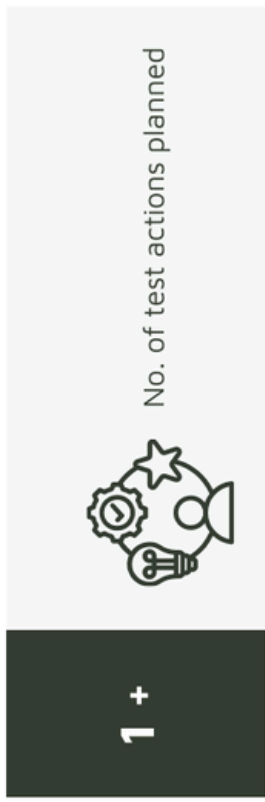


## Test Action Ideation & Planning

# URBAN AREA DUBROVNIK ACTION PLANNING SNAPSHOT

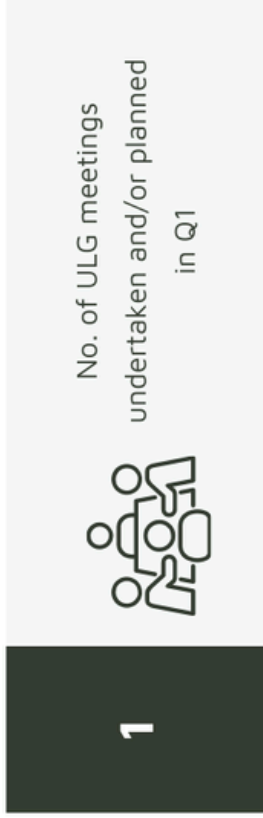
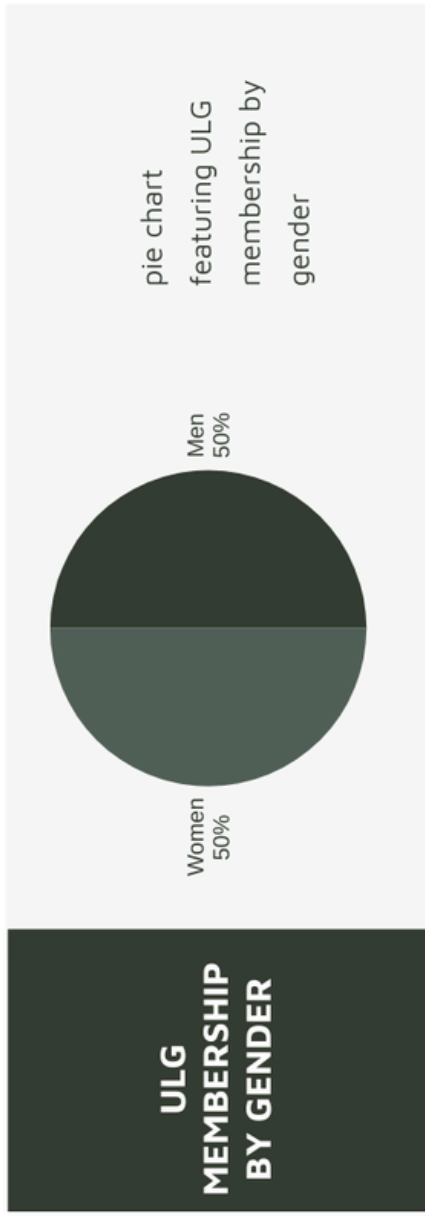


