

October 2024

# ECOCORE QUARTERLY REPORT

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Photographer: Timo Nürmi, Tuusula Municipality

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EcoCore Action Planning Network.

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# Introduction

Welcome to the third 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



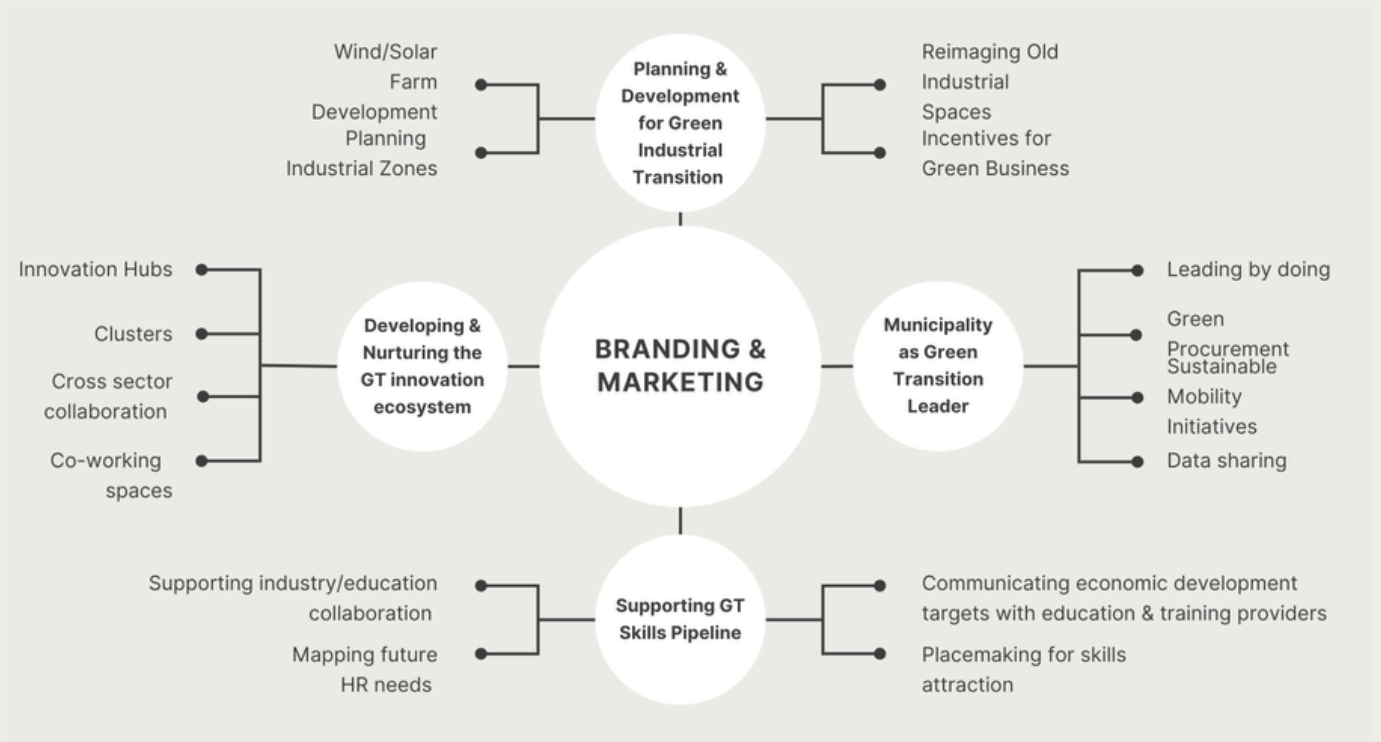
# Thematic Focus

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



# Public Procurement Driving Green Transition

with Valentina Schippers



On 9th July Valentina Schippers, delivered an online masterclass to EcoCore partners on the topic of public procurement driving the green transition.

She began by striving to answer the question why is public procurement important? She explained how it was a process responsible for the spend of a huge amount of money representing 14% of GDP with public authorities spending around €2 trillion per year in the EU.

With public procurement strategies, cities can boost jobs and create a more innovative, efficient and socially inclusive economy.

She covered the life cycle cost approach explaining that it is an approach that leads to more green and sustainable solutions. She described how it takes into account items such as demolition costs, maintenance, staffing and operational costs across the lifetime.

