



**BUDAPEST**



# AT HOME IN BUDAPEST



**INTEGRATED URBAN DEVELOPMENT STRATEGY  
STRATEGIC WORKING PHASE III    APRIL 2021**



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# INTRODUCTION

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- » Budapest is home to more than 1.7 million people. Its rich history, architectural heritage, cultural offerings, vibrant daily life and, last but not least, the people who live here make it a diverse, unique and attractive city, which has been reflected in the growth of tourism over recent years.
- » Nevertheless, in the last five years there has been a major population outflux with 60,000 more people moving out of Budapest to Pest county than in the opposite direction between 2015 and 2019. The main reasons for this are cheaper, more affordable housing than in the capital and the greener, more garden-city like environment. In Budapest, the share of municipal rented homes accounts for less than 5% of the capital's housing stock. The price of market rented dwellings is unaffordable for many and purchasing an owner-occupied home has likewise become increasingly unachievable due to the dramatic rise in prices over recent years. The urban area in close daily contact with Budapest, whose population now approaches 1.3 million, is a more affordable alternative not only for Budapesters but also for people from other parts of the country. Thus the goal of the Municipality's housing policy is to significantly increase the share of the affordable housing sector in the period between 2020 and 2040 to approach the average of other European cities, such as Vienna, Amsterdam and Brussels, where the split of the three sectors (affordable rented dwellings, private rented homes, owner-occupied housing) is 30%-30%-40%. The scheduled renewal of the capital's dwelling stock and the development of an appropriate housing supply that influences prices require the construction of at least 7,000 new homes each year. The aim is to expand the number of affordable homes through the uptake of the new housing models initiated by the Municipality of Budapest by approximately 45,000 to 75,000 dwellings by 2027.
- » The consequences of the growing population outflux confront us on a daily basis: the combined increase in the number of daily commuters and cars is placing a far heavier burden on Budapest's roads than previously, causing congestion, noise, pollution and parking problems, all of which further undermine the quality of life in the city.
- » In order to stop – or at least slow down – strengthening suburbanisation, spatial sprawl and growing travel needs, developments and measures are needed that will again make **Budapest an attractive place to live in**. This requires, **in addition to accessible, affordable housing for broad sections of society, the development of a healthy, green environment, and liveable vibrant neighbourhoods**, where most day-to-day needs can be satisfied within short distances, without using a car, by bicycle, on foot or by environmentally friendly public transport. This means that both the amount of car traffic due to commuting and the use of cars by Budapest's residents must be reduced for public areas to become more liveable and for more green spaces to be created in the city. Mobility with fewer and lower emissions, improving the energy efficiency of housing, and developing green spaces and parks contribute to better air quality in Budapest, and also provide a local response to tackling climate change, which is a global challenge everywhere.
- » The brownfield zone surrounding the inner city, consisting of abandoned economic and municipal operational areas, provides a good opportunity for the development of new residential areas and green spaces in the city, and for the creation of new model eco-neighbourhoods. In these mainly privately and state owned areas, efforts should be made to ensure human-scale density, compatibility with the

cityscape, high quality in all respects, and the development of mixed functions in the future. By this means, the developed areas of the city will be reused, avoiding greenfield, low-density expansion served by more expensive services, while the operation of the city will also become more sustainable.

- » Budapest, as the capital of Hungary, is the cultural, educational, administrative and service centre of the country, and the main destination of international tourism. Its economic weight and the role it plays in the field of research, development and innovation far exceeds its population share. Budapest is an important member of the Eurocities network; the concentration of human capital and its nodal location offer numerous advantages for business and scientific activities, and international companies and institutions. In Budapest's economic growth, what will dominate is not the quantitative effects, i.e. those arising from increasing population, but the qualitative factors: the constituents of the quality of life, the availability of human capital, and the quality of cooperation and relationships, which influence productivity, efficiency and the growth of high added-value sectors, making the capital attractive to enterprises. A **well-organised, reliable operating environment** serves both the residents and the economic participants, while a **diverse, inspiring city offering a high quality of life** is able to retain its population, attracts a young, well-qualified workforce, and fosters the conception and realisation of ideas.

#### *Residents' view of Budapest's future*

*When drawing up the strategy, we asked residents of the city about the urban environment in which they would like to live, work and study in the future. Budapesters envisaged a people-centred, clean and green Budapest where high-standard services which everyone had an equal chance of accessing would help daily life.*

*Their future Budapest is a city where everyone – residents, businesses and visitors – feels at home and where safety is ensured; where everyone has the opportunity to live well and to achieve their potential; where help is at hand if someone gets into difficulties. Their future Budapest provides housing accessible to all and the conditions to maintain good health, and is a city whose people pay attention to one another, are open and tolerant.*

- » The high average income in the capital does not make the widening social disparities statistically visible. However, the economic growth of Budapest can only be successful if it is sustainable and does not deepen social divisions. To ensure this, opportunities which make the people of Budapest part of this growth must be made available as broadly as possible. This essentially means the ability to participate in the labour market, and acquiring the right qualifications and skills as well as maintaining good physical and mental health contribute to this. The state of health and premature deaths of the people of Hungary and Budapest are among the worst in the European Union. An important element of Budapest's vision of the future is access to diagnostic services for residents in sufficient time for the treatment of patients to start as early as possible, and the availability of equipment, and human and other infrastructural conditions of a quality appropriate for this day and age. The role of prevention and early intervention needs to be increased in both maintaining health and stopping the development and transmission of detrimental situations.
- » Technological development and digitalisation at an ever increasing pace transforms our daily lives, in consequence of which new expectations and new opportunities emerge also for the management of the city and its services. The proper use of digital devices and innovative solutions offer new tools to tackle environmental, social, quality of life and management challenges, such as climate change, air pollution, rethinking urban transport, supporting the lives of a growing, elderly population, helping to maintain health, and lessening social inequalities.
- » The COVID-19 pandemic, which reached Hungary as well in 2020, caused immense uncertainty and difficulty in the lives of Budapest's residents and in the operation of its businesses and municipal authorities. In practice, we experienced from one day to the next that the way we live, work and study, and our consumer habits changed. This all influenced expectations of the functioning of the city and the use of urban spaces. Developments starting in the years to come, besides making a fresh start, must support Budapest's endeavours to prepare for similar future challenges, in which, apart from the green transition and digitalisation, the role and functions of urban public areas need to be reinterpreted.
- » In order for Budapest to meet its tasks arising from its status and size as a capital at a high standard, to satisfy the current and future expectations of its inhabitants regarding quality of life, and to be a recognised member of the international network of cities and a successful participant in intercity

competition, a coordinated, cooperative development process is required. In the implementation of the shared vision, a new path has been chosen: we are giving residents more options to be involved in decisions affecting their environment and the improvement of municipal services.

- » The Municipality of Budapest assumes a leading role in this cooperation and, although its powers, duties and economic freedom have all been curtailed over recent years, its most important objectives as the elected body of the city's inhabitants are to improve on a daily basis Budapest's operation, services and environmental quality, to help its residents and the businesses located here achieve their goals, and to provide an opportunity for everyone to live a healthy and fulfilling life in safety.
- » For this reason, a balance needs to be struck in Budapest's urban development policy that responds to the challenges it faces according to the city's capabilities and opportunities and that finds the proportions for dynamic yet sustainable development, and the harmony of conservation and development, expediency and humanity. The vision and the medium-term strategy will be followed by the implementation of the actual projects and programmes. This has to be seen against the availability of financial resources for urban development, and thus, in addition to large-scale infrastructure investments, low-cost, innovative, often experimental projects with a high benefit for society or involving structural changes will play a greater role than before.

## THE BACKGROUND OF PREPARING THE STRATEGY

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### WHAT IS THE IUDS?

- » The Integrated Urban Development Strategy (IUDS) is the main document of Budapest's urban development until 2027. It identifies the development directions where the Municipality of Budapest plays a leading and initiating role in order to provide solutions to the most important challenges and problems through a set of interventions and a new approach, and to achieve significant changes. This also means that the IUDS does not cover in detail all service areas and every maintenance, renewal and operational task required for day-to-day functioning.
- » The structure of the IUDS, complying with the content required by law<sup>1</sup>, identifies the strategic objectives together with the programmes and key projects to achieve them, presenting their territorial aspects in a separate chapter, and summarises the conditions for implementation and other measures of a non-developmental nature in the capital.
- » The objectives set out in the IUDS are secure points of reference in the medium term; essentially projects are selected and resources are allocated in order to achieve these. Based on assessment and social consultation, the operational objectives identify the main development areas where change is necessary.
- » The number and type of projects that can actually be implemented depends to a large extent on the resources available and the current legal environment. In this respect, the period of preparing the strategy was surrounded by more uncertainty than before: the resource planning of the next seven-year EU financial cycle had not been completed; furthermore, the impact on the economy and society of the COVID-19 pandemic appearing in Hungary in 2020 – beyond the already known consequences that need to be tackled – remains difficult to predict from many aspects. The new leadership of the Municipality of Budapest, elected in 2019, is having to deal with the loss of revenue from public services and finance additional tasks while coping with the major cuts imposed by the government affecting municipal management. The pace of the recovery of the capital's economy after the situation caused by the pandemic and the continuous changes affecting municipal management will have a fundamental impact in the coming years on the scale of developments for which the Municipality of Budapest can provide funding.

