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ECOCORE QUARTERLY REPORT

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Introduction

Welcome to the fourth 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 cites, 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.

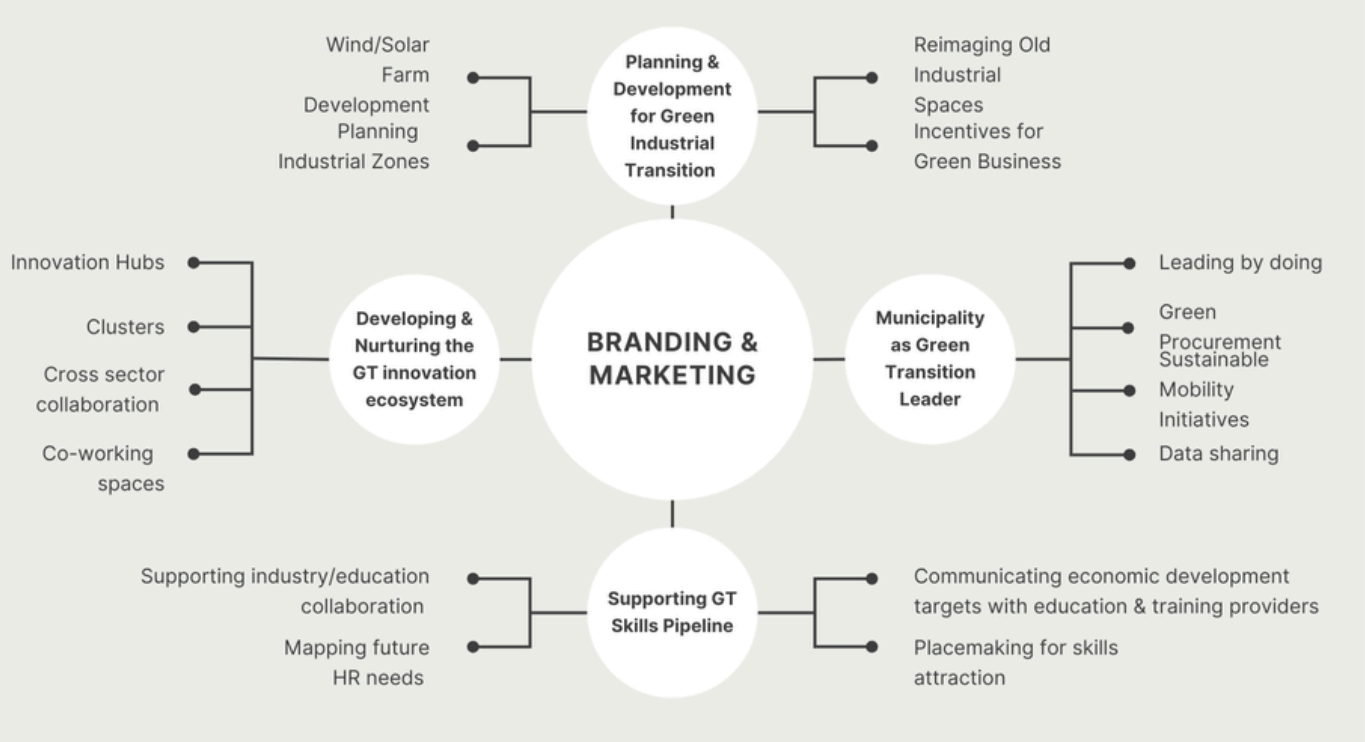

Figure 1: EcoCore Green Industrial Transition Drivers Locally

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

Funding & Financing Masterclass

with Yvan Corbat

On 3 March 2025, EcoCore hosted a masterclass on funding and financing opportunities for urban development, led by Yvan Corbat, a senior consultant with extensive experience in EU projects and financial instruments. The session was designed to help EcoCore partners understand European funding mechanisms and identify new opportunities for funding and financing their IAP actions.

Key Topics Covered

- **Understanding EU Financial Frameworks (2021-2027)**

The session began with an overview of the Multiannual Financial Framework, detailing funding streams available for urban projects, including cohesion funds, environmental and digital transition investments, and post-COVID recovery mechanisms.

