

Sustainable Development Strategy of the City of Olexandriya – on the way to achieving UN Sustainable Development Goals until 2030

The round table with the above name took place in the city of Olexandriya on July 14, 2016.

The round table was preceded by several important events.

On March 15, 2016 the Academy of Public-Private Partnership has conducted one-day training “Planning urban infrastructure modernization based on PPP in the context of implementation of UN Global 2030 Agenda for Sustainable Development for the members of the Committee for strategic planning and development of the city of Olexanriya – representatives of the City Executive Committee and the City Council and for local business. The training was dedicated to the new approaches to urban development



planning in the context of Sustainable Development Goals (SDGs) until 2030 adopted in September 2015 by the United Nations (Ukraine has voted for them together with other countries). During the training the participants received knowledge on the theory and practice of development of strategic programs; methodology of determination of performance indicators for such programs in the context of achieving SDGs; the role of infrastructure development in implementation of SDGs and possibilities of incorporation of infrastructure projects into development strategies of cities. It was briefly discussed the role of public-private partnership in

ensuring sustainable development, presented some examples of successful experience of implementation of urban development programs based on PPP. As a result of hard work, including analysis of the vision of the city’s representatives on the ideology of development of the draft Strategy of Development of Olexandriya until 2030 in the context of the new UN 2030 Agenda, it was decided to go unconventional way for Ukraine in strategic programs development for cities, namely – to develop principally new document – **Sustainable Development Strategy** of the city until 2030. Development of the draft of this document was entrusted to the Academy of PPP.

The second important event on the way to development of Sustainable Development Strategy of the city has become participation of the Mayor of Olexandriya Stepan Tsapiuk, the President of the Academy of PPP prof. Irina Zapatrina and the Secretary of the City Council of Shostka Olena Kravchenko in the International Forum on PPP “Implementing the United Nations 2030 Agenda for Sustainable Development through effective, people-first



Public-Private Partnerships” that took place on March 30 – April 1, 2016 in the Headquarters of the United Nations Economic Commission for Europe (UNECE) in Geneva, Switzerland. The representatives of Ukraine have made a presentation “Public-Private Partnerships: A tool to help cities solve their urgent needs” at the plenary meeting of the Forum in the framework of the Panel organized by UNECE Center of Excellence “PPP for Cities (Barcelona, Spain). In the presentation it was presented the problems of small cities of Ukraine and opportunities for strategic development of cities in conditions of decentralization reform in Ukraine.



From the rostrum of UNECE the representatives of Ukraine have informed the participants about the beginning of development of sustainable development strategies of their cities (Olexandriya and Shostka) in the context of Sustainable Development Goals, in particular Goal 11 “Make cities and human settlements inclusive, safe, resilient and sustainable”.

During the Forum the representatives of Oleksandriya and Shostka have conducted numerous negotiations with its participants – representatives of international organizations and successful cities of the world. The most important meeting took place with Eva Bufi, Executive Director of UNECE Center of Excellence “PPP for Cities”.

S. Tsapiuk has informed Eva Bufi about the started work on development of Sustainable Development Strategy of the City of Olexandriya until 2030 based on principles of the new UN 2030 Agenda.

The parties have reached consent on cooperation in development and implementation of the strategy and on searching opportunities for participation of international experts attracted by UNECE Center of Excellence in its discussion. It was preliminary agreed about an expert mission to Olexandriya in July 2016.



Since the moment the Ukrainian delegation took place in the international conference, the Academy of PPP under active participation of the city’s specialists has developed new innovation Sustainable Development Strategy of the City of Olexandriya until 2030, preliminary discussed and agreed it with the representatives of local authorities, business and civil society of the city, conducted additional training directly in Olexandriya on issues related to the first steps of implementation of the document. The Strategy was translated into English and sent for expert review to the UNECE Center of Excellence “PPP for Cities”.

Having reviewed the Strategy the international experts have arrived to Ukraine, to Olexandriya. The delegation included: **Eva Bufi**, Executive Director of UNECE Center of Excellence “PPP for Cities” (Barcelona, Spain); **Victor Martinez**, Director on Urban Quality (Sant Cugat City, Spain), **Marcelo Garcia**, expert in Telecommunications and Smart cities (Geneva, Switzerland); **Maria Galindo**, expert in Global advice to Cities (Doxa Consulting, Spain).



