



CAPITAL SUMMIT 2015

Summit of Capital City Mayors
of Central and South East Europe

BEST CAPITAL CITY MANAGEMENT PRACTICES AND PROJECTS



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Makedonska 30/VII, 11000 Belgrade, Serbia
t: +381 11 33 73 063, f: +381 11 33 73 061, office@naled-serbia.org
www.naled-serbia.org

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Honorable Colleagues, Mayors and Leaders of Capital City Development,

Welcome to Belgrade – the capital of Serbia and host of the Capital Summit 2015 (22/24 April) which will bring together mayors and representatives of 13 capital cities of Central and South East Europe including Belgrade, Athens, Budapest, Bucharest, Ljubljana, Podgorica, Sarajevo, Skopje, Sofia, Tirana, Vienna, Warsaw and Zagreb.

The development of cities and provision of modern and efficient public services of every capital is a very complex, but exciting tasks for any mayor and his team. In order to respond to the needs of our citizens and businesses in a best possible way, capital cities need to exchange experiences and best practices in the development of infrastructure and urban planning, attracting investments, public-private partnerships and innovations.

By organizing the 2015 Capital Summit, we wish to strengthen regional cooperation, encourage economic exchange and provide a networking platform for decision-makers, mayors, economic developers, experts, potential investors and other stakeholder that hold great motivation for the development of smart and successful cities.

Belgrade is the city of the future in South East Europe and it is currently going through a period of massive transformation. We wish to present to the international community the Belgrade Waterfront, our key infrastructure and development project that will not only change the skyline and image of the city with its landmark architecture, but also provide new global solutions in the areas of planning, construction, transport and energy efficiency. Ahead of us are the construction of subway lines, reconstruction of key city

junctions and the completion of large projects – including the construction of Belgrade bypass, bridge at Vinča and reconstruction of the water factory Makiš I. We are also looking forward to learn about new developments and smart solutions from our peers, capital cities of Central and South East Europe.

The 2015 Capital Summit is organized in cooperation with the National Alliance for Local Economic Development (NALED), the largest public-private association in Serbia that is actively involved in the improvement of conditions for local economic development and doing business in our country and whose contribution to the development of Belgrade's and Serbia's attractiveness for investors is immeasurable.

Huge support towards the realization of the Summit was lended by its patrons, most successful domestic and international companies in the field of sustainable development – Elnos Group, Siemens, Emerson Climate Technologies and Star Refrigeration.

I would like to thank Belgrade's guests and invite all interested parties to grow modern cities together, and stay connected and proactive in shaping the future of capital cities development.

Yours truly,

Sinisa Mali, Mayor of Belgrade





NACIONALNA ALIJANSA ZA LOKALNI EKONOMSKI RAZVOJ



NATIONAL ALLIANCE FOR LOCAL ECONOMIC DEVELOPMENT

*Honorable Mayors, Business Leaders,
Colleagues and Friends,*

On behalf of the National Alliance for Local Economic Development (NALED) and personally, I would like to wish you a warm welcome to Belgrade and the Capital Summit 2015 – the first of what we hope many such events in the future.

NALED has been working with local governments in Serbia and the region for almost ten years now, and we believe that regional cooperation, public-private partnership, knowledge sharing and exchange of best practices is one of the cornerstones of effective local economic development. But the ones who must inevitably break the ice of change and lead the reforms are Capital Cities. They have political, economic and social strength and clout to be the leaders. NALED is, consequently, honored to partner with the City of Belgrade in organizing the Capital Summit 2015 and we strongly support Belgrade's efforts to initiate and nurture tighter regional cooperation and interchange with the European institutions – European Commission and European Parliament alike.

Time and time again, we hear from investors and foreign chambers of commerce, that each of our markets is often too small to matter and that we should act together as a region in order to attract investments and resources. Separate countries or, better said, individual markets and players, will then all share benefits of that approach enjoy production and R&D oriented economy, increased political stability, decreased costs of doing business in our region, less expensive credits and, generally, more stable and predictable business environment.

With support from diplomatic missions and international development organizations, such as GIZ and USAID, NALED has been advocating for this approach and working to create a regional standard of efficient, transparent and investor-ready local government through the Program of Business-Friendly Certification in SEE – one of our flagship projects. We perceive the Capital Summit as “the big brother” of this effort and we will do our best to ensure that this grows into cooperation between the leaders who should pave the way for other local governments in their countries to follow.

Finally, I'd like to thank the City of Belgrade and the Government of Serbia for opening their doors to cooperation with NALED as the biggest public-private association in Serbia. It isn't often that, as a civil society organization, you are being invited to help the reforms in your country in the most direct possible way. This is a great privilege and even greater responsibility. The Capital Summit is that much more important to us.

Thank you for accepting our invitation to participate in the Summit and we are looking forward to share capital ideas for the future with you.

Sincerely,

Ana Brnabic, Vice President of NALED Managing Board





CAPITAL SUMMIT 2015

Summit of Capital City Mayors
of Central and South East Europe

BEST PRACTICES AND PROJECTS



ATHENS

This is Athens!



Website www.cityofathens.gr
Phone (30) 21 0372 2148, (30) 21 0372 2063
E-mail dimosiessxeseis@cityofathens.gr
info@cityofathens.gr



CITY ID

CITY, COUNTRY	Athens, Greece
AREA (km²)	17,040 km²
POPULATION	664,046
AVERAGE GROSS SALARY (EUR)	1,276 EUR
KEY INDUSTRIES	Tourism, real estate, construction, ICT, processing-industries
MAJOR INVESTORS	Deutsche Telekom AG, Vodafone, Lafarge, Unilever, Phillip Morris, Pfizer, Coca-Cola HBC
CITY BUDGET (EUR)	759,490,341 EUR



Yorgos Kaminis
 sec.gkaminis@gmail.com
 @KaminisG
 www.facebook.com/GiorgosKaminis



DEVELOPMENT VISION

The Municipality of Athens has constructed an ambitious 10-year development plan known as The Athens Project which sets the following priorities: Boosting competitiveness, entrepreneurship and innovation, which will generate employment opportunities and will promote tourism development and promotion of the city; Improving Athenians’ quality of life, including upgrading public transportation, implementing smart infrastructure solutions and providing social services; Promoting urban regeneration, through redevelopment, improvement and recovery of public areas; Managing the Social Crisis through tackling unemployment and social exclusion. Moreover, the Municipality of Athens has finalized its Strategic Urban Action Plan, a structured redevelopment plan that aims to establish the centre of Athens as a sustainable metropolitan area by 2020. Our vision is address the socioeconomic problems and inequalities and to transform Athens into a stable, modern, sustainable and attractive city for living, working and visiting.



INVESTMENT OPPORTUNITIES

Athens is a great opportunity for high-yield initiatives in real-estate, as prices for commercial and residential real estate are currently 30-50% below what they were before the financial crisis. Renting office, industrial and residential space in Athens is also much more competitive than in other big European capitals. In this respect international investors have purchased properties worth €1.2 billion. Many of the biggest property deals are also capitalising on Greece’s booming tourism industry. Despite the challenging economic landscape, Athens is undergoing ambitious infrastructure improvements, like the new 32 km Metro line with 30 stations is under construction, complete with driverless trains, wireless signalling, and energy-saving technology. Moreover, plans are finalized to regenerate two neighbourhoods to the east and west of the city center: in the Eleonas district, a 55 acre site will be transformed into recreation and sports facilities, and in Ampelokipi, a new public park and underground car park are in the pipeline.



BEST CITY MANAGEMENT PRACTICE IN CSEE

SUPPORTING SOCIAL ENTREPRENEURSHIP

Innovative City Development and Quality of Life

Start date – end date	October 2014 – December 2015
Total investment value (EUR)	890,000 EUR
Sources of funding (%)	EU structural funds
Key partners	Athens Development and Destination Management Agency

The project aims to bring closer all bodies relevant to social economy and to create a cooperative ecosystem through which social entrepreneurs, relevant institutional bodies that support social entrepreneurship as well as the public will be in a position to familiarize with the principles and values of social enterprising, receive all relevant information and professional education regarding social entrepreneurship, promote new ideas and experiment with new methodologies and cooperate for the development of social structures in the city of Athens.

We have developed a methodology that evaluates five core parameters of a social enterprise: governance, social benefit, economics (sustainability) and enterprising. We developed an online tool for our beneficiaries which is not only used for diagnostics for the types of services that are provided, but also as a self-educational tool. Since the development of our methodology we have mobilized over 200 people through an open event to raise awareness and promote our services, a sectorial workshop with over 40 participants on social entrepreneurship and sustainable food, with the participation of 10 partner cities. Moreover, we aim to mobilize through 9 workshops and events until November 2015, specific target groups in the ecosystem, journalists, academics, public officials and banks in order to introduce them to our methodology.