- **European Investment Bank (EIB) Opportunities**

Participants were introduced to the EIB, which provides financing tailored to urban development needs, focusing on urban regeneration, social inclusion, climate-smart cities, innovation, and the circular economy. EIB's flexible funding options such as investment loans, framework loans, and structural programme loans, were explained, along with their benefits, including favourable terms, long repayment periods, and project credibility enhancement.

◆ InvestEU Fund

The InvestEU Fund was highlighted as a key funding source supporting sustainable infrastructure, research and innovation, SME development, and social investment. Examples of successful urban projects leveraging InvestEU funding were shared, including the Rooms to Grow initiative in Cyprus.

◆ Connecting Europe Facility (CEF)

The masterclass concluded with insights into CEF, a funding program supporting projects aligned with the European Green Deal. CEF provides grants, guarantees, and project bonds for infrastructure, energy, and digital transformation, with an emphasis on cross-border renewable energy and sustainable transport solutions.

Overall, the session provided an overview of EU funding and financing sources which could be considered by EcoCore partners in the development of their funding strategies to ensure a successful implementation of their IAP actions. By thinking outside the box and leveraging EU funding sources and financial instruments, cities can unlock resources to drive sustainability, innovation, and inclusivity.

For more information on funding opportunities, visit the European Investment Bank, InvestEU, and Connecting Europe Facility websites.

Key Insights from Ormož

From 3 - 6 February 2025, EcoCore partners and stakeholders gathered in beautiful Ormož, Slovenia, for a transnational meeting focused on tackling key challenges such as investment attraction, sustainable mobility, industrial transformation, and regional talent retention. The discussions provided valuable insights for cities facing similar issues across Europe. The key points are summarised in the following pages.

1 Attracting Investment: Take a Proactive Approach

Ormož and the Podravje region have long faced economic stagnation, high unemployment, and the loss of skilled workers. The Invest Podravje initiative, launched in 2013, demonstrated that strategic, data-driven investment attraction can make a tangible impact.

Lessons for urban practitioners from Invest Podrajve:

- Understand regional strengths and tailor investment strategies accordingly.
- Use data and digital tools to showcase opportunities.
- Networking is key, personal relationships with investors and participation in international investment fairs helped Ormož gain visibility.
- Regional cooperation matters, municipalities must work together to create attractive investment packages rather than competing individually.
- Funding sustainability is a challenge; when Invest Podravje lost financial backing in 2024, efforts stalled. This raises the question of whether investment attraction should be nationally supported rather than relying on fragmented municipal budgets.

Key Insights from Ormož

2 Sustainable Mobility: Reducing Car Dependency in Business Zones

High car dependency is a challenge for many European cities. In Slovenia, 60% of workers commute alone by car, despite only one-third preferring this mode of transport. EcoCore's test action in Ormož provided 12 bikes to local businesses, and employees logged over 400km of usage in just three months. This highlighted clear demand for active mobility solutions.

Through a pilot project, iPOP (Institute for Spatial Policies) implemented mobility plans in three business zones, resulting in an 11% shift toward sustainable transport was observed over a year. Initiatives driving this included:

- E-bike sharing schemes
- Public transport extensions
- Carpooling incentives
- Mobility coordinators within companies

Lessons for cities:

- Mobility plans at the business level drive change more effectively than relying solely on municipal policies.
- Dedicated mobility coordinators can advocate for sustainable transport within companies.
- Car dependency is often about habit rather than necessity - alternatives must be easily accessible.

Promoting more sustainable mobility is just one way in which Ormož is greening their industrial zones. Find out what else they are up to via the case study in the following pages.

The **EcoCore** Project

Green Transition in Small Cities along Transport Corridors

CASE STUDY

ORMOŽ TECHNOLOGY PARK

Building the Future of Business in Podravje - Green, Smart & Future-Ready

Background

Ormož Technology Park is designed to foster entrepreneurship and support startup companies in the Podravje region. Its primary goals are to accelerate economic, social, and tourism development while improving the standard of living. Located in the Ormož Economic Business Zone, the park covers an area of over 2,000m² and includes spaces for production, retail, presentations, coworking, and innovation development.