Valentina informed the group about related ISO certification for the Life Cycle Cost approach. She shared links to several LCC tools already developed by the European Commission including relevant guides on computers and monitors.

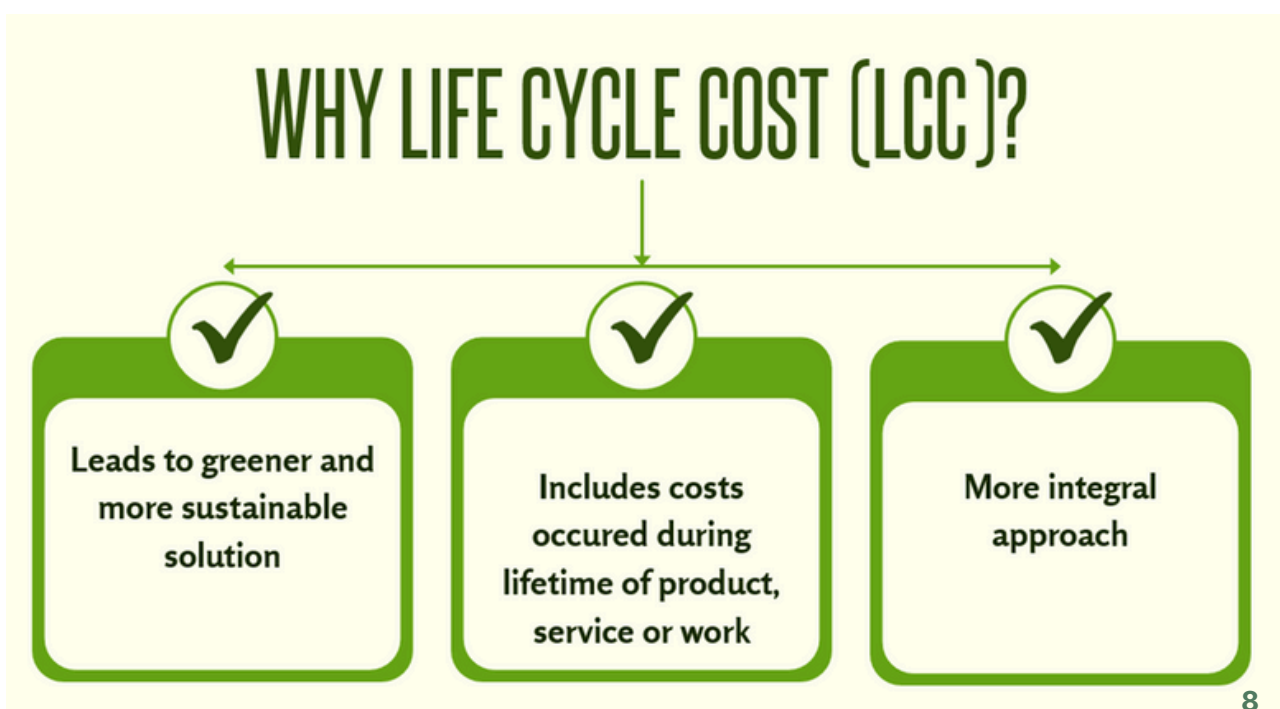
Valentina recommended starting the Life Cycle Cost approach with a safe small procurement to try it out and to slowly build up familiarity and capacity and encouraged participants to learn by doing and perhaps start out with a product for which the European Commission has already provided the guidance.

She proceeded to discuss the levels framework LCC approach and indicators, providing an overview of a variety of thematic areas, macro-objectives and related indicators.

Valentina shared a long list of hyperlinks with ready to use green procurement criteria.

Several good practice examples were shared including on the green energy market, sustainable road and water works, dismantling instead of demolishing and closing the loop with coffee.

Some key lessons learned included the importance of involving the market stakeholders as early as possible, communicate about your procurement plans well in advance (years) to allow the market to respond and prepare, monitoring and evaluation of the procurement practices to demonstrate and understand impact is key.





# Key Takeaways on using procurement to drive the green transition

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

**1**

## **Start Small**

Start small on a topic for which guidance and criteria already exist

**2**

## **Learn by doing**

The best way to learn is to try it out and continue to learn and improve from your experience

**3**

## **Engage the market early**

Engage the market early and continually to communicate about procurement plans a criteria

**4**

## **Innovation through collaboration**

Seek innovative solutions from the market

**5**

## **Engage with a community of practice**

Join capacity building networks and avail of the resources.