PROJECT IMPACT

The transformation of Athens into a social entrepreneurship hub.

INNOVATION

Integrated character of interventions of the project – innovative methodology and change of culture regarding social entrepreneurship in the local ecosystem.

RESULTS AND BENEFITS

The project aims to support 40 business schemes in their attempt to enter social entrepreneurship field.

SUSTAINABILITY

Supporting social entrepreneurship in Athens is a strategic priority for Athens 2020. Within this framework, this pilot project will continue during the next programming period, enhanced with added value services.



BELGRADE

Discover Belgrade







Website www.beograd.rs
Phone (381) 11 322 9678
E-mail beoinfo@beograd.gov.rs
Facebook www.facebook.com/GradBeograd
Twitter [@beograd_rs](https://twitter.com/beograd_rs)



CITY ID

CITY, COUNTRY	Belgrade, Serbia
AREA (km²)	Metropolitan area 3,223 km², city area 360 km²
POPULATION	1,786,000
AVERAGE GROSS SALARY (EUR)	648 EUR
KEY INDUSTRIES	Trade, sophisticated, scientific and innovative industries, processing industries, construction and civil engineering
MAJOR INVESTORS	Telenor, Delhaise, Mobikom, AFI Europe, GTC, etc.
CITY BUDGET (EUR)	App. 660 mil EUR



 Sinisa Mali
 sinisa.mali@beograd.gov.rs



DEVELOPMENT VISION

Sustainable long-term urban development of the City of Belgrade, focusing on capital investments in infrastructure (water and waste management, road and rail infrastructure, energy and heat production for the district heating), ecology and environmental protection (energy efficiency), improvement of the investment and business environment and creation of jobs, social and human development (education at all levels), protection of the socially endangered groups.



INVESTMENT OPPORTUNITIES

Belgrade, the capital of Serbia, occupies a central position on the European continent, standing on the confluence of two rivers – Sava and Danube. Two international waterways, an international airport, the crossroads of Pan-European Corridors 10 and 7, make Belgrade the main communications and logistics hub of the region offering duty free exports to a market of almost 800 million people due to preferential trade status and free trade agreements with the EU, Russia, Kazakhstan, Turkey, CEFTA, EFTA, Belarus. Belgrade stands for itself as a large industrial, tourist, cultural, educational and political center and an important 1.7 million consumer market. The greatest potential of Belgrade lies in its educated population, skilled and competitive workforce which is ready to accept and implement new technologies and learn new languages. Belgrade is investing significant resources into infrastructure and urban development, and is looking for strategic partners in the sector of energy (district heating), waste management (Vinca solid waste concept), public lighting, and public parking – building new underground garages. The biggest infrastructure and development project is the Belgrade Waterfront, a new metropolitan area that is rising on the riverbanks of the City.



BEST CITY MANAGEMENT PRACTICE IN CSEE

SUBURBAN DISTRICT HEATING PIPELINE

 Public Utilities and Services

Start date – end date	2016 – 2020
Total investment value (EUR)	App. 190 mil EUR
Sources of funding (%)	PPP
Key partners	Beogradske elektrane, EPS, other partners yet to be determined

Construction of the district heating pipeline from TENT A to Distrcit Heating Plant “Novi Beograd” including the adaptation and retrofitting works on A3-A6 units, construction of a heat exchange station and required pumping stations.

PROJECT IMPACT

This project aims to secure heat energy supply to the City of Belgrade from TENT A (potentially 700 MW of heat energy) and to decrease the dependency on imported fuels used for district heating.

INNOVATION

Introduction of the contemporary technologies in distant heat transport (approximately 30 km).

RESULTS AND BENEFITS

Benefits include considerable deficit cuts, significantly decreased price of the heating energy for Belgrade consumers and the reduction in fuel costs for PUC “Beogradske Elektrane”.

SUSTAINABILITY

Long-term reduction of the fossil fuel usage in the production of the heat energy (up to 40%), decrease in polluting emissions, exploiting the existing resource currently wasted (hot water).



See Bucharest





Website www.pmb.ro
Phone (40) 21 305 5500
E-mail daep@pmb.ro



CITY ID

CITY, COUNTRY	Bucharest, Romania
AREA (km²)	228 km²
POPULATION	1,900,000
AVERAGE GROSS SALARY (EUR)	535 EUR
KEY INDUSTRIES	Constructions, IT and communication
MAJOR INVESTORS	Vodafone, Orange, Ericsson, Kraft Foods, Renault , Ford, Bridgestone Global and many others
CITY BUDGET (EUR)	App. 1 billion EUR



 Prof. Dr. Sorin Mircea Oprescu
 primargeneral@pmb.ro



DEVELOPMENT VISION

Bucharest City Hall’s mission is to offer quality services and to give the city back to the citizens who not only want to inhabit it, but to truly live in a civilized and comfortable manner and to be proud of their city and enjoy it. The citizen’s desires and requests became city’s strategic objectives: good governance and institutional functioning and decisional transparency; improvement of public health services, security services, social assistance services, public utilities services, transport and traffic, emergency situations management, services for the protection of stray animals; promotion of culture, tourism, arts and sport, education, traditions and entertainment, heritage protection and development; infrastructure and urban landscape development and appliance to the requirements of an expanding European capital city; economic and foreign relations development and continuous improvement of the environmental conditions and the prevention of air pollution, water and soil.



INVESTMENT OPPORTUNITIES

Bucharest is the most industrialized and economically-advanced city in Romania which is one of the largest markets in Central and Eastern Europe (ranking 7th in EU, with over 21 million inhabitants). It provides a unique gateway to EU market of 500 million consumers. Bucharest contributes as much as 21% of Romania’s GDP and 25% of its industrial production. Romania’s stimulating legal framework has a considerable amount of impact on the significant influx of Foreign Direct investment. Highly skilled labor at competitive prices, low taxes, no dividend tax, liberal labor law and favorable geographical location are some of Romania’s and Bucharest main advantages for foreign investors. The City currently seeks investors for constructing the inner ring road, parking and multifunctional arena.



BEST CITY MANAGEMENT PRACTICE IN CSEE

IMPROVING THE EFFICIENCY OF PUBLIC WATER MANAGEMENT THROUGH CONCESSION

Public Utilities and Services



Start date – end date	March 2000 – ongoing
Total investment value (EUR)	240 million EUR (in 10 years)
Sources of funding (%)	Concession
Key partners	Apa Nova Bucuresti (ANB), a subsidiary of Veolia Water with 16.7% owned by the Municipality of Bucharest and 10% by the employees of the company

In March 2000, the Municipality of Bucharest entered into a public-private partnership contract (PPP) for the management of its water and sewerage systems. The 25-year innovative concession contract was awarded to Apa Nova Bucuresti (ANB) following an international competitive tendering process. The municipal objectives to be achieved through the concession contract were the following: complying with EU standards for potable water and sewerage services at the lowest possible tariffs; running services that are financially independent from Municipal and Governmental funding; improving efficiency and operational performance; avoiding monopolistic behavior and obtaining sustainable contractual arrangements and increasing environmental protection and pollution control.

PROJECT IMPACT

ANB has significantly improved operational efficiencies, improved energy efficiency with a reduction of about 75% of annual electricity consumption between 2000 and 2010, allowing a cumulated decrease by 800,000 tons of indirect greenhouse gas (GHG) emissions for the period 2000 – 2010.

INNOVATION

Reduction of water leakages, the decrease of water abstraction as well as extensive modernization of the pumping stations and optimization of pressure management.

RESULTS AND BENEFITS

Significant cost savings have allowed the population to benefit from the 3rd lowest water tariffs out of the 44 main Romanian operators although most other operators are subsidized to implement their investment programs.

Bucharest’s water quality considerably improved. In 2009, the technical regulator reported that ANB met the standards for all water quality parameters included in the concession contract.

SUSTAINABILITY

In the first 10 years of the concession, ANB has invested USD 258.8 million, equivalent to 30 percent of its total revenue over the 10-year period.