The park aims to create a collaborative ecosystem by bringing together companies, educational institutions, and research organizations. It provides infrastructure and business support services to help new businesses grow while also serving as a key entry point for potential investors in the region.

Ormož Technology Park also incorporates sustainability initiatives such as solar-powered EV charging stations, recycling systems, urban gardening, and green infrastructure to promote environmental responsibility. Its inclusive design ensures accessibility for people with disabilities, and recreational and green features such as a circular walking path, FitBiz sports area and urban gardening space support health and well-being.

The technology park embodies the municipality's vision to integrate sustainability and green practices into the local community and its economy, positioning the local economy as a pioneer of the green transition.

More Info Email: polona@rrc-ormoz.si

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The EcoCore Project

Green Transition in Small Cities along Transport Corridors

'THE PARK WILL SERVE AS THE FIRST POINT OF CONTACT FOR POTENTIAL INVESTORS INTERESTED IN THE MUNICIPALITY OF ORMOŽ & THE REGION.'

Polon Kukovec Lakota - RRC Ormoz

Business & start-up benefits

- Business incubation support
- Access to modern infrastructure (offices, production spaces, & meeting rooms)
- Coworking space & networking
- Entrepreneurship Lab for product testing & development
- FitBiz sports area for health & wellbeing
- Walls of knowledge encourage idea exchange and innovation

Economic & Community Benefits

- Stimulating economic growth in the Podravje region
- Creating jobs & increasing added value per employee
- Strengthening ties between businesses, research institutions, and universities
- Encouraging knowledge exchange & innovation

Sustainable Energy Use, Green & Blue Infrastructure Elements

- Solar-powered EV and e-bike charging stations
- Recycling and waste reduction systems
- Green spaces with trees, pollinator plants, and urban gardens
- Bird, bat, and insect habitats to enhance biodiversity
- LED energy-efficient lighting to lower carbon footprint
- Rainwater collection for irrigation and cleaning
- Permeable parking surfaces to reduce water runoff & mitigate flooding

More Info Email: polona@rrc-ormoz.si

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Key Insights from Ormož

3 Industrial Transformation: Reimagining and Repurposing Post-Industrial Spaces

The Ormož Basins Nature Reserve is a standout example of turning an old industrial site into an environmental and social asset. Formerly wastewater ponds from a sugar factory, the area has been transformed into a nature conservation zone that brings social, economic, and ecological value to the region.

Takeaways for cities:

- Post-industrial spaces can be creatively repurposed - not just for commercial use, but also for environmental and cultural benefits.
- Collaboration is key- successful projects require cooperation between government, businesses, and civil society.
- Quality of life matters- placemaking efforts like this attract both residents and businesses.

You can read more about this inspiring initiative in the case study on the following pages.

The **EcoCore** Project

Green Transition in Small Cities along Transport Corridors

CASE STUDY

THE ORMOŽ BASINS NATURE RESERVE

Reimagining old industrial spaces for environmental, social & economic benefit

Background

Once an important economic player in the region, the Ormoz Sugar Factory and wastewater ponds, which were a critical part of the sugar processing cycle, were a key feature in the Ormoz landscape until its closure in 2006. The resulting drainage of the ponds, which had been an important habitat for migrating birds, led to degraded habitats and biodiversity loss.

Concerned by this loss, the Bird Watching and Bird Study Association of Slovenia (DOPPS-BirdLife Slovenia) initiated a dialogue with factory management to take over the ownership of the ponds and begin restoring the wetland habitats.

The management of the factory supported the idea, and the majority owner, the Dutch Royal Cosun corporation, agreed as well. On 2 March 2010, they donated the entire area to DOPPS for the establishment of a nature reserve.

Benefits

- The restored ecosystem enhances biodiversity and contributes to climate resilience
- The wetlands have created a new opportunity for ecotourism, education and recreation, attracting visitors and generating revenue and jobs.
- The project engages local communities, fostering a sense of ownership and stewardship for the natural environment.
- It aligns with Ormoz's vision to integrate sustainable and green practices into the local community and its economy.