### HOW WAS THE IUDS PREPARED?

- » The IUDS was prepared with a new approach whose purpose is to benefit people while also incorporating smart city methodology. A service-providing, open, democratically functioning city not only listens to and assesses the needs of its residents, but also involves people and develops solutions

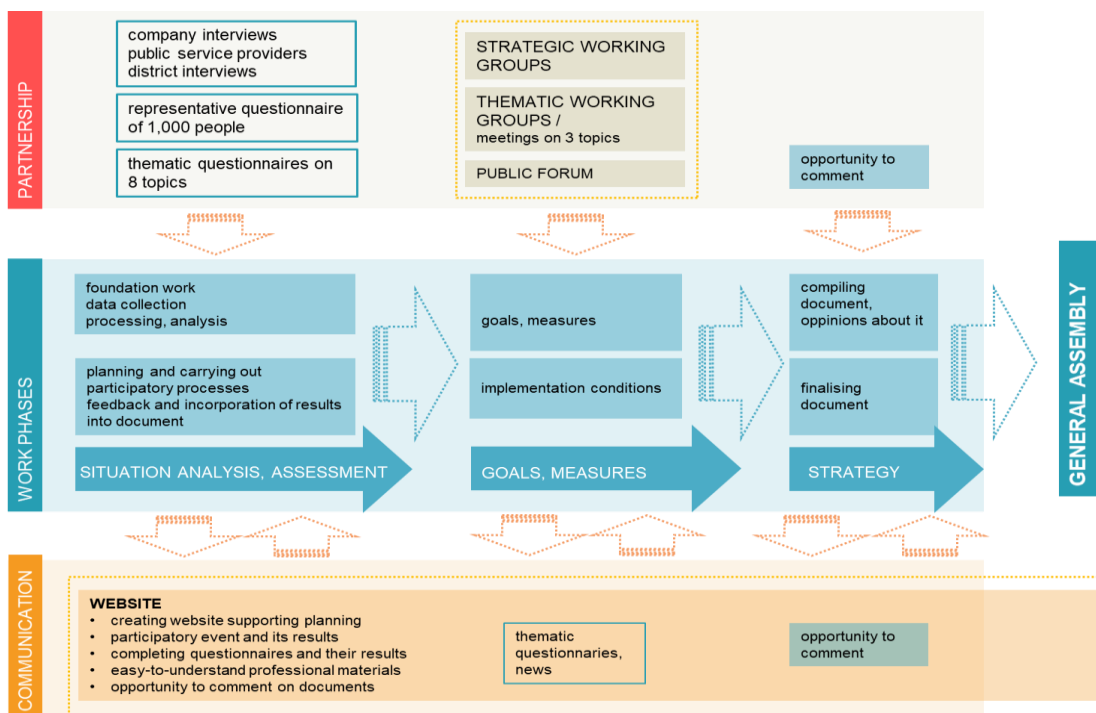
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<sup>1</sup> Government Decree 314/2012 of 8 November 2012 on the urban development concept, the integrated urban development strategy and urban planning tools, as well as certain specific legal institutions of urban planning



together, builds on the creative energies and ideas of the community, and cooperates with stakeholders in their implementation. In this process, the Municipality of Budapest considers everyone to be a partner irrespective of their political opinion, religious affiliation, sexual orientation, health status, age, cultural background and income status.

- » The IUDS builds on the capital's sectoral plans and the strategy of its companies providing public services, which include details of the projects and resources needed for implementation in each area. At the same time, the IUDS also affects these plans by identifying strategically important common directions. In accordance with the substantive requirements of the planning legislation, a detailed analysis and evaluation was carried out to provide a basis for the strategy, which was supplemented by a public opinion poll with a representative sample of 1,000 people.
- » The use of different means of participatory planning was part of the strategy preparation process. Due to the COVID-19 situation, as opposed to face-to-face meetings, communication via the internet played a bigger role with most of the interviews and workshops, and even the public forums taking place in an online space in contrast with previous practice. The cooperation with professional and civil society organisations was organised around three topics – a green, open and empowering city – and the results of the several rounds of joint work contributed to the development of the content of the measures and the conceptual foundations of the strategy. The results and the opportunity to be involved and express an opinion were supported by a website created specifically for this purpose for the general public. Budapest's residents were able to comment on eight topics (quality of life, climate change, environmental challenges, transport, housing, participation, built and natural environment, equal opportunities) in a questionnaire on the website. The work of the three thematic working groups, and the processed results of the events and the questionnaires were also posted on the website.
- » The IUDS was prepared in compliance with the rules on partnership by processing the opinions of and the data supplied by Pest County Council, the capital's district authorities, the neighbouring municipalities in the conurbation, and the competent central administrative bodies.



## WHAT HAPPENS AFTER THE IUDS IS ADOPTED?

- » In order for the Municipality to be able to provide sound and flexible answers to the accelerating changes experienced today, organisational development and processes supporting the quality of decision-making are required. Changes in the development environment, needs, demands, resources and the effects of implemented projects must be monitored, measured and analysed. The results of the

monitoring help to fine-tune the operational development goals of the strategy and to plan the scheduling of projects. Decisions related to the implementation of the IUDS are made by the General Assembly and the decision-making process related to the projects is the responsibility of the Mayor's Office and the management level of the municipal companies.

- » However, achieving the strategic objectives requires not only the planned developments of the Municipality of Budapest, but also the active involvement of the city's institutions, residents, businesses and a broad range of stakeholders in urban development.



KEZDJÜK EL KÖZÖSÉNI!

### Számítunk a véleményére!

Budapest közös ügyünk, együtt kell kialakítanunk, melyen városban szeretnénk élni és milyen lépéseket szükségesek ehhez. Ebben a folyamatban fontos elem az Integrált Telepélfeljesztési Stratégia (ITS) kidolgozása, amely olyan célokat és intézkedéseket tartalmaz, melyekből a Duna-partiaknak szorosabb kapcsolódása a városban. A stratégia 7 éves távlatban foglalja össze a város különféle tématerületeit és fejlesztési lehetőségeit a közlekedéstől a vállalkozásoktól a levegőtisztaság vagy kulturális kérdésekig.



SŐVÉBEN AZ ITS-RÓL

<p><b>Budapest Integrált Fejlesztési Program</b></p> <p>Elkészült és véleményezhető a BIFP November során véleményezhető a Budapest Integrált Fejlesztési...</p>	<p><b>Tematikus munkacsoport találkozókat eredményei 2020. október 13-14.</b></p> <p>Záró szakaszához ért az ITS tervezése A harmadik körös tematikus munkacsoport találkozókat ismelt...</p>	<p><b>Fogalomtár a Budapest Integrált Fejlesztési Programhoz</b></p> <p>Rövid információk és további részletek a legfontosabb, a...</p>
<p><b>Hogyan tovább tematikus munkacsoportok?</b></p> <p>Online zajlottak a TMCS-k 3. körös egyeztetései 2020. októbe...</p>	<p><b>Célok finomhangolása és projektötletek</b></p> <p>A második körös tematikus workshopokon az intézkedési...</p>	<p><b>Közlekedéssel kapcsolatos kérdőív eredményei</b></p> <p>Budapest közlekedésében legjobban a növekvő környezeti...</p>

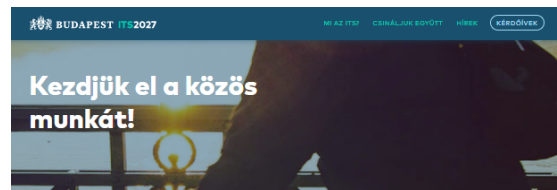


AZ ITS TERVEZÉSÉNEK FOLYAMATA

<p><b>Offline események</b></p> <p>2020. május 19. Előzetes lakossági tájékoztató fórum A tervezési módszertan és a társadalmastól folyamat bemutatása</p>	<p>2020. július – szeptember Tematikus szakmai munkacsoport találkozó (7 db) Helyzetértékelés, célok intézkedések, projektek Terv véglegesítése</p>	<p>2020. ősz Lakossági fórum Terv véglegesítése</p>
<p><b>Online lehetőségek</b></p> <p>2020. június Helyzetértékelést és célmeghatározást segítő kérdőív</p>	<p>2020. augusztus – október Véleményezési lehetőség Helyzetértékelés, célok intézkedések, projektek</p>	<p>2020. Ősz Lakossági fórum Terv véglegesítése</p>



<p><b>Tematikus munkacsoport találkozókat első köre</b></p> <p>Közel százban vettek részt az Integrált Telepélfeljesztési...</p>	<p><b>Elindult az ITS 2027 weboldala</b></p> <p>Tervezzük meg együtt Budapest jövőjét! - Mindenki részvételé...</p>	<p><b>Budapest Restart program</b></p> <p>A járványhelyzet és annak elhúzódó gazdasági, társadalmi...</p>
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Budapest önkormányzata új alapokra helyezte a város fejlődését, minden eddignél nagyobb hangsúlyt fektetünk az állampolgárok bevonására, a részvételre és az állatbarátságra. A nyár során felkérjük kérdőívekkel szeretnénk Önöket bevonni Budapest következő évtelnek megtervezésébe és a város általános fejlesztési irányainak meghatározásába.

A 2-3 hetente megjelenő kérdőívek segítségével az alábbi témákban mondhatja el véleményét, mely a stratégia tervezésében ad támogatást a tervezésnek: általános életminőség, részvétel, klíma és energia, közlekedés, környezetvédelem és zöld infrastruktúra, egészséges környezet, társadalmi kérdések és humán szolgáltatások (egészségügy, oktatás, kultúra).