BUDAPEST

Beautiful Budapest





Website www.budapest.hu
Phone (36) 1 327 1075
E-mail international@budapest.hu
Facebook www.facebook.com/BudapestPage



CITY ID

CITY, COUNTRY	Budapest, Hungary
AREA (km²)	525.14 km²
POPULATION	1,744,665
AVERAGE GROSS SALARY (EUR)	ca. 1,000 EUR
KEY INDUSTRIES	Congressional tourism, tourism, financial industry, biotechnology, pharmaceutical industry, ICT industry - software development, engineering
MAJOR INVESTORS	General Motors, Nissan, Ford, Ericcson, Bosch, IBM, Novartis, LG, Pfizer, Philip Morris, ThyssenKrupp and many others
CITY BUDGET (EUR)	ca. 1.1 billion EUR



Istvan Tarlos
tarlosistvan@budapest.hu



DEVELOPMENT VISION

The Budapest 2030 is the long-term city development concept that was recently accepted as a strategic document of the Hungarian capital. Budapest 2030’s vision is ultimately to become the leading city in the Central and Eastern European region, a center of innovation and culture, at the cutting edge of the knowledge and creative economy. The city aims to be a genuine and active participant in the global division of labor. The main characteristics of the vision include Budapest as a compact and livable city ensuring adequate housing, jobs and all-round environment; The frameworks of innovation that enable creativity, knowledge and research through high-level education and training; The city becomes a genuine home of culture and the arts, with a clear sense of origin and identity; Budapest is a primary meeting place for East and West, open and welcoming.



INVESTMENT OPPORTUNITIES

Budapest is Hungary’s capital and largest city. It is the centre of Hungarian politics, culture, industry, trade and the logistical hub of the country. Budapest is among the 100 most productive cities in the world in terms of GDP. It produces almost 40% of Hungary’s GDP with only 18% of its population. For every 100 Hungarian companies with foreign interest, 54 are based in Budapest. 90% of international money transfers and 60% of all real estate, advertising, financial consulting services in Hungary are performed in Budapest. The city is also a centre for the health care and pharmaceutical industries. By being in the middle of the Carpathian Basin and next to the Danube River, trade and logistics are also important industries in Budapest. Tourism is a very important part of the service sector of Budapest. It is one of Europe’s most popular destinations for shopping tourism, as the city has the largest number of shopping centres in Central and Eastern Europe. Budapest is the only capital city with thermal spas in the world, and has world’s largest thermal water cave system.



BEST CITY MANAGEMENT PRACTICE IN CSEE

THE BÁLNA (WHALE)

i Infrastructure and Urban Development

Start date – end date	2009 – 2013
Total investment value (USD)	USD 38.5 million
Sources of funding (%)	ca. 68% EU subsidy, the rest covered by the Municipality

Budapest was born on the Danube, Europe’s longest river, during the Roman times. In the 19th century, Budapest became the capital of Hungary and after surviving the longest siege of a city in World War II, it was turned into a vast industrial site during the next 50 years of socialism. In the meantime, it lost its connection to the Danube and the City leadership has embarked to recapture the river with the City’s 2030 Development Plan. One of the first projects started in this regard is the Bálna (Whale), built on the site of the crumbling warehouses of the Great Market Hall.

The key aspiration of this project on the Danube was brownfield rehabilitation of the areas adjacent to the Danube embankment and continuous chain of significant projects extending the urban span of the Danube, reconnecting the City with the river.

With its 30,500 m² The “Whale” is more than a shopping mall; it is a center of “culture, entertainment, restaurants and retail.” In order to better connect the building to the Danube River and to offer enhanced recreational opportunities to the inhabitants living in the adjacent neighborhood, the rehabilitation of nearby Nehru Park has also started. The renewed park will also have its own public river boat stop, thereby reinvigorating the previously neglected river transport opportunities.

PROJECT IMPACT

The project has placed Budapest on the world map as the metropolitan hub in the heart of Central Europe.

INNOVATION

Located prominently in Budapest, between the Liberty and the Petöfi Bridges on the Pest side of the river, a visionary structure of the glass whale adorns the skyline of the city on the Danube.

RESULTS AND BENEFITS

The project resulted with landmark architecture, significant public use, walkable embankment and a mixture of public and private development opportunities.



LJUBLJANA

A people-friendly city





Website www.ljubljana.si
Phone (386) 1 306 1000
E-mail glavna.pisarna@ljubljana.si
Facebook www.facebook.com/MOLjubljana
Twitter @visitljubljana



CITY ID

CITY, COUNTRY	Ljubljana, Slovenia
AREA (km²)	275 km²
POPULATION	282,994
AVERAGE GROSS SALARY (EUR)	1,202 EUR
KEY INDUSTRIES	Services, tourism, sales, IT
MAJOR INVESTORS	Aviat Networks, BSH Bosch und Siemens Hausgeräte, Ecolab, Geberit, Goodyear Dunlop Tires, Grammer Automotive, Hella, Henkel, Johnson Controls, Knauf Insulation, Renault, Siemens
CITY BUDGET (EUR)	395,184,261 EUR (2015)



 Zoran Jankovic
 zoran.jankovic@ljubljana.si



DEVELOPMENT VISION

Ljubljana development vision through 2025 implies well-planned development of the city as the Europe’s green capital providing a growing quality of life through increased support for artistic, cultural and scientific activities. In regard to urban planning, the city is devoted to sustainable and green development as an attractive, well ordered and innovative city that promotes health and safety together with special attention and support to vulnerable groups.



INVESTMENT OPPORTUNITIES

Technology Park Ljubljana is an umbrella community with more than 260 companies set up in 1995 to create a supportive and stimulating business environment for the development of high technology entrepreneurship. By providing its members with the necessary infrastructure, services, education / training and promotion, it motivates entrepreneurial potential in the region and assists in the realization of entrepreneurial initiatives with high levels of knowledge and market potential. Technology Park Ljubljana devotes special attention to promoting the transfer of knowledge, experience and technologies, which is reflected in the creation of new jobs with higher added value. In this way it contributes to the higher competitiveness of innovative entrepreneurship in the region and promotes the creation of new, growth-focused and knowledge-based companies. At the same time it ensures the transfer of research findings and innovative business ideas to the global market.



BEST CITY MANAGEMENT PRACTICE IN CSEE

EUROPEAN GREEN CAPITAL

 Innovative City Development and Quality of Life

Start date – end date	2005 – present
Sources of funding (%)	Own contribution
Key partners	City of Ljubljana, Public companies

Ljubljana has made a major transformation in sustainability over the previous 10 – 15 years. This transformation has been achieved in areas including local transport and pedestrianizing the city center.

From being a city which was previously dominated by car transportation, the focus is now on public transport and on pedestrian and cycling networks. The most significant measure is the modification of the traffic regime on the main traffic artery (Slovenska Street).

Progress has also been made in preserving and protecting the green areas which characterize the city and in the revitalization and transformation of brownfield spaces. Ljubljana has also demonstrated progress in terms of the treatment of waste and waste water by exerting continued commitment to pursuing a zero waste objective. Ljubljana received recognition for raising environmental awareness amongst its citizens, for its sustainability strategy ‘Vision 2025’, its implementation of a range of urban green measures over the past decade and its impressive transportation network. Since June 2014, Ljubljana carries the title of ‘European Green Capital’ that is awarded annually and it promotes and rewards the efforts of cities that are committed to improving the urban environment.

PROJECT IMPACT

Impact is measured by increased quality of life for all the citizens and sustainability for future generations. By the end of 2015, Ljubljana has increased walking by 20%, cycling by 40% and bus journeys by 50%, and at the same time reduced the number of car journeys by 20%. The aim by 2020 is to improve the distribution of mobility – a third by public transport, a third by non-motorized means and a third by private vehicles.

INNOVATION

Introduction of environmentally friendly and energy saving practices.

RESULTS AND BENEFITS

The project has resulted in tangible savings in the city budget, including reduced pollution and energy consumption rate. Use of once derelict areas introduced new content in the city and produced news jobs and income for the local community.



Citizen on the first place!



Website www.podgorica.me
Phone (382) 20 664 333
E-mail pggradonacelnik@podgorica.me
Facebook www.facebook.com/podgoricaofficial



CITY ID

CITY, COUNTRY	Podgorica, Montenegro
AREA (km²)	1,500 km²
POPULATION	186,000
AVERAGE GROSS SALARY (EUR)	745 EUR
KEY INDUSTRIES	Hospitality, trade, aluminum
MAJOR INVESTORS	Normal Company, Atlas Group, Zetogradnja, Celebic
CITY BUDGET (EUR)	49,032,390 EUR



Slavoљub Stijepovic
 pggradonacelnik@t-com.me



DEVELOPMENT VISION

Vision of the capital as a responsible and efficient city administration accessible to citizens 24/7 is defined by the City's Strategic plan 2012–2017. The capital of Montenegro is developing in a balanced and sustainable manner exploiting the existing resources (tourism, energy, agriculture, services) and creating outstanding working conditions and opportunities. Urban development has resulted in a high quality of life throughout the region, good traffic and infrastructure, a variety of health, educational, cultural and sports facilities, developed social protection measures and growing economy relying on the principles of sustainable development and environmental protection.