## Action Planning Stage



## Test Action Ideation and Planning

# ORMOŽ ACTION PLANNING SNAPSHOT



## Action Planning Stage




Test Action Implementation and Action Planning

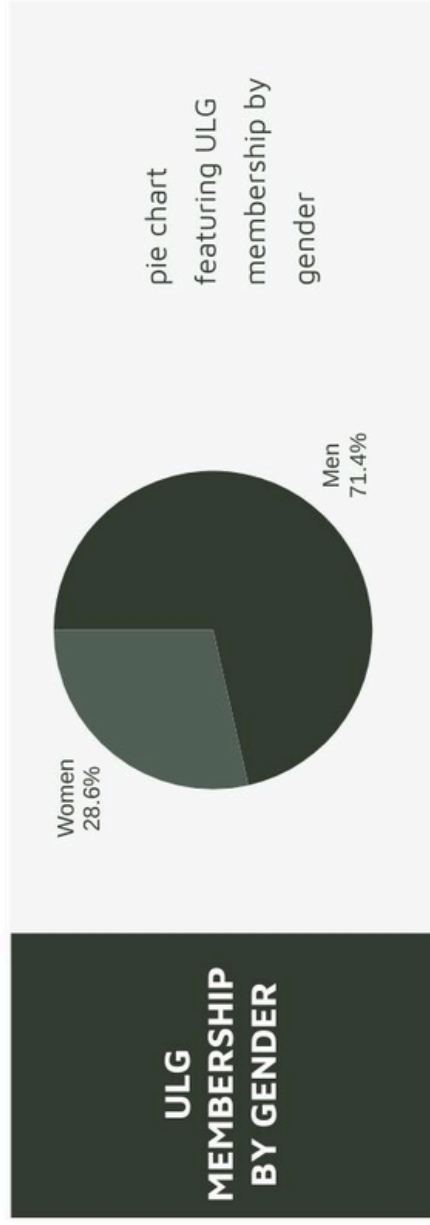


# ALBA IULIA ACTION PLANNING SNAPSHOT

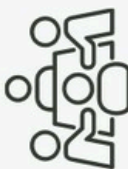
**21**



No. of ULG members



**2**



No. of ULG meetings undertaken and/or planned in Q1

## Action Planning Stage

**3**

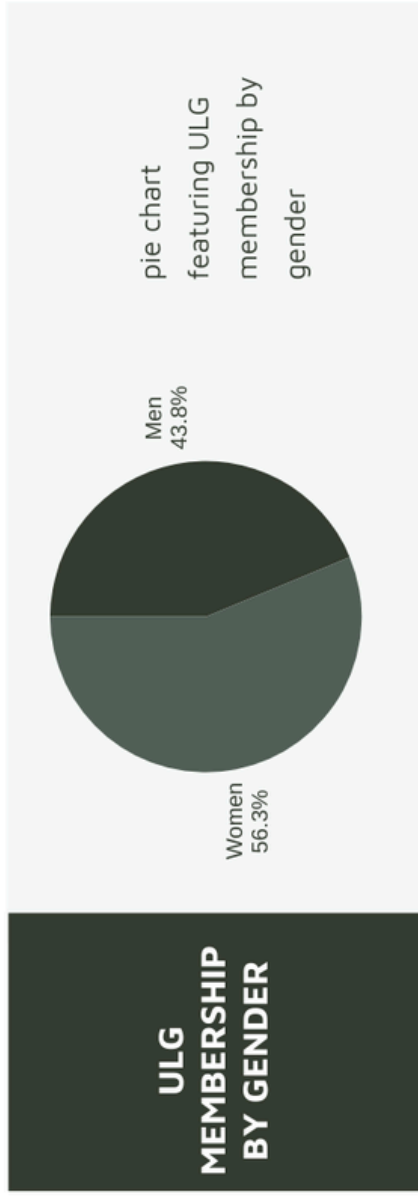


No. of test actions planned



**Visioning**

# KEKAVA ACTION PLANNING SNAPSHOT

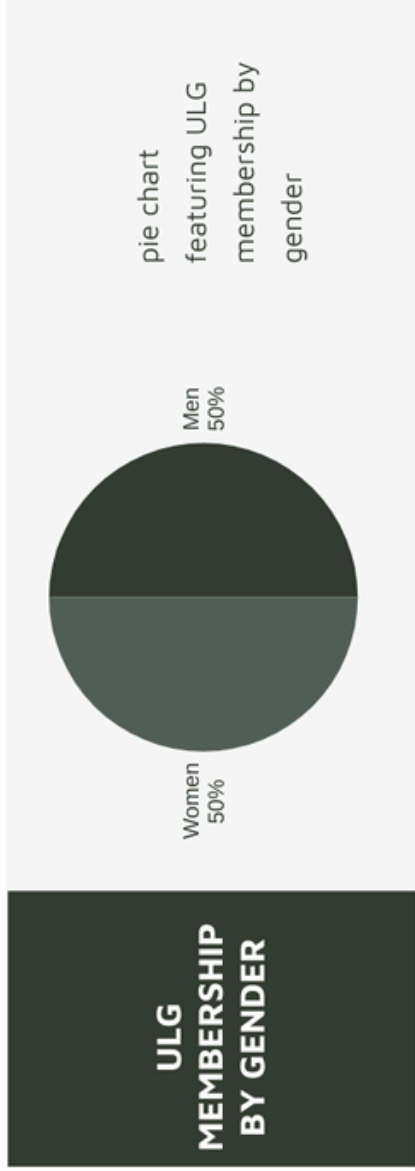
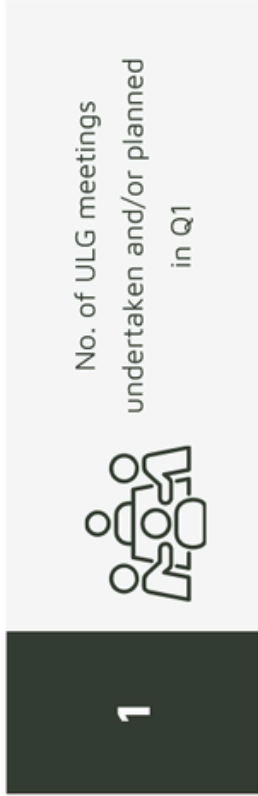


