



Razvojno raziskovalni
center RRC Ormož

ORMOŽ

INTEGRATED ACTION PLAN

GREEN TRANSITION
in small cities along
transport corridors

INTEGRATED ACTION PLAN

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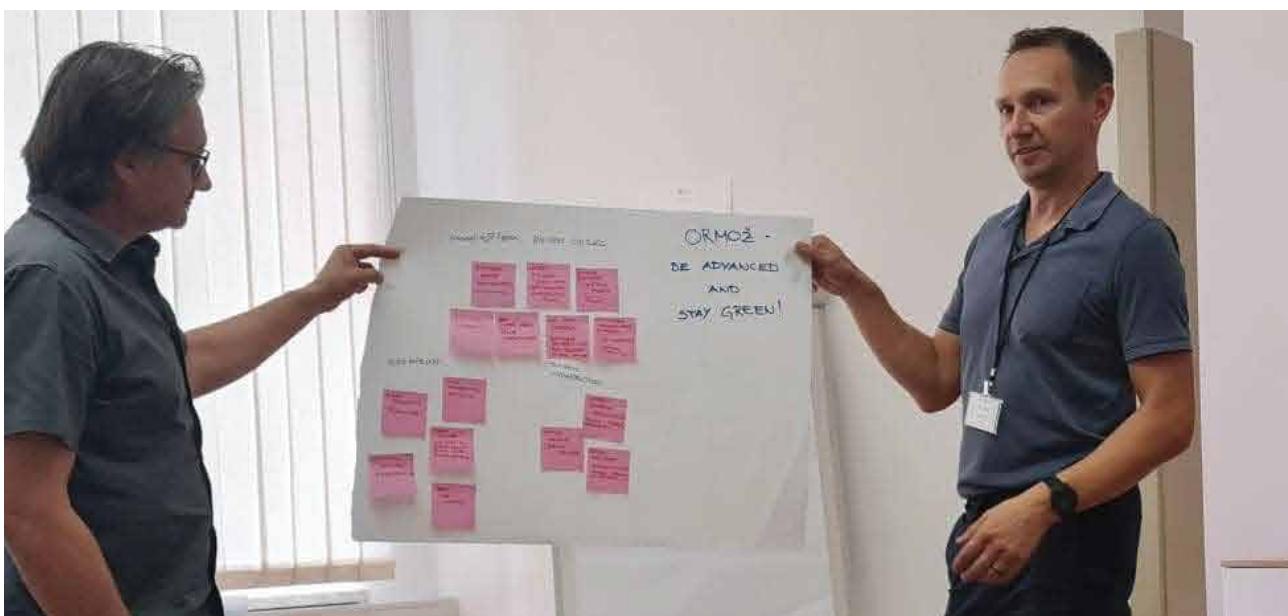


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EXPLORE

Executive Summary

Research and development centre RRC Ormož, in partnership with Municipality of Ormož and including local stakeholders, has developed an Integrated Action Plan (IAP) to support the city's transition towards a green, innovative, and resilient economy. The Integrated action plan is a result of the EcoCore project, programme URBACT VI. With that plan and activities, Ormož aims to transform into a frontrunner in sustainable business zone development in Slovenia.

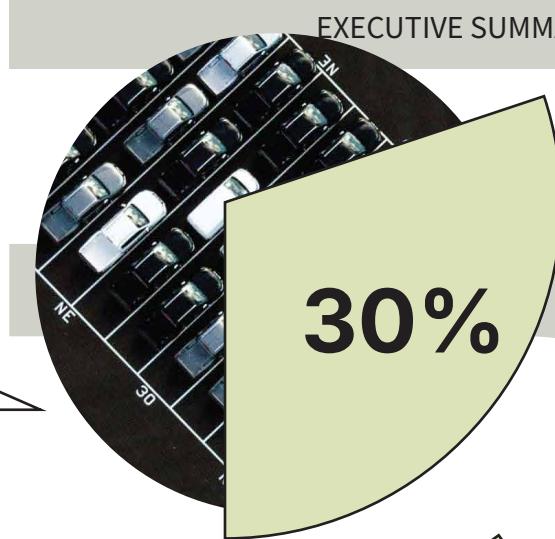


Ormož faces challenges typical for small towns, such as high car dependency, brain drain, limited business opportunities and environmental pressures. At the same time, Ormož holds significant potential with its strategic location along transport corridors, natural and cultural assets, and a motivated community.

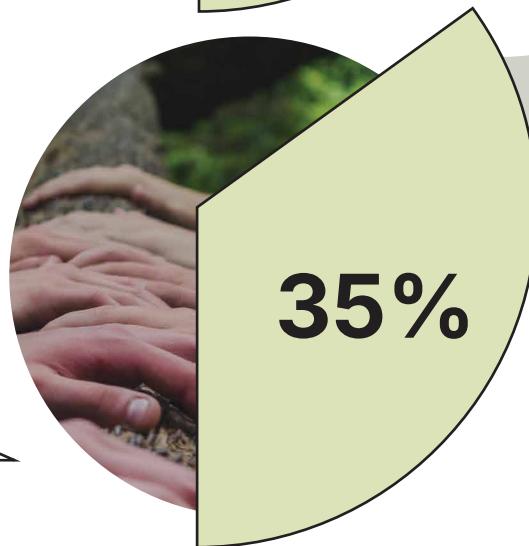
The vision of Ormož is to create a green business zone that drives innovation, reduces environmental impact, and strengthens community well-being. Inspired by the European Green Deal, the IAP aligns with Slovenia's national and regional strategies to reduce greenhouse gas emissions, promote circular economy practices, and foster climate resilience.

First goal:**REDUCTION IN CAR
DEPENDENCY**

through sustainable mobility measures, improved infrastructure, and a Mobility-as-a-Service (MaaS) platform.

***Second goal:*****COMMUNITY ENGAGEMENT
IN GREEN INITIATIVES**

achieved through workshops, digital platforms, and quarterly "Green Living Days".

***Third goal:*****BUSINESSES ENGAGED
IN CIRCULAR ECONOMY
PRACTICES**

supported by waste reduction programmes and certification schemes.

***Fourth goal:*****INCREASE IN GREEN
BUSINESS CREATION**

through a Green Innovation Hub, Green Business Accelerator Network, and targeted mentoring for startups.



The Integrated action plan was planned through a participatory approach, including URBACT Local Group (ULG) with important stakeholders and ensured integration across policy levels, different sectors, territory and addressing important themes. It aligns with local, regional, and national priorities and ensures collaboration between local administration, businesses, education, and civil society. It was planned in cooperation with neighbouring municipalities and cross-border learnings from partners in the EcoCore project. It addresses economic, environmental, social, and digital dimensions in a balanced way.

The integrated action plan contains four key actions that are planned in detail.

Green Business Accelerator Network

Green Innovation Hub

Providing spaces, development support, and access to sustainable technology resources for 20 local entrepreneurs.

A C T

Connecting local startups with investors, mentors, and international partners and supports 20 new green startups through mentorship and access to green business zones.

Organising 3 annual sustainability workshops

Practical training and awareness-raising for residents, entrepreneurs, and schools, with the aim to engage 35% of Ormož's population in green initiatives by 2030 through annual sustainability workshops.

IONS

Community-wide events promoting eco-friendly lifestyles and citizen engagement with the aim to increase community awareness and active participation in sustainable practices, fostering a culture of environmental responsibility.

By 2030, Ormož will reduce emissions, diversify its economy, and increase resilience to climate change. The creation of a green business zone will attract investment, generate skilled jobs, and position Ormož as a model of sustainable urban development. Community engagement will ensure long-term ownership and cultural change.

Green initiatives organising quarterly "Green Living Days"

CITY CONTEXT AND VISION

Research and Development centre RRC Ormož, in partnership with local stakeholders, developed an integrated action plan to support the transition to a green and sustainable economy. The project focused on creating a green business zone by identifying opportunities and implementing concrete activities that promote sustainability and economic growth.

1.1 Overall topic

A key aspect is addressing car dependency and encouraging sustainable transport solutions. By fostering the adoption of green energy, EcoCore aims to stimulate new economic activities, enhance skills development, and create job opportunities for the local community. The project also strengthens regional cooperation to align policies on reducing carbon footprints in business zones, improving infrastructure, and attracting investment.

Inspired by the EU Green Deal, EcoCore contributes to the collective effort of reducing GHG emissions by 55% and increasing the share of renewable energy to 40% by 2030, supporting both local and European sustainability goals.

The IAP in Ormož has three key aims.

Ormož wants to become a frontrunner in Slovenia when it comes to the development and management of green business zones. RCC Ormož will build on work already undertaken with businesses in its incubation programme.

The ultimate objective is to decrease greenhouse gas emissions, address climate change, limit environmental damage, and encourage the efficient utilisation of resources. The goal is to create a more sustainable economy in our local environment that benefits both people and the local economy.

First, it will seek to promote increased collaboration between existing businesses and stakeholders to promote symbiosis, green transition, innovation and up-scaling.

Second, it will identify actions focused on supporting the sustainable development, maintenance and management of two new green business zones in the city, namely the centrally located 3-hectare zone in the short term and the larger 67-hectare landbank in the longer term.

Third, it will identify strategic actions to influence the supporting sustainable business environment in Ormož, including, for example, rail connectivity with surrounding cities, affordable housing, developing the skills pipeline, financial support for the upfront costs of installing renewable and efficient energy solutions, and regulatory and bureaucratic barriers.

1.2

The network topics

The green transition in business zones

Ormož is addressing the challenges of a green transition in business zones, recognising the importance of environmental protection and carbon footprint reduction. Sustainable mobility improvements in transport corridors and business zones are essential for creating a cleaner environment, lowering business costs, and ensuring long-term economic sustainability.

The municipality is actively promoting greener transport options such as cycling, walking, and flexible mobility solutions for businesses. A key initiative is the development of Slovenia's first green business zone, designed to attract eco-conscious investors and support local entrepreneurs committed to sustainability.

Infrastructure upgrades, modern technology adoption, and awareness campaigns play a crucial role in encouraging sustainable transport and reducing emissions. Local government involvement is vital in shaping policies and supporting the transition. Through collaboration between authorities, businesses, and residents, Ormož is working towards a cleaner, more sustainable future for all.



Increased collaboration between existing businesses and stakeholders to promote symbiosis, green transition, innovation and up-scaling.



Strategic actions to influence the supporting sustainable business environment in Ormož (raising awareness, housing, rail connectivity, RE etc.).



Supporting the sustainable development, maintenance and management of new green business zones in the city.



Branding and marketing of the industrial opportunities.

The challenges that are being addressed:

A major challenge will be changing the traditional approach towards new industrial development and actively promoting a transition to a low-carbon business model. Another challenge is engaging existing businesses in industrial areas to develop collaborative actions that strengthen the local energy transition process. It will be necessary to convince local businesses that an energy transition will not only benefit the environment and support climate change mitigation objectives but will also strengthen their brand by being part of a greater territorial energy transition strategy.

Supporting businesses with the green transition and boosting CSR (Corporate Social Responsibility), including assessing environmental impacts, implementing green technologies, and engaging in socially responsible practices.

Key competency and development needs of stakeholders 1

Identifying skills gap and job opportunities within the green and just economy.

Key competency and development needs of stakeholders 2

Improving women's participation in business and the workforce and how to overcome barriers to women's participation in the workforce and entrepreneurship, including gender biases, lack of access to finance, and work-life balance challenges.

Key competency and development needs of stakeholders 3

Learning through best practices on how to maintain and manage the green business zone once operational, including sustainable facility management, green space preservation, and community engagement.

Key competency and development needs of stakeholders 4

How to develop criteria for procuring goods and services in a way that minimises environmental impact and supports sustainable production practices.

Key competency and development needs of stakeholders 5

Understanding how collaboration between businesses, academia, and government can drive innovation, particularly in developing new sustainable technologies and business models.

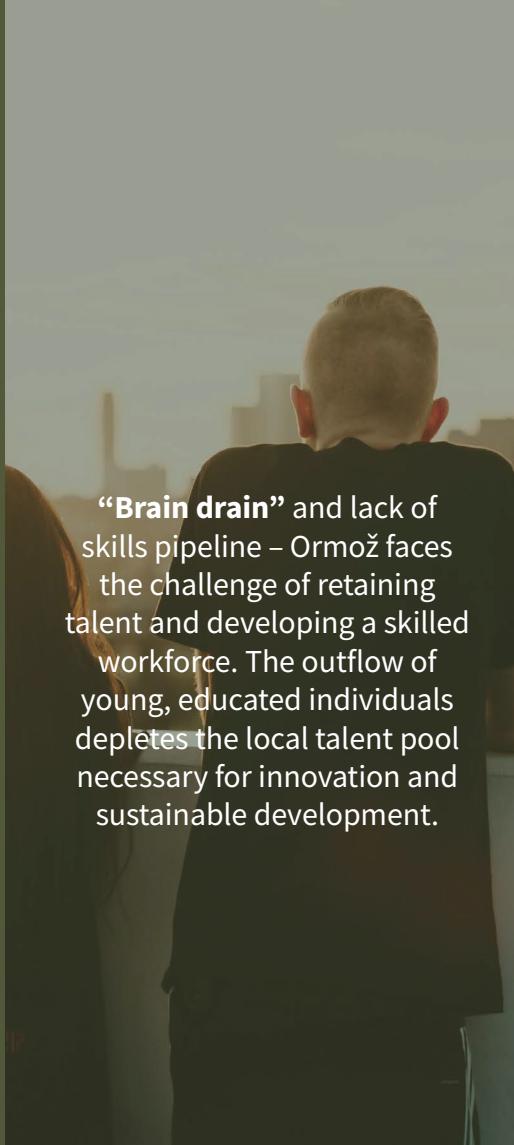
Key competency and development needs of stakeholders 6

OPPORTUNITIES

Main challenges where effort is most needed strategically:



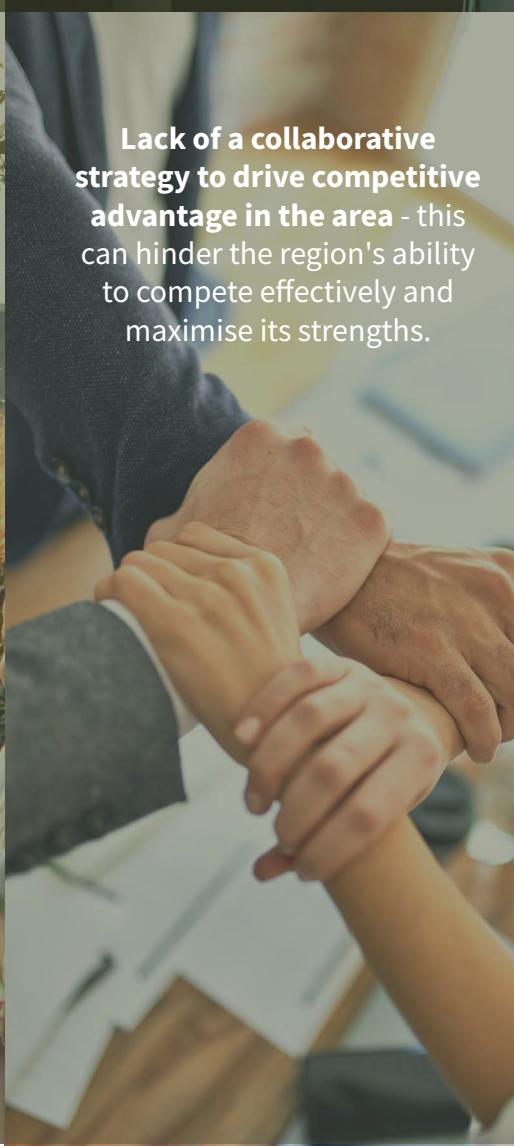
Lack of critical mass - a small population can limit market size, reduce the diversity of ideas and innovation, and make it challenging to achieve economies of scale.