INVESTMENT OPPORTUNITIES

The capital of Montenegro has introduced efficient and transparent administration for the benefit of its businesses and citizens alike. The city is establishing a business zone aiming to provide ample opportunity for new investments. Most competitive sectors for investments are tourism, agriculture, energy and banking. In the near future, the City will launch a tender for project development, financing and building of a collector for waste water treatment (project value more than 45 mill EUR). Also, the city will support the development of bike paths along with the reconstruction of sidewalks and trails to build two cycling corridors. New green bazaars and trade centers spur the interest among private investors and businesses to opt for Podgorica.



BEST CITY MANAGEMENT PRACTICE IN CSEE

BUILDING A FEMALE WARD FOR
DRUG ADDICTS REHABILITATION

Public Utilities and Services



Start date – end date	December 2013 – June 2015
Total investment value (EUR)	620,000 EUR
Sources of funding (%)	EU 62%, State and city budget 38%
Key partners	Montenegrin association of local governments and NGO “4 life”

Public institution for rehabilitation and re-socialization of drug addicts has had just a male warden that was insufficient to support rehabilitation needs among women. Therefore, the city developed a project to build female ward and won EU funding to be used to create necessary conditions for treatment of female addicts from all parts of the country. The project is underway and is expected to enable rehabilitation and re-socialization of former female addicts into the society by providing a high quality service and an excellent team of doctors and social workers. The ward will have the capacity to house 16 women which meets the current needs, and it will enable mothers to stay with their children to enhance the rehabilitation process. The importance of this project is recognized by the EU and the Government of Montenegro, but also from other Montenegrin municipalities and NGOs who actively contribute to the development of the ward.

PROJECT IMPACT

Creating opportunities for rehabilitation and re-socialization of drugs addicted women in Montenegro.

INNOVATION

Accommodation and specialized support for recovering female addicts, enabling mothers to stay with their children.

RESULTS AND BENEFITS

Rehabilitation and re-socialization of recovering female addicts.

SUSTAINABILITY

Project is subsidized by the city and donors due to its high social impact for vulnerable groups.



SARAJEVO

Sarajevo leader, partner and friend





Website www.sarajevo.ba
Phone (387) 33 208 340
E-mail grad@sarajevo.ba
Facebook www.facebook.com/CitySarajevo



CITY ID

CITY, COUNTRY	Sarajevo, Bosnia and Herzegovina
AREA (km²)	91.2 km²
POPULATION	312,160
AVERAGE GROSS SALARY (EUR)	817 EUR
KEY INDUSTRIES	Processing—industries, wood, energy
MAJOR INVESTORS	CMS Reich-Rohrwig Hainz, EFT Group, Energopetrol, European Bank for Reconstruction and Development (EBRD), NIS Gazpromnjeft, Imperial Tobacco, Messer, PricewaterhouseCoopers, Bosch
CITY BUDGET (EUR)	6,000,000 EUR



prof. dr Ivo Komsic
grad@sarajevo.ba



DEVELOPMENT VISION

Sarajevo as a capital leader, partner and friend is a vision of the city that draws worldwide attention. The ever growing number of foreign visitors clearly points to an evident desire to hear, see and feel the story of Sarajevo, a European Jerusalem, a bridge or juncture of cultures, that despite everything endures and connects people. The Sarajevo 2020 development strategy determines the development directives of the City of Sarajevo, of which the main ones being: Sarajevo, global capital and regional center, Sarajevo – leader of social development, Sarajevo – business community partner, Sarajevo – friend of the environment.



INVESTMENT OPPORTUNITIES

Sarajevo is a vibrant capital in the heart of Balkan Peninsula, with more than 6.000 companies and 9,000 entrepreneurs operating predominantly in trade, services, processing and construction industry. Rich natural resources, available and skilled workforce at competitive prices, and stimulating investment policies make Sarajevo the new investment destination for companies ready to relocate and expend their business to SEE and lower their cost of doing business. Major investment opportunities can be found in food and beverage sector, textile, wood-processing, metal-processing, construction and tourism. There are also companies in privatization with long industrial tradition and ready to use facilities looking for strategic partners. Foreign investors operating in a tax free zone are offered 100% corporate profit tax exemptions for the first five years of doing business and other incentives.



BEST CITY MANAGEMENT PRACTICE IN CSEE

REVITALIZATION OF THE TREBEVIĆ CABLE CAR

Infrastructure and Urban Development

Start date – end date	2014 – 2016
Total investment value (EUR)	6,000,000 EUR
Sources of funding (%)	60% private donation, budget fund, loan
Key partners	Sarajevo Canton, EU delegation, Swiss Development Cooperation, Sarajevo Economic Regional Development Agency (SERDA)

The Trebević cable car was built in 1959, which made Sarajevo the only city in South Eastern Europe with such a transportation connection to a resort in its immediate vicinity. Revitalization of the Trebević cable car as one of Sarajevo’s key landmarks and attractions is of great importance for the promotion of tourism as an intergral part of the wider Trebević athletic tourist destination. The key goal of the project is to boost economic development through improvement of tourist attractions and overall offer of the City of Sarajevo. The revitalization is implemented by the City of Sarajevo in close cooperation with the EU delegation, SDC, Canton Sarajevo, and SERDA. The donor community provided part of the equipment, preliminary design and feasibility study. All the preparatory activities to secure the rehabilitation of the cable car facility are finished – land expropriation, provision of necessary permits, concept design, equipment acquisition and partly construction.

PROJECT IMPACT

Development of many types of tourism, e.g. field-trips, speleological adventures, paragliding, climbing, mountain-biking, health, hiking, hunting, science, spa, youth, recreational, cultural. Trebević with its diverse flora and fauna is very attractive to nature lovers and scientists. The whole area is very significant from an educational and scientific research standpoint.

INNOVATION

The project introduces room for innovative marketing of the destination and green tourism.

RESULTS AND BENEFITS

Key results include stimulation of tourism development, development of field trip tourism and encouragement of the overall socio-economic development on principles of entrepreneurial oriented local community.

SUSTAINABILITY

The feasibility study predicts financial sustainability based on the number of transported passengers, additional revenues from selling advertising space and rise in passenger numbers by 2% annually.



SKOPJE

City of International Solidarity





Website www.skopje.gov.mk
Phone (389) 2 329 7204
E-mail kabinet@skopje.gov.mk
Facebook www.facebook.com/Град-Скопје-Официјален-профил
Twitter @gradskopje1



CITY ID

CITY, COUNTRY	Skopje, FYR Macedonia
AREA (km²)	1,818 km²
POPULATION	506,926
AVERAGE GROSS SALARY (EUR)	513 EUR
KEY INDUSTRIES	Metallurgy, chemical industry, food industry
MAJOR INVESTORS	Johnson Controls, Johnson Mathey, Kemet, Teknohose, Protek, Vanhool
CITY BUDGET (EUR)	97,433,547 EUR



Koce Trajanovski
 gradonacalnik@skopje.gov.mk
 @KoceTrajanovski



DEVELOPMENT VISION

The City of Skopje has earned the title of a regional center for development of business and a highly desirable destination for investments relying on efficient administration and high-quality e-services. In the development strategy, Skopje is defined as a city that develops sustainable economy based on knowledge, innovation and well-qualified and creative workforce. By using best international practices the City creates conditions for a better quality of life, long-term success and continued prosperity for its citizens. The Government is growing its capital as a desired brand image for the country that appeals to international audience and positively influences view of the country. The defined vision is being implemented through the following strategic objectives: Creating a favorable business environment; Development of knowledge-based economy, innovation and quality; Regionalization and internationalization of business; Promoting entrepreneurship; Protecting the environment and human health; Sustainable management of natural resources.



INVESTMENT OPPORTUNITIES

In recent years, the City of Skopje has demonstrated significant economic growth, with its gross domestic product (GDP) per capita growing at a fast pace (above 10%). As the country's capital, the city mirrors the country's investment climate with an impressive track record and the first place amongst the top 5 European cities in terms of cost effectiveness (Financial Times report on the European cities and regions of the future 2014/2015). Macedonian Constitution guarantees fair treatment of foreign investors, with favorable tax regime - 10% corporate & personal income tax, 0% tax on retained earnings and 0% tax for operation in a Technological Industrial Development Zone which is next to E-75 highway. FYR Macedonia enjoys Free Trade Agreements and preferential trade status with EU, EFTA, CEFTA countries and Turkey. Key projects include: gasification of Skopje, installment of city tram infrastructure, new Amusement park, Film city, road infrastructure development. The private partner can develop these projects under a concession or public-private partnership scheme.