## Action Planning Stage



## Brainstorming Solutions

# SANTO TIRSO ACTION PLANNING SNAPSHOT



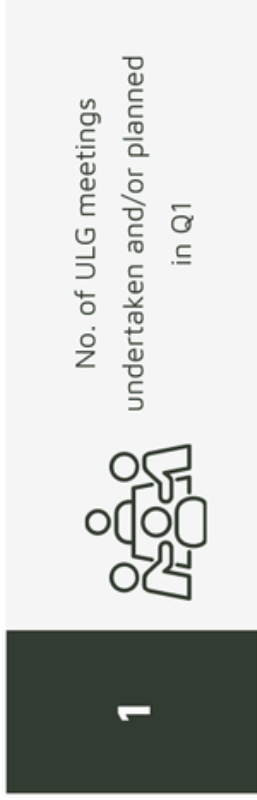
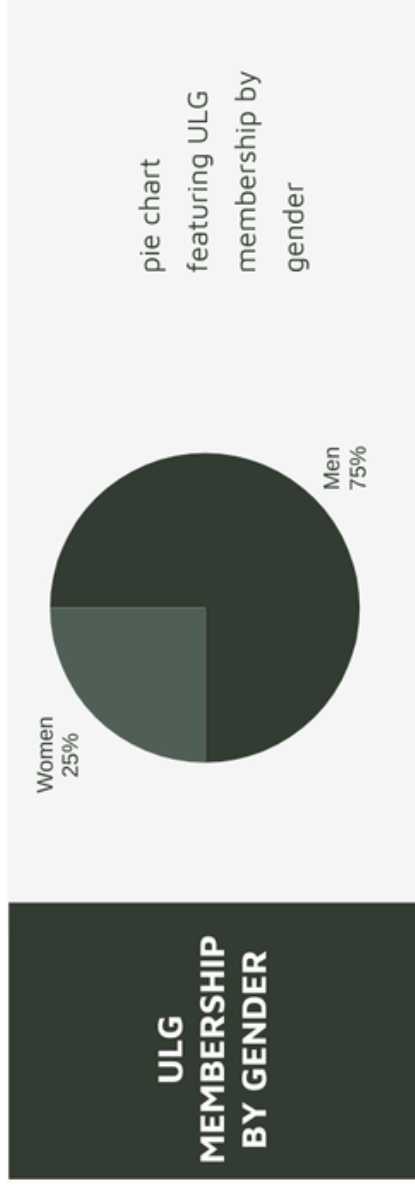
## Action Planning Stage