Ha részletesebben a kérdőíveken kívül is szeretné azonnal kapcsolatban elmondani véleményét, küldje el azt: [smartip@budapest.hu](mailto:smartip@budapest.hu) e-mail címmel!

Az egyes kérdőívek mellett mindig szerepel, hogy mikor zárjuk le a válaszadás lehetőséget. Ezt követően az adatokat feldolgozzuk, kiértékeljük és itt a honlapon egy összefoglaló elemzés keretében Önökkel is megosztjuk az eredményeket.

AKTUÁLIS KÉRDŐÍVEK

### Ön szerint hogyan érinti Budapestet a klímaváltozás? És mit tegyünk ellene?

A klímaváltozás hatása Budapestet sem kíméli el. Azon dolgozunk, hogy kivesszük a városunkat a klímaváltozás elleni globális küzdelemből, és csökkentjük a város kibocsátásait. Kérdezzük meg Önt a főváros véleményéről a témával kapcsolatban, kérjük segítse munkánkat a kérdőív kitöltésével!

Küldés dátuma: 2020. augusztus 09.

KITÖLTŐM

<p><b>Mitől lesz még jobb az ITS 2027?</b></p> <p>A második körös tematikus munkacsoport találkozókat is...</p>	<p><b>A jelenlegi környezeti állapottal kapcsolatos kérdőív eredményei</b></p> <p>A jövőbeli fejlesztéseket illetően a válaszolók a Duna-partiak, és a...</p>	<p><b>A klímaváltozás hatásával kapcsolatos kérdőív eredményei</b></p> <p>A klímaváltozás egyre súlyosabb hatásai közül a budapestiek a...</p>
<p><b>A részvételi aktivitással kapcsolatos kérdőív eredményei</b></p> <p>A válaszolók helyi ügyekkel kapcsolatos tájékozódásában a...</p>	<p><b>Budapest élıhetőségével kapcsolatos kérdőív eredményei</b></p> <p>A válaszolók összességében pozitívan értékelték a fővárost...</p>	<p><b>Tematikus munkacsoport találkozókat eredményei 2020. július 14-16.</b></p> <p>Milyen az élıhető város és mik az ehhez vezető első lépések? Elkészülték a 3 nap legfontosabb eredményeit összefoglaló...</p>

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# 1 OBJECTIVES

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## MEDIUM-TERM GOALS AND THEIR CONTEXTS

### 1.1 VISION

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Budapest's long-term urban development concept defines the capital's vision until 2030.

**The city primarily serves the people who live here. Budapest is a liveable city which ensures**

- decent living conditions,
- jobs to match qualifications,
- a healthy environment,
- social and public security, and
- equal opportunities in all walks of life.

**For economic operators, Budapest**

- provides the framework for innovation where creativity, knowledge and research achieve outstanding results through high-standard education, teaching and training,
- based on its geographical location, is one of the most important economic destinations in the Carpathian Basin,
- offers favourable conditions and suitable development areas for economic operators,
- adapts flexibly and according to need, and is open to cooperation.

**As a city ensuring the survival of European cultural traditions, Budapest**

- is the home of culture and the arts,
- preserves and conveys its own traditions and identity, and
- is a city of spas that takes advantage of its unique abundance of medicinal and thermal waters and wealth of bathing cultures.

**In order to pass on its heritage to future generations, Budapest**

- carefully protects its unique natural and built environment,
- is environment- and community-conscious, and
- is a city with rational transport.

**Based on its position in Europe, Budapest**

- is where east and west meet,
- is inclusive and open, and
- is a city that gladly shares its values with visitors.

**The capital's vision can be realised in the framework of the balanced spatial development of the city; Budapest**

- has a differentiated and flexible housing structure,
- has colourful employment areas serving every area of economic life, and
- a green system of good quality and of appropriate composition to ensure a healthy environment and to protect the climate,
- is a compact city with a well-developed and -operated urban structure, and an appropriately differentiated central system,
- where built heritage and innovative new developments harmoniously coexist, thereby ensuring heritage protection and value creation.

## 1.2 SYSTEM OF GOALS

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### THE CORRELATIONS OF THE STRATEGIC AND OPERATIONAL GOALS

Budapest's new leadership elected in 2019 made a commitment to create a green, empowering, democratically operating city. Based on the needs expressed in the participatory planning process, and the development requirements and challenges identified during the research phases of the strategy, the Municipality of Budapest, reaffirming its vision, established three strategic objectives, which will determine the main directions of urban development interventions for the next seven years:

- **Empowering Budapest:** ensuring affordable housing for all sections of society, improving the health and living conditions of the people of Budapest.
- **Green Budapest:** creating the conditions for a liveable and healthy, value-conserving and value-creating, climate-conscious city.
- **Open Budapest:** proactive municipal governance, where cooperation and innovation have a key role.

These goals are in line with Budapest's long-term vision of urban development, yet at the same time indicate the directions where the Municipality of Budapest would like to achieve a significant change and shift over the coming years as a result of integrated interventions that are coordinated with each other. Of the aims of the Budapest 2030 long-term concept, the thematic areas of liveable urban development will be focused on in the years to come.

The Municipality of Budapest is responsible for the services that essentially determine the operation of the city. These need to be developed in the coming years, taking account of the changing consumer patterns and social needs, and using new technologies to allow them to operate in a financially sustainable way, to bring about a reduction in environmental damage and, last but not least, to increase the satisfaction of the city's residents and customers. Thus, in order to achieve the objectives, both in the economy and in the renewal of urban services and the urban environment, the Municipality of Budapest's primary task is to promote an environmentally friendly, resource-efficient green transition and digitalisation by making the best use of technological advances and innovations. These directions are closely aligned with the European Union's objectives aiming to achieve the most important structural changes over the next decade so as to contribute to global climate goals and improve Europe's competitiveness.

However, the transition can only be successful if due attention is paid in parallel to social policy measures directed at reducing inequalities, supporting people in need in their varied circumstances, and making municipal services and community spaces equally accessible to all.

Proactive municipal governance means that the Municipality of Budapest improves its operation and the quality of its services by developing its internal decision-making and implementation capacities, and organisational and procedural processes, and this enables it to successfully implement development programmes. It does this by cooperating in a variety of ways with the public, civil society and professional organisations, the private sector and other stakeholders.

While the operational goals reflect the development areas (what?), the principles reflect the choice of values (how?) that the Municipality of Budapest will represent in the field of urban development in years to come. Instead of an approach concentrating on building infrastructure, service-focused urban development that is centred on the needs of the inhabitants and has the overarching goal of improving the quality of life is required. Instead of big-budget projects with a local impact bringing improvement for only a few, the emphasis should be on synergetic developments that become accessible and useful to the

majority of society. In order to optimise the use of resources and to allow residents to express their opinions, there is a need for an experimental, flexible approach to urban development based on the evaluation of lessons learnt which is also able to meet changing needs.

Six operational goals have been identified within all three strategic objectives:

OVERALL GOAL	<b>LIVEABLE BUDAPEST FOR ALL!</b>		
STRATEGIC THEMATIC GOALS	<b>EMPOWERING BUDAPEST</b> Accessible housing, improving the health and living conditions of the people of Budapest.	<b>GREEN BUDAPEST</b> A liveable and healthy, value-conserving and value-creating, climate-conscious city	<b>OPEN BUDAPEST</b> Proactive municipal governance, where cooperation and innovation have a key role
OPERATIONAL GOALS	<b>I.A</b> Expanding affordable and good quality housing conditions  <b>I.B</b> Improving health maintenance conditions  <b>I.C</b> Providing quality social service  <b>I.D</b> Reducing poverty and social inequalities  <b>I.E</b> The accessible and safe use of public spaces and services  <b>I.F</b> Building an inclusive and cooperative Budapest community	<b>II.A</b> City of short distances  <b>II.B</b> Development of sustainable transport  <b>II.C</b> Healthy streets and urban spaces  <b>II.D</b> Conserving natural assets and improving green cover  <b>II.E</b> Improving energy efficiency, climate protection  <b>II.F</b> Sustainable municipal management	<b>III.A</b> Urban development based on cooperation  <b>III.B</b> Renewal of communication and city marketing  <b>III.C</b> Customer-centric municipal service development  <b>III.D</b> Modern data management and accelerating the digital transition  <b>III.E</b> Innovation and organisational development in municipal services  <b>III.F</b> Sustainable tourism, renewed cultural and recreational services
PRINCIPLES	<b>SERVICE-FOCUSED AND HUMAN-SCALE DEVELOPMENTS!</b>		
	<b>SYNERGETIC DEVELOPMENTS THAT ARE USEFUL FOR RESIDENTS!</b>		
	<b>FLEXIBLE DEVELOPMENTS BASED ON ASSESSING LESSONS LEARNT!</b>		