More Info Email: polona@rrc-ormoz.si

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'THE WETLAND IS OF CRITICAL NATIONAL AND INTERNATIONAL SIGNIFICANCE FOR MANY ENDANGERED BIRD SPECIES, IT PROVIDES A VITAL STOPOVER FOR MIGRATORY BIRDS'

Dominik Bombek - RRC Ormoz

The Wetlands Today

Today the 55 hectare wetland provides a vital lifeline for many endangered bird species since it offers a key resting point for migratory birds. The wetland was declared a nature reserve in 2017 following EU-funded remediation measures, uses shipping containers as observation posts to remind visitors of its past cohabitation with the factory.

Over 30 migratory bird species are known to visit the area regularly, with their numbers at times soaring to tens of thousands. Among these, the wood sandpiper and the ruff are particularly abundant, making them the most frequently observed visitors during migration periods.

The reserve is also an important breeding ground for nearly 30 species of waterbirds, including several rare or endangered ones. Notable among them is the little crake, a tiny bird that thrives in dense reed beds, as well as the striking ferruginous duck, the elegant black-winged stilt, the common redshank—easily identified by its piercing piping calls—and the common tern, renowned for its swift and agile flight.

Beyond the diverse birdlife that inhabits or passes through the wetland, the Ormož Basins provide refuge for a variety of other wildlife. Beavers and otters make their homes in the waterways, while water buffaloes, introduced to graze freely, help maintain the landscape naturally, eliminating the need for mowing.

More Info: https://www.dlib.si/details/URN:NBN:SI:DOC-VX0VOXSF

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Key Insights from Ormož

4 Addressing Brain Drain & Workforce Challenges

Ormož, like many small and mid-sized European cities, struggles to retain skilled workers. Thousands of Slovenians commute to Austria for higher wages, while university graduates tend to stay in Ljubljana or Maribor.

Proposed solutions discussed in Ormož:

- Encouraging remote work agreements with Austrian companies to allow Slovenians to stay in Ormož while earning competitive wages.
- Connecting students with local businesses via internships, mentorship programs, and entrepreneurship initiatives.
- Reframing the narrative around brain drain—promoting Ormož as a desirable place to live while working in innovative sectors.
- Enhancing public services and housing affordability to make staying in the region more attractive.

Key Insights from Ormož

5 Strengthening Regional Collaboration

One major challenge for Ormož is its fragmented municipal structure, which limits coordinated economic strategy.

The meeting provided an opportunity to discuss ideas for improving cooperation such as:

- Developing a regional economic corridor to market the area collectively (inspired by the Dublin Belfast Economic Corridor which was shared during the visit to Balbriggan).
- Organizing study visits to expose local decision-makers to successful regional collaboration models via e.g. EUI city to city exchange.
- Creating a shared data platform to align municipal strategies.
- Identifying regional strengths and marketing these as a single package for the benefit of all.

Site Visits in Ormož

After their hard work inside the meeting room partners had the opportunity to undertake a series of site visits in Ormoz. These included a visit to local company Žiher founded in 1983, which among other things, produces prefabricated energy efficient houses. The company has been expanding year on year and counts their strategic central European location in Ormoz as one their success factors. Ziher is a family company with a vision to go as near as possible to zero emission housing.

Site Visits in Ormož

Partners also paid a visit to the Ormoz Technology park, currently in development stage. The park will serve as first point of contact for investors to the region and contains several environmentally focussed elements as described already in the earlier case study.

Site Visits in Ormož

On the second day partners visited the impressive nature reserve, an inspiring example of the reimagining of old industrial spaces (see earlier case study for details).

Site Visits in Ormož

The final site visit was to the SAT Jeruzalem oil mill where partners learned about the fascinating local production process and sampled first hand the irresistible flavour of pumpkin seed oil, much loved by locals at home and abroad

Start, Stop, Continue Ormoz

Before heading out on some site visits in the afternoon of day two the group participated in a "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 Ormoz advice and feedback under the headings of things they should 'start' doing, 'stop' doing and 'continue' doing.