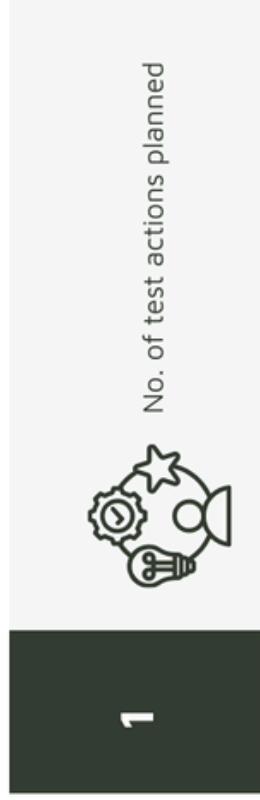
## Brainstorming & Developing Actions



# PÄRNU ACTION PLANNING SNAPSHOT



## Action Planning Stage

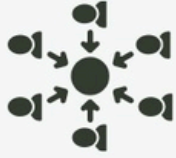


## Planning Actions

# VILLENA ACTION PLANNING SNAPSHOT


**20**

No. of ULG members



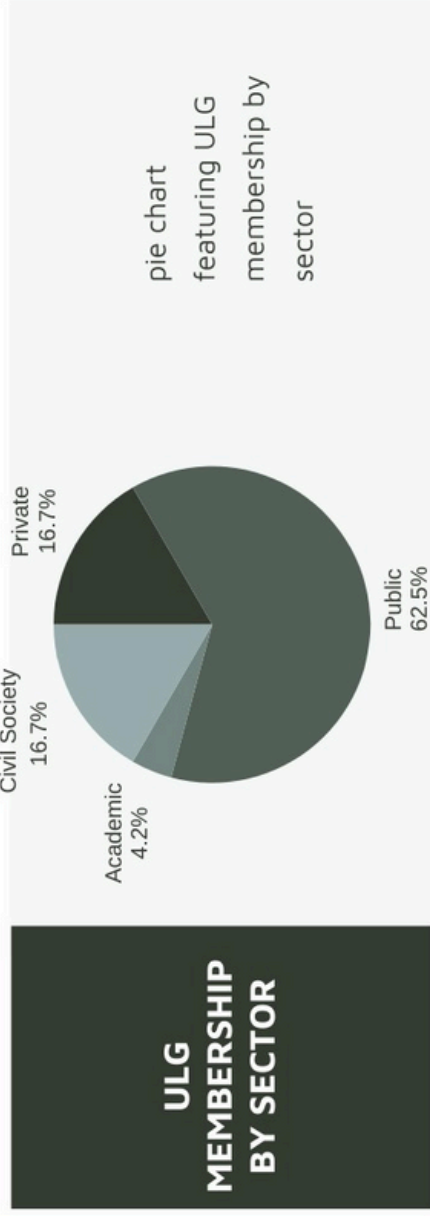
**2**

No. of ULG meetings undertaken and/or planned in Q1



**>1**

No. of test actions planned

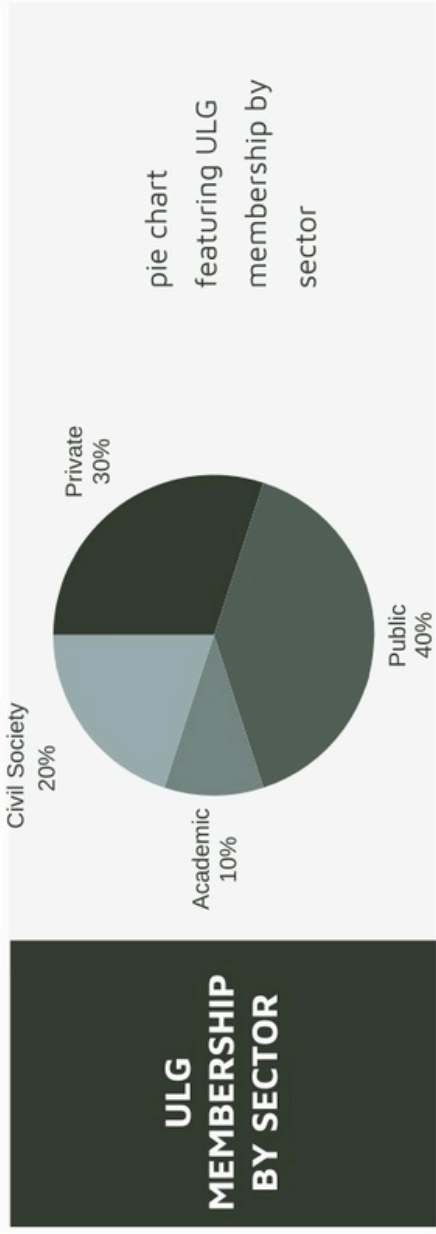
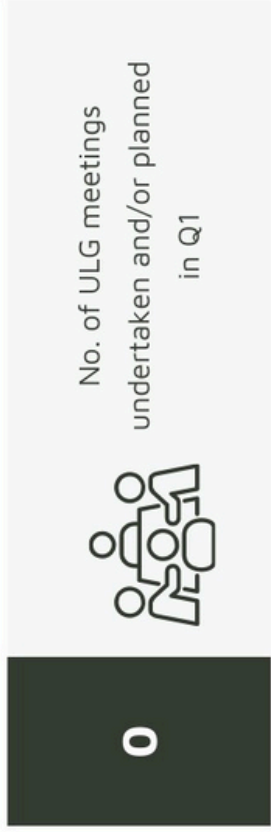
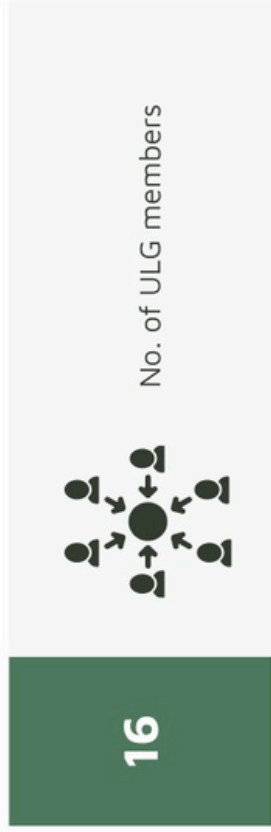