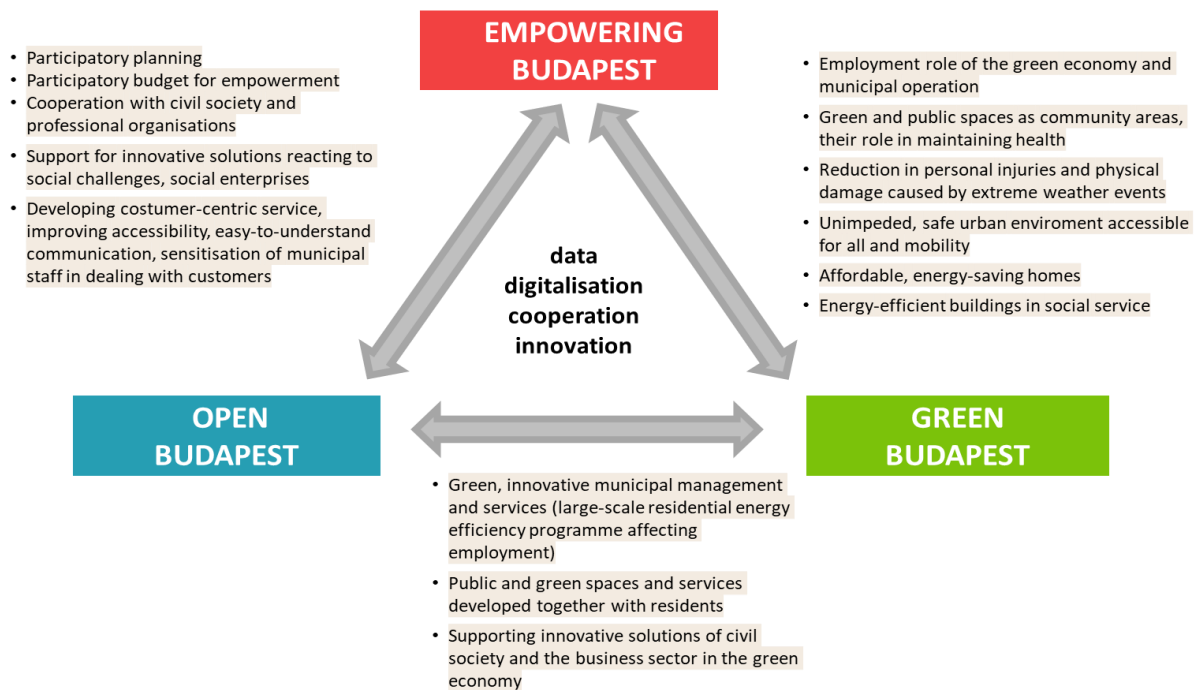
## CORRELATIONS OF THE STRATEGIC GOALS

The strategic goals are integrated and presume the cooperation of several sectors and participants and the involvement of a variety of resources, and at the same time support and complement one another.

Whereas data, innovation (urban living labs, test environment, open innovation, etc.), digitalisation and cooperation appear prominently under the Open Budapest objective, they are not separate measures but are also an important part of the developments for the other two objectives. The use of space, mobility, the labour market, the economy, environmental technologies and health care are changing faster and faster in Budapest as well; future-proof, that is resilient, operation requires the establishment of the conditions for and the functioning of data-based monitoring and early warning.

Improving the situation of equal opportunities target groups and promoting social equality between women and men is an overall value and viewpoint that must be applied both to the whole of the IUDS as a general rule and to the evaluation of individual strategic goals, policy measures and the implementation of the strategy. An example of this is the treatment of physical and infocommunication accessibility as a priority in the development and renewal of public transport and urban spaces.

The following figure highlights the most important effects and interactions of the measures that reinforce and complement each other.



The smart city vision of Budapest foresees a sustainable city from environmental, social and economic aspects which, by exploiting the opportunities of modern technology and increasing the involvement of civil society, becomes liveable for its residents (Budapest Smart City Vision, 2017). Smart Budapest explicitly wishes to assert a people-oriented, complex approach which uses tools provided by evolving technology to achieve sustainability and liveability.

Based on the vision, the Smart Budapest - Smart City Framework Strategy completed in 2019 as preparation for the Integrated Urban Development Strategy laid down the principles that need to be applied in various sectoral areas both at strategic and project level for the smart and sustainable development of Budapest.

- » **EFFICIENCY:** optimising resources and the use of space, endeavouring to achieve the best result possible with the given resources.
- » **COOPERATION:** exploiting the potential concealed in cooperation, collaboration, interconnection and networks.
- » **ECO-CONSCIOUSNESS:** striving to assert environmental considerations to a greater degree, preventing pressure on the environment, reducing existing burdens, restoring damage caused to the environment and improving the condition of the environment.
- » **VALUE-PRESERVING AND VALUE-CREATING:** endeavouring to develop the city without jeopardising the survival of its values and with the intention of creating values both in the physical and intellectual space.
- » **FLEXIBILITY:** an open and adaptive attitude, an ability to change and renew, and to respond quickly and adeptly in order to make the best use of opportunities and manage risks.
- » **FAR-SIGHTEDNESS:** the consistent assessment and tracking of future opportunities and threats, modelling processes and integrating these into decision-making and planning procedures.
- » **SOLIDARITY:** ensuring access to services and the use of public spaces, enforcing equal opportunities considerations, showing respect for human dignity, and reducing discrimination.
- » **CREATIVITY:** in addition to innovation, using existing knowledge in a creative way, in other words incorporating experiences and best practices into planning, management and operational processes.
- » **SHAPING ATTITUDES:** changing local customs, and consumer and behavioural patterns in a good direction, encouraging attitudes raising awareness and assuming responsibility.
- » **SECURITY:** applying methods increasing public safety and a subjective sense of security when planning services and implementing urban developments, protection of personal data.
- » **TRANSPARENCY:** transparent municipal governance which ensures the openness of decision-making processes, plans and projects.



# → I. EMPOWERING BUDAPEST

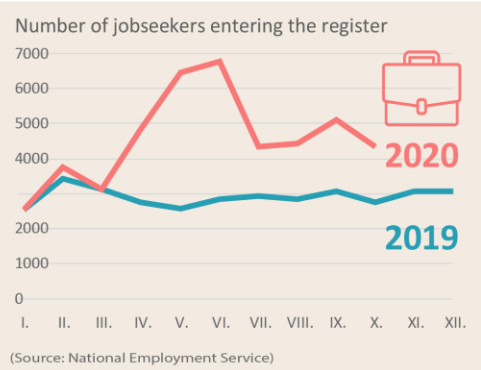
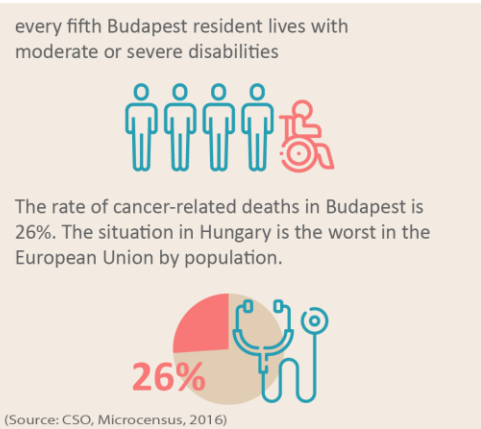
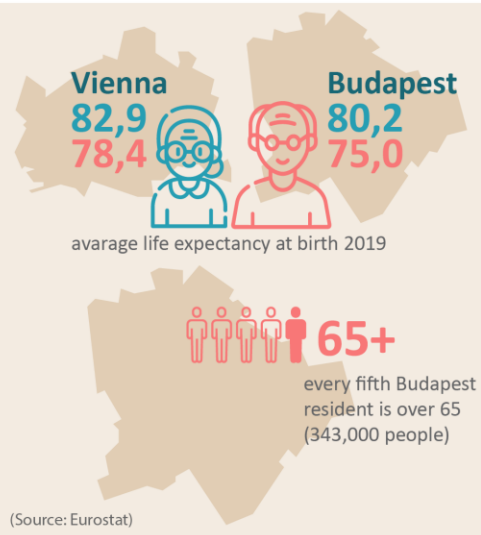
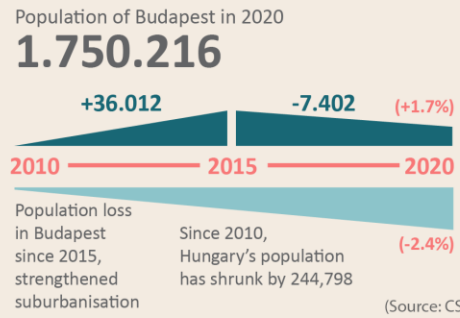
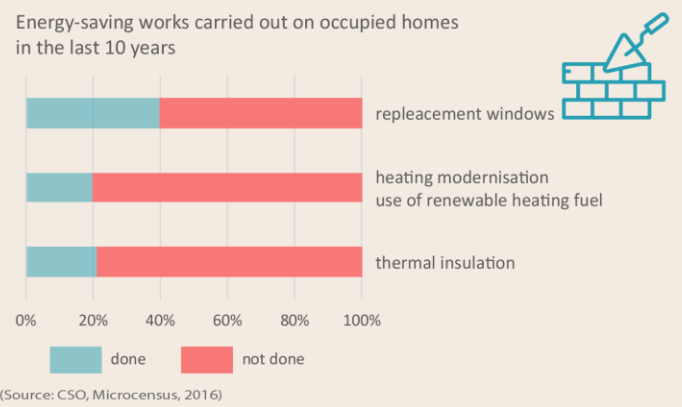
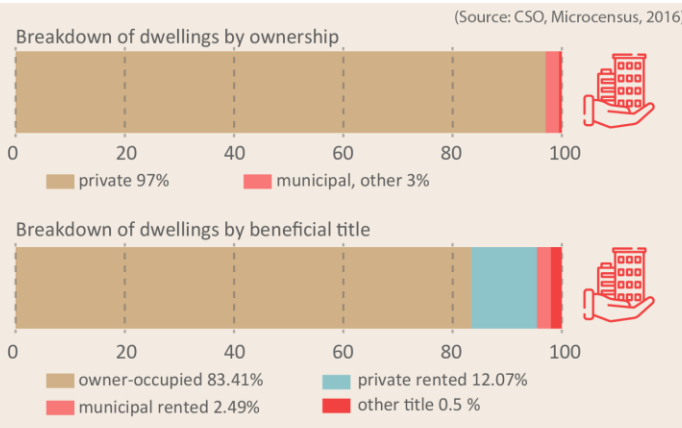
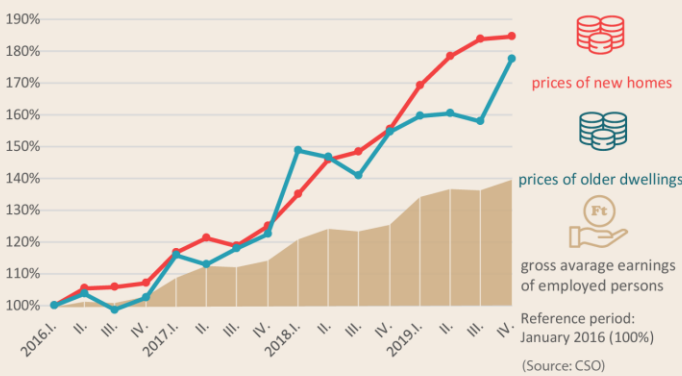
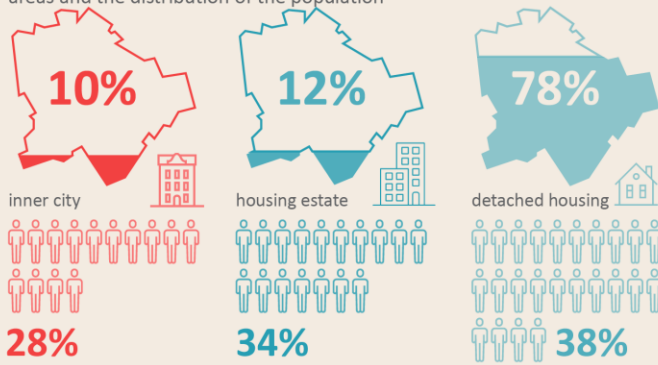
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## SITUATIONAL PICTURE