STOP

- Stop saying brain drain
- Stay close to the cities around
- Stop thinking too small. Be proud and ambitious
- Political impact at local level needs to be more visionary
- Stop using negative words

START

- Be proud of your municipality:)
- Collaborate with the municipalities that have a particular interest in a strategy or project that local people want to see implemented.
- Build on current strengths (forestry, vineyards, etc)
- Promote the high quality of life
- Brand the region, create a group of municipalities and work together to attract people and new companies to the area.
- Activate the groups / stakeholders within the community
- Better coordination between stakeholders
- Change the narrative on the brain/skill drain loss to Austria
- Work together with other municipalities or the region
- Be bold!
- Reduce car dependency

CONTINUE

- Build on smart pilot actions
- Great proactive approach
- Win over partners to start collaboration
- Support local entrepreneurs
- Leverage the advantage of central European location
- Structured approach towards attracting investors
- Promoting Ormoz as there is so much to offer - the incredible hospitality, nature
- Local passion and pride in place
- Build relationships with businesses & other municipalities
- Showcasing local production of high quality products. Expand marketing
- Keeping together the good team they have. Increasing it
- Placemaking and attracting skills back

ULG Co-Ordinator Meet-up

with Eileen Crowley

On 28 March EcoCore ULG coordinators gathered online to focus on planning the content and development of the fourth and final section of their Integrated Action Plans (IAPs). This interactive session provided a platform for peer learning and structured discussions on governance, funding and implementation supports for the IAPs.

Participants worked on Section 4 of their IAPs, focusing on the details required to provide a high level overview of the key implementation aspects and processes. With participation from all cities in the network, the session fostered shared understanding and strengthened the role of ULG Coordinators as facilitators of local change. The focus of the session included:

- **Governance framework** for the IAP implementation including the role of the ULG.
- Developing a **monitoring framework** for the IAP as a whole.
- Developing a **funding strategy** - what goes into the IAP and recommendations for work behind the scenes.
- Risk assessment – Identifying potential obstacles and mitigation strategies for the implementation of the IAP as a whole.
- **Timelines** and Gantt charts.
- **Communicating** and pitching the IAP to various audiences

Partners were reminded of the supports available and were provided with sample elements of IAP section 4 from previous IAPs for inspiration.

Facilitator's Toolbox

During this period partners were introduced to tools and methods which could support with the development of their IAP section 4. These included the funding mix matrix which helps assess the most advantageous and feasible funding mix when considering a variety of funding sources from public, private and third sectors.

Funding Mix Matrix

Tool 1 - MINI PROJECT SPECIFIC FUNDERS MAP

EXAMPLE

Example:	PROJECT INFORMATION
Project Description	Example project: supporting businesses to move back into or stay in the city centre Costs cover project management, business advisers for 20 sessions of support or renovation action, to 10 businesses
Overall Estimated Costs of the	€ 10 000 (100%)

FUNDER	Name of Funding Source Opportunity	How much funding could realistically be available for your project from this source?	Which of the project activities are eligible for funding?	Which of the project activities are NOT eligible for funding?	When is the next call or opportunity to apply for this funding?	When will the funder make the decision about funding the project? (i.e. when could funding actually be available to start with the project activities?)	Does your organisation or key partners have experience in applying for this type of fund?	How successful has your organisation or key partners been in the past to apply for funding from this source?	Are there any specific requirements for funding, which cause issues?
A	Municipality Budget 2022	up to €2 500	business plan development support		Feb 2022 (last call)	Apr-22	yes	high	no
B	Municipality Budget 2023	up to €3 000	relocation grant to move into city centre training in marketing and selling techniques		Nov 2022 (first call)	Jan-23	yes	high	no
C	Chamber of Commerce	up to €2 000	costs to improve shop window for retail	business plan development re-location to city	ongoing, but only available in 2022	6 weeks from submission	yes	medium	supported business needs to be a member of the

What is it?

The funding mix matrix helps assess the most advantageous and feasible funding mix when considering a variety of funding sources from public, private and third sectors.

How did we use it?

The tool was introduced briefly during the ULG coordinator's meet-up focussed on the guiding partners through the development of IAP section 4.