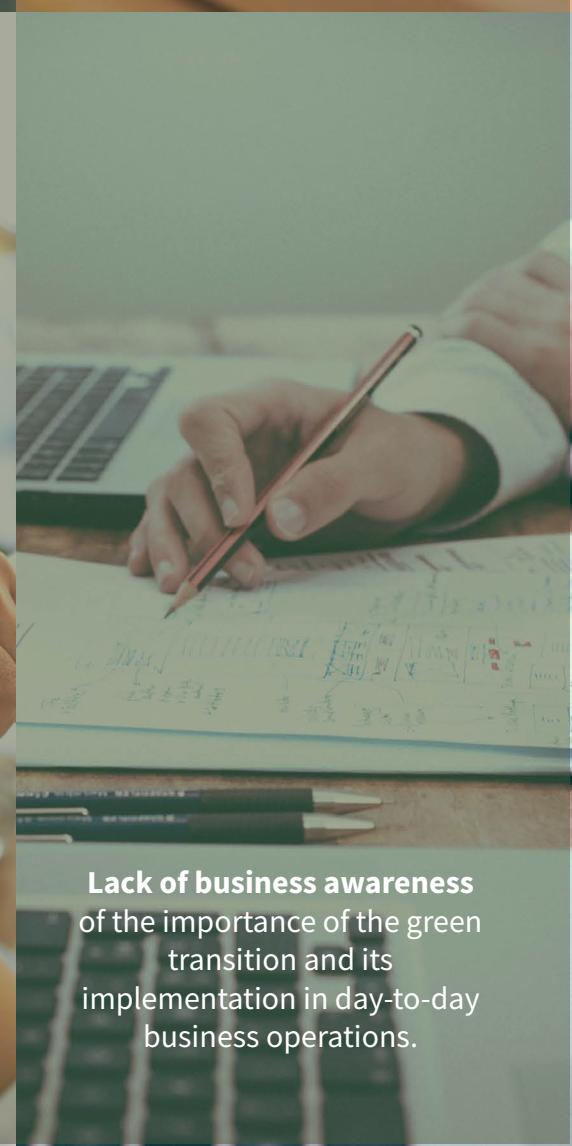
“Brain drain” and lack of skills pipeline – Ormož faces the challenge of retaining talent and developing a skilled workforce. The outflow of young, educated individuals depletes the local talent pool necessary for innovation and sustainable development.



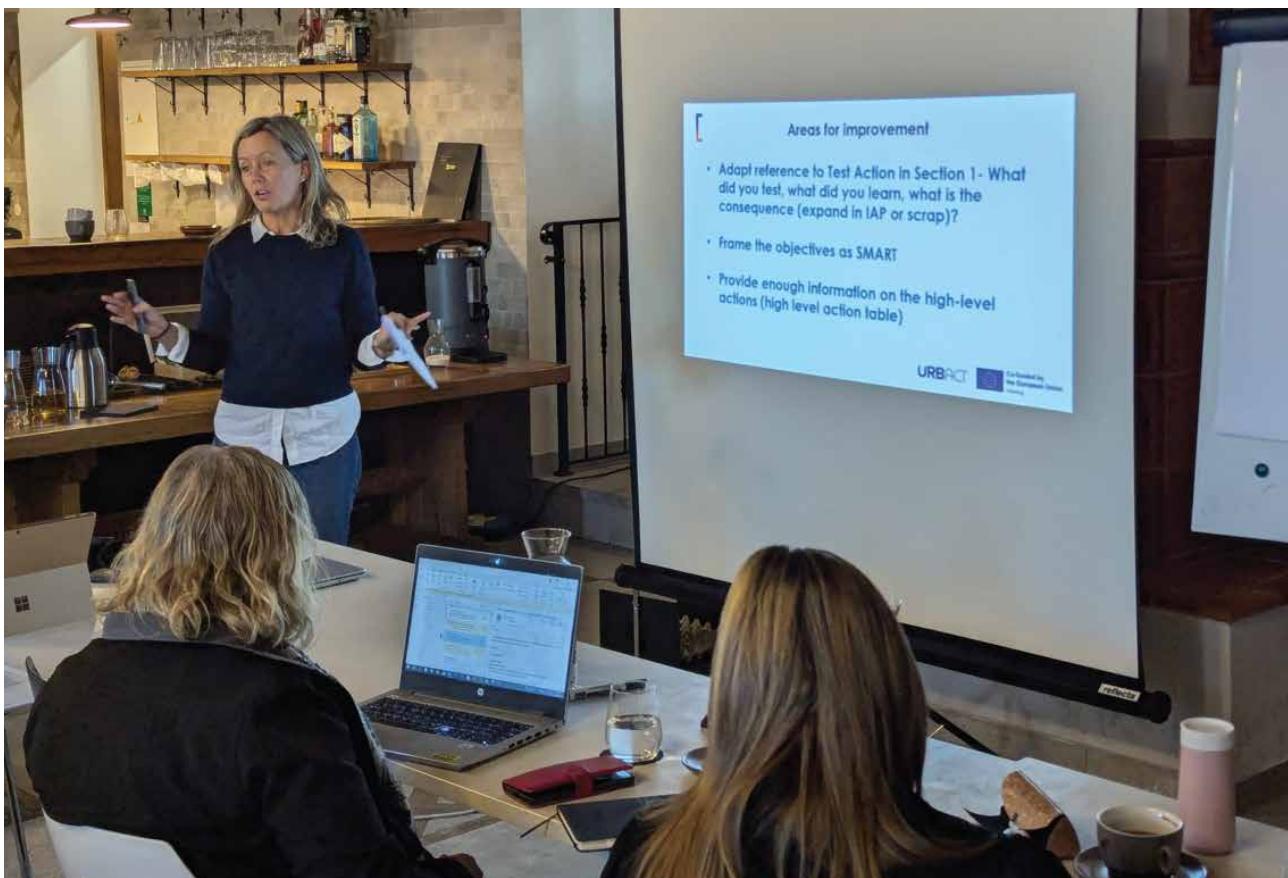
Lack of local jobs that can compete with higher salaries in Austria - this poses a challenge for local employers to attract and retain workers.



Lack of a collaborative strategy to drive competitive advantage in the area - this can hinder the region's ability to compete effectively and maximise its strengths.



Lack of business awareness of the importance of the green transition and its implementation in day-to-day business operations.



1.3

Key facts about the region and Municipality of Ormož

General information

Slovenia is located at the crossroads of the Alpine, Mediterranean, Pannonian, and Dinaric worlds. The diversity within such a small space is complemented by preserved nature. More than half of Slovenia is covered by forests, and more than a third of the territory falls within the Natura 2000 areas.

Slovenia borders four countries: Austria to the north, Croatia to the south, Hungary to the east, and Italy to the west. The capital city of Slovenia is Ljubljana.

The Municipality of Ormož is located in the Podravje region and borders Croatia. A large part of the municipality is characterised by agricultural land, and its total area covers 142 km². Ormož is geographically and culturally rich, with terraced vineyards that give the landscape a distinctive character.

The topography of Ormož and its surroundings is diverse, stretching from the low-lying areas along the Drava River to the more elevated terrain around the town. The river plain is well suited to agricultural activities such as arable farming, while the land gradually rises into a hilly landscape covered with vineyards, creating a picturesque and recognisable regional identity.

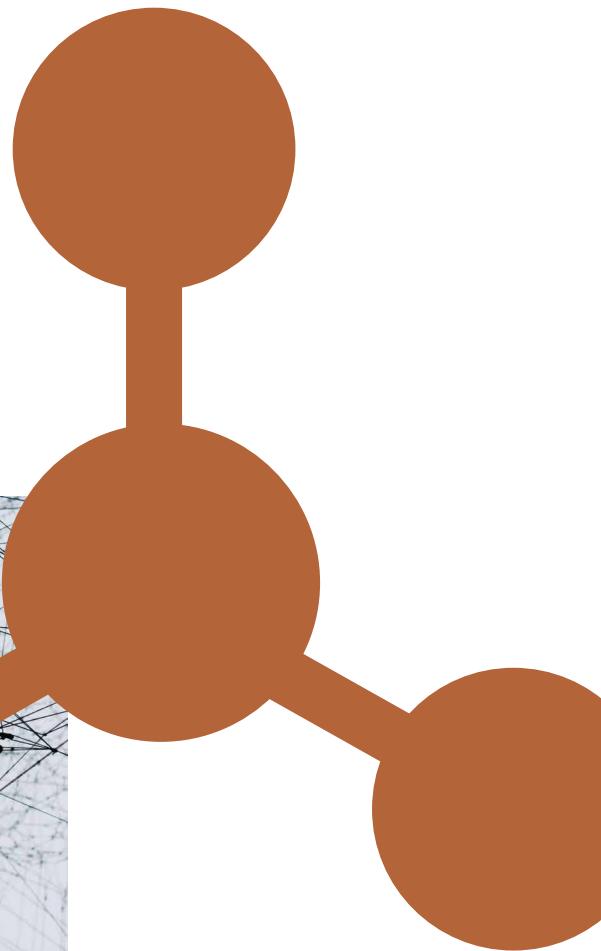
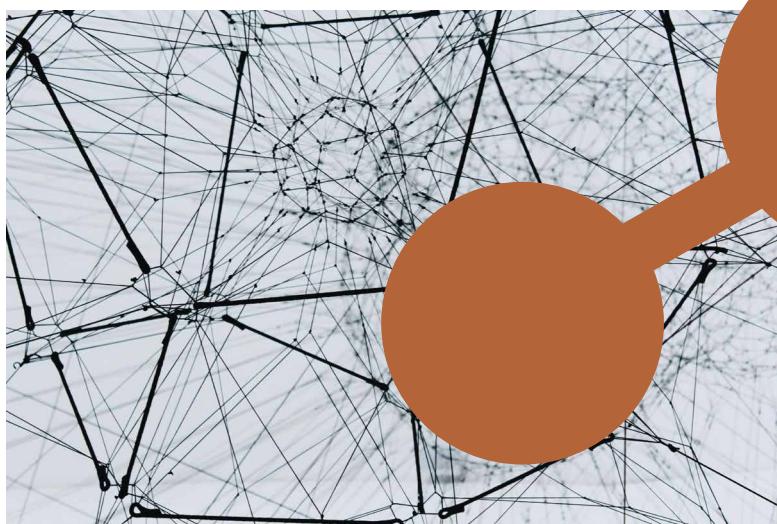
In the last decade, we have witnessed increasingly frequent climate changes, manifested as alternating periods of rain and drought, more frequent floods, and spring frosts. Summers are increasingly marked by extreme heat accompanied by strong winds and hail. Heatwaves are becoming more common, with temperatures exceeding 35 degrees Celsius. Air pollution, particularly PM10 levels, remained an issue, with exceedances mainly in winter due to temperature inversions and emissions from traffic and small combustion sources.

Environmental conservation is a priority, with the Ormož Basins Nature Reserve, a Natura 2000 site, protecting diverse bird species. The municipality promotes renewable energy and energy efficiency, exploring geothermal energy and solar PV systems for energy communities.



Ormož is strategically located at the junction of the A5 and A4 motorways. The main events are taking place in the centre of Ormož. Due to the short distances between areas of activity, everything is accessible within a timeframe of 15 to 30 minutes. But on the other side, the connection of the town of Ormož with the countryside, which consists of 61 settlements that are scattered and sparsely populated, is not adequately served by public transport.

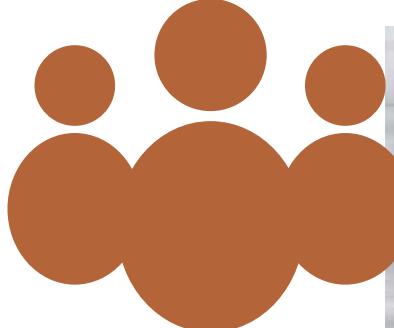
Connectivity



The municipality of Ormož had a population of approximately 11.813 in 2024, a slight decrease compared to 11.912 in 2023. The municipality's population is quite evenly distributed between the sexes, with 5.992 males and 5.821 females in 2024. The average age of the inhabitants is 45.7 years, which indicates a gradual ageing of the population. According to the age structure, the share of young people (0-14 years) is slightly decreasing, but in terms of labour force participation, with around 6.900 people in employment is staying stable.

Unemployment rate is 3.4% for men and 4.8% for women, with 11.6% of Podravje's workforce commuting to Austria for higher wages. In 2023, Ormož's average net salary was 1.309,37 EUR, lower than Slovenia's national average (1.445,12 EUR) and significantly below Austria's (2.300,00 EUR).

Demography



Economic situation

The economy of Ormož is characterised by a diversified structure of mainly small and medium-sized enterprises, with an emphasis on agriculture, viticulture and industrial production. The municipality remains attractive for investment, as demonstrated by new investments such as the construction of a technology park.

The success of economic organisations largely depends on entrepreneurs who are willing to put their ideas into practice and contribute to local prosperity. Each year, the municipality grants 50.000 – 60.000 EUR through a public tender to promote small businesses. To boost innovation, Ormož supports entrepreneurship through a business incubator and infrastructure investments. The new technology park, completed in 2025, attracts companies by integrating green technologies and accessible infrastructure. Research and development centre RRC Ormož plays a key role in supporting business and economic development.

Although the municipality is experiencing stable economic activity, certain challenges remain, such as improving transport links with other regions, which could further strengthen Ormož's economic potential.

The strategic objectives of the municipality are:

To encourage the development of quality human resources.

To ensure that gross domestic product (GDP) in Ormož grows faster than the national average.

To increase openness and internationalisation.

To develop the physical entrepreneurial infrastructure.





1.4 Existing Strategies and Policies

Local and regional strategies play a crucial role in shaping local strategies that can effectively impact the development of local communities in Ormož. Local policies are designed to address the specific needs and challenges of an individual area, while regional policies target a larger area and more comprehensive integration among different local communities.

At the regional level, the Regional Development plan and the Renewable energy strategy are ensuring a high quality of life and environment for citizens, and reducing carbon footprint with sustainable transport. Locally, the Integrated transport strategy of the municipality of Ormož with key objective to change travel habits of population to more sustainable modes such as walking and cycling, while Strategy for the location and management of business zones is related to sustainable development and expansion and management of business zones and investment in existing facilities. There is also a Digital strategy under development.

There are also strategies at the national level which are relevant to this topic, such as Roadmap towards the circular economy in Slovenia, Smart specialisation strategy (S4), National Energy and climate plan (NECP) and Slovenian Development strategy.