# Core Network Meeting

## Tuusula & Kekava

The EcoCore partner visit to partners Tuusula, Finland, and Ķekava, Latvia, from September 16-20, focused on exchanging knowledge and strategies around sustainable development, green transition, and fostering industrial growth within the framework of the EcoCore action planning network. Key themes included industrial development, circular economy, climate programs, and participatory community planning.

Partners were welcomed to Tuusula by the Mayor who explained that Tuusula, established 381 years ago with a population of 42,000, is strategically located near Helsinki and has a rich history linked to major transportation routes. The municipality is focused on addressing current and future logistical challenges through new industrial and circular economy zones, particularly near the airport.



Following the Mayor's welcome a series of key presentations gave some important background information and context to strategic development in Tuusula.

Kristina Salo highlighted Tuusula's rapid growth, investing €80 million annually, and developing several key projects, including the restoration of Lake Tuusula and the construction of educational and healthcare facilities. The municipality is striving to make the area attractive to foreign investors through projects like the FOCUS industrial zone, located near the airport.

Billy Neusmann discussed the municipality's climate program and the use of a Green Factor (GF) tool to promote greener urban development (more information on this is available in the case study in the following pages). The tool is being piloted in residential zones to ensure sustainable urban structures, with plans to expand its use in industrial areas.

Maija Karhusaari, CEO of TechVilla, presented on regional cooperation to attract foreign direct investment (FDI). The Helsinki Ring of Industry (see case study for more information) is a ten municipality collaboration that focuses on branding the region's unique advantages such as affordable land, high-quality living standards, and skilled labour.



## CASE STUDY

# TUUSULA'S GREEN FACTOR TOOL

Supporting greener urban planning & development



## Background

The Green Factor tool, is an Excel based tool that was developed by the Finnish Climate-Proof City project in 2014. It is used in several Finnish cities and municipalities today. It aims to guide the planning of urban structures towards more sustainable and greener solutions.

The tool can be used both as a guide for urban planning and as a requirement for building permits. It enables developers and planners to calculate a numeric green factor (target value set and defined by the municipality) value based on the detailed site plan.

The green factor target value is defined and set by the municipality according to the proposed land use e.g. residential. The green factor value indicates how "green" a site plan is.

## Benefits

- Easy to use tool, to support urban greening
- Promotes greener urban development to help combat global warming, improve stormwater management, increase biodiversity and reduce the urban heat island effect.
- Urban greening also supports the well-being of urban residents and helps in creating comfortable and aesthetic spaces, thereby increasing a location's attractiveness to citizens and investors.

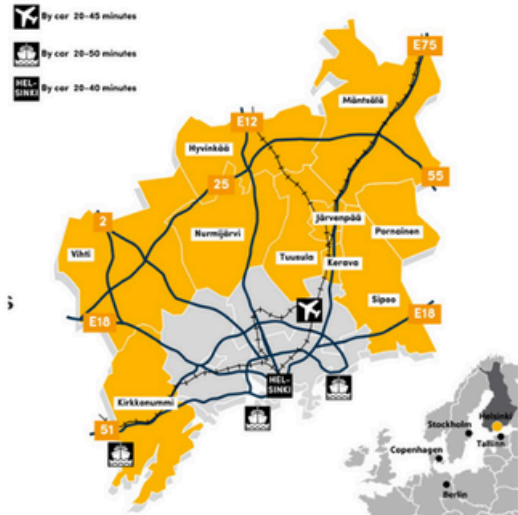
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## CASE STUDY

# HELSINKI RING OF INDUSTRY

Collaborating for investment attraction



## Background

The Helsinki ring of industry is a collaboration of 10 neighbouring municipalities around Helsinki. Their aim is to increase the area's recognition and attractiveness among international companies, experts and investors.

Individually the municipalities recognise that they are too small to brand themselves effectively, internationally. While investors may know Finland and Helsinki, they will not know smaller municipalities in the surrounding area, regardless of what they have to offer. Recognising this limitation, the collaboration was born.

The group worked to clearly define, package and market their collective value proposition, including availability of land, strategic location close to Helsinki and major transport routes, as well as a skilled workforce and good quality of life.