BEST CITY MANAGEMENT PRACTICE IN CSEE

E-MOBILITY IN SKOPJE

 Innovative City Development and Quality of Life

Start date – end date	2014 – 2018
Total investment value (EUR)	est. 4.5 mil EUR
Sources of funding (%)	The City of Skopje, private partners (PPP)

The capital has launched the “Skopje E-City” project to enhance energy saving services and preserve the environment by using the power of new technologies and innovation. The city has procured two e-chargers for two of the city multi-storey garages, intended for public use for charging e-vehicles. Five e-vehicles (e-scooter) and 10 e-bikes were procured for greater mobility for tourist sightseeing within the city and in June 2015 another 7 e-vehicles with retro look and 20 more e-bikes will be purchased. There is an ongoing procurement of electric bikes for the city administration. These initiatives are part of a greater project – within the next 3 years, the City of Skopje through a PPP is planning to introduce E-Everywhere. This includes E-charge network construction of electric charging stations in Skopje (30, in first year), at the Skopje-Ohrid Highway petrol stations (100, in second year) and in all major cities in Macedonia (total of 250 in third year). Also, E-taxi will be introduced – new full electric taxi rental service using state of the art telemetric systems for route optimisation and smart phone application for booking. Other user friendly e-services will be implemented such as E-share system for car sharing rental, E-lease system for small electric car rental and E-shuttle system – all electric small bus (16 seats) providing shuttle routes between the city hubs to key retail centers.

PROJECT IMPACT

Reducing the pollution, carbon print and city traffic, greater usage of electric vehicles.

INNOVATION

Integrated electric public transportation system.

RESULTS AND BENEFITS

Raising awareness on environment protection, time and energy saving, boosting the image of the capital as an e-hub of the region.

SUSTAINABILITY

The project is included in the City strategic documents “Sustainable urban mobility plan for the City of Skopje” and “Strategy for energy efficiency”.



SOFIA

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Website

www.sofia.bg

Phone

(359) 2 9377 261

E-mail

jfandakova@sofia.bgr

Facebook

www.facebook.com/Йорданка-Фандъкова-Yordanka-Fandakova



CITY ID

CITY, COUNTRY	Sofia, Bulgaria
AREA (km²)	1,311 km²
POPULATION	1,249,665
AVERAGE GROSS SALARY (EUR)	400 EUR
KEY INDUSTRIES	Construction, real estate, telecommunications, finance and trade services
MAJOR INVESTORS	Tishman Management Company Ltd, Meinl European Land, Riofisa, Carrefour, Soravia, Sparkassen Immobilien, ECE Projectmanagement etc.
CITY BUDGET (EUR)	760 mil EUR



Yordanka Fandakova

jfandakova@sofia.bg



DEVELOPMENT VISION

Sofia is developing into a competitive and innovative city, well planned and organized, with prompt and quality service to citizens and businesses and modern transport infrastructure, a clean and green city, a city of children and young people, a safe place to live.

Main objective is to achieve European standards in the development of the city by modernization of the city infrastructure with clean, green and convenient urban environment, with maintained sidewalks, neighborhood internal streets and gardens, improved conditions for education and training of children and the conditions for sports and a healthy and active life.

Turning Sofia into a leading tourist destination by protection and preservation of natural and cultural heritage and developing Sofia as one of the European cultural centers with high quality services and efficient operation of municipal companies is also a striving goal for the future.



INVESTMENT OPPORTUNITIES

Sofia is a dynamic and modern European city. There are two million Bulgarians who live and work in the city. As administrative and political center, the capital of Bulgaria is an open for investments city, which will continue to grow and develop through the years to come even faster. The strategic location at the junction of Trans-European Corridors, the developed infrastructure and the highly qualified workforce are some of the motivating factors for investing in Sofia. There is wide variety of investment opportunities for the business to invest in with guaranteed return. Most active sectors are residential and public construction (including gated housing communities, high-rise buildings, office and logistics centers, commercial centers), transport infrastructure, construction of engineering infrastructure (sewage and waste water treatment facilities, modernization and development of water supply systems, improvement of quality of surface and underground waters), telecommunications, finance and trade services.



BEST CITY MANAGEMENT PRACTICE IN CSEE

BUILDING SOCIAL INFRASTRUCTURE
AND SERVING CHILDREN IN RISK

Public Utilities and Services



Start date – end date	16.02.2012 – 08.04.2015
Total investment value (EUR)	4,989,629.59 EUR
Sources of funding (%)	100% funding from European Regional Development Fund

The maintenance of specialized institutions for children and youth within the territory of Sofia and the lack of adequate social services as an alternative of the institutional care are putting the kids and youth in high level of risk of social exclusion. Most of the disabled children and youth, accommodated in specialized institutions have no chance to develop their personal potential and the conditions in the institutions haven’t prepared them for independent way of life. Because of the negative attitudes, isolation, the lack of proper education and skills they have limited opportunities for finding residence and place on the labor market. In response to these challenges and aiming to increase the quality of life for children and youth in risk the city implemented the Project “Building of social infrastructure supporting the deinstitutionalization of social institutions, serving children in risk in Sofia Municipality’s territory”.

PROJECT IMPACT

The project is a long term answer to the problem with the kids and youth, living now in institutions in high level of risk of social exclusion.

INNOVATION

Through the establishment of the Project, an innovative dynamic model for residential type of social services for children and youth living in specialized institutions.

RESULTS AND BENEFITS

As a result of the fulfilled Project’s activities 13 Residential centers of family type and 3 Protected houses in 8 capital’s districts were built. This created a new model of resident services for children and youth in risk, replacing the institutional care and creating prerequisite for their discard of the specialized institutions.

SUSTAINABILITY

Expenditures for maintenance of the buildings and delivering of the services will be provided by Sofia Municipality’s budget until their inclusion in the list of social services, which are state delegated activities.



TIRANA

Hidden Gem





Website www.tirana.gov.al
Phone (355) 4 225 3023
E-mail lulzim.basha@tirana.gov.al
Facebook www.facebook.com/BashkiaETiranes



CITY ID

CITY, COUNTRY	Tirana, Albania
AREA (km ²)	1,652 km ²
POPULATION	621,000
AVERAGE GROSS SALARY (EUR)	214 EUR
KEY INDUSTRIES	Food Industry, textile, construction, services
CITY BUDGET (EUR)	57 milion EUR



 Lulzim Basha
 lulzim.basha@tirana.gov.al



DEVELOPMENT VISION

The vision of Tirana’s Mayor, Mr. Lulzim Basha is “Tirana Modern European City”. The main challenges of Municipality of Tirana are economic development, employment and strategic projects. The Mayor has launched an ambitious program which aims to improve the life of the citizens and to promote the development of Tirana as a welcoming city for investments and business. Two sets of priorities are: the new Urban Plan and the Strategic Projects. The Tirana Regulatory Plan was released in May 2012. The capital has lacked an urban plan for 23 years, and it was finally adopted in February 2013 under the Mayor’s initiative.



INVESTMENT OPPORTUNITIES

During the last four years the Municipality of Tirana has improved the investment climate. The investment related policies have been designed, including incentives and tax reductions for businesses, to establish and maintain a favorable economic climate, employment growth, protection of free competition and the expansion of trade. The strategic projects represent great investment opportunities especially to foreign investors. “Tirana Northern Boulevard and River Regeneration Project” seeks to afford the northern part of Tirana urban development and regeneration opportunities that will turn it from a once neglected and unplanned backland to a lively 21st century area. “Tirana Public Transport Terminal” is an ongoing project which will solve an urban transport deficiency in the City. Tirana LRS System (Tram) will increase the public transport passenger volumes and reduce road traffic congestion. “Tirana Techno-Park” aims to collect both national and international companies engaged in research and development projects, increase national welfare, promote enterprise development, increase the average income and employment.