- » The average income of Budapest families is 30% higher than the national average, while housing prices are 100% more and rents 60% more than the average for the country as a whole. Budapest is currently experiencing a housing crisis, which affects not just the poorest but broad sections of the capital's society.
- » Budapest's domestic migratory balance is again negative (and has been since 2016), and suburbanisation is reinvigorated, in which government housing policy measures play a large role. The direction of the outward movement is mainly to Pest county and in particular to the surrounding conurbation offering cheaper housing.
- » There are major disparities behind the higher average incomes, and the growth of social inequalities is one of the factors fuelling the housing crisis. Today, 60 to 70% of Budapest's households are unable to pay market rents or mortgage repayments without family support. Housing privatisation has restricted the city's room for manoeuvre in housing policy. A tenth of households in Budapest struggle to pay overhead bills or fall into arrears. The re-emergence of social inequalities and territorial disparities is typical in Budapest, and this affects the housing situation, educational results and labour market prospects, frequently transmitting disadvantages. One section of society faces problems of immediate subsistence and has no savings, a situation that is likely to be further compounded by the COVID-19 pandemic. In 2019, 11.2% of the population was at risk of poverty or marginalisation.
- » Budapest's employment rate improved considerably between 2015 and 2020, but the pandemic has seriously impacted the service sector employing a large number of poorly qualified people, increasing unemployment, while reduced working hours have meant loss of income for many households. The brief period of entitlement to jobseeker's allowance and the very low level of income support increases the risk of poverty among unemployed persons.
- » Budapest remains the primary destination of international migration arriving in the country and half of the foreign nationals living in Hungary are resident in Budapest. The percentage of foreign nationals in the capital increased from 3.3% in 2011 to 5.4% in 2020, but this remains low in international comparison.
- » The development of health infrastructure has lagged behind since 2014, both compared to other areas (culture, sports) and to other parts of the country, as well as to social expectations. The condition and equipment of the facilities, the constraints on the financing of treatments and the problems in the field of human resources (lack of specialists, wage pressures) also cause problems in care. According to opinion polls, Budapesters consider the health care situation one of the biggest problems in the city. The institutional background support for home care is wanting, while the role of the private sector in care is expanding, but this can only serve solvent segments.
- » Access to prevention and diagnostic services is unsatisfactory; mortality statistics are unfavourable by European standards, and the proportion of deaths from cancer is remarkably high. Services are typified by access barriers (accessibility, waiting lists, financial constraints) and territorial disparities. Poor living conditions also undermine maintaining good health. Inadequately heated homes contribute to not only deaths due to hypothermia but also additional winter mortality.
- » The system of day care institutions for the elderly does not cover the needs, which will increase in the future due to demographic trends, either in terms of territory or in terms of its capacities. The institutional background to care for the elderly in their homes falls short of the needs, and private sector services are unaffordable for a significant proportion of families.
- » In Budapest, violence in the family or in intimate partner relationships is a major problem, and often social services and authorities are unable to provide effective protection for survivors and victims. Escaping from abusive relationships is also hampered by the lack of affordable housing, and domestic violence is one of the biggest causes of women becoming homeless.
- » The institutional system of care for the homeless in Budapest is extensive, but capacities are unevenly distributed across the city and the quality of services is often inadequate. The number of places available in temporary housing for families is far lower than the number of families requiring accommodation, frequently forcing homeless families to move from one institution to another. Reducing homelessness is essentially hindered by the lack of support and services to prevent homelessness, and of access to affordable housing. Because of the high cost in the private rental sector, even homeless people with an income from a regular job are often unable to move on from temporary accommodation. According to social workers who work with them, most homeless people would only need affordable housing (or a higher income) or at most only a small amount of additional help to be able to live independently. Handling the situation of disabled people, accessible housing and transport, and the availability of information are unsatisfactory.



Residential areas occupy 61.7% of the built-up areas of Budapest, which means 15,481 ha. An imbalance is apparent in both the types of built-up areas and the distribution of the population



## AIM

### Accessible housing, improving the health and living conditions of the people of Budapest

- » The Municipality of Budapest is committed to providing services with a human face that adapt to current needs and are accessible to all, and to launching a change through an initiating role and novel solutions in order to increase affordable housing and ensure better and more equal access to health care. Over a quarter of Budapest families face housing problems related to affordability but the risk of falling into a critical housing situation may affect many more due to the distorted housing policy and the lack of adequate welfare programmes. The housing policy options of the Municipality of Budapest are limited, but we are committed to expanding the affordable housing stock and proactively make proposals to partners with greater room for manoeuvre (government, private sector).
- » In spite of the limitations of its powers, the Municipality of Budapest can do much to improve the conditions for maintaining health and to reduce social inequalities in the access to services. However, these measures can only be implemented in cooperation with the district and state authorities responsible for the institutions, and non-profit and private health care providers.
- » Solidarity and fairness offer a chance for the disadvantaged to escape from their situation, and acting on this is also advantageous for the majority society as this provides security and increases confidence in local services. A significant part of the disadvantages stems from income and wealth disparities, and the segregated school system reinforcing inequalities. There are numerous micro-sites of segregation in the capital, where a significant proportion of the Roma population of Budapest live. The lack of employment and income poses a threat to the quality of life of the people of the city, thus the Municipality of Budapest – in cooperation with its professional partners – will continue to play an active role in providing assistance tailored to individual needs in order to improve employment or self-employment prospects.
- » The most essential factor required to reduce homelessness is expanding access to affordable housing. The municipal obligation to prevent people becoming homeless must be achieved by developing the social services, offering the option of the effective management of arrears, and reducing the number of evictions without placement. Affordable housing should be provided for families with children living in temporary accommodation as soon as possible after they lose their homes. All homeless people in Budapest who have a job providing a regular income or are retired must be given the chance to escape homelessness. Reducing homelessness in public spaces also requires “housing first” programmes as well as the development of institutions providing accommodation and ensuring dignified conditions on a human scale.
- » Demographic trends indicate that the number and proportion of the elderly will continue to rise in the future. Apart from developing its own institutions, the Municipality of Budapest intends to take the initiative in expanding services for the care and nursing of the elderly in their own homes, thereby reducing the growing demand for residential institutional capacities.
- » Budapest is a diverse city also in the sense that it is inhabited by people with different cultural backgrounds, differing lifestyles and of different faiths. Through the openness of society and making minorities visible, this can become a strength of the city and help the social integration of minority groups, which, while acknowledging differences, is also a force for forming an identity based on the definition of common values.
- » In 2018, the average net salary of employees in the field of human health and social care was 25% lower than the average salary in Budapest. High staff turnover, and retaining and ensuring the supply of experienced and qualified professionals represent problems. Labour mobility is also hindered by the high cost of housing in the capital. Thus, the Municipality of Budapest is committed to increasing the recognition and encouragement of professionals within its own area of competence, and to standing up for the improved social and financial recognition of the sector also at a higher level.
- » In lessening the disadvantages arising from territorial and social differences, the Municipality of Budapest cooperates with local institutional and civil society actors, and the district authorities, and supports good initiatives and best practices as well as the development and adoption of innovative solutions. The Municipality links up with district urban regeneration projects through its own measures and contributes to reducing the number of segregated places and areas at risk of segregation.
- » The creation of equal opportunities must start by reducing the disadvantages, helping the members of the diverse society of Budapest to have access to the specific services, public spaces, tools and information in order to enable them to satisfy their needs, independently as well, in an appropriate way. Part of this is ensuring physical and infocommunication accessibility. The viewpoints of the target groups of the equal opportunities plan must be applied horizontally during measures – and not only in the equal opportunities projects –, strategic and budgetary planning and participatory processes.
- » Equal opportunities must prevail as a horizontal principle in the daily operation of Budapest. Equal opportunity considerations must be given effect in planning the budget, in municipal legislation, in the sectoral strategies of the economy, technology and human affairs, and in developments. This requires organisational development, an equal opportunities department, a team of professionals and a working group.