## Benefits

- Common brand and story based on shared strengths
- Centralised messaging with one point of contact for FDIs
- High value strategic branding and marketing costs are reduced by splitting the cost between 10 municipalities
- Enables each municipality to overcome the limitation of their small size
- Recognition that investment in the 'ring' benefits the whole
- Enables equal standing with larger more well known locations

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# 'WE ARE OPEN FOR BUSINESS'

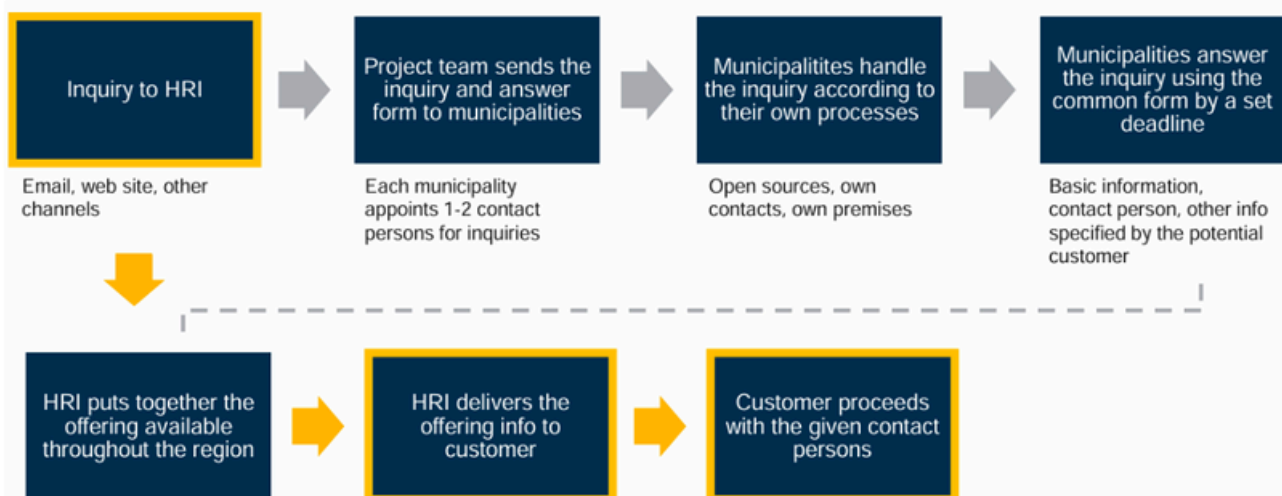
Helsinki Ring of Industry (HRI)



## Roles and players involved:

- The municipalities, working within the KUUMA region competitiveness working group, sets targets and appoints a HRI steering group.
- The regional development agency (TechVilla) provides all the services needed by HRI including securing leads, marketing and promotion
- TechVilla work closely with Invest in Finland, the national FDI body and their global network to promote the region, acting as a single contact point
- In return they receive leads, networking opportunities and a place on their digital platform
- Investors make the final decision on their chosen location

## What's the process for plot and location inquiries from potential investors?



[www.helsinkiringofindustry.com](http://www.helsinkiringofindustry.com)

# Tuusula Challenge Clinics

Partners participated in a series of challenge based workshops where Tuusula sought to gather ideas in response to a four key challenges.

## Challenge 1

In revamping Tuusula city center, how can we ensure vibrancy there?

How to balance between allowing cars in the centre and being welcoming?

- People and planning are keywords, pay attention to what people want and need
- Frequent and high quality public transport options so people don't have to take the car
- Infrastructure for public transport, electric cars, pedestrians, bikes and events. It should be fun for people.
- Create public spaces to encourage people to spend time.
- Good cooperation between businesses and public sector in the city centre.
- Special attention for teenagers and children. If they want to come the parents will come too.
- Soft actions can be powerful to make people to feel at home.

## Challenge 2

What should be the industry profile of Focus and Kiila areas? Highest bidder or something more strategic?

How can we change procurement to enable circular economy when contracting new buildings for example?