4 Cs Review

The 4 Cs method which is available in the URBACT toolbox was introduced to partners and used to support and facilitate the peer review of the IAPs during the core network meeting in Ormoz. Partners were provided with an Excel sheet with guiding questions on coherence and completeness to fill in before the meeting in Ormoz. Each partner reviewed the IAP of two other partners.

COHERENCE

Checking the plan stacks up
Does it all seem plausible and realistic?
Is it likely that completing all the actions will lead to the desired results?
Does the budget and resource for each action seem appropriate?
Are the actions linked to the overall strategy and the objectives?
Is there a clear & logical path showing how each action contributes to a result?

COMPLETENESS

Checking that all the parts have been considered
Are there one or more specific objectives clearly defined?
Do the results all include suitable measures/metrics?
Is the plan completed to a suitable level of detail?
Is there detail attached to each action e.g. specific activities, timings, ownership etc.?

CONCERNS

Listing the things that still need some attention
These include questions, doubts, or issues you need to focus on.

CONTINUATION

Finding ways to address the Concerns
The next steps for the city. These can be in response to the Concerns, or in response to other things identified during the review process
Activities identified here should have a timescale for completion and a responsible person allocated as a minimum.

What is it?

The 4Cs Review sheet helps assessing the coherence, completeness, concerns and continuation of an action plan, in order to make sure that it doesn't omit any crucial information.

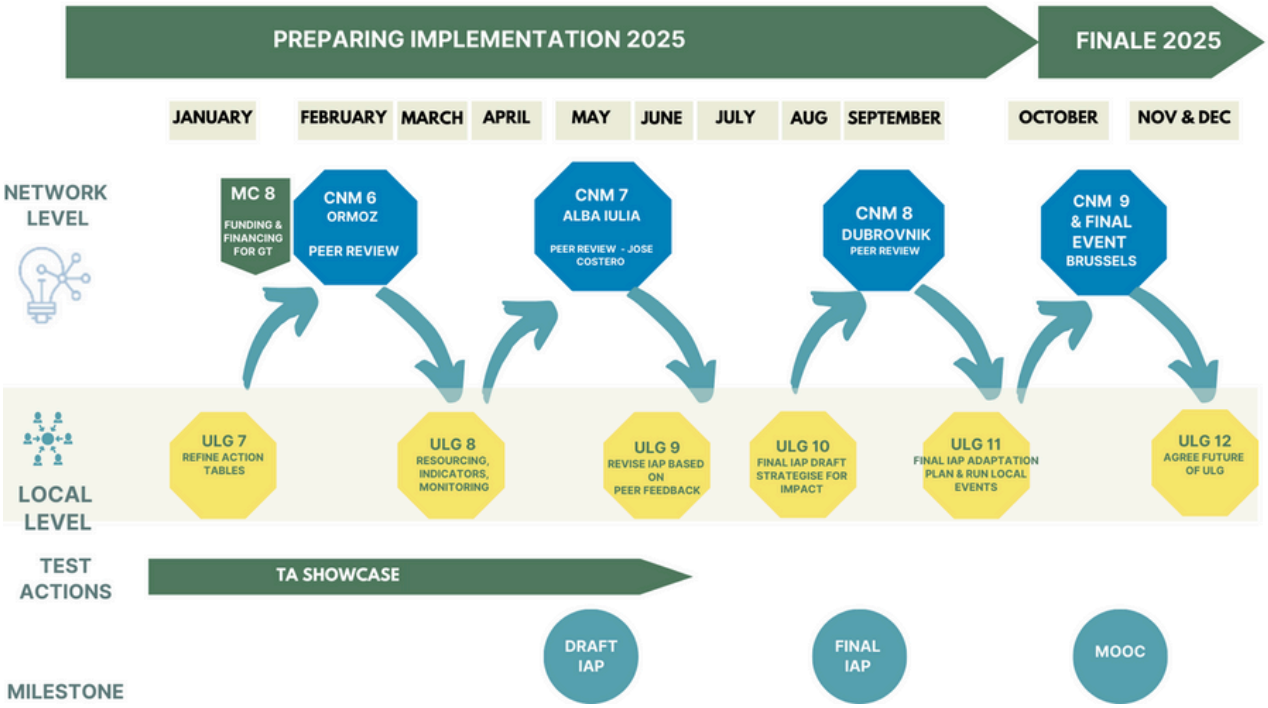
How did we use it?