Several high-level strategic European policies aim to accelerate the green industrial transition across Europe. The aims and objectives of EcoCore seek to implement these policy objectives on the ground in partner cities. Those strategies and policies are The European Green Deal, Green Deal Industrial Plan for the Net-Zero Age (Feb 2023), Circular Economy Action Plan, Clean Energy Package, Corporate Sustainability Reporting Directive, European Industrial Strategy, EU SME Strategy for a sustainable and digital Europe, The Zero Pollution Action Plan, The European Skills Agenda and The EU Gender Equality Strategy.

Relevant Operational (funding) Programs

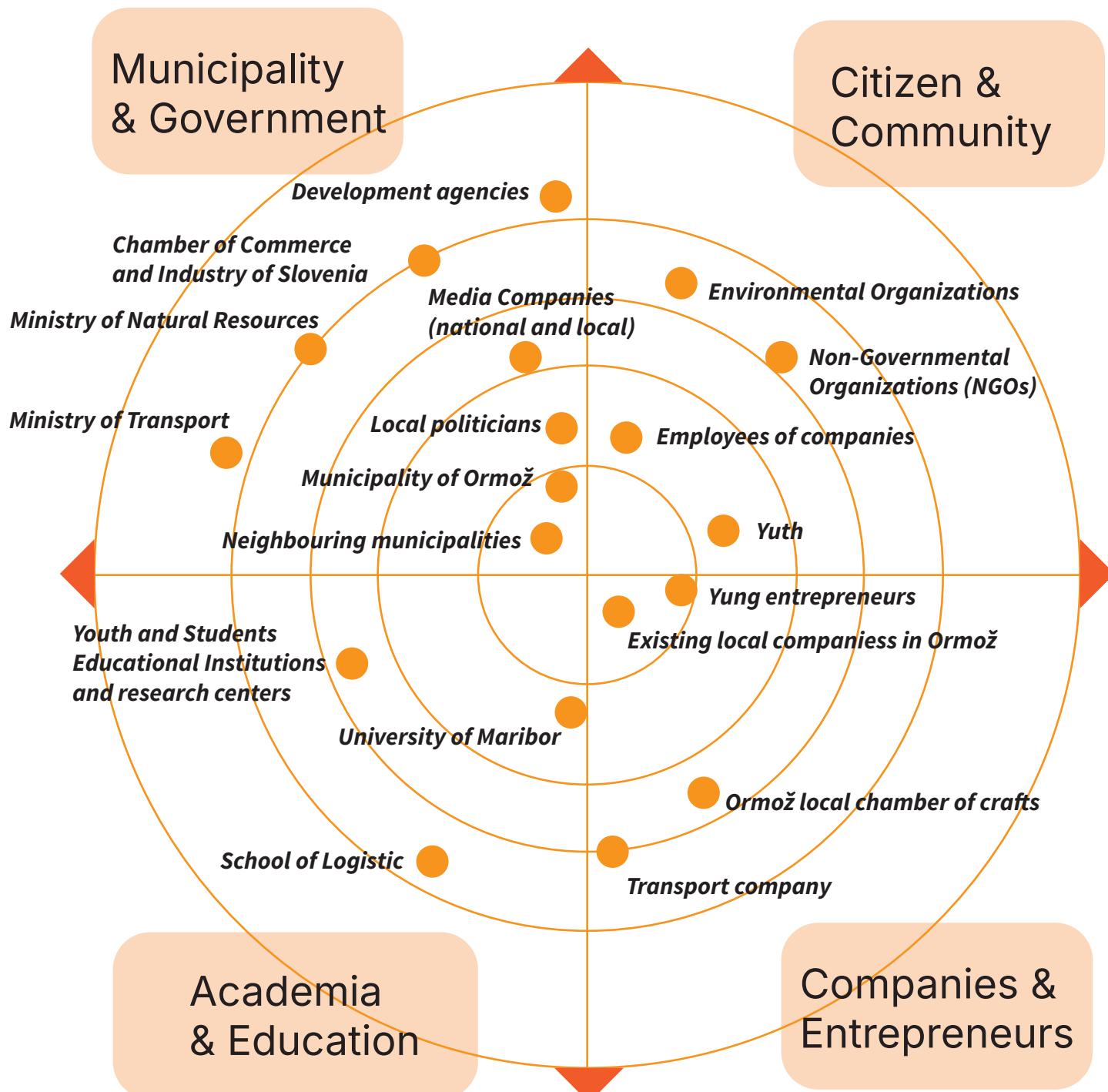
Programs that support the financing of sustainable economy practices include Horizon, European Regional Development Fund (ERDF), Cohesion Fund, Interreg, LIFE Program, National Funding Programs, and URBACT.

One of the main policy programmes is Slovenia's EU Cohesion Policy Programme,¹ which aligns with our aims through:

Priority 1: Digital connectivity.

Priority 2: Green transformation for climate neutrality.

Priority 4: Sustainable urban mobility and other priorities.



1.5 URBACT local group and stakeholder map

Urbact Local Group (ULG)

The Urbact Local Group (ULG) in the City of Ormož, led by Matjaž Kosi, is structured into four groups of stakeholders representing various sectors and communities in the city. The ULG consists of a core team pulled from a variety of different stakeholder groups with representatives from the public, private and civil society sectors.



Stakeholder Group/Sector 1

The Public Sector includes the Municipality of Ormož and neighbouring municipalities (Sveti Tomaž, Središče ob Dravi), as well as the development agency from Ptuj (ZRS Bistra). This group is crucial in the formulation and implementation of policies and measures for green transition in the city.

Stakeholder Group/Sector 2

The private sector is a representative of the economy and of the young entrepreneur, which is crucial for the transfer of knowledge on the green transition to the private sector and learning about the needs of the private sector in order to transition.

Stakeholder Group/Sector 3

NGOs in the field of nature conservation represent a very important component in the co-creation of the legal framework in the field of nature conservation and the design of new policies themselves.

Stakeholder Group/Sector 4

The youth representative represents the views and perspectives of the younger population, who will be most affected by climate change.



NAME	GENDER	ORGANISATION
Sandra Kumer	F	Youth representative
Dominik Ozmeč	M	A representative for Young Entrepreneurs
Mitja Mar	M	Representative of the Municipality of Ormož
Ana Vaupotič	F	NGO representative
Jelka Zidarič Trstenjak	F	Director of the municipality Središče ob Dravi
Sebastjan Šimon	M	SME representative
Tjaša Glažar	F	Representative of ZRS Bistra Ptuj - Scientific Research Centre Bistra Ptuj
Peter Kirič	M	Representative of media
Barbara Podgorelec	F	Representative of culture organizations
Blanka Raušl	F	Representative of the Municipality of Sveti Tomaž

Table: ULG Membership

When establishing ULG we have taken care that all different stakeholder groups were covered. But even though that the core group consisted of 10 members, other stakeholders were consulted when needed.

Planning Process



The URBACT Local Group (ULG) represents a key structure in the EcoCore project. The role of the ULG is central to the design, implementation, and monitoring of IAP in the field of the green transition.

The first key task of the ULG is to ensure coordination among all involved parties, as it connects and aligns the activities and interests of various stakeholders in the project. This leads to a better understanding of, and support for, green transition solutions and ensure that projects are tailored to the specific needs and circumstances of the Municipality of Ormož and its surroundings.

Active involvement of residents enables a better understanding of the green transition in business zones and how it affects all residents. The ULG also plays an important role in promoting green transition, incorporating sustainable mobility in Ormož and creating more sustainable environment for all residents by attracting entrepreneurs with green business ideas and a new mindset. In addition, the ULG collects and analyses data and prepares reports on achieved results and progress. This enables a continuous process of improvement and ensures that projects are aimed at achieving the set goals.



During the planning process, ULG met 12 times in the last 2,5 years to co-create this action plan. During these meetings, the ULG members shared valuable information, ideas, and opinions about actions that could address the defined problems. At the beginning the ULG group discussed and developed a problem tree to identify our challenges and their causes. Later, the ULG members actively conducted a SWOT analysis, which is presented in this IAP. Their main role was to help co-design actions and being voice of different residents' groups.

1.6

Emerging topics (Problem Definition)

SWOT analysis of local context in relation to addressed topics

Early in the process, a SWOT analysis of the local context helped us to identify emerging focus areas to be addressed in the IAP.

STRENGTHS

- High quality natural environment
- Gastronomy & wine region
- Education & Development programming for 18 to 25-year-olds
- Free mobility service for the elderly
- Family Centre
- Low unemployment
- Sufficient water resources
- Tourism
- Space for industrial development
- Continuing professional development opportunities (adults)
- Safety & Security (low crime)
- High quality of life
- Entrepreneur supports

WEAKNESSES

- Brain Drain
- Ageing Population
- Long spatial planning procedures (5 years)
- Weak electricity network
- Infrequent and few bus connections between rural areas and the town centre
- High amount of vacant property in private ownership
- Poor road connections
- Lack of affordable housing
- Poor sports infrastructure rurally
- Centralised system of government
- Gender equality

SWOT Analysis

- Green & boutique tourism
- Sports tourism (handball & outdoor)
- New 6 education & training centre planned
- Solar energy production (Ormož has the sunniest days per year in Slovenia)
- Better (& more sustainable) public transport
- Circular & Bioeconomy
- Respite & Recuperation Service Sector
- Reopening of train connection between Ormož, Hungary and Croatia
- Green Deal & Green Transition

- Ability to provide a skills pipeline for the industry
- Reliant on imports & vulnerability to global supply chains
- Traditional resistance to change
- Lack of financial resources
- Frequency of political change
- Lack of critical mass
- Deforestation (due to the development of transnational gas & electricity lines)
- High number of daily commuters to e.g. Austria for higher wages
- Bureaucracy

OPPORTUNITIES

THREATS

1.7 Local challenges, project vision and interlinkages

Brain drains and skills shortage

Lack of critical mass

Lack of local jobs to compete with higher wages elsewhere

Lack of business awareness of the green transition

Lack of a collaborative strategy

The relocation of skilled labour to other regions reduces the local talent pool, affecting the municipality's capacity for innovation and sustainable growth.

A smaller population limits the size of the market and the diversity of ideas, which is key to fostering innovation and sustainable practices.

This exacerbates the brain drain as the municipality cannot retain the workforce without competitive pay.

They may not be aware of the benefits of integrating sustainable practices, missing opportunities for innovation and market differentiation.

Without a unified approach, exploiting the area's competitive advantages remains challenging, hampering economic development and sustainability efforts.

Local challenge

1

Local challenge

2

Local challenge

3

Local challenge

4

Local challenge

5



Interlinkages



From challenges to potentials - The challenge of brain drain can be turned into an opportunity by developing local education programmes and promoting entrepreneurship in green technologies, taking advantage of strong community cohesion.

EDUCATION COOPERATION



A collaborative strategy for competitive advantage - By fostering a collaborative strategy between local businesses, government and educational institutions, Ormož can harness its cultural and natural heritage for sustainable tourism, environmentally friendly agriculture and the production of local handicrafts. This unified approach can attract investment, increase market access and strengthen the municipality's competitive edge.



Business awareness as a catalyst for innovation - Raising awareness among local businesses of the benefits and importance of the green transition can stimulate innovation in sustainable products and services and attract a skilled workforce interested in sustainable development.

AWARENESS



Exploiting the geographical location - the strategic geographical location can be exploited for economic activities and to establish Ormož as a model for cross-border environmental initiatives that will show how local challenges can be transformed into regional opportunities.

REGIONAL OPPORTUNITIES

By strategically addressing local challenges and harnessing potential, Ormož aims to create a sustainable, resilient and vibrant community. The interlinkages between these aspects underline the importance of integrated approaches that consider economic development, social cohesion and environmental sustainability as interlinked components of regional planning and development.

Project Vision

The vision of the Municipality of Ormož within the EcoCore initiative embodies a pioneering approach to integrating sustainability and green practices into the local community and its economy. Ormož, with its unique blend of cultural heritage and natural beauty, is at a pivotal moment. It is time to adopt innovative strategies that reduce our carbon footprint, increase energy efficiency and promote the use of renewable resources.

The Municipality of Ormož will develop as an attractive economic, tourist, and residential area, providing a high quality of life for its inhabitants, entrepreneurs, and visitors.

It will strengthen its position as an economic centre in the border area. It will realise its opportunities based on knowledge, with enterprising and innovative projects that will attract domestic and foreign investors.

Key areas of development

Energy transition	The transition to low-carbon energy sources, and Ormož being a model city where the first green business zone will be created.
Green economy and innovation	Creating a strong ecosystem that supports sustainable business practices, fosters innovation and creates employment opportunities.
Sustainable transport	Development of a sustainable transport network which includes promoting electric vehicles, improving public transport options and developing infrastructure that encourages cycling and walking.
Community engagement and education	Working closely with residents, businesses and local stakeholders to raise awareness of sustainability issues and promote sustainable lifestyles.
Climate resilience and adaptation	Making Ormož more resilient to the impacts of climate change.

Integration Challenges

Ormož is addressing the complexities of a green transition through integrated planning, ensuring social, economic, and environmental challenges are tackled holistically. The URBACT Local Group (ULG) plays a key role, engaging stakeholders to shape policies and contribute to decision-making.

Types of Integration

Policy & Sector	The project aligns economic, environmental, and social goals, fostering inclusive solutions and minimising negative impacts. Active ULG participation ensures a bottom-up approach.
Horizontal integration	Collaboration between public, private, academic, and civil sectors enhances problem-solving and innovation. While all sectors are represented, a stronger environmental focus is needed.
Vertical integration	Cooperation with regional municipalities strengthens policy alignment and resource allocation. Though national organisations are not directly involved, Ormož coordinates with Slovenia's URBACT point and the Ministry of Spatial Planning.
Territorial integration	Cross-municipal cooperation prevents shifting negative impacts elsewhere and enhances funding opportunities for regional challenges.
Hard & Soft Investments	Ormož integrates infrastructure projects (ERDF) with social and economic development (ESF). By leveraging CLLD strategies, the municipality aligns investments with community needs for sustainable outcomes.

Through these approaches, Ormož fosters a cohesive and sustainable transition despite its small size, leveraging territorial cooperation to address challenges at the regional scale.



Approach to URBACT cross-cutting principles

All URBACT cross-cutting principles were considered in the design of actions. A gender perspective and a non-discriminatory perspective are fundamental to the preparation of the Integrated Action Plan.

One of the driving principles of the EcoCore project is the focus on supporting women's entrepreneurship. A gender-sensitive approach was adopted in the design and subsequent implementation of these actions. We ensured that gender equality and non-discrimination were considered at all levels of project implementation. We involved all stakeholders in all activities, regardless of their background or gender.

We also used digital technologies as a lever to raise awareness of the green transition in business zones and to promote sustainable modes of transport.

1.8

First Ideas

How to Test Actions

Testing the actions included in the Integrated Action Plan (IAP) gave us a great insight into real needs and acceptance of those actions among residents.

The ULG worked on ideas and was able to propose additional testing actions to address local challenges.

The first test aimed to promote sustainable mobility and reduce the carbon footprint of the business zone among employees and entrepreneurs. The planned test action involved renting bicycles that were made available for various business needs, such as dealing with bureaucratic procedures at administrative units or municipal offices, attending meetings or attending medical check-ups. This approach aims to provide an efficient, environmentally friendly alternative to traditional means of transport for travelling from the business zone to the city centre.