- Focus on export industries as the domestic market is quite small.
- Defence industries
- Aviation spin offs e.g. sustainable fuels, noise cancellation.
- Look at the jobs impact –not only short term but long term too to avoid a zone full of warehouses with no jobs.
- Circular Economy: look at procurement criteria. In every procurement there should be at least a 5% weight on green criteria. Introduce a BIM system for building procurement. Evaluate carbon impact and use of circular materials. Have a CE hub that encourages the citizens to participate and bring CE closer to everyone. Arrange training for public officials on CE. CE champions throughout the organisation in every department so it is integrated spreads





# Tuusula Challenge Clinics

## Challenge 3

What should we take into consideration if we introduce green factor to industrial area?

In what way should we involve businesses if we introduce green factor to industrial areas?

- The factors that are now being piloted in residential areas are maybe unsuitable for industrial areas and other factors should be considered here e.g. public transport access, pedestrian and bike infrastructure, issue of urban heat island effect, sustainability of the building and groundwork, common infrastructure area, sustainable energy production, solar panels etc.
- Involve businesses from the beginning. Communication and education is critical as well as co-creating pilots with businesses. Share practical examples and options like a compensation and certification system for the businesses. As well as promotion and marketing efforts and inspiring examples and images for businesses to strive and work towards.

## Challenge 4

What other industries should we attract at the moment?

How to be more competitive as an area in global scale?

- Energy, clean energy, technology linked to this. Pharma. Health tourism, sustainable tourism. Agriculture, connecting technology to agriculture, clean tech. Defence and security. Clean chemicals, new fuels, aeronautics and space companies.
- Put more money in it – invest in promotion. Promoting quality of life. Undertake SWOT analysis and competitive analysis benchmarking. Targeting English speaking communities. Eliminating language barriers. Making sure families feel at home here. Inclusiveness – making sure top talent feels at home here. Magnets for people but also retention. Improve the housing supply. Give tax incentives. Training for specific skills.



# Visiting Kekava

On the 19th September partners were warmly welcomed to Kekava by Mayor Viktorija Baire who emphasized the municipality's commitment to sustainable development and its efforts to learn from international partners through the EcoCore network.

This was followed by a presentation from the EcoCore Team in Kekava who explained that Kekava is experiencing rapid population growth, leading to significant investment requirements in educational infrastructure. Major infrastructure projects such as bike networks, energy-efficient lighting, and the Rail Baltica project were also highlighted.

Kekava's participatory budgeting process was also discussed, newly implemented in 2023. It allows citizens to contribute ideas and vote on community projects, helping to build a more inclusive governance model.



# Visiting Kekava

Participants were treated to a range of diverse site visits including to CleanR plastic recycling plant where they heard about an active industrial symbiosis relationship with nearby Kekava foods.

Partners also visited the municipal heating utility company where one of their plants is powered by local renewable energy sources. Following on the theme and focus on Kekava's commitment to sustainability the group also visited the city's wastewater treatment facility where Kekava's largest solar power plant has been developed to feed the plant's power needs.

You can read more about these interesting example through our highlighted case studies in the following pages.



## CASE STUDY

# INDUSTRIAL SYMBIOSIS IN KEKAVA

Collaborating for green transition



### Background

The collaboration between the CleanR plastic recycling facility and their neighbouring business Kekava foods provides a good example of the opportunities for industrial symbiosis provided by co-location and business proximity in industrial zones.

Kekava foods was founded in 1967 and is the leading poultry producer in Latvia as well as one of the leading producers in Baltics, employing 890 people. Just over 1 km from their full cycle (egg to poultry product in shelves) production facility in Kekava, is a relatively small plastic recycling plant (700 tonnes per month) belonging to the CleanR Group. CleanR is a group of leading companies in the environmental services sector in Latvia providing waste management service, cleaning and roads and urban maintenance to over 50,000 customers all over Latvia.

Thanks to their close proximity, along with a shared ambition to improve their environmental impact, both companies identified a potential symbiosis focussed on reducing their water usage.

Kekava foods consumes approximately 700,000 m<sup>3</sup> of water annually and strives to reduce this amount as part of its comprehensive sustainability strategy. CleanR also has a high demand for to feed the cleaning element of their plastic recycling process.

Today the wastewater from Kekava foods is treated onsite by CleanR, who use it in their cleaning process. The parts they can't use are treated by Kekava municipality before being returned for reuse by Kekava foods.