## Action Planning Stage



## Brainstorming Solutions

# TUUSULA ACTION PLANNING SNAPSHOT



## Action Planning Stage



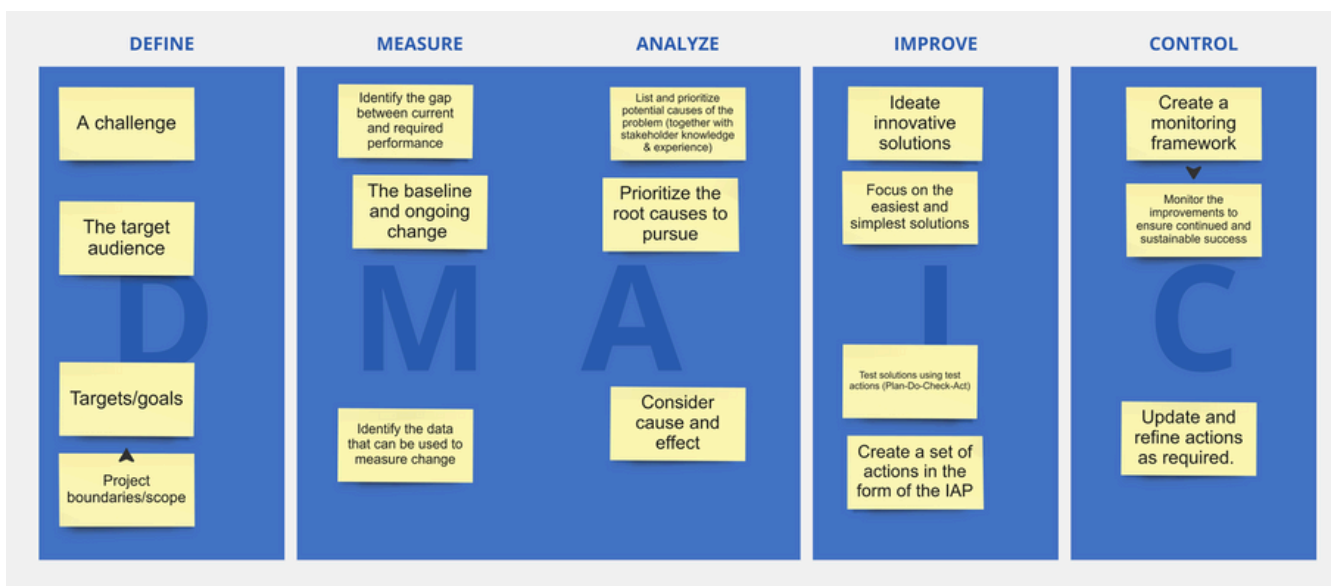
## Visioning



# Facilitator's Toolbox

A number of tools and methods were introduced and used by the network in recent months to aid the participation and co-creation in the action planning process. Some of these tools and methods are shared here below.

## DMAIC - Data Key to Process Improvement



### What is it?

A flexible tool which can be used to solve problems using a structured approach based on Defining the challenge, Measuring the baseline and improvements, analysing the root causes, identifying improvements, and monitor and control the results.

### How did we use it?

The tool was introduced briefly during the IAP peer review session of the Parnu meeting to emphasise the importance and central role of data in the action planning process.

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# The IAP Peer Review Tool

## 1. Clarity and Presentation:

Is the overall theme being addressed clearly stated and presented effectively?	
Is the EcoCore topic and overarching challenges well-defined and understandable?	
Are there any areas where clarity could be improved?	

## 2. Current Situation/Data:

Are population statistics, demography, and other relevant data presented accurately and comprehensively?	
Is the data presented relevant (e.g. information on industrial/economic composition, employment statistics, air quality etc.)? Is it clear?	
Is there any additional data or context that could enhance understanding?	

## 3. Existing Strategies and Policies:

Are relevant local, regional, national, and European strategies and policies adequately presented?	
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## What is it?

A template designed to support partners to review and assess the IAP section 1 of their assigned peer partners. The template provides guiding assessment questions under the headings of clarity and presentation, current situation/data, existing strategies & policies, problem identification & integrated approach, vision/overarching objective and first test action ideas.

## How did we use it?

The tool was shared with partners in advance of the Parnu meeting with clear instructions. Partners prefilled the template in advance, reviewing the IAPs of two assigned peers. The pre prepared feedback was shared in small groups of three during the meeting.

# The Test Action Table

TEST ACTION IDEA	INSERT TEST ACTION TITLE HERE
MAIN OBJECTIVE	
BACKGROUND & INSPIRATION	Is this an idea you saw in another city? Do you have a link to a similar initiative that inspired this action?
LEAD ORGANISATION	Who is coordinating and managing the action?
KEY PARTNERS	Who are the others involved?
MONITORING INDICATORS	What will you measure? In the following <u>table</u> remember to list the steps to show how you will measure these things, <u>when</u> and <u>who</u> will do it.
RESOURCES & BUDGET	How much will it cost? How will you pay for it? <u>Plan</u> also <u>non financial resources</u> e.g. (space, land, time <u>donations</u> )
DURATION	
RISKS & MITIGATION MEASURES	<p>This is a <u>low level risk</u></p> <p>This is a <u>medium level risk</u></p>

## What is it?

A framework for defining and developing key information points regarding the planning and development of test actions.