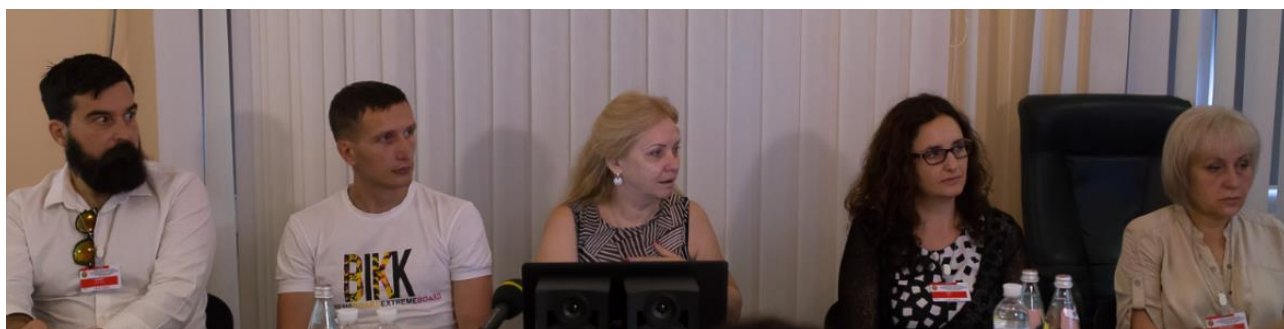


On July 13, 2016 the delegation has visited the Embassy of Spain in Ukraine. At the meeting with the Trade Officer of the Embassy Jaime Ramón Fernández Sánchez it was discussed the issue of cooperation of international experts with the city of Olexandriya on promotion of the Sustainable Development Strategy of the City and attraction of Spanish private companies or its implementation.

On July 14, 2016 in Olexandriya City Hall took place International Round table on discussion of Sustainable Development Strategy of the City with participation of representatives of the city administration and City Council, members of the Committee for strategic planning and development of the city of Olexandriya, management of cities Svetlovodks and Shostka.



At the meeting it was widely presented Sustainable Development Strategy of the City developed by the Academy of PPP which is aimed at transformation of Olexandriya into a smart and sustainable city in the understanding of UN SDGs 11 (Smart and Sustainable Cities) and 17 (Global Partnership for Sustainable Development).



The President of the Academy of PPP Irina Zapatrina in her presentation on this issue has underlined that while developing and discussing the Strategy the Academy used the following principles for harmonization of strategic documents of socio-economic development with SDGs: setting clear and measurable indicators of achieving goals and tasks of the Strategy in accordance with indicators set by Sustainable Development Goals; inclusivity (wide attraction of private business and society at the city level and at the international level to implementation of SDGs); increasing of acquaintance and institutional capacity of public authorities and business on these issues.

I. Zapatrina has specified that the developed Strategy is important not only for the city of Olexandriya. Based on this document it is planned to improve methodology of transformation of cities into smart and sustainable in the current conditions in Ukraine and to disseminate the experience in our country and abroad. This will allow Ukrainian cities to transfer from “strategies – declarations” to “strategies of practical actions and results understandable to the society”.

Orientation of Sustainable Development Strategy of the City of Olexandriya on UN Sustainable Development Goals will make it possible for Ukrainian cities to work in a single coordinates system with international community and become understandable for our partners and colleagues from all over the world who hardly work in the framework of the new 2030 Agenda aimed at needs of people, planet, prosperity.

It was also separately discussed the issue of necessity to develop City Infrastructure Plan in the framework of the Strategy and introduction of a practice to use such plans as mechanisms of implementation of cities' development strategies in Ukraine.



Eva Bufi, Executive Director of UNECE Center of Excellence “PPP for Cities” has made a presentation “Transforming cities in Smart and Sustainable in the context of achievement of SDGs: best international practices and possibility to apply them in Ukraine”. She has informed the participants about the activity and perspective plans of UNECE and International Centers of Excellence of UNECE, in particular, Center “PPP for Cities” in regard to achieving of SDGs until 2030. E. Bufi has paid attention of the participants to the importance of strategic planning, complex vision of urban development, use of modern management practices and innovation business models, openness and transparency as well as development of public-private partnership for building Smart and Sustainable cities.

E. Bufi has supported a strategic approach laid in development of Sustainable Development Strategy of the City of Olexandriya and provided some recommendations on its implementation.