More info: Iveta Bikse: [I.Bikse@kekavafoods.lv](mailto:I.Bikse@kekavafoods.lv)

# The EcoCore Project

Green Transition in Small Cities along Transport Corridors

## 'THIS IS A WIN, WIN SITUATION'

Iveta Bikse, Sustainability Manager,  
Kekava Foods



### Benefits:

- The collaboration benefits both Kekava Foods and CleanR
- Kekava Foods has been exclusively using green energy at its facilities in Latvia since 2021 and it aims to reduce water consumption by 1.8% by 2027.
- CleanR aims to become climate neutral by 2050. Resource consumption, including the consumption of water is a critical part of this.
- This collaboration has provided Kekava Foods with additional water volume - an essential resource for their production facility. It also means that they use fewer chemicals to purify the water, and avoid penalties for water pollution.
- CleanR benefits from not having to invest in and build additional water infrastructure, saving time, money, resources and avoiding related environmental harms.



More info: Iveta Bikse: [I.Bikse@kekavafoods.lv](mailto:I.Bikse@kekavafoods.lv)

URBACT



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## CASE STUDY

# USE OF RENEWABLE ENERGY IN UTILITY COMPANIES

Kekava's public utilities transitioning to green energy sources



## Background

Kekava's public utility company SIA Kekavas Nami, owns and manages 27 boiler houses in the area that provide district heating to the municipality outside of the summer months. Up until two years ago all of the boiler houses were powered by natural gas.

Two years ago, with rapidly rising energy costs and increased energy insecurities due to the war, the company invested more than €1.69 million (39.1% co-financed by EU Cohesion Fund) in the refurbishment of one of their boiler houses and made the shift from gas to locally sourced wood chips.

The switch has been a learning process for the company. Results to date taking into account all related costs, suggest no price difference between the gas and wood chip heating source.

## Benefits

- The switch to locally sourced wood chips increases energy independence and resilience for the municipality
- Making the switch to this local renewable energy source reduces the company's carbon footprint

## Challenges

- The flagship project encountered some additional unexpected costs in this learning by doing stage
- The new system requires a longer heat up time of approximately one week to reach optimum temperatures

More Info Email: [info@kekavasnami.lv](mailto:info@kekavasnami.lv)

## CASE STUDY

# USE OF RENEWABLE ENERGY IN UTILITY COMPANIES

Kekava's public utilities transitioning to green energy sources



### Background

Kekava's public utility company SIA "Baložu komunālā saimniecība" developed and manages the largest solar power plant in the Ķekava region, located beside its waste water treatment facilities in the town of Baloži.

At the end of 2022, when electricity prices were skyrocketing, the project got underway. The concept was influenced by Kekava's twin municipality of Bordesholm in Germany, where solar batteries are used to supply all of the electricity needed for the locals' self-consumption.

The project implementation required an investment of €167,000 and the money needed was borrowed from SEB Bank. The wastewater treatment facility uses about 30% of the electricity generated during peak times. The surplus electricity is sold to the grid and the company is confident of a relatively quick return on investment.

### Benefits

- The solar panels allow energy independence and resilience for the plant and reduces the carbon footprint
- Surplus energy is sold to the grid and supports repayment of the investment

### Challenges

- During the winter months, from November to February the plant does not produce the required energy needs for the plant and so it has to be purchased from the grid

More Info Email: [info@sia-bks.lv](mailto:info@sia-bks.lv)

# Kekava Challenge Clinics

Following the site visits partners returned indoors to participate in a series of challenge clinics where the team in Kekava collected partner ideas in response to two key challenges.

## Challenge 1

How to encourage people to "get out of their cars" and use more public transport and cycling?

- Define car free zones & develop bike sharing schemes
- Lobby for government incentives e.g. grants for bikes
- Sheltered secure bike parking
- Promote age and family friendly cycling along with cargo bikes
- Attract last mile delivery by bike services
- Identify a cycling champion e.g. celebrity or mayor
- Develop an app to encourage public transport use by commuters
- Bike to work days
- Co-operation with businesses, offer incentives or prizes for those who bike the most
- Bike bus for school children
- Advertising and promotion campaigns
- Promote car pooling

## Challenge 2

Recommendations for the development of "magnets" in Kekava after the opening of the Kekava bypass, which diverts transit traffic

- Focus on developing long term, solid and cooperative relationships with local businesses, develop an action plan
- Build a clear identity based on your strengths e.g. water, nature, creativity, quality of life and strategically market it
- Attract business that can build on this e.g. glamping, forest bathing, tourist trails, cycling, hiking, all season activities
- Develop a series of low budget soft actions to attract people into the town e.g. yoga in the park, family fun days, kids activities like chalk workshops, use public art to build place making
- Build support for the long term strategic action of enabling public access along the riverside





During the whistle stop tour of these two partner cities partners also presented their test actions. Each partner is undertaking at least one test action with several working on more than one.