## How did we use it?

Introduced during the test actions support session, it was shared via Google Docs. Partners are requested to use the table to flesh out their test action ideas for review by the lead expert.



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# The Intervention Logic Model

## Intervention Logic Model - Transforming Vision To Action



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## What is it?

A way of showcasing the logic of our thought process. It is read from left to right in its final version. But developed from right to left in the development phase. It should explain the logic of how an intervention contributes to the intended results.

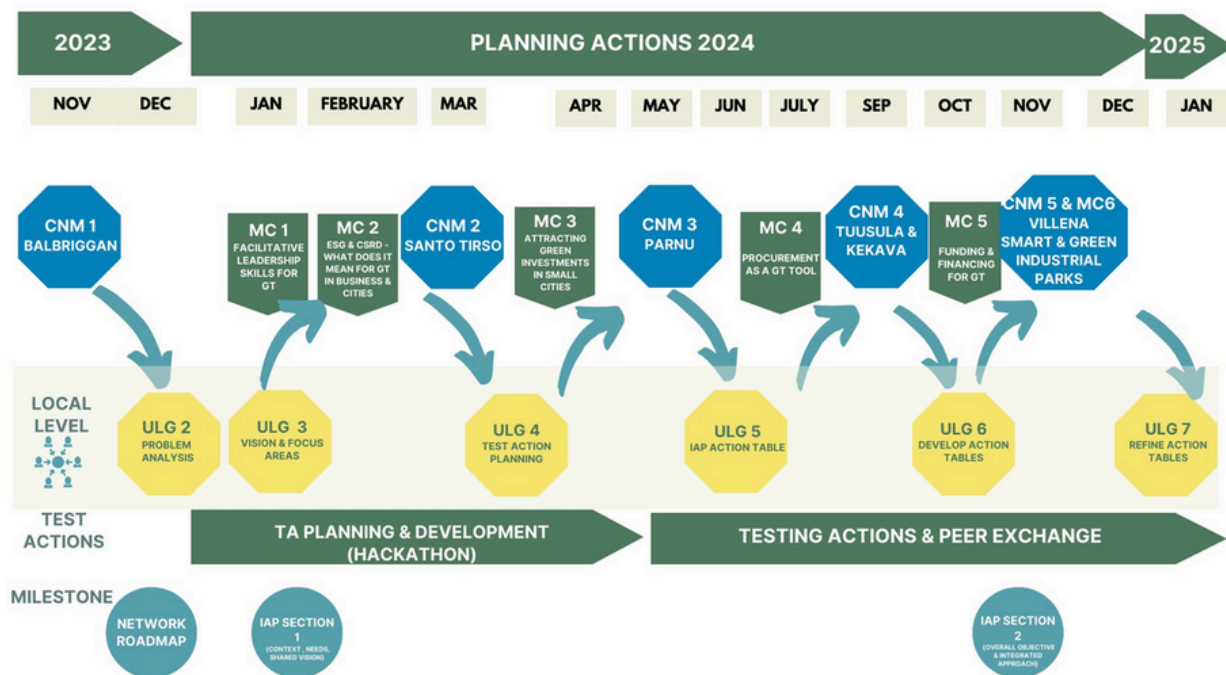
## How did we use it?

The tool was introduced during the ULG co-ordinator meet-up. It was further demonstrated using worked examples relevant to the EcoCore theme. Partners then had the opportunity to develop their own worked example in a group exercise.