As part of the pilot project, a thorough analysis of bicycle use was conducted, including the collection of data on the number of users, the purpose of use, the gender distribution of users, and an assessment of the CO2 savings resulting from substituting car trips with cycling. This analysis served as a basis for assessing the impact of the project on the promotion of sustainable mobility and the reduction of the carbon footprint, which is in line with our long-term objectives of sustainable development and improving the quality of the living environment.



AREAS OF INTERVENTION

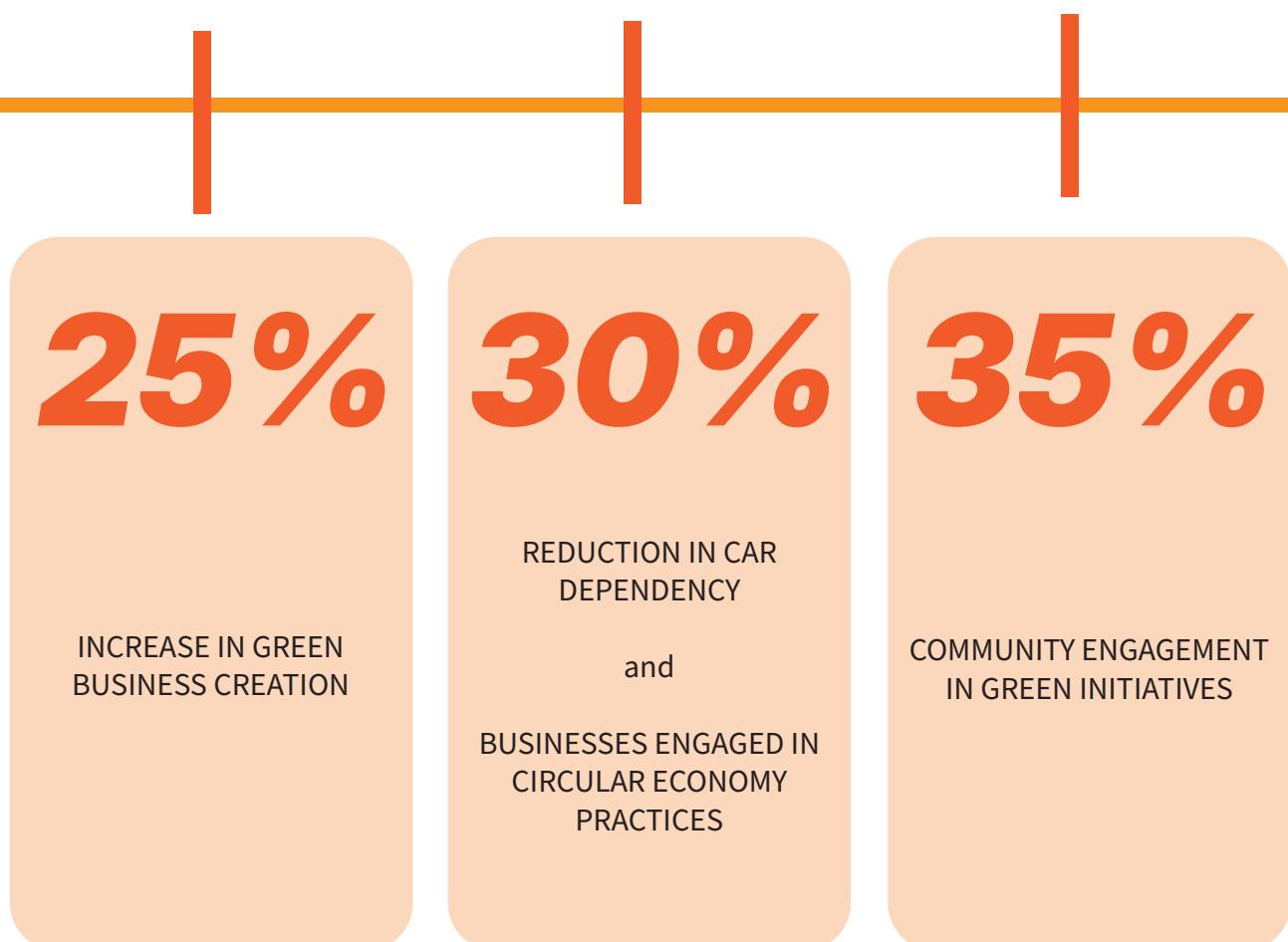
*Ormož: a city where green
solutions foster new opportunities
for people, businesses, and future
generations.*

2.1 SMART Strategic objectives

For Ormož to reach its goals, it is important to set clear, actionable, and measurable objectives to achieve long-term positive impacts. We have established a set of S.M.A.R.T. (specific, measurable, achievable, realistic and time-bound) goals that will help us achieve intended results.

These objectives focus on reducing environmental impact, fostering community involvement in green initiatives, and encouraging businesses to adopt sustainable practices.

By 2030, we aim to achieve the following strategic targets:



Each of these objectives is designed to align with our vision statement: "Ormož: A City Where Green Solutions Foster New Opportunities for People, Businesses, and Future Generations".

Explanation of objectives

1

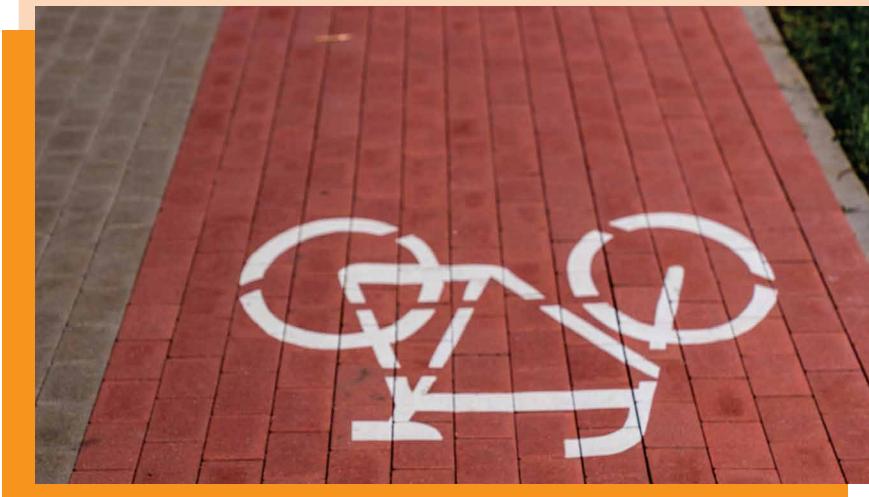
**25% increase in
green business
creation by 2030**

Ormož aims to have a 25% increase in green business creation by 2030. We will support this with various activities such as starting the Green Business Accelerator, Green Innovation Hub and connecting businesses in the Green Business Accelerator Network.

2

**30% reduction in car
dependency by 2030**

Ormož aims to reduce car dependency by 30% through various actions, including expansion of cycling infrastructure, an increase in electric vehicle charging stations, bikes available and other supporting measures. The goal is to encourage residents to shift towards more sustainable transportation options and decrease transport-related emissions.



The planned actions are structured in a way to support this objective to make it achievable, and by providing support to future entrepreneurs to create new green businesses.

The target date for achieving this objective is 31 December 2030. Progress will be assessed biannually, with reviews conducted in 2027 and 2029 to evaluate effectiveness and make necessary adjustments.



We plan to track the reduction in the number of private car trips, the number of kilometres of expanded cycling paths and new bicycles available. To reach this goal, we will combine different actions.

Reducing car dependency is essential to achieving Ormož's broader sustainability goals, including lowering greenhouse gas emissions, improving air quality, and enhancing the overall quality of life by promoting healthier and more sustainable modes of transport.

Our goal is to reduce car dependency by 2030. Progress will be assessed biannually, with reviews conducted in 2027 and 2029 to evaluate effectiveness and make necessary adjustments.



Explanation of objectives

3

**30 % of businesses
engaged in circular
economy practices
by 2030**

By 2030, Ormož aims to have 30% of local businesses implementing circular economy practices. This includes various practices, depending on each business, such as waste reduction, reuse of materials, encouraging employees to act more sustainably, etc.. To achieve this, we are planning a B2B exchange platform and a Zero Waste Business Certification programme.

4

**35% community
engagement in
Green Initiatives
by 2030**

One of our aims is to achieve a 35% participation rate of residents in sustainability programs and initiatives. This includes increasing community involvement in activities such as workshops, launching a digital platform and organising “Green Living Days”. These actions and goals reflect importance of involving the community and stakeholders in the green transition and ensuring that environmental goals are supported by residents, using a bottom-up approach.



We want to encourage businesses to become more sustainable and to engage in circular economy practices to achieve Ormož's sustainability objectives, as this has a significant effect on economic resilience and supports long-term growth by optimising resource use and minimising waste. Employees will also become more aware of the importance of green practices.

The target date for achieving this objective is 31 December 2030. Progress will be assessed biannually, with reviews conducted in 2027 and 2029 to evaluate effectiveness and make the necessary adjustments.



The purpose of those actions is to raise awareness among citizens, which also complements other planned measures.

Enhancing community engagement in green initiatives aligns with Ormož's broader environmental goals. It is especially important because it is not just increasing community engagement but also raising awareness about the importance of cities to become "greener".

The target date for achieving this goal is also December 31, 2030. Progress will be assessed twice a year, with reviews taking place in 2027 and 2029. Effectiveness will be assessed during these years. Necessary adjustments will be made.



2.2

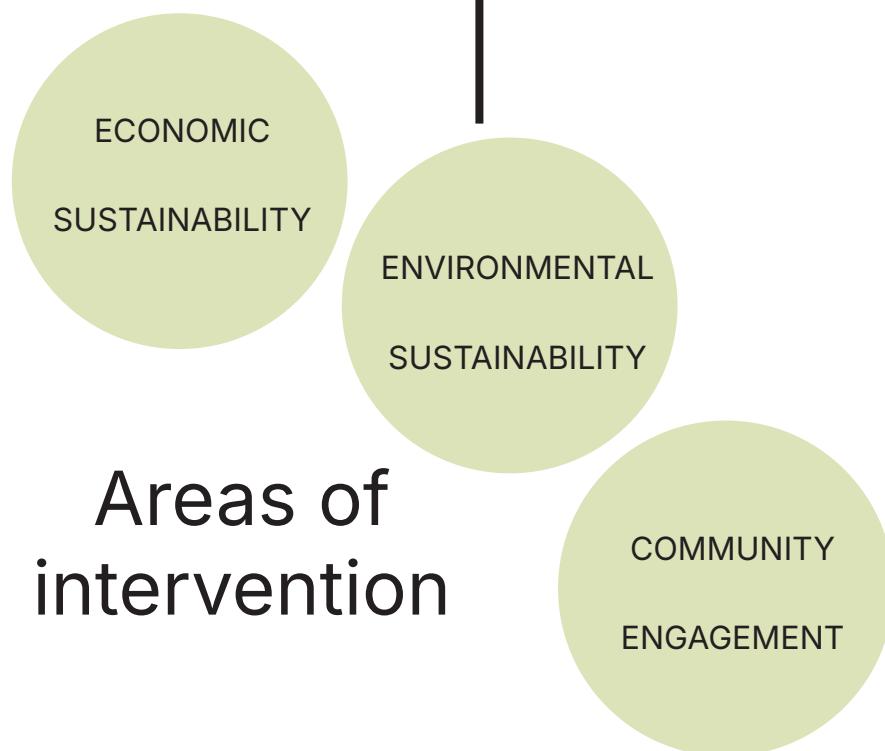
Areas of intervention

This approach will help us achieve our vision of "Ormož: A City Where Green Solutions Foster New Opportunities for People, Businesses, and Future Generations."

Through the exchange of knowledge and good practices, we are developing opportunities for local stakeholders and citizens to transition towards greener and more sustainable ways of living, with an emphasis of the development of actions to support our Green Business Zone. Our primary focus is on developing integrated actions for our Integrated Action Plan that support the establishment and growth of the Green Business Zone. This is closely connected to three interconnected areas of intervention: economic sustainability, environmental sustainability, and community engagement.

The main area of intervention is economic sustainability, followed by and closely connected to environmental sustainability and community engagement. The main focus is moving towards a more green and sustainable economy to support the development of the Green Business Zone, which involves encouraging businesses to adopt circular economy practices to minimise waste and make the most of resources and other practices of the circular economy and to support the creation of new green businesses. But since there are always people behind businesses, it is crucial to develop activities to include citizens and work towards people adopting greener and more sustainable ways of living and work on community engagement as an area of intervention. Both areas are also closely linked to environmental sustainability, which is crucial for the long-term health of our community.

By integrating these areas of intervention, we created an Integrated Action Plan that supports the development of Green Business Zone while also promoting greener and more sustainable ways of living for our citizens.

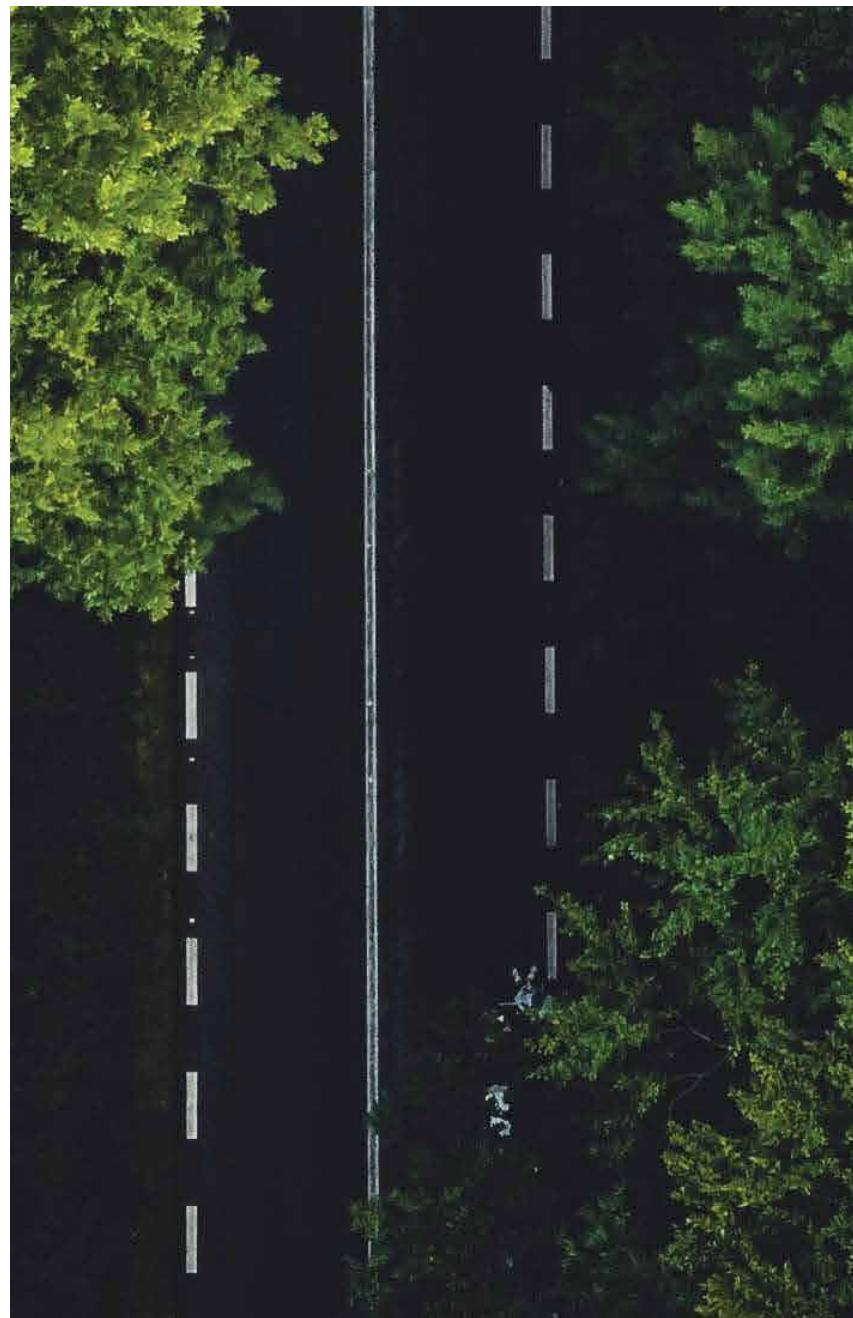


2.3 Specific Objectives

As outlined in the previous chapter, our strategic SMART goals focus on:

- ▶ ***reducing car dependency***
- ▶ ***increasing community engagement in green initiatives***
- ▶ ***promoting circular economy practices among businesses***
- ▶ ***fostering the creation of green businesses***

To support these goals, we have identified specific, measurable objectives that align with each strategic priority and contribute to our Integrated Action Plan, which integrates economic and environmental sustainability with strong community engagement. These strategic objectives are supported by specific objectives such as developing new cycling paths, increasing electric vehicle charging stations, organizing sustainability workshops, and launching platforms for sustainable living and business practices. By integrating economic sustainability, environmental sustainability, and community engagement, we aim to create an Integrated Action Plan to support our vision.