Partners used the test action canvas template to share their progress. Test actions which are being carried out range from testing the level of bike usage by staff in a business zone when bikes are made available for free to testing software to measure the zoning impact when information is available on the carbon footprint of one type of development over another and many more. You can read more about these in future reports.

This was an action packed visit for EcoCore partners which reinforced the importance of international cooperation in addressing shared challenges such as sustainable urban development, climate change, and economic growth.

Both Tuusula and Kiekava presented innovative approaches to participatory planning, industrial development, and green transition, which will serve as valuable case studies for EcoCore partners. Next steps include implementing lessons learned from the workshops and discussions into local projects and continuing collaborative efforts through the EcoCore framework



# 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.

## Timeout Method for Constructive Dialogue

- 1 Welcoming words and getting to know each other
- 2 Ground rules for a constructive discussion
- 3 Introduction for the theme
- 4 Buzzing in pairs and/or self reflection
- 5 Joint dialogue
- 6 Themes to be discussed further

### What is it?

A method to generate and have constructive discussions between people from different backgrounds. It's useful whenever a deeper understanding of the topic or an equal encounter is required - for instance, as a part of preparations, decision-making or bringing different people together.

### How did we use it?

The tool was introduced briefly during a presentation by Heidi Hagman, Development Manager at Tuusula municipality. She explained how it was a method regularly employed by them with very satisfying results particularly amongst groups with diverging opinions and for sensitive topics. More info by clicking the image above.

# The Test Action Canvas

Title		
The Challenge	What if...	We want to test if...
Write your specific challenge here	Formulate the question, the assumption you want to answer with, through your testing action	What exactly will you be able to test? Interest? Opinions? Feasibility? Availability? Be specific
Our IDEA		Measurement
Describe the precise format you will use. Be specific.		What are the elements you will be able to measure? Number of people, dissatisfaction (through a survey), unpredicted reactions..
When	Roles	Target group
What is the best time for your testing action? How long will it last?	Who will be responsible for what?	Who will test it?
Actions		Documentation
List the sub-actions you are going to do in order to hold the testing actions		How will you guarantee the documentation of the activities?

## What is it?

A framework produced by Liat Rogel, for summarising key information points regarding the planning and development of test actions.


## How did we use it?

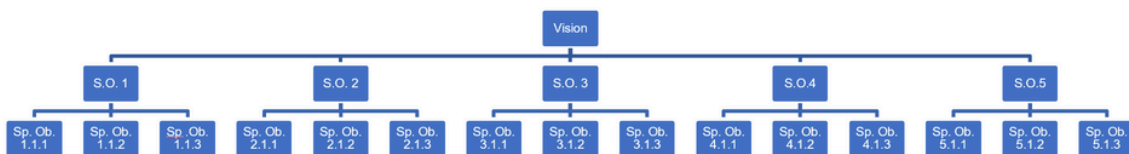
Partners were requested to complete this template in order to present and summarise their test actions during the partner meeting in Tuusula.

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# IAP Section 2 Co-Development Guide

## Showing the Intervention Logic

**2.** Now you can start to map out your intervention logic, showing how you move from vision to results (SO) and outputs before moving on to actions and resources in the next steps 



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## ---> BUILDING THE INTERVENTION LOGIC

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### What is it?

A practical, step by step workshop plan created in PowerPoint to guide ULG coordinators in co-developing IAP section 2, together with their ULG stakeholders.