BEST CITY MANAGEMENT PRACTICE IN CSEE

TIRANA NORTHERN BOULEVARD AND RIVER PROJECT

Infrastructure and Urban Development



Start date – end date	Phase 1: September 2013 – March 2015 Phase 2: January 2014 – July 2016
Total investment value (EUR)	Phase 1: 26 mil EUR Phase 2: 12.8 mil EUR
Sources of funding (%)	Abu Dhabi Funds
Key partners	Copri – Construction Enterprises LLP (Phase 1) and Strabag and Trema Engineering (Phase 2)

Tirana Northern Boulevard and River Project is the most important strategic project for the development of the city affecting approximately one quarter of the whole city area. The project intends to open a new area for urban development and regeneration. The Tirana Northern Boulevard and River Project will be impacting directly the under developed area of 885 hectares.

This project will be implemented in three phases. Phase 1: Southern Section of the Boulevard, with a length of 1600 m starting from the existing train station toward Tirana River crossing. Phase 2: The Rehabilitation of Tirana River, with a length of about 8,000 m including the construction of the River Crossing structure, the two main sewerage collectors, and the Northern Section of Outer Ring Road, in the northern part of the River. Phase 3: Northern Section of the Boulevard, with a length of 1,000 m starting from the Tirana River crossing toward to the Paskuqan Park, including the implementation works of the Park itself.

PROJECT IMPACT

The Implementation of this Project will have a great impact on the City of Tirana in terms of urban development, environment protection and employment as it will affect 23,000 inhabitants and generate 2,000 new jobs.

RESULTS AND BENEFITS

The main achievements of this project are as follows: Extension of the Boulevard as the spine of the City; Creation of Urban Living Rooms – place where citizens can enjoy new urban public spaces; Tirana River Park and the River Crossing as an accessible public recreation area; The Paskuqan Park – a major new green area for the citizen of Tirana, a counterpoint to the Southern Park.



VIENNA

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Website

www.wien.gv.at

Phone

(43) 1 4000 0*

E-mail

buergermeister@magwien.gv.at

Facebook


www.facebook.com/wien.at




CITY ID

CITY, COUNTRY	Vienna, Austria
AREA (km²)	420 km²
POPULATION	1,766,746
AVERAGE GROSS SALARY (EUR)	2,500 EUR
KEY INDUSTRIES	Life sciences, urban technologies, creative industries and ICT
MAJOR INVESTORS	Baxter, Boehringer Ingelheim, Borealis, Siemens, Mondi, Telekom Austria, Heineken C&EE, Wiener Stadtwerke, OMV, Gazprom Neft Trading, Hewlett Packard, SAP, Bosch, Opel
CITY BUDGET (EUR)	12,471 bil EUR (2013)



 Dr. Michael Haupl

 buergermeister@magwien.gv.at



DEVELOPMENT VISION

The consistent and outstanding performance of residents and city staff alike has turned Vienna into what it is now – a major city known for the highest quality of life worldwide. Now it is time to set the course for the future, and to make sure subsequent generations will profit from our present success. Protecting our resources and strengthening our economy to provide a basis for social justice are the main challenges for cities in the 21st century. To take on these challenges and find smart solutions, we must pool the know-how already available in fields that are relevant for every modern city administration. It is the “smart cities” that will be able to compete internationally and secure good quality of life for generations to come. To stay on track we need to place greater emphasis on forward-looking areas, such as science, research and innovation. We must move from a smokestack economy to one of smoking heads: a system focused on sustainable growth, effective use of resources and renewable energy. This is what makes a city “smart”, as it ensures that the city in its entirety provides a future worth living for everyone who lives here.



INVESTMENT OPPORTUNITIES

Vienna combines tradition, culture and quality of life with the factors of a top business location in a unique way. A stable political and economic environment, a research and technology-friendly climate, geographical and cultural proximity to the growth markets in the east and, the highest quality of life in the world provide for a place at the very top of the world’s rankings. The areas of strength of Vienna businesses lie in the fields of life sciences, urban technologies, creative industries and ICT. In 2013 the location set a record for international settlements with 133 new businesses. The location also offers ideal conditions for start-ups — more than 8,000 companies are founded each year in Vienna. Vienna is also the location of choice for international organizations. For more than 30 years the city has been home to one of the four headquarters of the United Nations and is the seat of numerous other international organizations and institutions such as OPEC, IAEA and OSCE.



BEST CITY MANAGEMENT PRACTICE IN CSEE

THE VIENNA MAIN STATION
MORE THAN JUST A RAILWAY STATION

Infrastructure and Urban Development



Start date – end date	2003 – 2021
Total investment value (EUR)	4 bil. EUR
Sources of funding (%)	City of Vienna: 500 mil, Austrian Federal Railways: 1 bil, private investors: 2,5 bil.
Key partners	Austrian Federal Railways, construction companies, hotel investors, housing associations and cooperatives

The Vienna Main Station overall project with a size of 110 hectares is currently the most important infrastructure project for the town and its people. The new main station is being constructed as a through station; for the first time, trains will arrive and leave in one station from all directions. Up to December 2009, the old Südbahnhof (South/East Train) has been the end station for trains arriving from the south and east. By creating a high-performance north-south and east-west connection, the station will become the most important hub for regional, national, and international transport and a central junction in the trans-European rail network. Around the station, an entirely new urban district is gradually emerging just 2.3 kilometres from the city centre, which is characterised by the best possible transport connections and a high quality of life.

PROJECT IMPACT

The new urban district is composed of 32 hectares on the former premises of the old Train Station. Altogether, more than 5.000 units will be built for about 15,000 residents around the 7-hectare park. Ground-breaking for the first phase of residential units was in the spring of 2012.

INNOVATION

Within this building complexes Vienna’s very first SMART apartments will be constructed starting in 2014. These units are especially appealing because of their maximum space utilisation and particularly affordable lease rates, especially for couples, single-parents and singles. A total of 300 of these units are planned to be built.

In addition to the diversity of styles, the apartment mix in this special quartier also reflects the principle of “social sustainability” quite clearly. Multi-generational homes, common spaces, public meeting spaces and home offices, combined with the ample selection of recreational opportunities in the new park, collectively reinforce the sense of living together in the new district from the very start.

RESULTS AND BENEFITS

The city is strengthening its position in the heart of Europe and as a business location, gains a fast and high-performance connection to the most important markets.



WARSAW

Fall in Love with Warsaw








Website www.um.warszawa.pl
Phone (48) 22 443 10 00, (48) 22 443 10 01
E-mail sekretariatprezydenta@um.warszawa.pl
Facebook pl-pl.facebook.com/warszawa
Twitter @warszawa



CITY ID

CITY, COUNTRY	Warsaw, Republic of Poland
AREA (km²)	517.24 km²
POPULATION	about 1,732,700
AVERAGE GROSS SALARY (EUR)	1,238 EUR
KEY INDUSTRIES	Biotechnology, photonics, nanotechnology, medical industry, chemical industry, renewable energy, creative industry
MAJOR INVESTORS	Bioton, Bayer Crop Science, Samsung Electronics, LG Electronics Polska, GE EDC Poland, Orange, Oracle, Metro Group AG
CITY BUDGET (EUR)	3,270,170,565.22 EUR



 Hanna Gronkiewicz – Waltz
 sekretariatprezydenta@um.warszawa.pl
 @hannagw



DEVELOPMENT VISION

The mission of the local government of Warsaw, the capital of the Republic of Poland and a city of rich tradition, is to achieve the highest possible level of satisfaction of residents’ needs, and to place Warsaw among the most important European metropolises. Vision: The Warsaw of 2020 is an attractive, modern, dynamically developing metropolis with a knowledge-based economy, the financial centre of Central Europe, a city of significant standing among the most important European capitals. It is an open and accessible community, a city with a high quality of life, an important centre of European culture, with well-organized public spaces. A city with a soul.

Source: *Development Strategy for the City of Warsaw until 2020*



INVESTMENT OPPORTUNITIES

Warsaw is the biggest urban area, the capital city as well as the economic and cultural center of the country. For the last five years, the greatest surge of employment has been registered in financial and insurance sector (33%), professional services sector (22%) and business support (19%). These sectors are also forecasted to expand in the upcoming years, creating new workplaces. Warsaw continues to capture most of investors’ attention. Prime assets remained of major interest, although investors are showing a growing appetite for non-central locations and secondary schemes with asset management potential. Warsaw is also among the top five European cities with the highest office development activity. Very important is Warsaw retail market. Since the completion of Złote Tarasy the retail market stock in Warsaw has grown significantly. The low saturation of the Warsaw market when compared to other agglomerations creates numerous retail opportunities.