Specific objectives are connected to strategic objectives as following:

25% increase in green business creation by 2030

- **Increase the number of green businesses** in Ormož by 25% by launching a "Green Business Accelerator".
- **Increase green business creation** in Ormož by 25% by establishing a "**Green Innovation Hub**" providing co-working spaces, research and development support, and access to sustainable technology resources.
- Increase green business creation in Ormož by 25% by establishing a "**Green Business Accelerator Network**", connecting local green startups with regional and international investors, facilitating business mentorship programs.

25%

30% reduction in car dependency by 2030

- New cycling paths and increase in electric vehicle charging stations and more bikes available.
- **Implementing a comprehensive sustainable mobility strategy.**
- "Mobility-as-a-Service" (MaaS) platform.

30%

30 % of businesses engaged in circular economy practices by 2030

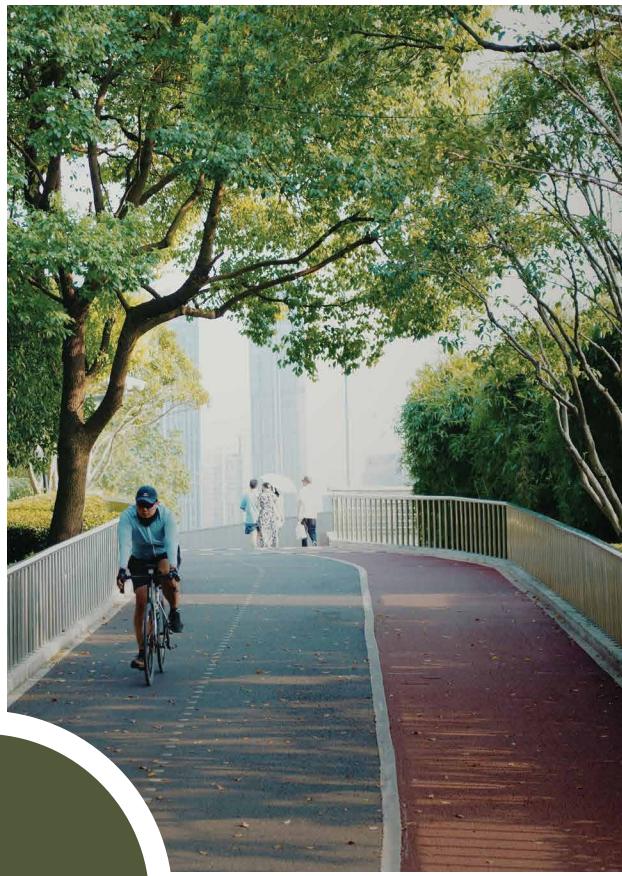
- Engage 30% of businesses in Ormož in **circular economy practices by implementing a waste reduction program** that incentivizes businesses to reduce waste.
- Engage 30% of businesses in Ormož in circular economy practices by launching a "Zero Waste Business Certification" program.

30%

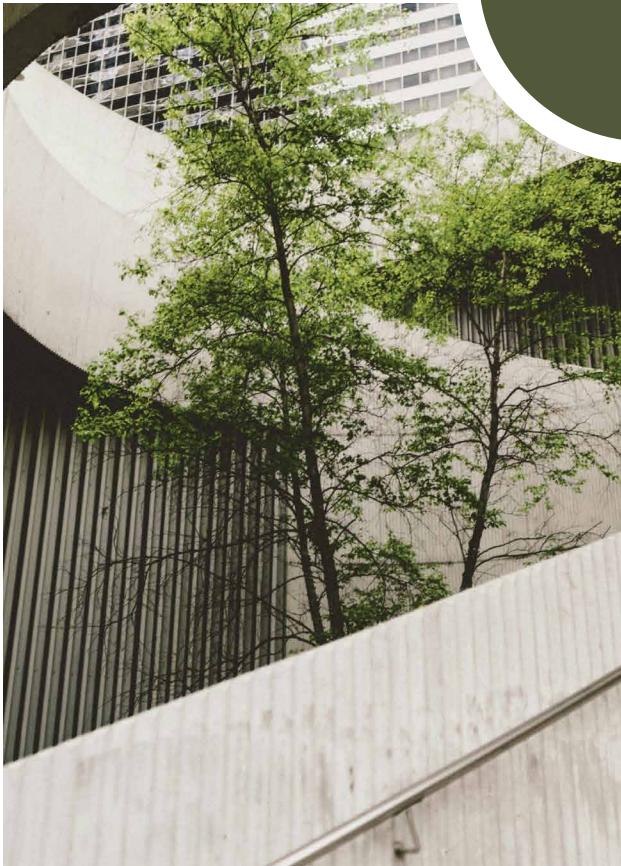
35% community engagement in green initiatives by 2030

- **Increase community engagement in green initiatives** to 35% of Ormož's population by organizing 3 annual sustainability workshops.
- Engage 35% of Ormož's population in green initiatives by **launching a digital platform** for sustainable living.
- Engage 35% of the city's population in green initiatives **organizing quarterly "Green Living Days"**.

35%



GOALS



2.4

Related high level actions

Action Area:
Environmental Sustainability



The following summary table represents actions that are tackling environmental sustainability with the main goal of a 30% reduction in car dependency by 2030. It contains three activities such as expanding cycling infrastructure, enhancing electric vehicle accessibility, implementing a comprehensive sustainable mobility strategy and MaaS.

30% Reduction in Car Dependency by 2030 | Area: Environmental Sustainability

ACTION	Intended result	Resources/assets	Lead Agency	Key partners	Timescale
15 kilometres of new cycling paths 20% increase in electric vehicle charging stations Fleet of 20 bikes available for shared use by businesses	<ul style="list-style-type: none"> Reduction in car usage by 30% Improved cycling infrastructure Increased access to electric vehicle (EV) infrastructure 	<ul style="list-style-type: none"> Financial resources Policy support Infrastructure 	Municipality of Ormož	National government agencies, Ministry of Cohesion and Regional Development, Local businesses...	2026 - 2030
Implementing a comprehensive sustainable mobility strategy	<ul style="list-style-type: none"> Reduce car dependency Promote eco-friendly transportation options 	<ul style="list-style-type: none"> Human resources Policy and regulatory support Financial resources 	Municipality of Ormož	Transport operators, Urban planning experts	2026 - 2030
"Mobility-as-a-Service" (MaaS) platform.	Provide seamless, user-friendly access to multiple transportation options such as public transit, bike-sharing, car-sharing, and electric vehicles - through a single, integrated digital platform.	<ul style="list-style-type: none"> Technology infrastructure Customer support infrastructure Financial resources 	Municipal department for development planning, economic activities and legal affairs	Public transport operators, Technology companies	2028 - 2030

Action Area:
Community engagement

Community engagement is crucial to the overall success of the Integrated Action Plan since people are those making changes in businesses. Their accountability and being informed about the importance of being "green" is an important element for the success of all listed actions.

The following table outlines activities such as organising sustainability workshops, working closely together with local organisations and educational institutions, and using marketing and promotion to reach the community.



35% Community Engagement in Green Initiatives by 2030 | Area: Community Engagement

ACTION	Intended result	Resources/assets	Lead Agency	Key partners	Timescale
Organizing 3 annual sustainability workshops	To engage residents to be part of green initiatives and adopt a greener approach	<ul style="list-style-type: none"> Marketing and communication tools, Educational resources, Community networks 	Local organisations, educational institutions, community groups	People's University of Ormož, RRC Ormož, Primary school Ormož, Gymnasium Ormož	2026 - 2029
Launching a digital platform for sustainable living	Easy access to resources, tools, and information on eco-friendly practices, ultimately increasing awareness	<ul style="list-style-type: none"> Data and analytics tool Content and educational materials 	Municipality of Ormož	Web developers, Community groups and volunteers, Educational institutions	2026 - 2029
Green initiatives organizing quarterly "Green Living Days"	Increase community awareness and active participation in sustainable practices, fostering a culture of environmental responsibility	<ul style="list-style-type: none"> Educational materials Human resources Marketing and promotion 	Municipality of Ormož	People's University of Ormož, RRC Ormož, Primary school Ormož, Gymnasium Ormož	2026 - 2029

Action Area:
Economic sustainability

For the action area of economic sustainability, we are following two strategic objectives connected to businesses. One is 30% of businesses being engaged in circular economy practices by 2030, and 25% increase in green business creation by 2030. Both are supporting businesses in becoming greener and adopting circular economy practices, with emphasis on supporting green startups.



30 % of businesses will be engaged in circular economy practices by 2030 | Area: Economic sustainability

ACTION	Intended result	Resources/ assets	Lead Agency	Key partners	Timescale
A B2B material exchange platform to recycle and reuse materials	Facilitate the recycling and reuse of materials among businesses	<ul style="list-style-type: none">• Data and analytics tools,• Platform developers,• Marketing and outreach	Public utility company Ormož	Municipality of Ormož, Re - use centre	2028 - 2030
"Zero Waste Business Certification" program	Encourage businesses to minimise waste generation, improve resource efficiency, and adopt sustainable practices	<ul style="list-style-type: none">• Certification framework,• Human resources,• Educational materials	Municipality of Ormož	Web developers, Community groups and volunteers, Educational institutions	2026 - 2029





25% increase in green business creation by 2030 | Area: Economic sustainability

ACTION	Intended result	Resources/ assets	Lead Agency	Key partners	Timescale
"Green Business Accelerator"	Supports 20 new green startups through mentorship and access to green business zones	<ul style="list-style-type: none"> • Mentors and experts, • Physical space, • Financial resources, • Educational resources 	RRC Ormož	Municipality of Ormož, Sustainability experts and consultants, Universities and research institutions	2026 - 2030
"Green Innovation Hub"	Providing spaces, development support, and access to sustainable technology resources for 20 local entrepreneurs	<ul style="list-style-type: none"> • Mentors and experts, • Physical space, • Financial resources, • Educational resources 	RRC Ormož	Municipality of Ormož, Sustainability experts and consultants, Universities and research institutions	2026 - 2030
"Green Business Accelerator Network"	Connecting local green startups with regional and international investors	<ul style="list-style-type: none"> • Financial resources, • Space, • Networking platform, • Marketing 	RRC Ormož	Investors	2026 - 2030

ACTION PLANNING DETAILS



- ***Green Innovation Hub***
- ***Green Business Accelerator Network***
- ***Organising 3 annual sustainability workshops***
- ***Green initiatives organising quarterly "Green Living Days"***



3.1 "Green Innovation Hub"

Activity Number:	1
Activity Name:	<i>Green Innovation Hub</i>
Description of specific tasks necessary to complete this activity	
<ul style="list-style-type: none"> - Design support programs (training, mentorship). - Equip space with digital & green technology tools. - Recruit and select 20 local entrepreneurs. - Launch operations and monitor usage. 	
Link to overall visions	
Supports local green entrepreneurship and innovation; aligns with the vision of Ormož becoming a frontrunner in green transition.	
Related area of Intervention	
Economic Sustainability	

Responsibilities			
LEAD	WHY	PARTNERS	ROLE
RRC Ormož	Key institution supporting entrepreneurship and innovation in the municipality	Municipality of Ormož	Funding & policy Infrastructure
		Sustainability Experts and Consultants	R&D collaboration
		Universities and Research Institutions	R&D collaboration

Contact details: info@rrc-ormoz.si								
Implementation time frame: 2026 - 2030								
Q1 START DATE: <i>Januar 2026</i>				Q8 END DATE: <i>December 2027</i>				
Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Specific task	Planning and partner engagement	Program design	Equipment installation and call for entrepreneurs	Program launch and mentoring starts	Full operation, workshops, monitoring, adjustments if needed. From 2028 on – full operation			

Costings				
COST CATEGORY	AMOUNT	TOTAL COST	RESOURCES SECURED	RESOURCES NEEDED
Equipment	20.000 EUR		0 EUR	75.000 EUR
Training & Mentoring	20.000 EUR		FOUNDING SOURCE(S)	FOUNDING SOURCE(S)
Staff & Operations	30.000 EUR		ERDF, Municipal budget	Horizon Europe, National Entrepreneurship Funds
Communication/ Promotion	5.000 EUR	75.000 EUR		

Monitoring of delivery				
OUTPUT INDICATOR	MECHANISM OF MONITORING	BASELINE (date)	TARGET (date)	
20 entrepreneurs engaged	Registration, attendance records, business support logs	0 (Q1 2026)	20 (Q4 2030)	
100 mentorship sessions held (20 per year)	Mentorship reports	0 (Q1 2026)	100 (Q4 2030)	
RESULT INDICATOR	MECHANISM OF MONITORING	BASELINE (date)	TARGET (date)	
Number of green business models implemented	Companies' self-report form confirmed by RRC Ormož mentor review	0 (Q1 2026)	10 (Q8 2027)	
Satisfaction rate of supported entrepreneurs	Annual feedback surveys (more than 80% satisfaction)	Q4 2026	Več kot 85% (Q4 2030)	

Risk assessment			
IMPLEMENTATION RISK/CHALLENGES	LIKELIHOOD	IMPACT	MITIGATION MEASURES FORESEEN
Low engagement	Low	Medium	Early promotional campaigns, an attractive mentorship program
Lack of funding	Medium	Medium	Securing funding in advance, in constant search for funding

3.2 "Green Business Accelerator Network"