Among the positive factors for successful implementation of the Strategy the expert has emphasized such factors as the wish of the Mayor and his team to promote "new Olexandriya" in Ukraine and abroad, as well as a good city location and the positive developments of the city administration in field providing public services to the community.

E. Bufi has supported the necessity to develop City Infrastructure Plan aimed at achieving the city's strategic priorities till 2030. Based on the analysis of successful and negative examples of preparation and implementation of socially important infrastructure projects in the world, the expert has paid attention to the issues that are important to be considered in the process of development and implementation of City Infrastructure Plan of Olexandriya. In her opinion, it is necessary to have private investments in order to ensure sustainable development of the city – it is impossible to implement ambitious Strategy of development of the city only at the expense of the state and local budgets. While preparing City Infrastructure Plan it is necessary to select one or two most perspective spheres for the city; to concentrate on creation of clusters around them and to promote them in Ukraine and abroad. Complex reconstruction and thermo-modernization of public buildings could become one of such priority spheres.



Eva Bufi has informed the participants that in November in Barcelona it will take place the second International conference of UNECE on Smart and Sustainable Cities development and invited the representatives of the cities who participated in the round table to take part in this event.

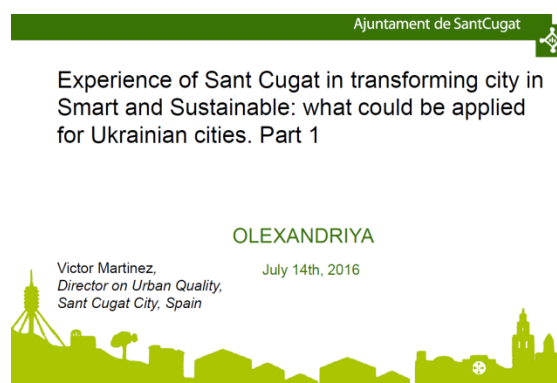


Victor Martinez, Director on Urban Quality, Sant Cugat City, has informed the participants with the experience of implementation of strategic plan of development of Sant Cugat City that is acknowledged as Smart and Sustainable and has the lowest unemployment ratio in Spain. In 90-ies the city's population was only 34 thousand. Today the city has 86 thousand population, including 17 thousand students and 50 thousand of employed residents. The average age of the citizens is 36 years, 25% - aged less than 18 years. 34% of residents of the city have higher education, 91% of households are connected to Internet. All of this has become possible due to implementation of the city development strategy aimed at ensuring its attractiveness for living and doing business.

In the city it was introduced transparent and complex model of territories' management based on modern innovation technologies, the model unites management of all public services provided to the community of the city. In the city it was implemented the Action Plan on transfer to Sustainable Energy, created favorable conditions for innovations and ecologically safe technologies.

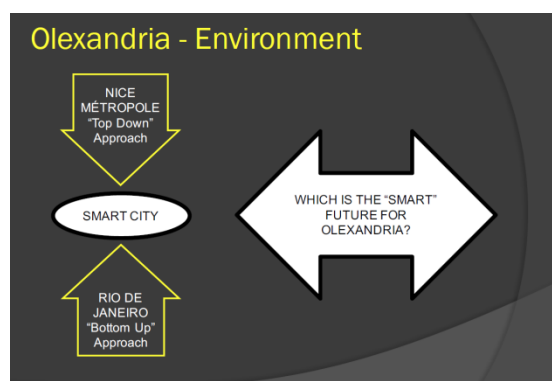
V. Martines has presented the projects that had been implemented in the city based on public-private partnership: organization of collection and recycling of municipal waste and control of quality of services in this field; transfer to energy efficient and smart lightening of the city; increasing of energy efficiency of buildings based of ESCO etc.

Sant Cugat City is ready to share its experience to the city of Olexandriya and is open for cooperation in implementation of Sustainable Development Strategy of the City of Olexandriya until 2030.



Marcelo Garcia, UNECE expert in Telecommunications and Smart cities (Geneva, Switzerland) has presented to the participants two models of management of urban development on the example of Rio-de-Janeiro and Nice region. The first model is based on introduction of new structure of development management at the city level. The second envisages uniting efforts of some cities of the region for implementation of large-scale infrastructure projects that are important for all cities located at certain territory that could be implemented much more efficiently as a result of joint efforts. Each of these models has its advantages that could be used while building institutional environment in field of management of development of the city of Olexandriya.