Source: *Warsaw Investor Guide 2014*



BEST CITY MANAGEMENT PRACTICE IN CSEE

CONSTRUCTION OF THE COPERNICUS SCIENCE CENTRE IN WARSAW

Innovative City Development and Quality of Life



Start date – end date	2005 – 2011
Total investment value (EUR)	80,445,306 EUR
Sources of funding (%)	European Regional Development Fund: 56.75 % The City of Warsaw own contribution: 43.25 %
Project Promoter/Beneficiary	The City of Warsaw

The Project’s general objective was the improvement of access to innovative cultural and scientific offer to the citizens of Poland through the creation of Copernicus Science Centre. The Project strived to diversify cultural and educational offer making it alternative way of free time spending, thus contributing to reducing the effect of the so-called “technological exclusion” in Poland.



The total area amounts to 17,711.16 m² and includes exposition halls, planetarium, laboratories, café, conference hall, office area, warehouse and a workshop. The Copernicus Science Centre is operating in its official building since 2010.

PROJECT IMPACT

Copernicus Science Centre enriches cultural and educational city’s offer directed to children, young people and adults. It helps in raising children’s interests connected with sciences like physics, mathematics, biology, geography. The Copernicus Science Centre promotes skills that are particularly important in the 21st century: communication, cooperation, critical and creative thinking, problem solving, and innovation.

INNOVATION

The CSC is an innovative facility because of the profile of its activity, but also because of the building’s structure: it was built using a new technology of glass fiber concrete, a garden is located on the roof of the building and a planetarium with a façade of screened colorful glass is the dominant feature of the building.

RESULTS AND BENEFITS

Main results and benefits of the project are enrichment of cultural and tourist offer of the city and increased interest in science between children and young people. Every year it attracts about 1 million of visitors – tourists and residents of Warsaw as well.

SUSTAINABILITY

CSC is financed by the City of Warsaw, Ministry of National Education and Ministry of Science and Higher Education.



ZAGREB

Zagreb, the city with a million hearts





Website www.zagreb.hr
Phone (385) 1 610 1111, 610 0101
E-mail ured.gradonacelnika@zagreb.hr
Facebook www.facebook.com/zagreb.hr
Twitter @wwwzagrebhr



CITY ID

CITY, COUNTRY	Zagreb, Croatia
AREA (km²)	641.32 km²
POPULATION	790,017
AVERAGE GROSS SALARY (EUR)	1,280 EUR
KEY INDUSTRIES	Electric machines and devices, chemical, pharmaceutical, textile, food and drink
MAJOR INVESTORS	City of Zagreb
CITY BUDGET (EUR)	872 million EUR



Milan Bandić
 ured.gradonacelnika@zagreb.hr



DEVELOPMENT VISION

In City of Zagreb Development Strategy (ZagrebPlan, valid till end of 2015) vision of Zagreb is formulated as an urban incubator of sustainable concepts, entrepreneurship and new values. The vision is achieved by removing the boundaries in all significant areas of living and working by applying an entrepreneurial approach which seeks new ideas and endeavors and creates new values. The vision is being realized through synergic action for the purpose of achieving six strategic development goals which are Competitive economy, Development of human resources, Environmental protection and sustainable management of natural resources and energy, Improving the urban quality and functions of the City, Improving the quality of living, Improving the system for managing development



INVESTMENT OPPORTUNITIES

The leading role of Zagreb’s economy is most pronounced in high value-added activities such as technical, scientific, financial and insurance activities and information and communication technologies. In the last decade, the aggregate number of companies, number of employees, net profit and export in these sectors have recorded high and sustainable growth rates. The City of Zagreb is a strategic hub for European market providing easy access to 600 million consumers. Zagreb is offering numerous business zones and parks, brownfield locations and industrial estates ready to accept manufacturing companies: “Block Badel” – brownfield ex-industrial site in city center (20,000 m²), “Gredelj” – ex-train factory located in down town area (120,000 m²), “Paromlin” – ex-steam mill located in city down town (30,000 m²), “Zagreb Fair” – transformation and development project (620,500 m²), “Zagrepčanka” – ex meat industry complex, and many others. Zagreb is open for investor in water supply and sewage system reconstruction/modernization and downtown energy efficiency reconstruction.



BEST CITY MANAGEMENT PRACTICE IN CSEE

MODERNIZATION OF ZAGREB –
CITY ZOO IN ZAGREB – STAGE 1

 Innovative City Development and Quality of Life



Start date – end date	10.10.2014 – 30.09.2016
Total investment value (EUR)	5,000,000.00 EUR
Sources of funding (%)	ERDF (European fund for regional development) – 95% Own funding and partners – 5%
Key partners	City of Zagreb (coordinator) and Zagreb City ZOO (partner)

Zagreb Zoo and the Maksimir park exist in Zagreb for more than 90 years. It is one of the symbols of the city, and one of the leading tourist attractions in Croatia. Modernization Project of the Zagreb Zoo is the result of recognizing the potential and the need to further strengthen the capacity and attractiveness of the ZOO. The project aim is to bring new content in the form of attractive tourist and educational infrastructure with the application of new technologies and restore the cultural heritage within the zoo, ensuring new activities for domestic and foreign visitors. Numerous visual attractions within Zagreb ZOO will enhance sustainability of the protected Maksimir park area.
www.zoo.hr

PROJECT IMPACT

Increasing of the Zagreb city and Zagreb ZOO tourist offer and capacities. New job positions within the Institution and in the area of related services. Improved energy efficiency of the ZOO.

INNOVATION

Strengthening educational programs by building multimedia educational center that relies on modern pedagogical and didactic standards.

RESULTS AND BENEFITS

It is expected that the result of the project will be increased number of visitors by 34% and increased number of educational program attendants by 30%.

SUSTAINABILITY

Sustainability of project results is expected by increasing income of the Zagreb ZOO as a result of numerous visitors.



CAPITAL SUMMIT 2015
Summit of Capital City Mayors
of Central and South East Europe

CAPITAL SUMMIT ORGANIZERS



CITY OF BELGRADE
DISCOVER BELGRADE



Major Sinisa Mali
Address Dragoslava Jovanovića 2,
11000 Belgrade, Serbia
Website www.beograd.rs
Phone (381) 11 3216 104
E-mail sinisa.mali@beograd.gov.rs
Facebook www.facebook.com/GradBeograd
Twitter @beograd_rs

City of Belgrade is the largest local government in Serbia, managing all issues related to infrastructure, economy, investments, tourism, and overall quality of life in a major capital city with 1.7 million citizens.

The current city administration has been in office since 2014, and its team is working on some 60 projects for the improvement of city services. Future development projects include the construction of subway, landfill, and underground garages, with particular focus on cooperation with the private sector or strategic partnerships. The most distinguished endeavor will be the completion of Belgrade Waterfront, major commercial and residential area in the city center, which will strengthen Belgrade’s position in the global real estate map. Culture and sports are perceived as a major factor contributing to the quality of life – for decades, the city has traditionally been the patron of numerous cultural events and festivals, such as FEST International Film Festival, Belgrade International Theater Festival BITEF, Belgrade Design Week etc.

The city administration seeks to create partnerships and establish a network of prominent European cities, to serve as a platform for exchanging experiences and best practice examples.



NACIONALNA ALIJANSA ZA LOKALNI EKONOMSKI RAZVOJ



NATIONAL ALLIANCE FOR LOCAL ECONOMIC DEVELOPMENT

NALED
SYNERGETIC IMPACT



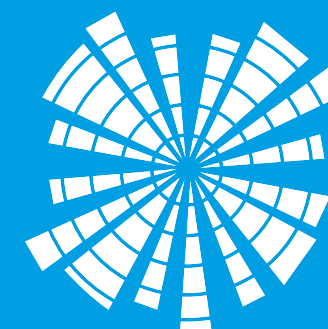
CEO Violeta Jovanovic
Address Makedonska 30/VII,
11000 Belgrade, Serbia
Website www.naled-serbia.org
Phone (381) 11 3373 063
E-mail office@naled-serbia.org
Facebook www.facebook.com/NALEDserbia
Twitter @naled_serbia

National Alliance for Local Economic Development (NALED) is the largest public-private association in Serbia, gathering almost 200 members including most prominent companies, local governments and civil society organizations in the country. Operating as an independent, non-profit and non-partisan organization, the mission of NALED is to improve the business environment in Serbia through institutional reforms with active participation and cooperation of businesses, municipalities and citizens.

Since it was established in 2006, NALED has gained international support to implement more than 50 economic development projects in Serbia and the region of SEE, and to initiate some of the most important institutional and regulatory reforms in the country regarding construction permitting, shadow economy, para-fiscal charges, brownfield revitalization as well as municipal capacity building. NALED closely cooperates with the Government and Parliament of Serbia, and participates in the law making process, but also provides expert analyses of the regulatory framework and is the leading authority in the field of monitoring of legislative activity and measuring the public administration performance.