The **housing stock** managed by the **Budapest Housing Agency** should reach **at least 2.500** homes.

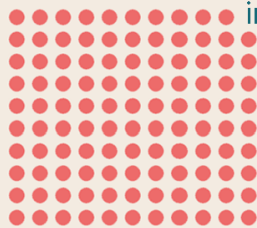
**At least 7,000 new homes** should be built in Budapest each year.

Between 2015 and 2020, the average number of homeless people living rough was **870 people**.

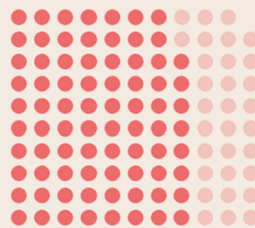


The aim is to **reduce** this number

Among people **under 65**, the number of **cancer-related fatalities** was **109.7 per 100,000** in 2017.



The aim is to **lower** this ratio to **under 80** by 2027.



According to **public opinion polls**, the **top priorities** are to ensure **access to health care** and strengthen **public security**.

The rate of those threatened by **poverty** and **social exclusion** should **fall below 8%**



Average **life expectancy** at the **age of 65** should **increase** by at least

**+ 20** years

**Every year** infrastructure and human resource **developments** worth at least **HUF 2 billion** should be carried out in relation to measures for elderly care and homeless people

**2 billion**



## KEY INDICATORS 2027

- » The stock managed by the Budapest Housing Agency should reach at least 2,500 homes (reference figure: 0; target: 9,000). A minimum of 10% of the dwellings should be freely accessible for people in wheelchairs.
- » The affordable housing stock should be expanded through the cooperation of the Municipality of Budapest by at least 700 collectively owned homes (reference figure: 0; target: 2,800).
- » The number of homeless people sleeping rough in winter should fall below 200 (average estimate of surveys between 2015 and 2020: 870 people).
- » Infrastructure and human resources development worth at least HUF 2 billion per annum should occur in the field of measures related to the care of the elderly and homelessness.
- » The average life expectancy of 65 year olds should rise by at least 20 years (2018: 17.9 years; EU 27: 20 years).
- » The cancer-related mortality rate in under 65 year olds should be reduced (per 100,000 residents: 2016: 109.7, 2027: under 80) – EU 27 in 2016: 77.3; Prague: 19.1).
- » The percentage of people threatened by poverty or the risk of social exclusion should fall to under 8% (2019: 11.2%).

### RESEARCH // In surveys of the capital's population...

- » 90% thought that ensuring and guaranteeing access to professional health care was important while only 13% were satisfied with the current services. Opinions on the accessibility of adequate health care varied according to age, qualifications, economic activity and perceived financial position/income bracket, the elderly and the least qualified being more satisfied than average.
- » 89% considered strengthening public security to be important and only 16% were satisfied with the current situation.
- » 52% believed that supporting different people living side by side with each other in peace was important but only 14% considered that the current situation was good in this regard.
- » On a scale of 10, the availability of adequate housing for all in Budapest was rated at just 4.3, and scored under 5 with all the social and age groups. The current situation received even lower scores from people living in the inner city and the transitional zones, 30 to 40 year-old residents, the divorced, and people who considered their financial resources to be scarce.

## THEMATIC WORKING GROUP MEETINGS

- » According to the participants in the consultation, good practices already begun must be continued in the empowering interventions, but pilot projects should also allow room for new solutions.
- » Greater reliance on the involvement of stakeholders and civil society is required, and the framework for cooperation needs to be developed in a way that is transparent to actors.
- » Apart from cooperation, internal organisational development and awareness raising is required but, above all, clear, easy-to-understand communication must be used to create confidence and transparency and to transmit contents for all stakeholders.
- » In the development of services, great emphasis needs to be placed on prevention, early treatment, crisis intervention and follow-up.
- » In a nutshell, adequate needs-based institutional services and capacities are required. Participants highlighted increasing the number of affordable rented homes, tackling poverty and homelessness, and easily understandable communication about equal opportunities among the most important tasks.

## I.A // EXPANDING AFFORDABLE AND GOOD QUALITY HOUSING CONDITIONS

<b>background, reasons</b>	<p>A combination of several factors lies behind the current housing crisis in Budapest. In part, this is directly related to housing market trends after 2015: the rise in housing purchases as investments and, within this, the short-term renting of dwellings has led to a drastic increase in house prices and private sector rents. Besides high rents, some sections of the population – mainly large families, disabled citizens, Roma Hungarians and immigrants – often encounter discrimination in the private rented sector. The share of municipal rented dwellings in Budapest’s total housing stock continued to fall and now does not reach 5%. Housing poverty is also present, with the ratio of expenditure on maintaining a home to income being extremely high in certain social groups, which increases the risk of arrears and home loss. Energy poverty is a further problem related to housing, one of the reasons for which is that buildings with poor energy efficiency have disproportionately high heating costs. The percentage of people living in substandard housing is high (12%), which in many cases involves risks damaging health.</p> <p>The lack of affordable and acceptable quality homes obviously affects people who are most in need due to their income or financial position but also impacts people on middle incomes without a family background for whom dwellings in the capital are unaffordable. As a result people in the middle and lower income brackets seek more affordable housing options in Budapest’s conurbation. The additional commuting caused by moving out of the city increases pressure on the capital’s environment. Expensive housing also influences the employment sector in Budapest, impeding labour mobility. Housing uncertainty also hinders access to social services and municipal support through the problem of not having a stable address. The capital’s housing policy must therefore give priority to solutions that enable a wide range of households in Budapest to have access to affordable housing. Programmes should respond to the housing needs of the middle class, just as they should to the housing needs of the most vulnerable sections of society.</p>
<b>brief description</b>	<ul style="list-style-type: none"> <li>→ Devising a comprehensive, capital-wide housing concept in cooperation with the districts to increase the stock of affordable housing;</li> <li>→ Establishing the Budapest Housing Agency, which will provide secure and affordable housing options by taking over and renting dwellings owned in part by the Municipality of Budapest and the district authorities and in part privately.</li> <li>→ In order to create a collectively owned housing sector, launching pilot projects involving municipally owned properties with the aim of providing affordable housing options to middle-income households unable to enter the market, also relying on the families’ own resources;</li> <li>→ Using plots and vacant properties suitable for residential purposes owned by the Municipality to expand affordable housing options, cooperation with districts (examining the involvement of district-owned properties, possibility of joint rented dwellings construction projects);</li> <li>→ Energy modernisation of existing, municipally owned dwellings, fair and efficient management of the housing stock, renting currently vacant dwellings by accelerating renovation and modernisation works;</li> <li>→ Introducing, in cooperation with the district authorities, a comprehensive regulation which, similarly to Amsterdam, Berlin or London, allows entire dwellings to be operated as hotels for a limited period of time only;</li> <li>→ Cooperating with the initiators in co-housing type pilot projects.</li> </ul>
<b>strategic compatibility</b>	<ul style="list-style-type: none"> <li>▪ Municipality of Budapest’s Local Equal Opportunities Programme (2015-2022)</li> </ul>
<b>expected results</b>	<ul style="list-style-type: none"> <li>→ The capital’s affordable housing stock will expand and its quality will be enhanced;</li> <li>→ The number of people living in housing poverty and who are homeless or threatened by homelessness will be reduced;</li> <li>→ Budapest’s power to retain its population will improve.</li> </ul>
<b>cooperation</b>	District authorities; social and professional organisations; private individuals renting their dwellings; organisations.
<b>responsible</b>	Social Policy Department
<b>cooperating partners</b>	<p><i>Budapest Property Management Zrt.</i> – modernisation of municipal dwellings, energy efficiency developments</p> <p><i>Budapest Methodological Centre of Social Policy and its Institutions</i> – cooperation in programmes promoting housing for homeless people</p>