Activity Number:	2
Activity Name:	<i>Green Business Accelerator Network</i>
Description of specific tasks necessary to complete this activity	
<ul style="list-style-type: none"> - Map and engage local green startups and SMEs, fostering green technologies or engaging in the circular economy. - Organise regular matchmaking and investment-readiness events. - Promote the network regionally and internationally. - Monitor business growth and new collaborations. 	
Link to overall visions	
Supports a 25% increase in green business creation by 2030; aligns with developing Ormož as a green economic hub.	
Related area of Intervention	
Economic sustainability	

Responsibilities				
LEAD	WHY	PARTNERS	ROLE	
RRC Ormož	RRC Ormož has experience in entrepreneurship support and international networking	Municipality of Ormož	Co-financing, policy support	
		Investors	Funding	
		Universities	Research and monitoring	
		Digital platform providers	Technology set up	

Contact details: info@rrc-ormoz.si								
Implementation time frame: 2026 - 2030								
Q1 START DATE: Januar 2026				Q8 END DATE: December 2027				
Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Specific task	Stakeholder mapping and concept design	Platform development and testing	Network launch and local onboarding	First matchmaking event; feedback collection	Regional outreach and international promotion	Training for investment readiness	Network expansion; partnership development	Final evaluation and sustainability planning

Costings				
COST CATEGORY	AMOUNT	TOTAL COST	RESOURCES SECURED	RESOURCES NEEDED
Events and networking	10.000 EUR		0 EUR	50.000 EUR
Staff and coordination	20.000 EUR		FOUNDING SOURCE(S)	FOUNDING SOURCE(S)
Training and expert support	15.000 EUR			
Communication and promotion	5.000 EUR	50.000 EUR	ERDF, Municipal budget	National Entrepreneurship Funds

Monitoring of delivery				
OUTPUT INDICATOR	MECHANISM OF MONITORING	BASELINE (date)	TARGET (date)	
3 investor-match events organised	Event reports, attendance lists	0 (2026)	3 (2027)	
30 green startups or green businesses engaged	Registration, platform analytics	0 (2026)	30 (2030)	
RESULT INDICATOR	MECHANISM OF MONITORING	BASELINE (date)	TARGET (date)	
Satisfaction rate of startups and investors	Annual feedback surveys	(Q4 2026)	More than 80% (Q4 yearly)	
10 new partnerships or investments	Follow-up survey	(Q1 2026)	10 (Q4 2030)	

Risk assessment				
IMPLEMENTATION RISK/CHALLENGES	LIKELIHOOD	IMPACT	MITIGATION MEASURES FORESEEN	
Low investor interest	Medium	High	Engage international investor networks early; define co-financing incentives	
Limited participation of startups	Low	Medium	Provide startup visibility, targeted promotion, clear value proposition	

3.3 Organising 3 annual sustainability workshops

Activity Number:	3
Activity Name:	<i>Organising 3 annual sustainability workshops</i>
Description of specific tasks necessary to complete this activity	
<ul style="list-style-type: none"> - Identify relevant green themes each year (e.g., energy, mobility, circularity). - Partner with local institutions and experts for content. - Develop a communication and promotion strategy. - Organise and deliver 3 workshops annually (2026–2029). - Collect feedback and evaluate impact. 	
Link to overall visions	
Promotes awareness, education, and behaviour change toward sustainable living; supports the strategic goal of 35% community engagement in green initiatives by 2030.	
Related area of Intervention	
Community engagement	

Responsibilities			
LEAD	WHY	PARTNERS	ROLE
Local organisations, Educational institutions, and Community groups	Key facilitators for events and with high possibilities for stakeholder engagement	People's University of Ormož	Educational content
		Schools (student engagement), NGOs (interactive methods), Municipality (logistics & co-financing)	Student engagement
		RRC Ormož	Overall organization

Contact details: info@rrc-ormoz.si								
Implementation time frame: 2026 - 2029								
Q1 START DATE: Januar 2026		Q8 END DATE: December 2029						
Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Specific task	Workshop planning and partner engagement	First workshop: Circular economy	Evaluation and preparation for the second topic	Second workshop: Sustainable mobility	Evaluation and preparation for the third topic	Third workshop: Energy efficiency at home and work	Final review	Planning for continuity

Costings				
COST CATEGORY	AMOUNT	TOTAL COST	RESOURCES SECURED	RESOURCES NEEDED
Speakers and content development	10.000 EUR		0 EUR	29.000 EUR
Venue and logistics	3.000 EUR			
Promotion and materials	8.000 EUR		FOUNDING SOURCE(S)	FOUNDING SOURCE(S)
Coordination and organisation	6.000 EUR			Municipality, partners, organisations, through their own human and other resources
Catering (optional)	2.000 EUR	29.000 EUR		

Monitoring of delivery			
OUTPUT INDICATOR	MECHANISM OF MONITORING	BASELINE (date)	TARGET (date)
Number of workshops	Attendance records, event reports	0 (Q1 2026)	9 (Q4 2028)
Number of participants	Sign-in sheets	0 (Q1 2026)	200 (Q4 2029)
RESULT INDICATOR	MECHANISM OF MONITORING	BASELINE (date)	TARGET (date)
Increase in sustainability awareness	Pre/post surveys of participants	TBD	+25% increase (Q4 2029)
Satisfaction rate of participants	Post-event feedback forms		More than 80% (Q4 yearly)

Risk assessment			
IMPLEMENTATION RISK/CHALLENGES	LIKELIHOOD	IMPACT	MITIGATION MEASURES FORESEEN
Low attendance	Medium	Medium	Strong promotion via schools, local media, and incentives
Lack of relevant speakers	Low	Medium	Partner with national NGOs and universities early

3.4 Green initiatives organising quarterly "Green Living Days"

Activity Number:	4
Activity Name:	<i>Green Living Days</i>
Description of specific tasks necessary to complete this activity	
<ul style="list-style-type: none"> - Plan and organise 4 themed sustainability events per year (waste, energy, mobility, food). - Involving schools, NGOs, and local businesses. - Provide interactive content (workshops, games, DIY corners). - Promote events in the community. - Evaluate participation and satisfaction after each event. 	
Link to overall visions	
Supports 35% community engagement in green initiatives by 2030; fosters a culture of sustainable living in Ormož.	
Related area of Intervention	
Community Engagement	

Responsibilities			
LEAD	WHY	PARTNERS	ROLE
Municipality of Ormož	Municipal leadership is essential for wide public visibility and coordination across sectors.	RRC Ormož	Organisation and logistics
		People's University of Ormož	Educational role
		Primary school Ormož, Gymnasium Ormož	Youth engagement

Contact details: info@ormoz.si								
Implementation time frame: 2026 - 2029								
Q1 START DATE: November 2025				Q8 END DATE: November 2027				
Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Specific task	Plan 4 seasonal themes and stakeholder/partner engagement	Organising spring edition Possible theme: Urban gardening/food waste	Organising summer edition e.g. sustainable mobility and outdoor living	Organising autumn edition e.g. Energy-saving tips for homes, food preserving	Winter/ holiday edition e.g. Circular/ Sustainable gifts and local economy	Review content and integrate school activities	Repeat and improve events based on feedback	Final evaluation and planning for post-2027 continuation

Costings				
COST CATEGORY	AMOUNT	TOTAL COST	RESOURCES SECURED	RESOURCES NEEDED
Event materials and equipment	15.000 EUR		0 EUR	31.000 EUR
Coordination and staff	4.000 EUR			FOUNDING SOURCE(S)
Promotion and visibility	4.000 EUR			FOUNDING SOURCE(S)
Workshop leaders and facilitators	8.000 EUR	31.000 EUR		Municipal budget, ERDF, Interreg, national environmental funds, and private sponsors

Monitoring of delivery			
OUTPUT INDICATOR	MECHANISM OF MONITORING	BASELINE (date)	TARGET (date)
4 (Quarterly) Green Living Days organised	Event reports and attendance sheets	0 (Q1 2026)	4 (Q4 2026) and yearly
Number of partners engaged	Registration data, on-site counters	0 (Q1 2026)	30 (every quarter – per event)
RESULT INDICATOR	MECHANISM OF MONITORING	BASELINE (date)	TARGET (date)
% of participants reporting lifestyle change	Follow-up survey month post-event	0% (Q1 2026)	25% (Q4 2029)
% of participants who return to future events	Event registration tracking	0% (Q1 2026)	Growing up to min. 30% (Q4 2029)

Risk assessment			
IMPLEMENTATION RISK/CHALLENGES	LIKELIHOOD	IMPACT	MITIGATION MEASURES FORESEEN
Limited community engagement	Medium	Medium	Early marketing use schools, contests, and incentives
Insufficient feedback collection from participants	Medium	Low	Use digital forms, QR codes, and small rewards

IMPLEMENTATION FRAMEWORK

Leadership is shared due to numerous activity plans, and each activity has a lead who corresponds best to the planned actions and has the resources or knowledge.

4.1

Governance process to ensure IAP implementation and oversight



The successful implementation of the EcoCore Integrated Action Plan (IAP) for Ormož requires a coordinated governance structure that ensures clarity of roles, accountability, and inclusive decision-making. The lead implementation body will be the Research and Development Centre RRC Ormož, with the support of the Municipality of Ormož. It will be responsible for coordinating all activities, monitoring progress, and maintaining strategic oversight.

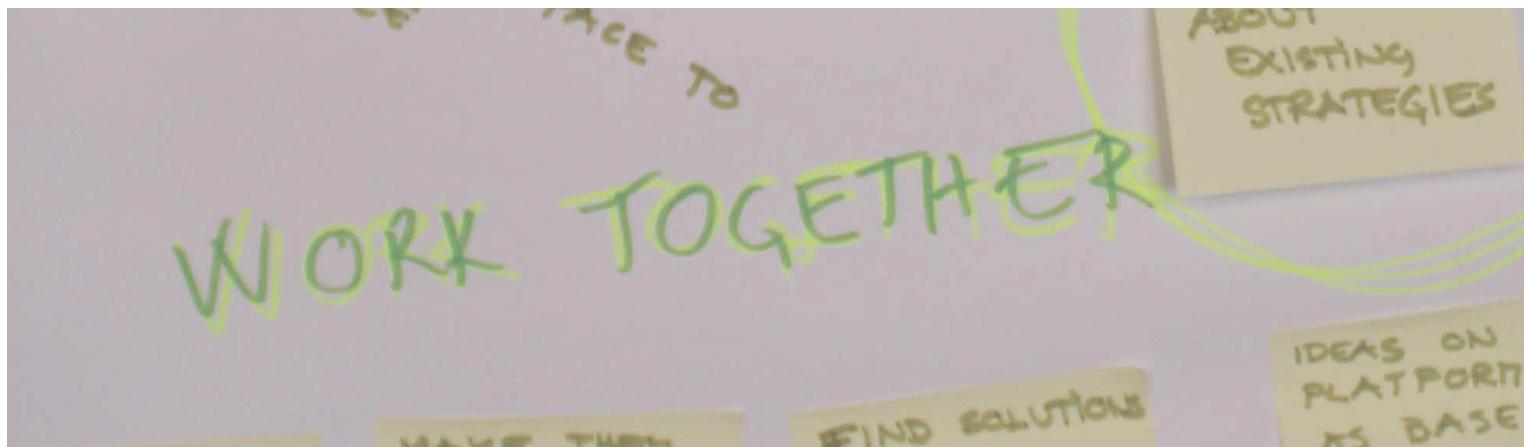
Municipality of Ormož will play a central policy and financing role, supporting actions with integration with municipal plans and co-funding where possible. Local partners such as People's University Ormož, schools (Primary school Ormož and Gymnasium Ormož), green entrepreneurs and other entrepreneurs willing to adopt at least some of the green initiatives and civic organisations will be engaged in the delivery of specific actions.

The existing URBACT Local Group (ULG), which was formed during the EcoCore process, will evolve into a permanent EcoCore Local Group, and it will ideally meet twice per year will oversee progress, support coordination, and propose adjustments based on changing circumstances. Sub-groups may focus on specific themes, such as circular economy, sustainable entrepreneurship, education, and digital tools. There is also the possibility that we will form a Local Group that will have a role in overseeing all URBACT projects and other projects, and planned activities. ULG has a crucial role in adopting a bottom-up approach and tailoring activities in the local community for people.

Leadership is shared due to numerous activity plans, and each activity has a lead who corresponds best to the planned actions and has the resources or knowledge. Consistent communication with stakeholders is also one of the reasons why ULG must continue. It makes communication easier, and stakeholders have an overall overview of the planned activities and incorporating Integrated action plans.

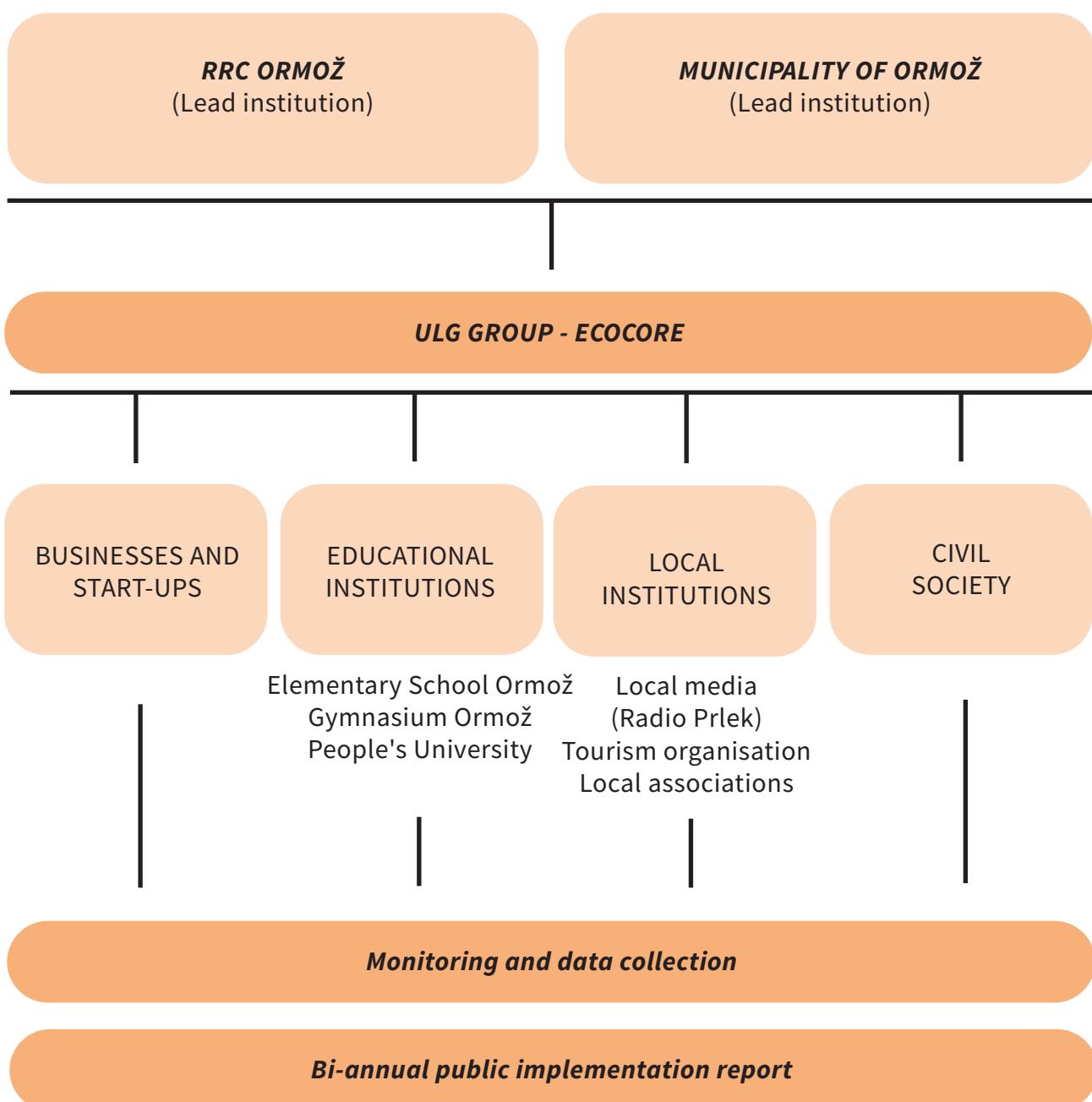
Transparency and accountability are ensured through:

- ▶ Event-based feedback loops, including post-workshop surveys and citizen engagement tools.
- ▶ An annual report done by RRC Ormož summarising activities.