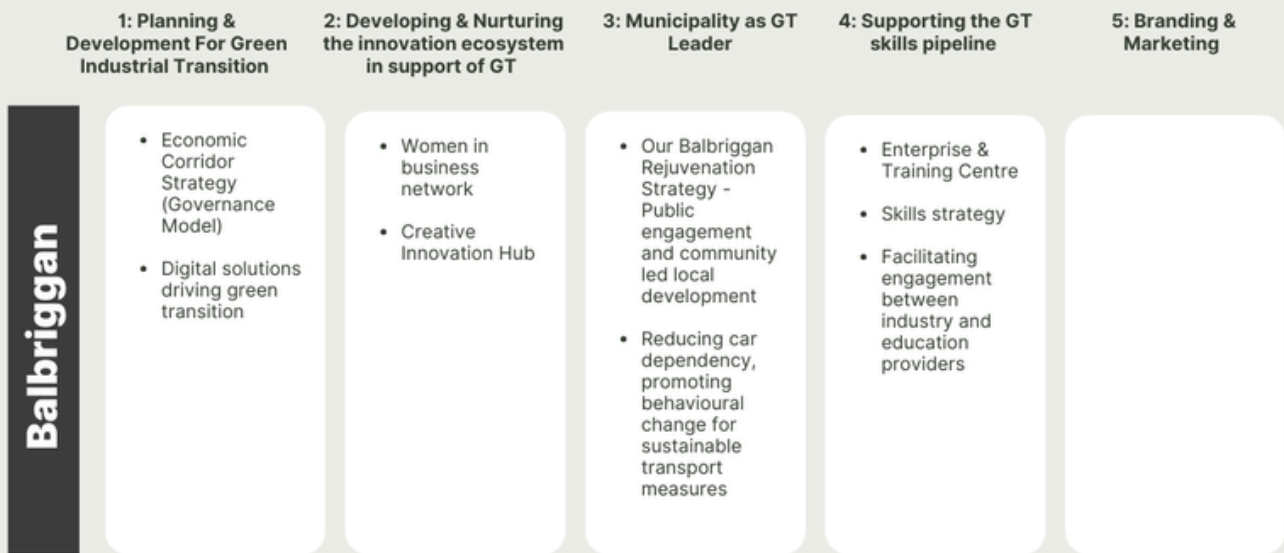
# Next Steps

Coming up in quarter three of 2024, an online masterclass on ‘Public Procurement as Green Transition Tool’ will take place in July, delivered by ad hoc expert Valentina Schippers Opejo.

In September, partners will come together once again, this time for a joint core network meeting hosted by the cities of Tuusula and Kekava. Partners will have an opportunity to visit good practices in both cities and to peer review the development of partner test actions within EcoCore. The next ULG coordinator meet-up will be planned and partners will be briefed on preparing for their national campus.



# Appendix 1: Menu of Transition Drivers





## Tuusula

### 1: Planning & Development For Green Industrial Transition

- Scoping study: What businesses to target for the Circular industrial area
- Regulations & incentives to enhance circular economy activities
- Involving other strategic groups not directly involved in ULG
- Logistics company seeking to become net zero
- Facilitating heated discussions (campfire) in the planning of industrial spaces

### 2: Developing & Nurturing the innovation ecosystem in support of GT

- Citizen & stakeholder participation methods: Participatory budgeting, hackathons
- Logistics industry of 100 companies, business network with 440 companies
- Several nationally significant logistics companies

### 3: Municipality as GT Leader

- Calculating carbon emissions of municipality purchases; adopting new procurement criteria, with incentives for tenderers to lower emissions.
- How to plan for district heating from the outset, example of redistribution of datacentre heat to local houses selling excess heat to network
- Investing in education, playgrounds, housing fair, quality of life

### 4: Supporting the GT skills pipeline

- Education possibilities locally about responsible leadership, circular economy, and green transition
- Using organic and locally sourced food

### 5: Branding & Marketing

- Supporting tourism businesses to become carbon neutral & achieve Sustainable Travel Finland certification.
- Joint commercial marketing campaign with 10 municipalities: Helsinki Ring of Industry
- Co-operation with airport network and airport logistics
- Taking care of well-being and nature brand despite strong industrial development

## Kekava

### 1: Planning & Development For Green Industrial Transition

- Green Renaissance of old Industrial Spaces - museum railway on a former peat extraction bog
- Showcasing progress towards more sustainable business using the case study: Kekava Poultry Plant

### 2: Developing & Nurturing the innovation ecosystem in support of GT

- Showcasing Riga Tech Girls (Encouraging women's participation in STEAM)

### 3: Municipality as GT Leader

- Kekava – A cycle friendly city
- Lessons from URBACT APN Agents of Co-Existence (social innovation & inclusion in local government)
- Culture & creativity as economic drivers (forest gallery)
- Public utility company using more sustainable energy sources for heat (e.g. wood chips, solar.)