## I.B // IMPROVING HEALTH MAINTENANCE CONDITIONS

<b>background, reasons</b>	<p>The health indicators for Budapest are better than for the whole country but premature mortality caused by malignant tumours or circulatory system diseases is outstandingly high for both genders. In 2019, 21,000 people died in the capital, cancer-related mortality accounting for 5,488 of them (26.1%). This is higher than the national average of 25%, while, according to WHO figures, Hungary has the highest rate of cancer-related deaths compared to other European countries. Particular matter pollution has been demonstrably shown as contributing to increased instances of cardiovascular diseases, cancer and respiratory diseases (WHO). Much research shows that the number of deaths from coronavirus is closely linked to air pollution. Apart from the two main types of diseases causing death, neck and back problems result in the most loss of health. Average life expectancy at birth shows a slow improvement but is still less favourable than the EU average, and there are significant differences also within districts as health is related to the economic situation, living conditions and the degree of deprivation.</p> <p>The Municipality of Budapest has little power in the field of health care. Most health care services are run by the state, the districts or private owners. However, it is not who maintains the services that is important to the population, but that all people, regardless of age, gender, social and wealth status or disability, have equal access to the necessary prevention and screening programmes, remedial procedures and appropriate rehabilitation. Addressing territorial anomalies in services, and increasing accessibility and patient awareness are areas where the Municipality of Budapest can play a coordinating role in the future.</p>
<b>brief description</b>	<ul style="list-style-type: none"> <li>→ Developing a unified framework and customer service platform in the field of primary care and outpatient specialist care in cooperation with the districts;</li> <li>→ Supporting access to the health care system, optimising capacities, encouraging access for disadvantaged people;</li> <li>→ Patient pathway support in areas that are important in terms of public health, providing prevention capacities for model practice communities;</li> <li>→ Improving access to services aiding early recognition and diagnosis. Supporting districts in purchasing their own or multi-district diagnostic equipment (CT, MR), establishing cooperation for conducting diagnostic and screening tests;</li> <li>→ Supporting public screening programmes;</li> <li>→ Taking supported prevention, awareness-raising and screening programmes to people in need (the elderly, the disabled, people living in segregation, the homeless);</li> <li>→ Conducting campaigns to promote a healthy lifestyle and exercise, foster understanding, raise awareness and shape attitudes.</li> </ul>
<b>strategic compatibility</b>	<ul style="list-style-type: none"> <li>▪ Municipality of Budapest's Local Equal Opportunities Programme (2015-2022)</li> </ul>
<b>expected results</b>	<ul style="list-style-type: none"> <li>→ More evenly distributed resources among the health care services in Budapest;</li> <li>→ Shorter waiting lists, higher standard care;</li> <li>→ Local preventive and screening programmes accessible to all;</li> <li>→ Increase in the number of participants in health maintenance and screening programmes.</li> </ul>
<b>cooperation</b>	<p>District authorities; government and maintainers of state institutions concerned; local social and professional organisations; service institutions maintained by local or district authority or a private operator; local entrepreneurs and businesses.</p>
<b>responsible</b>	<p>Social Policy Department</p>
<b>cooperating partners</b>	<p><i>Health Care Counsellor</i></p>

## I.C // PROVIDING QUALITY SOCIAL SERVICES

<b>background, reasons</b>	<p>The Municipality of Budapest plays a vital role in the provision of social care, in particular for homeless people and the elderly. In both these areas, the building stock and equipment of the care system requires major renovation, and there is also a need for the infrastructural development of residential institutions in accordance with the legal requirements, and for the replacement of large institutions. During the COVID-19 pandemic, the elderly, the chronically ill and the residents of crowded institutions are among the most vulnerable groups, thus, for the future, the preparedness of institutions must be improved in order to reduce vulnerability. In the field of elderly care, growing social demand for demographic reasons needs to be prepared for. The Municipality's and the districts' residential institutions will only be able to meet this demand with increasing difficulty. Thus, the Municipality is initiating the development of services aimed at caring for the elderly at home and supporting their way of life, which also serves to relieve women of the burden of caring for old people and increases employment opportunities. The problems of seniors and the ageing generation are partly centred on health and lifestyle, and partly on employment. Thus, besides improving the care system, it is important that complex interventions encouraging active ageing are extended to health maintenance, social participation, employment and training. As regards the care of homeless people, complex services that support access to affordable housing and offer a means of escape are required. The supply and retention of professionals is an important task in providing sustainable and high quality services.</p>
<b>brief description</b>	<ul style="list-style-type: none"> <li>→ Modernisation of and building energy renovation in homes for the elderly and homeless care institutions, gradual replacement by relocation of homes with a large number of elderly people, expanding capacities;</li> <li>→ In cooperation with districts, launching pilot projects: examining the involvement of district-owned properties and the possibility of joint projects in the field of elderly care and supported housing for the disabled;</li> <li>→ Targeted programmes to provide affordable housing for homeless people;</li> <li>→ Expanding access to supported housing to maintain and promote independent living for people with disabilities, psychiatric patients and addicts in order to avoid placement in an institution;</li> <li>→ Modernisation of institutions providing care for the homeless, expanding options for placement in rooms with fewer people in human-scale accommodation;</li> <li>→ Developing care for people with reduced mobility, in poor health, suffering from addiction or psychiatric problems, and people living on the streets without shelter in need of care;</li> <li>→ Methodological developments, devising uniform professional and care protocols for the capital;</li> <li>→ Monitoring tasks in cooperation with the participants involved in care (elderly care: private and non-profit sector, districts; homelessness: organisations involved in care);</li> <li>→ Providing a skilled workforce in social care through further training, internship programmes and dual training in cooperation with educational institutions, promoting the employment of people with social needs in the sector through integrated housing and training programmes;</li> <li>→ Developing a system to provide care and nursing for the elderly at home, in cooperation with social enterprises and non-profit organisations, supporting the development and introduction of innovative solutions;</li> <li>→ Implementing programmes supporting active ageing.</li> </ul>
<b>strategic compatibility</b>	<ul style="list-style-type: none"> <li>▪ Municipality of Budapest's Local Equal Opportunities Programme (2015-2022)</li> <li>▪ Social services planning concept</li> <li>▪ Social services concepts and equal opportunities programmes of the districts</li> </ul>
<b>expected results</b>	<ul style="list-style-type: none"> <li>→ Improving the quality of life for elderly and disabled people;</li> <li>→ Reduction in the number of homeless people, improving their state of health, employment prospects and chances of escaping homelessness.</li> </ul>
<b>cooperation</b>	<p>Government and maintainers of state institutions concerned; social and professional organisations involved in providing care (enterprises, churches, civil society organisations); district authorities.</p>
<b>responsible</b>	<p>Social Policy Department</p>
<b>cooperating partners</b>	<p><i>Budapest Methodological Centre of Social Policy and its Institutions</i> – care for homeless people  <i>Budapest Enterprise Agency</i> – promoting innovation and digital solutions  <i>Budapest Esély Nonprofit Kft., municipal services companies (BTI, Főkert, FKF Zrt., etc.)</i> – cooperation in the employment of homeless people</p>

## I.D // REDUCING POVERTY AND SOCIAL INEQUALITIES

<b>background, reasons</b>	<p>Disadvantaged people are characterised by low levels of education and employment, problems arising from segregation and isolation, and a high probability of transmitting social disadvantage from one generation to the next. Due to the significant segregation prevalent in Budapest as well, kindergartens and schools often do not provide equal opportunities but rather serve to replicate disparities. Among disadvantaged young people, the risk of leaving school early is high, placing them in an unfavourable position in the labour market, and making them overrepresented among people in extreme poverty and those without a home. In these circles, the danger of committing or becoming victims of crime is especially high.</p> <p>Where women are concerned, placement difficulties, the wage gap and unequal career opportunities dominate. Whereas this is generally typical, together with social, financial and spatial disadvantages it can lead to a form of women's poverty. The fragmented and divergent system of municipal grants ("local authority aid") hinders the coordinated reduction of poverty in the capital. This has led to people in need of aid to heat, maintain or keep their homes, or to cover the cost of their medication accessing support of very divergent standards on very divergent conditions dependent on which district of the city they live in.</p> <p>Due to the lack of capacities and means, district family support services are frequently unable to offer adequate help to families in a housing crisis situation. Furthermore, evictions without placement are still frequent and it is not without example in Budapest that children are separated from their parents purely for financial reasons (in the most part due to housing poverty and homelessness). The effectiveness of services combating disadvantage needs to be increased in the areas of education, health and social services, and employment, as well as in social participation. When organising services, it is important that people who are disadvantaged because of their social and financial position or are deprived for other reasons should also be able to access them.</p> <p>Measures countervailing disadvantage need to be developed with the involvement of stakeholders by target group, coordinating the forms and contents of services, reducing duplication of services, reallocating capacities to areas of shortage, and retaining best practices. The Municipality of Budapest – especially perceiving the effects of the situation due to the COVID-19 pandemic – intends to take an active role in helping the capital's jobseekers with information and support services.</p>
<b>brief description</b>	<ul style="list-style-type: none"> <li>→ Complex programmes bringing together the districts and professions to support target groups living in segregated areas and places at risk of segregation, threatened by isolation and drifting to the periphery of society. Increasing the qualitative and quantitative capacity of services strengthening prevention and monitoring in the capital;</li> <li>→ The coordinated development of municipal grants in conjunction with the district authorities;</li> <li>→ Complex services supporting jobseeking;</li> <li>→ Education as an integration tool: widening the range of people involved, preventing and reducing early school leaving, scholarship schemes, reducing pre-school/school segregation;</li> <li>→ Prevention of becoming involved in or victims of crime, development of drug prevention programmes and drug clinics; preventing violence within the family and relationships, assisting victims, devising joint protocols and concrete options to provide help. Reducing the number of evictions without placement, preventing the removal of children from their families for financial reasons;</li> <li>→ Developing professional rules, guidelines, best practice repositories, organising inter-professional round tables in order to assert the interests of equal opportunities target groups;</li> <li>→ Shaping the attitudes of employers in the capital to eliminate labour market disadvantages, and wage and career inequalities affecting certain disadvantaged groups.</li> </ul>
<b>strategic compatibility</b>	<ul style="list-style-type: none"> <li>▪ Municipality of Budapest's Local Equal Opportunities Programme (2015-2022)</li> <li>▪ Social services concepts and equal opportunities programmes of the districts and the capital</li> </ul>
<b>expected results</b>	<ul style="list-style-type: none"> <li>→ Reducing dropping out of school and early school leaving;</li> <li>→ Reducing pre-school and school segregation;</li> <li>→ Lowering the number of segregated areas at the capital level;</li> <li>→ Lessening differences in unemployment and income between the districts;</li> <li>→ Reducing the number of people threatened by homelessness and eviction.</li> </ul>
<b>cooperation</b>	<p>District authorities; social and professional bodies; organisations active in providing services (enterprises, churches, civil society organisations).</p>
<b>responsible</b>	<p>Social Policy Department</p>
<b>cooperating partners</b>	<p><i>Budapest Esély Nonprofit Kft., Budapest Methodological Centre of Social Policy and its Institutions; Budapest Enterprise Agency – programmes, methodology; municipal services companies (BTI, Fókert, FKF Zrt., etc.) and their institutions – employment opportunities; Budapest Roma Educational and Cultural Centre (FROKK) – professional cooperation</i></p>