One of our flagship initiatives is the Business Friendly Certification South East Europe (BFC SEE), a unique program for improving the quality of services and information municipalities in SEE region offer to companies. The BFC SEE program was developed in 2012 with the support of GIZ and institutions from BiH, Croatia, Macedonia and Serbia. Currently, more than 50 municipalities and cities from the region are implementing the Program.





CAPITAL SUMMIT 2015

Summit of Capital City Mayors
of Central and South East Europe

CAPITAL SUMMIT PATRONS

ELNOS GROUP
ENERGY MANAGEMENT THROUGH KNOWLEDGE



COMPANY ID

COMPANY NAME	ELNOS GROUP
SECTOR / INDUSTRY	Electrical engineering company
KEY PRODUCTS	Full range of services in the field of electrical engineering
KEY MARKETS / COUNTRIES	Southeast, Central, and Northern Europe
NO OF EMPLOYEES	360



Executive Vice President
Headquarters Banjaluka, Bosnia and Herzegovina
Website www.elnosbl.com
Phone (387) 51 366 340, 366 345
E-mail officegroup@elnosbl.com



COMPANY PROFILE

Elnos group is an international electrical engineering concern. By nurturing a 70-year-long tradition, elnos group applies its knowledge and experience in building lasting values. Numerous construction, reconstruction, and modernization projects have ranked us among the leading companies for facilities of up to 400 kv (within power stations, power grids, infrastructure projects, industry, and installations). This makes a solid foundation for providing a comprehensive range of services of elnos group, which leads to the achievement of energy, economic, ecological, and social progress.

Our strategy is focused on long-term profitable growth of the company. Professional approach to modern requirements and future markets, along with the adoption and application of the latest technology, has positioned us among the companies that keep pace with global trends.

REFERENCES

Our portfolio and references are the best illustrated by the achieved results. Only in 2014 we have participated in a number of capital projects, including: the two largest energy projects in Sweden (South West Link 2, and construction of seven wind farms settled west of Ramsele), also construction of Thermal Power Plant Stanari and building of the highway Banjaluka-Doboj in the Republic of Srpska, as well as reconstruction and modernization of the railway Belgrade- Niš in Serbia. In particular, we emphasize two major projects in the field of hydro energy - complete rehabilitation of HPP Zvornik and build a new SHPP Bočac 2.





EMERSON CLIMATE TECHNOLOGIES
CONSIDER IT SOLVED

COMPANY ID

COMPANY NAME	EMERSON CLIMATE TECHNOLOGIES GMBH
SECTOR / INDUSTRY	HVACR for Residential, Commercial and Industrial applications
KEY PRODUCTS	Compressor solutions
KEY MARKETS / COUNTRIES	Europe/Global
NO OF EMPLOYEES	In Europe 1,300



CEO Jean Janssen
Headquarters Aachen, Germany
Website www.emersonclimate.eu
Phone (49) 2408 929 170
Facebook www.facebook.com/
EmersonClimateEurope

COMPANY PROFILE



Emerson Climate Technologies, a business of Emerson, is the world’s leading provider of heating, air conditioning and refrigeration solutions for residential, industrial and commercial applications. The group combines best-in-class technology with proven engineering, design, distribution, educational and monitoring services to provide customized, integrated climate-control solutions for customers worldwide.



The innovative solutions of Emerson Climate Technologies, which include industry-leading brands such as Copeland brand products, Copeland Scroll™, Alco Controls, Dixell or Vilter improve human comfort, safeguard food and protect the environment. At our core lies a long history of revolutionary technology innovations forming the basis of our global leadership position. These industry-defining, proprietary technologies of Emerson Climate Technologies provide customers with the competitive advantage of the most advanced, energy efficient and environmentally responsible temperature control systems available.



SIEMENS SERBIA
SIEMENS – ANSWERS FOR SERBIA

COMPANY ID

COMPANY NAME	SIEMENS SERBIA
SECTOR / INDUSTRY	Industry, energy, healthcare, transport , infrastructure & cities
KEY PRODUCTS	drives, automation and industrial plant-related products; energy-related products; medical products; transportation and logistics-related products
KEY MARKETS / COUNTRIES	Siemens operates in around 200 countries
NO OF EMPLOYEES	1,000 in Serbia / 353,000 globally



CEO Walter Solle
Headquarters Locally Belgrade / Siemens AG, Berlin and Munich, Germany
Website www.siemens.rs
Phone (381) 60 8170 338
E-mail jovana.zurzin@siemens.com
Facebook www.facebook.com/SiemensSrbija
Twitter @siemens

COMPANY PROFILE



Siemens AG is a global technology powerhouse that has stood for engineering excellence, innovation, quality, reliability and internationality for more than 168 years.

As a part of global company, Siemens in Adriatic region and Serbia operates for over 128 years. For over a century, Siemens has been very important factor of development of countries in Adriatic region in all stages of its industrial progress. Siemens today represents synonym for quality and reliability in most important parts of everyday life – industry, energy, healthcare, transport, infrastructure and cities. Long tradition of successful business in this region is a true indicator of long-term partnership between local economies and Siemens, based on tradition and innovations. Nowadays company Siemens in Serbia has approximately 1,000 employees, from which around 900 works in our factory in Subotica. With the latest technologies in the field of renewable energy, quality of the products and fast delivery, Siemens factory places Serbia on a technological world map, and Siemens d.o.o. Beograd among top 10 exporters in the country. This is corroborated by the fact that every 4th windmill in Europe has a generator produced in Siemens Factory in Subotica.

STAR REFRIGERATION
HEATING WITHOUT FOSSIL FUELS



COMPANY ID

COMPANY NAME	STAR REFRIGERATION
SECTOR / INDUSTRY	District Heating (Heatpumps)
KEY PRODUCTS	90°C Heatpumps sourcing heat from rivers
KEY MARKETS / COUNTRIES	Worldwide but especially areas with existing heat networks
NO OF EMPLOYEES	350



CEO Graham Stuart (Star Refrigeration), Dave Pearson (Star Renewable Energy)
Headquarters Glasgow, Scotland
Website www.star-ref.co.uk
www.neatpumps.com
Phone (44) 14 1638 7916
E-mail sales@star-ref.co.uk
Facebook www.facebook.com/StarRenewableEnergy
Twitter @ wasteheatuser

COMPANY PROFILE

Star Refrigeration Ltd are the UKs largest industrial refrigeration contractor. Responsible for large segments of cold chain services for supermarkets, food production facilities, pharma and petrochemical.

Established in 1970, the company has grown to 350 employees across the original segment of industrial refrigeration but also with significant competence in the design and manufacture of industrial freezing equipment for fruits and berries as well as ready meals and convenience foods via subsidiary Starfrost (www.starfrost.com)

The most recent expansion is into large heatpumps for district heating and Star Renewable Energy has been formed to focus on this fast moving ENERGY segment.

With sources of heat quite prevalent from rivers to underground water sources to industrial waste heat such as data centers or plastics manufacture, it is now viable to “harvest” that heat and deliver at 90C for district heating.



TANJUG NEWS AGENCY
TANJUG EXACTLY

COMPANY ID

COMPANY NAME	TANJUG NEWS AGENCY
SECTOR / INDUSTRY	News Agency
KEY PRODUCTS	News, video and photo production
KEY MARKETS / COUNTRIES	Serbia, Bosnia and Herzegovina, Croatia, Montenegro
NO OF EMPLOYEES	203



CEO Branka Djukic
Headquarters Belgrade, Serbia
Website www.tanjug.rs
Phone (381) 11 328 1608
E-mail office@tanjug.rs
Twitter @TanjugNews

COMPANY PROFILE

Tanjug is Serbia’s news agency and according to surveys the most quoted agency in the region at the moment, meaning that its news items are most often used or directly cited (published) by the print and electronic media. With around 200 employees, Tanjug annually releases: around 130.000 news items, 36.000 video reports, 350.000 photographs, 21.000 news items through its English Service, 12.500 audio clips.

Tanjug’s economic information service publishes daily and periodic reports on general economic trends and monitors the situation in foreign and domestic markets. Daily News Bulletin in English is issued in electronic form on workdays, and includes about 50 news items on the political, economic, cultural, sports and other interest events in the country and abroad. Tanjug currently has over 31.000 followers on Twitter, and the figure is rising steadily. A larger part of Tanjug’s output, including videos and photographs, is available on all mobile platforms. If you search for “Tanjug” on Google, you will get 5.500.000 hits.





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