### 4: Supporting the GT skills pipeline

### 5: Branding & Marketing

	1: Planning & Development For Green Industrial Transition	2: Developing & Nurturing the innovation ecosystem in support of GT	3: Municipality as GT Leader	4: Supporting the GT skills pipeline	5: Branding & Marketing
Santo Tirso	<ul style="list-style-type: none"> <li>Fast tracking and incentivising industrial development</li> <li>Fábrica Santo Thyroso</li> <li>Support for mobility plans in industrial zones</li> </ul>	<ul style="list-style-type: none"> <li>Incubation and matchmaking programme in Fábrica ST</li> <li>Presence and operation of textile cluster</li> <li>Culture of efficient collaboration between public, private and academic sectors</li> </ul>	<ul style="list-style-type: none"> <li>Municipality walking the talk (local food sourced for canteen, local market promotion etc)</li> <li>Sustainable mobility initiatives (intermodal ticketing, e-bikes, cycleways, collaboration with rail company and other municipalities)</li> </ul>	<ul style="list-style-type: none"> <li>Invest Santo Tirso employee allocation and reallocation programme )</li> </ul>	<ul style="list-style-type: none"> <li>International marketing of the city to industry</li> </ul>

	1: Planning & Development For Green Industrial Transition	2: Developing & Nurturing the innovation ecosystem in support of GT	3: Municipality as GT Leader	4: Supporting the GT skills pipeline	5: Branding & Marketing
Alba Iulia	<ul style="list-style-type: none"> <li>Solar PV powering industrial zone</li> <li>40% of industrial land must be constructed (not e.g. car park)</li> </ul>	<ul style="list-style-type: none"> <li>Student Climathon</li> </ul>	<ul style="list-style-type: none"> <li>Energy poverty mapping</li> <li>Sustainable and additional mobility initiatives</li> <li>Renewable Energy solutions for the swimming pool</li> <li>Digitisation of the planning system</li> </ul>	<ul style="list-style-type: none"> <li>Mapping HR needs &amp; machinery needs of companies for next 5 years</li> <li>Dual Education campus project</li> </ul>	<ul style="list-style-type: none"> <li>City branding</li> </ul>

	1: Planning & Development For Green Industrial Transition	2: Developing & Nurturing the innovation ecosystem in support of GT	3: Municipality as GT Leader	4: Supporting the GT skills pipeline	5: Branding & Marketing
Villena	<ul style="list-style-type: none"> <li>Planning of the logistics dry port through multi-level governance collaboration</li> <li>Solar farm development &amp; biodiversity side by side</li> </ul>		<ul style="list-style-type: none"> <li>Car dependency reduction measures</li> <li>Cycle lane network</li> <li>EU projects supporting local policy objectives</li> </ul>	<ul style="list-style-type: none"> <li>Skills forward planning &amp; integration of logistics in local educational offering</li> </ul>	

## Ormož

### 1: Planning & Development For Green Industrial Transition

- Green Renaissance of old Industrial Spaces - creating space for nature, citizen awareness & ecological tourism
- Green infrastructure development in new business zone
- Planning the transformation of a disused claypit to new green industrial zone
- Managing industrial development near Natura 2000 sites

### 2: Developing & Nurturing the innovation ecosystem in support of GT

- Business incubator - multi-level support for young entrepreneurs, both in terms of know how and the possibility of using offices for business development.
- Municipal funding calls for tenders to help start-ups, sole traders, employment and various investments in equipment
- Municipal scholarships for students

### 3: Municipality as GT Leader

- Circular Repair Café & employment of people far from the labour market
- Slovenia's most bee friendly municipality
- Migrant Integration Programmes (Ormož People's University)

### 4: Supporting the GT skills pipeline

- Mapping the needs of entrepreneurs, companies and future entrepreneurs to support the green transition skills

### 5: Branding & Marketing

- Sustainable Tourism Certification

## Dubrovnik

### 1: Planning & Development For Green Industrial Transition

- Green Port infrastructure (LEDs & remote app., e-cars & bikes, recycling, e-infrastructure installation )
- Green Renaissance of old Industrial Spaces - creating space for citizen participation: TUP
- Park'n' Ride & Multi-Modal Integration as tools to relieve traffic
- Green Infrastructure: Parks development & upgrade contribute to the city's green vision

### 2: Developing & Nurturing the innovation ecosystem in support of GT

- Port collaboration with university, air quality dashboard, seabed impacts etc.
- City grants to support women entrepreneurs
- RemoteIT APN

### 3: Municipality as GT Leader

- Digital mobility solutions e.g., parking app
- Respect the City
- Plastic Smart Cities - Action plan: The City of Dubrovnik as the first Croatian Plastic Smart City (from 2020) ; Action Plan to reduce plastic pollution in the city of Dubrovnik

### 4: Supporting the GT skills pipeline

- Plastic Smart City Dubrovnik: Green hospitality workshop - focused on ways of environmentally responsible action in the hospitality sector, with an emphasis on composting and reduction of single-use plastics; Aimed at catering and hospitality students

### 5: Branding & Marketing

- Plastic Smart City



## Acknowledgements

With thanks to all the EcoCore partners, who contributed to this report through responding to the survey and through their participation in various masterclasses and core network meetings. Thanks also to our ad hoc experts.

**URBACT**



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