Governance structure

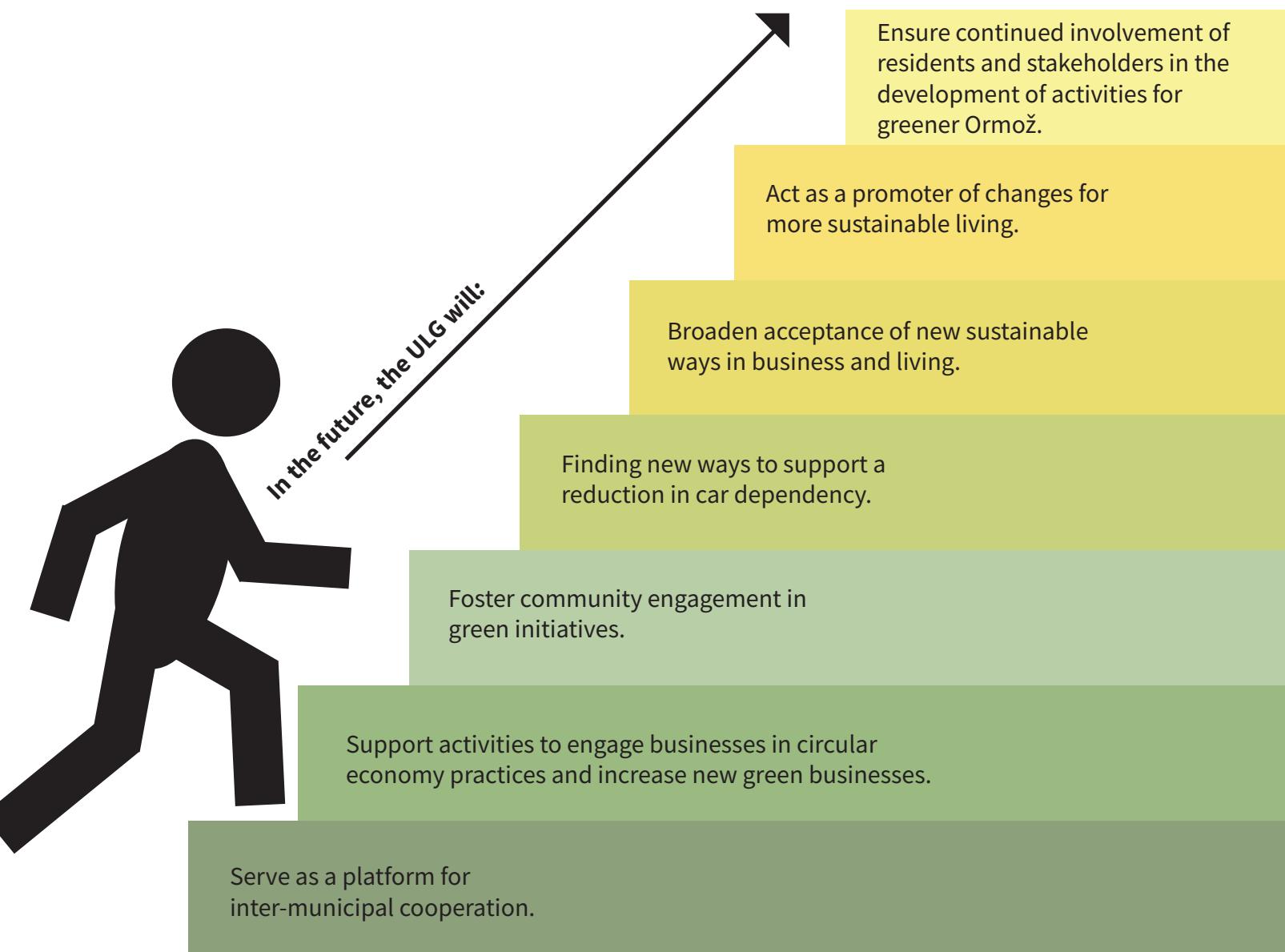
for IAP implementation and oversight



4.2 Future role of the ULG

The ULG will thus remain a key connecting link between the local community, the municipality, and other stakeholders on the path toward a greener, more connected, and inclusive future for Ormož.

The URBACT Local Group (ULG) was a key mechanism for stakeholder engagement within the EcoCore project, playing a central role in the design and implementation of the Integrated Action Plan of Ormož. Through regular meetings, workshops, and consultations, ULG members ensured an integrated approach based on the needs of the local environment, particularly addressing the challenges of sustainability. The future of the ULG is closely tied to the continued implementation and monitoring of the Integrated Action Plan. The ULG needs to maintain its role beyond the end of the project.



4.3 Monitoring framework

Overall progress of the EcoCore IAP will be monitored through a structured system of indicators (outputs and results), regular reporting, and participatory evaluation.

Monitoring will be based on output and result indicators defined for each action in Chapter 3, with each activity having a dedicated lead responsible for data collection.

Each activity will have designated responsible persons and will be tracked using both qualitative and quantitative data collection methods. RRC Ormož will lead the development of an annual implementation report in collaboration with stakeholders and/or ULG.

Monitoring tools include:

- ▶ Internal tracking system coordinated by RRC Ormož, showing progress on startup support, partnerships, event attendance, and satisfaction levels.
- ▶ Pre- and post-event surveys to measure awareness and knowledge gains.
- ▶ Bi-annual ULG reviews to reflect and adjust approaches.

This framework mirrors the successful approach used, where participant feedback and measuring attendance helped validate actions and inform future decisions.

Overall progress will be monitored and evaluated with annual implementation reports compiled by RRC Ormož, summarising activity delivery, partner engagement, budget use, and key results.

Pre- and post-event surveys for workshops and events will serve to assess awareness, satisfaction, and short-term learning impacts. And a final evaluation report in Q4 2027 will be integrating both quantitative data and qualitative inputs, including good practices from various projects and especially from the EcoCore network.

Tracking will be coordinated by RRC Ormož, supported by lead partners for each action. Frequency of monitoring is defined by each action, preferably quarterly, with reviews of ULG. Post-event evaluations after every major workshop, Green Living Day, or business accelerator activity are planned based on a survey to get data.

These methods ensure that the IAP remains adaptive, community-informed, and aligned with strategic sustainability goals.

ACTIVITY	IMPLEMENTATION PERIOD	30% Reduction in Car Dependency				
		2026	2027	2028	2029	2030
New cycling paths	2026 - 2030					
Implementing a comprehensive sustainable mobility strategy	2026 - 2030					
"Mobility-as-a-Service" (MaaS) platform	2028 - 2030					
30% Community Engagement in Green Initiatives						
Organizing 3 annual sustainability workshops	2026 - 2029					
Launching a digital platform for sustainable living	2026 - 2029					
Green initiatives organizing quarterly "Green Living Days"	2026 - 2029					
30% of Businesses Engaged in Circular Economy Practices						
B2B material exchange platform to recycle and reuse materials	2028 - 2030					
"Zero Waste Business Certification" program	2027 - 2030					
30% Increase in Green Business Creation						
"Green Business Accelerator"	2026 - 2030					
"Green Innovation Hub"	2026 - 2030					
"Green Business Accelerator Network"	2026 - 2030					

Legend: => **PM** = performance monitoring => **IE** = interim evaluation => **PM + IE** => **FE** = final evaluation

4.4

Funding strategy

The implementation of the EcoCore IAP in Ormož will rely on a well-balanced funding strategy that combines local, national, and European financial resources, as well as private sector involvement where applicable and possible. Each action is designed with an individual cost structure, but the collective goal is to secure sustainable and diversified financing to support the delivery of planned actions.

Estimated cost for 4 core actions:

AXES	ACTION STEP	AMOUNT PER ACTION (€)	AMOUNT PER EAP (€)
<i>“Green Innovation Hub”</i>	Equipment	20.000	
	Training & Mentoring	20.000	
	Staff & Operations	30.000	75.000
	Communication and promotion	5.000	
<i>Green Business Accelerator Network</i>	Events and networking	10.000	
	Staff and coordination	20.000	
	Training and expert support	15.000	50.000
	Communication and promotion	5.000	
<i>Organizing 3 annual sustainability workshops</i>	Speakers and content development	10.000	
	Venue and logistics	3.000	
	Promotion and materials	8.000	29.000
	Coordination and organization	6.000	
	Catering (optional)	2.000	
<i>Green Living Days</i>	Event materials and equipment	15.000	
	Coordination and staff	4.000	
	Promotion and visibility	4.000	31.000
	Workshop leaders and facilitators	8.000	

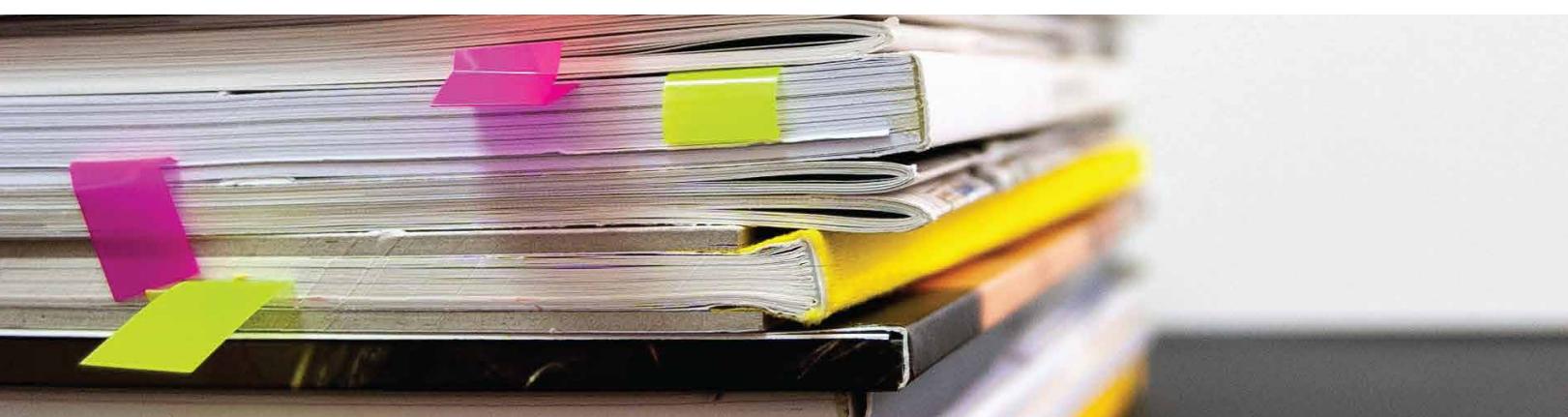
The total estimated cost for the implementation of the main 4 actions of this IAP is approximately 185.000 EUR, distributed across four core actions.

Funding sources

To secure the necessary resources, a combination of the following funding sources will be used:

FUNDING SOURCE	ESTIMATED CONTRIBUTION	PURPOSE
Municipality of Ormož	N/a	Co-financing and operational support
ERDF (European Regional Development Fund), Horizon, Interreg & other EU funds	N/a	Infrastructure, innovation and entrepreneurship support, circular economy
National Environmental Funds	N/a	Regional cooperation and green public events
National Entrepreneurship Funds	N/a	SME development and mentoring schemes
Private sponsors and investors	N/a	Events, promotion, and small co-investments

Each activity has a dedicated lead (e.g., RRC Ormož or the Municipality of Ormož) responsible for tracking commitments, ensuring alignment with grant requirements, and reporting on use of funds. RRC Ormož plays a crucial role as a development and research centre working also for the Municipality, so it will play a crucial role in finding and securing funding, especially from various EU funds through connected projects. Matching funds and in-kind contributions (venue use, staff time, local promotion) are expected from local institutions.



Coordination and funding management

As mentioned, funding coordination will be overseen by RRC Ormož, in collaboration with the Municipality of Ormož, and supported by the ULG. A central budget sheet will be updated yearly or more often if necessary, enabling transparent financial oversight.

RRC Ormož will ensure early mapping of open calls at the EU and national level and assist with developing application templates, and prepare documentation well in advance with the support of the Municipality.

This proactive and layered funding strategy is essential to ensure the long-term implementation and sustainability of Ormož's EcoCore IAP goals.

4.5 **Risk assessment**

A risk assessment has been developed to support the successful implementation of the EcoCore IAP and prepare mitigation strategies to avoid delays as much as possible. Drawing from the URBACT methodology and experiences from the project, the following table outlines the main risks identified, along with their likelihood, potential impact, and mitigation strategies.