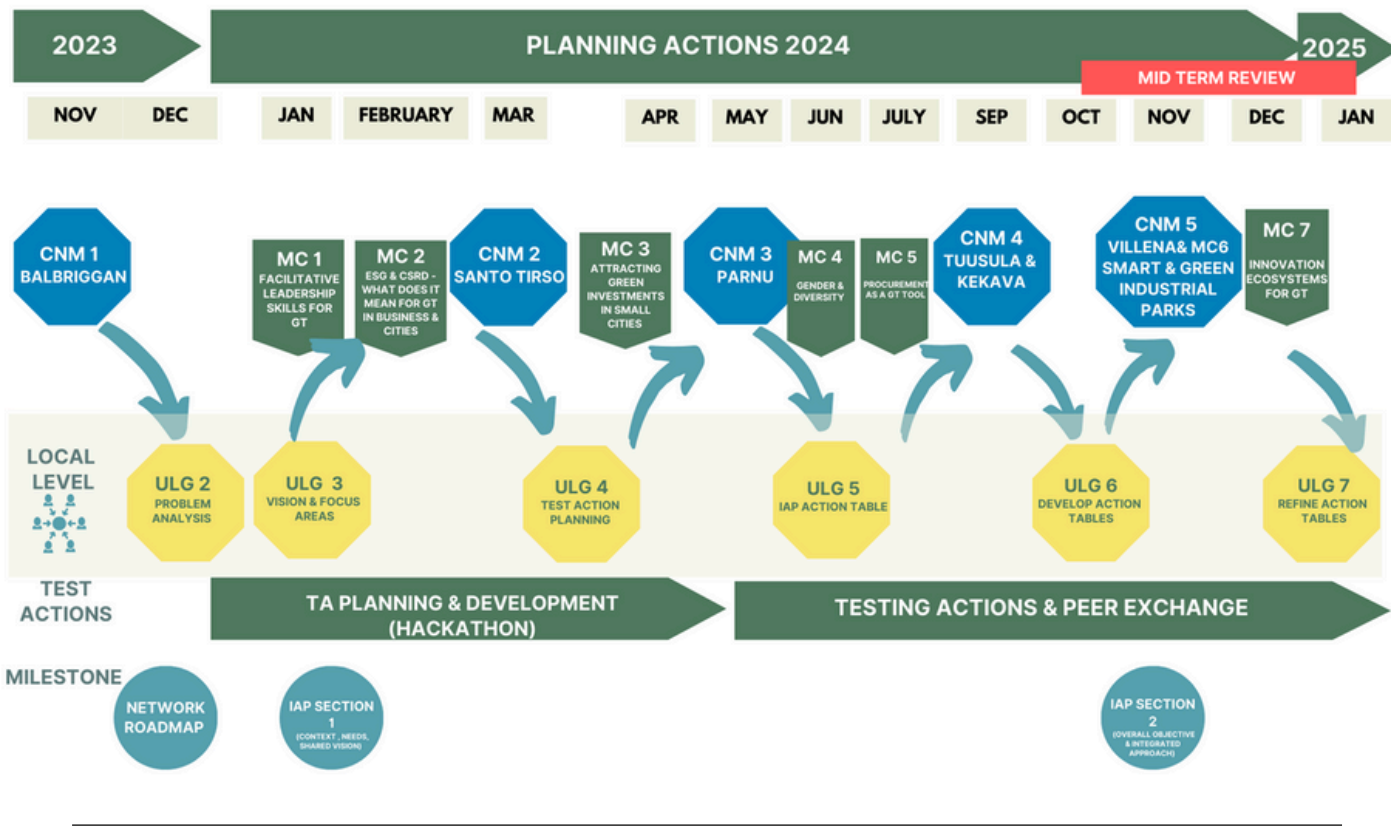
### How did we use it?

The tool was shared with partners via email and feedback was invited. The tool will also be demonstrated and discussed during the ULG coordinator meet up in October.

# Next Steps

Coming up in quarter four of 2024, we look forward to a ULG coordinator meet up in early October which will focus on supporting ULG coordinators to co-create section 2 of the IAP with their ULG. An online masterclass on ‘Innovation Ecosystems for the Green Transition’ will take place in December, delivered by external expert Wessel Baddenhorst. We will also be busy with mid term review process.

In November, partners will come together once again, this time for a core network meeting hosted by Villena. Partners will have an opportunity to hear about and see good practices there and there will be a workshop on smart and green industrial parks delivered by Jose Costero, lead expert of In4Green. Partners will also participate in the mid term review workshop which with the support of the URBACT secretariat, will focus on identifying knowledge gaps, improvements and any required changes to the workplan.



# 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

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