The tool was introduced and used to guide the peer review of partner IAPs during the core network meeting in Ormoz. Partners were provided a guiding Excel template to be completed before the meeting and a reflection sheet to complete during the meeting.

Next Steps

Coming up in quarter two of 2025, partners will come together for an in person peer review of their IAPs during the 7th core network meeting in Alba Iulia. This will be the first time partners will see and review their IAPs in their entirety, with a draft of all sections available for review.

In addition to the peer review partners will have an opportunity to visit good practices in Alba Iulia and participate in a challenge based workshop to support the host partner with idea generation in response to series of locally identified challenges.



Appendix 1: Menu of Transition Drivers

	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
Balbriggan	• Economic Corridor Strategy (Governance Model) • Digital solutions driving green transition	• Women in business network • Creative Innovation Hub	• Our Balbriggan Rejuvenation Strategy - Public engagement and community led local development • Reducing car dependency, promoting behavioural change for sustainable transport measures	• Enterprise & Training Centre • Skills strategy • Facilitating engagement between industry and education providers	

	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
Pärnu	• Metsa Plywood Manufacturing – digital transition supporting efficiency • Biofuel and Hydrogenvalley • Pärnu city general planning • Off-shore wind farm development	• E-residency, entrepreneurship supports • Local infrastructure round table • Developing an innovation ecosystem (incl. clubs, tubes & biobooster hackathons) • Co-working & incubator spaces • Women's business network	• Green urban development (car dependency reduction measures, housing construction policy, cycle way/roads policy, parks, biogas buses, methane extraction from landfill etc).	• Facilitating engagement between industry and education providers,	• Local DMO (Destination Management Organisation) • Green Destination • Visit Estonia • Green Key

Tuusula

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
• 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	• Citizen & stakeholder participation methods: Participatory budgeting, hackathons • Logistics industry of 100 companies, business network with 440 companies • Several nationally significant logistics companies	• 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	• Education possibilities locally about responsible leadership, circular economy, and green transition • Using organic and locally sourced food	• 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	2: Developing & Nurturing the innovation ecosystem in support of GT	3: Municipality as GT Leader	4: Supporting the GT skills pipeline	5: Branding & Marketing
• 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	• Showcasing Riga Tech Girls (Encouraging women's participation in STEAM)	• 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.)		

Santo Tirso

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
• Fast tracking and incentivising industrial development • Fábrica Santo Thyrso • Support for mobility plans in industrial zones	• Incubation and matchmaking programme in Fábrica ST • Presence and operation of textile cluster • Culture of efficient collaboration between public, private and academic sectors	• Municipality walking the talk (local food sourced for canteen, local market promotion etc) • Sustainable mobility initiatives (intermodal ticketing, e-bikes, cycleways, collaboration with rail company and other municipalities)	• Invest Santo Tirso employee allocation and reallocation programme)	• International marketing of the city to industry

Alba Iulia

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
• Solar PV powering industrial zone • 40% of industrial land must be constructed (not e.g. car park)	• Student Climathon	• Energy poverty mapping • Sustainable and additional mobility initiatives • Renewable Energy solutions for the swimming pool • Digitisation of the planning system	• Mapping HR needs & machinery needs of companies for next 5 years • Dual Education campus project	• City branding

Villena

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
• Planning of the logistics dry port through multi-level governance collaboration • Solar farm development & biodiversity side by side		• Car dependency reduction measures • Cycle lane network • EU projects supporting local policy objectives	• Skills forward planning & integration of logistics in local educational offering	

Ormož

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
• 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	• 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	• Circular Repair Café & employment of people far from the labour market • Slovenia's most bee friendly municipality • Migrant Integration Programmes (Ormož People's University)	• Mapping the needs of entrepreneurs, companies and future entrepreneurs to support the green transition skills	• Sustainable Tourism Certification

Dubrovnik

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

The EcoCore Project

Green Transition in Small Cities along Transport Corridors

Acknowledgements

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