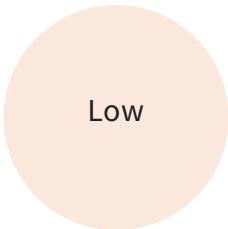
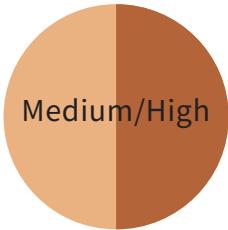
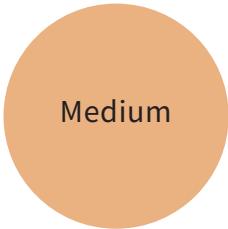
RISK	TYPE OF RISK	PROBABILITY	MITIGATION
<i>Low community engagement</i>	BEHAVIORAL		Early promotional campaigns, an attractive mentorship program, early marketing, use schools, contests, and incentives
<i>Lack of funding</i>	FINANCIAL		Securing funding in advance, in constant search for funding, diversified funding plan
<i>Low investor interest</i>	OPERATIONAL		Engage international investor networks early; define co-financing incentives

Table: RISK, TYPE OF RISK, PROBABILITY and MITIGATION

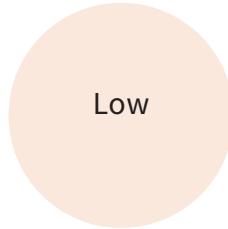
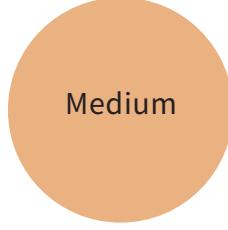
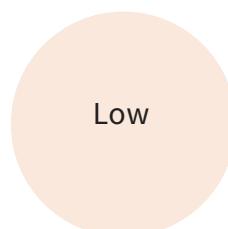
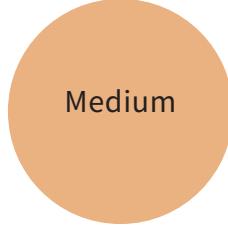
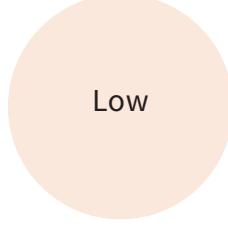
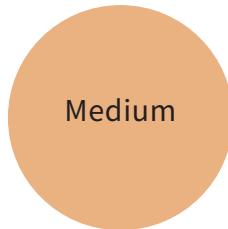
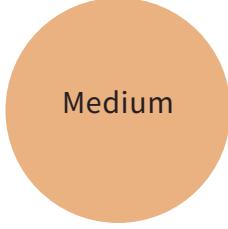
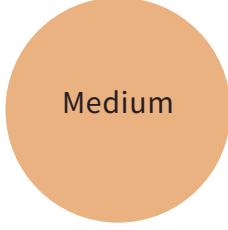
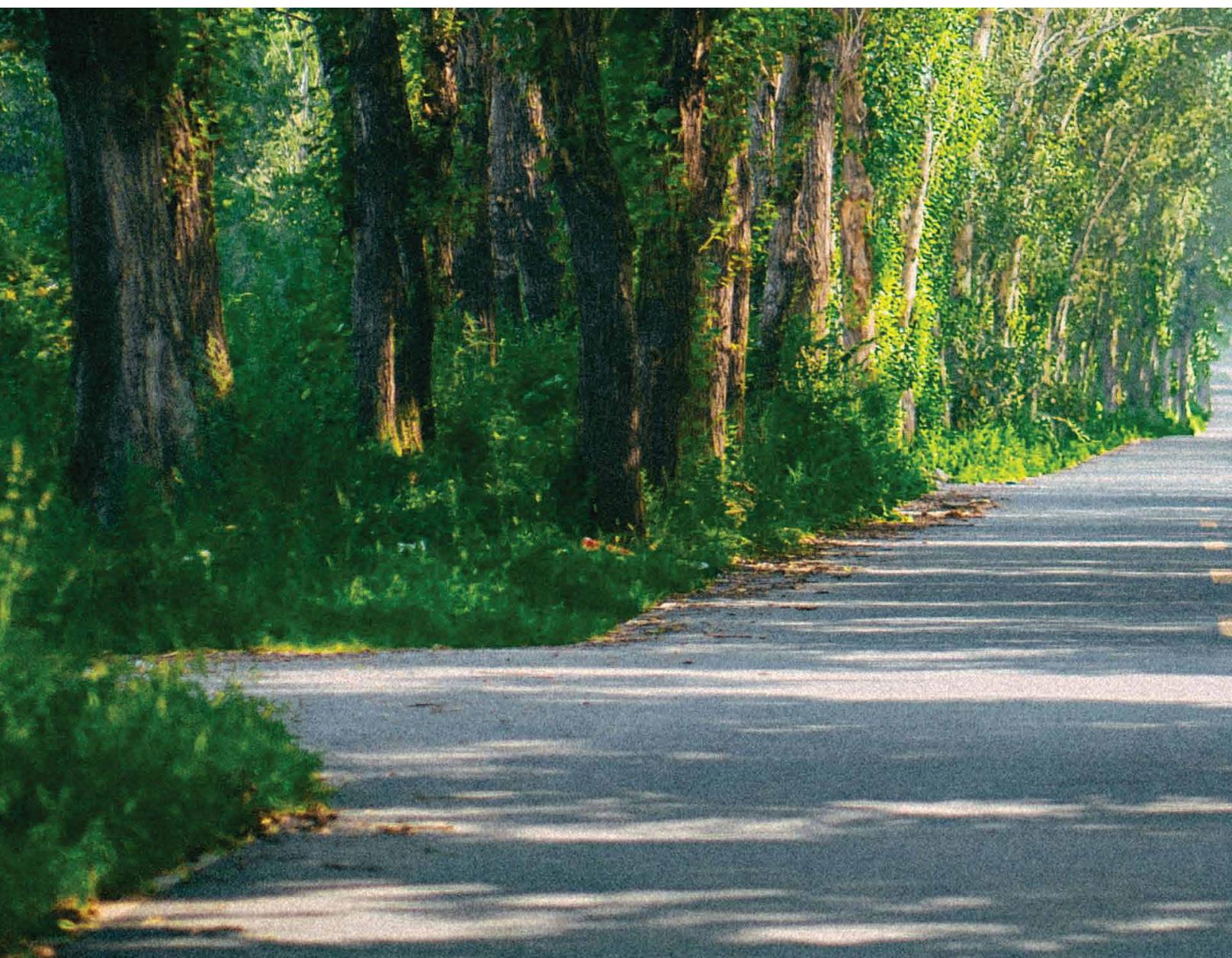
Limited participation of startups	OPERATIONAL	 Low	Provide startup visibility, targeted promotion, clear value proposition
Low attendance	BEHAVIORAL	 Medium	Strong promotion via schools, local media, and incentives
Lack of relevant speakers	OPERATIONAL	 Low	Partner with national NGOs and universities early.
Insufficient feedback collection from participants	OPERATIONAL	 Medium	Use digital forms, QR codes, small rewards
Loss of institutional or political support	POLITICAL	 Low	Formal agreements with municipality and local stakeholders; ensure cross-party alignment on sustainability goals
Stakeholder fatigue or drop-out	OPERATIONAL	 Medium	Role rotation, light workload distribution, recognition mechanisms, youth inclusion in ULG

Table: RISK, TYPE OF RISK, PROBABILITY and MITIGATION

<i>Cultural resistance to behaviour change</i>	BEHAVIORAL		Communication campaigns tailored to local mindset; include local stakeholders
<i>Business disinterest in circular economy engagement</i>	OPERATIONAL / BEHAVIORAL		Offer clear incentives, promotional support, recognition mechanisms



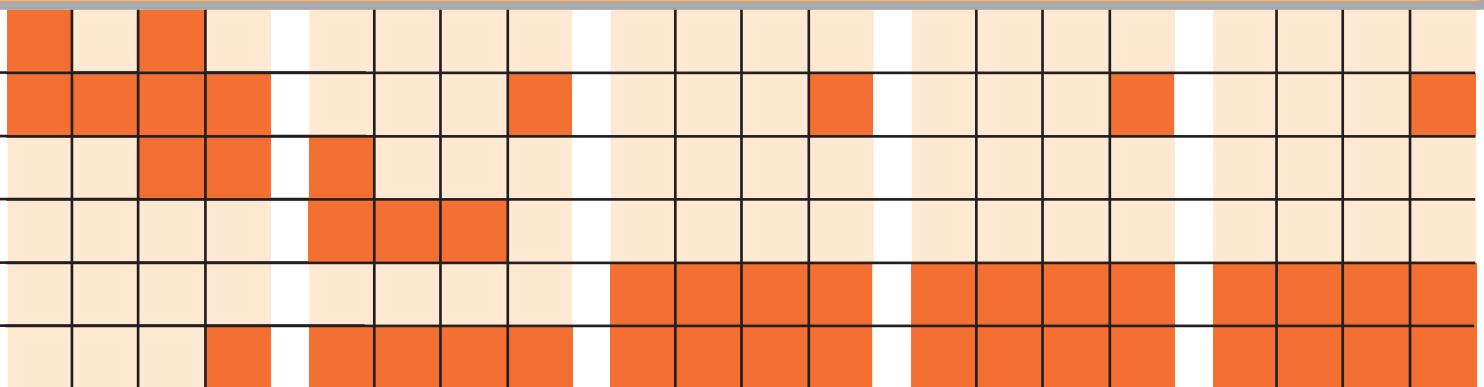


4.6 Timeline/ Gantt chart

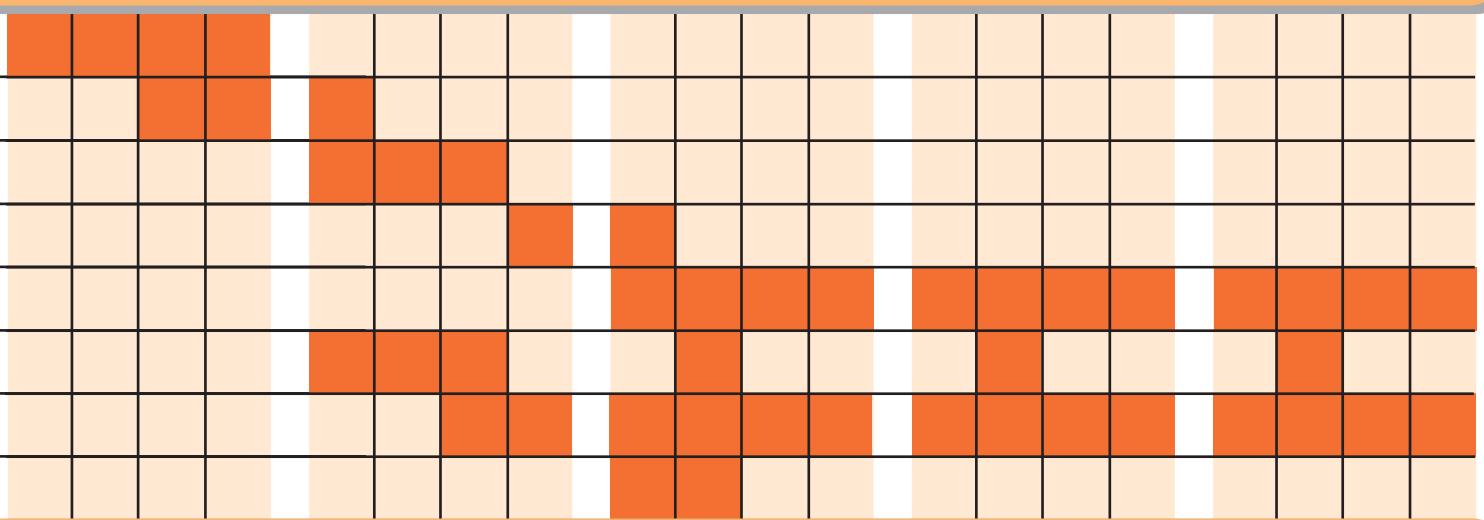
ACTIVITY	IMPLEMENTATION PERIOD
Action 1: Green Innovation Hub	
Planning and partner engagement	
Space preparation and program design	
Equipment installation and call for entrepreneurs	
Program launch and mentoring starts	
Full operation, workshops, monitoring, adjustments	
Promotion	
Action 2: Green Business Accelerator Network	
Stakeholder mapping and concept design	
Platform development and testing	
Network launch and local onboarding	
First matchmaking event; feedback collection	
Regional outreach and international promotion	
Training for investment readiness	
Network expansion; partnership development	
Final evaluation and sustainability planning	
Action 3: Organizing 3 annual sustainability workshops	
Workshop planning	
Partner with local institutions and experts for content	
Develop communication and promotion strategy	
Organize and deliver 3 workshops annually (2026 - 2029)	
Collect feedback and evaluate impact	
Promotion	
Action 4: Green initiatives organizing quarterly “Green Living Days”	
Plan and organize 4 themed sustainability events per year	
Stakeholder engagement	
Green Living Days	
Promote events in the community	
Evaluate participation and satisfaction after each event	

2026				2027				2028				2029				2030			
Q1	Q2	Q3	Q4																

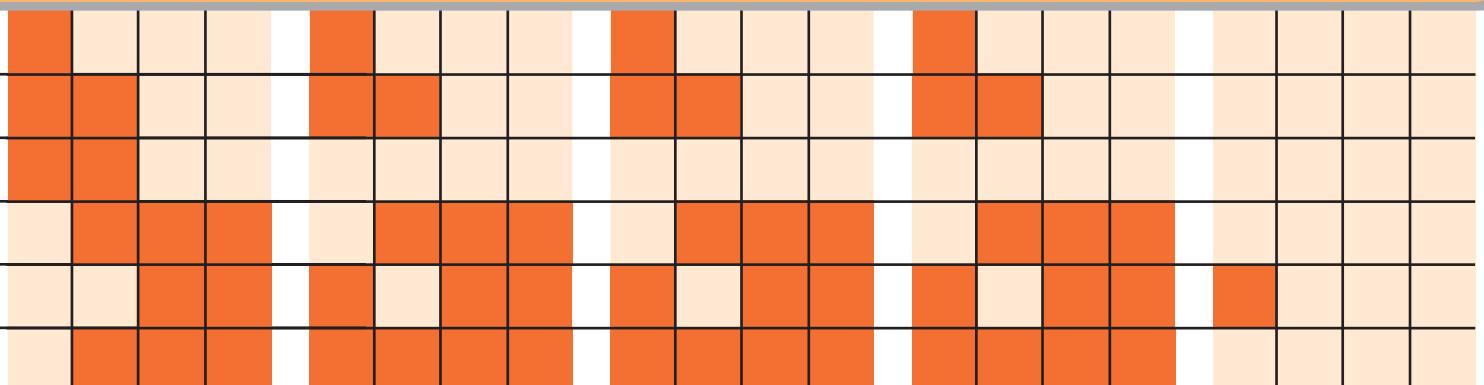
Action 1: Green Innovation Hub



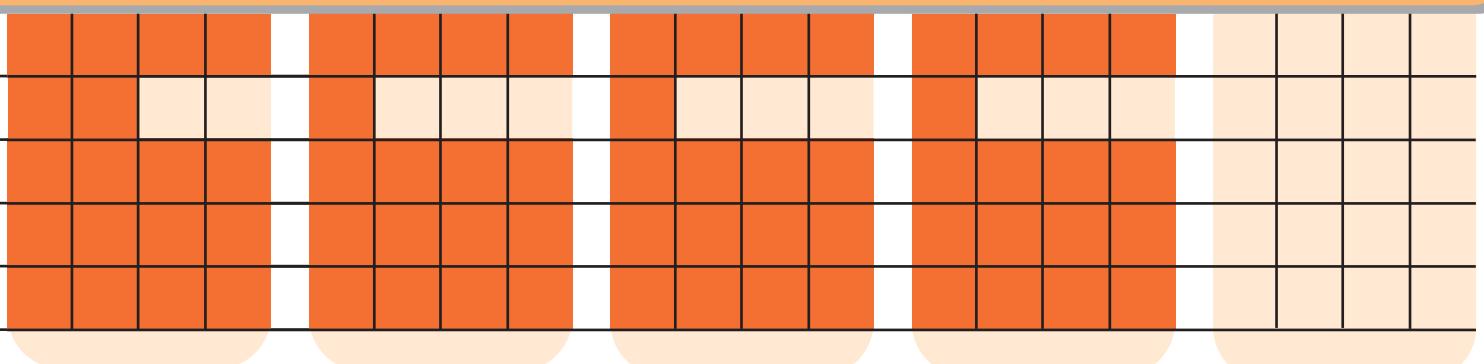
Action 2: Green Business Accelerator Network



Action 3: Organizing 3 annual sustainability workshops



Action 4: Green initiatives organizing quarterly “Green Living Days”





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