M. Garcia has supported the efforts of Olexandriya on development of Sustainable Development Strategy of the City, underlined the necessity to create proper institutions at the local level for its successful implementation, described the role and the place of informational technologies in this process. In the expert's opinion, the Strategy developed by the city will allow building the first real Smart city in Olexandriya in accordance with the understanding of UN Sustainable Development Goals and disseminating the experience and used technologies for the cities of the same size (there are more than 50 of them in Ukraine) and for large cities of our country.





In the presentation of *Maria Galindo* it was underlined that transformation of cities into Smart and Sustainable in the understanding of UN Sustainable Development Goals is impossible without the corresponding development strategies. In this connection, development of Sustainable Development Strategy of the City of Olexandriya is an important step in solving of this issue. A positive aspect of the Strategy is determination of clear understandable indicators that shall be achieved by the city in 2020 and 2030. M. Galindo has noted that “there could be no

smart city without smart citizens”. It means that for successful implementation of the Strategy it is necessary to develop projects in the framework of City Infrastructure Plan *for* and *together* with citizens. It will assist the administration of the city to clearly determine - how do the citizens see their city in future (to introduce Smart Social Innovation) – and based on this to select the most efficient model of management and development of the city (to ensure Smart Governance).

Based on the experience of building Smart city in Barcelona M. Galindo has provided recommendations on the Strategy implementation to the city of Olexandriya:

- Breaking silos – this is the only way to ensure innovation development;
- Building an attractive city for people and ensuring economic growth;
- Widely using new modern technologies as one of the most important instruments of Smart Cities;
- Ensuring attraction of wide circle of interested parties, including population;
- Assisting use of new innovation mechanisms and models of implementation of infrastructure projects, in particular through public-private partnership;
- Assessing on permanent basis impact of measures under the Strategy on achievement of indicators determined in it.

As a result of the Round table international experts and participants of the event have supported Sustainable Development Strategy of the City, underlined its innovation nature and orientation on Sustainable Development Goals until 2030, and necessity of its prompt review by the session of the City Council to make it official. It was agreed that the Strategy will be presented at the international events dedicated to the issues of development of the new Agenda 2030 during 2016 - 2017.



The Mayor of the City S. Tsapiuk has noted that in order to manage implementation of the Strategy in the nearest future in the city it will be established Center for Management of City Development, specialists of which will be trained on Sustainable Development Goals and public-private partnership in Kyiv and in the corresponding International Centers of Excellence of UNECE, in particular in Center “PPP for Cities” in Barcelona.

All international experts who participated in the Round table have underlined importance of development of international cooperation for preparation and implementation of City Infrastructure Plan development of which is envisaged by Sustainable Development Strategy of the City of Olexandriya, and noted that they have an intention to continue cooperation with the city in this area. Especially important would be exchange of experience between Olexandriya and Sant Cugat City that will allow implementing the Strategy more efficiently, taking into account mistakes and using new innovation mechanisms of the city development. In this connection, in the nearest time the Mayor Office of Olexandriya plans to address to Sant Cugat City with the proposal to set sister city relations and provide consulting assistance in transformation of Olexandriya into Smart and Sustainable City in the context of UN Sustainable Development Goals.



Among the most urgent projects that are expedient to start simultaneously with development of City infrastructure Plan it was determined use of PPP mechanism for conduction of complex thermo-modernization and further maintenance of public buildings and optimization of lightening system of the city. Taking into account available production capacities of the city and highly qualified labor, these projects shall become centers of innovation clusters that will start the city development and assist to creation of new jobs.

Simultaneously, starting from September this year it shall be started development of City Infrastructure Plan. It would be expedient to address to donor organization (European Commission, EBRD, EIB, USAID and other international institutions that provide assistance to Ukraine in field of urban development, decentralization and sustainable development) and to ask them to support attraction of international and national specialists for its preparation, expertise and organization of wide public discussion.

It is also recommended to discuss with the Embassy of Spain in Ukraine and other interested parties a possibility to organize in Kiev the Round table dedicated to presentation of new approaches of the city development and their transformation into Smart and Sustainable in the context of UN Sustainable Development Goals at the example of Olexandriya in conditions of decentralization reform in Ukraine.