## I.E // THE ACCESSIBLE AND SAFE USE OF PUBLIC SPACES AND SERVICES

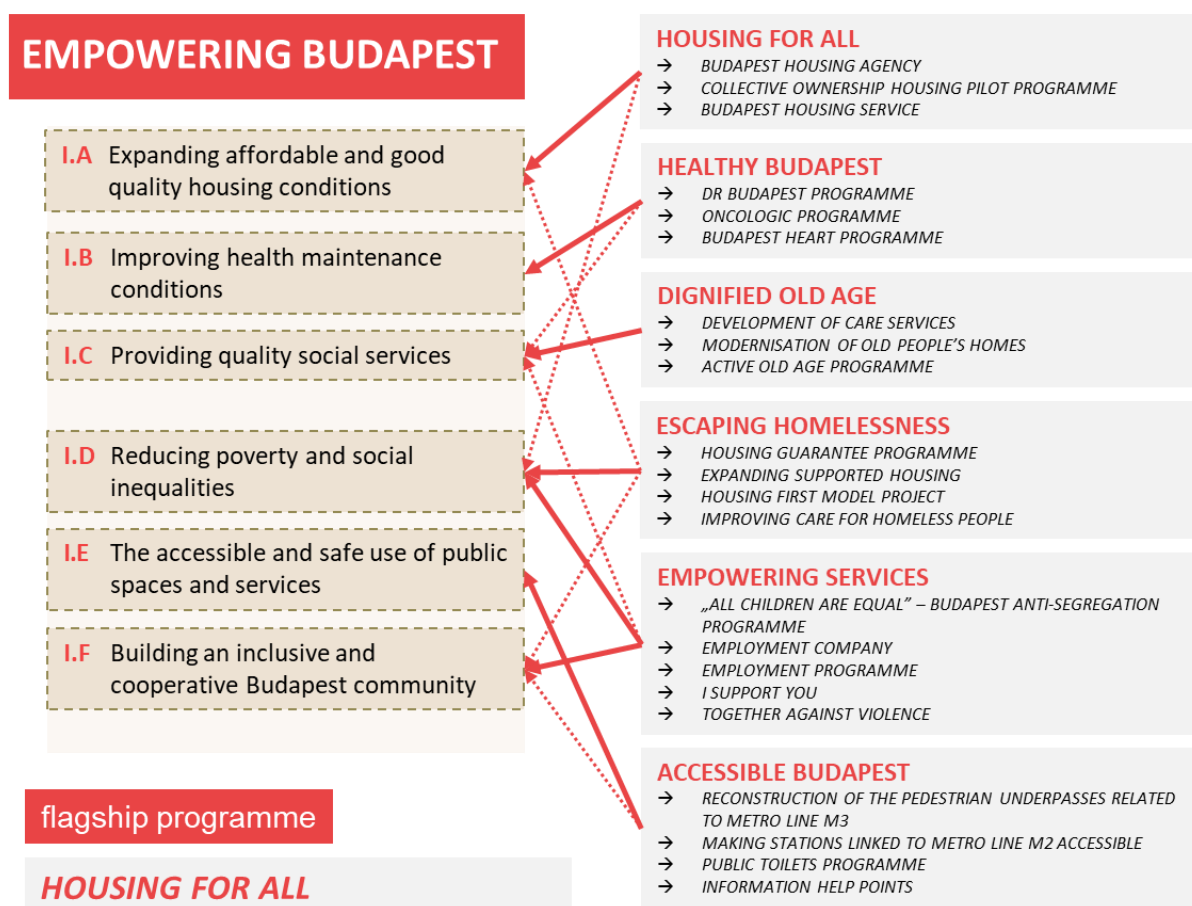
<b>background, reasons</b>	<p>The lack of physical and infocommunication accessibility makes life difficult for older and disabled people in particular. These target groups are at a constant disadvantage in the use of health care, public transport, and spaces and buildings in the city in general. Because of the lack of accessibility, some of the services are not available to them or cannot be used by them independently. In certain circumstances, such as the use of public spaces or access to certain services, equal access for parents with young children is also compromised.</p> <p>Others may not have access to some services due to their socio-economic status or lack of financial means. This is especially true of cultural, health-maintaining and recreational services, which are a luxury expense for those living in poverty. The relaxed use of public spaces and the city in general, and the option of spending time without pressure to consume are limited by the small number of public toilets in the capital. The paucity of public toilets is a particular problem for parents with young children as well as low-income and homeless city dwellers, and also exacerbates public cleanliness problems.</p> <p>Another aspect is inadequate information, which can be traced back both to the inappropriate choice of the means of providing information for the specific target group and the contents of the communication not being easy to understand.</p> <p>In some service areas, systemic discrimination against certain target groups needs to be reduced. Such situations mainly affect homeless people, refugees and LGBT+ people, particularly when using health and social services.</p> <p>Apart from the unimpeded use of public transport and public spaces, their safe use can also be a problem for parents with children, the elderly, people with disabilities or women.</p>
<b>brief description</b>	<ul style="list-style-type: none"> <li>→ A comprehensive – physical and infocommunication – accessibility plan for Budapest and its scheduled implementation; designing child-friendly public spaces and services, ensuring clear and visual display of information;</li> <li>→ Expanding the capital’s network of public toilets;</li> <li>→ Establishing the conditions for a card system giving concessionary entrance for city residents, combined with developing the Budapest Card and application, and devising other measures to improve access to cultural institutions;</li> <li>→ Updating the equal opportunities at work plans of the Municipality’s companies and institutions in the capital, training and sensitising employees (customer relations, communication);</li> <li>→ Promoting and assisting the adaptation of district and civil society best practices;</li> <li>→ Making public spaces safer to prevent violence against and the harassment of women in public spaces, training municipal street wardens and public transport workers, developing protocol processes, and shaping attitudes.</li> </ul>
<b>strategic compatibility</b>	<ul style="list-style-type: none"> <li>▪ Municipality of Budapest’s Local Equal Opportunities Programme (2015-2022)</li> </ul>
<b>expected results</b>	<ul style="list-style-type: none"> <li>→ Accessible, safe, unimpeded, user-friendly urban spaces and (public) services;</li> <li>→ Increasing the number of public toilets, including 24-hour, accessible and free toilets;</li> <li>→ From the aspect of infocommunication, accessible, easy-to-understand information on topics concerning the Municipality and its service companies.</li> </ul>
<b>cooperation</b>	<p>District authorities, government and the maintainers of state institutions concerned; social and professional organisations; service institutions maintained by local or district authority or a private operator; local entrepreneurs and businesses.</p>
<b>responsible</b>	<p>Office of the Deputy Clerk (until specifically assigned)</p>
<b>cooperating partners</b>	<p><i>Budapest Enterprise Agency – promoting the introduction of innovative solutions</i>  <i>Budapest Brand Zrt. – developing the Budapest Card system and application</i>  <i>Municipal service companies (BTI, Főkert, FKF Zrt., BGYH Zrt., BKK Zrt., BKV Zrt.) – developing accessibility and customer service functions</i>  <i>Theatres maintained by the Municipality, Szabó Ervin Library and its branch libraries – developing accessibility and customer service functions</i></p>

## I.F // BUILDING AN INCLUSIVE AND COOPERATIVE BUDAPEST COMMUNITY

<b>background, reasons</b>	<p>Reducing inequalities does not just mean diminishing disadvantage and tackling poverty. Some problems arising from the slow pace of change in social attitudes, prejudice and discrimination may also affect those who are not disadvantaged due to their socio-economic status but who belong to a minority group due to a certain characteristic. Thus, there is a particular need to eliminate discrimination based on gender or gender identity, and national or ethnic origin, and to prevent multiple disadvantages due to age, health, religion or belonging to another minority group.</p> <p>Inclusive workplace practices affecting minority groups and alternative forms of employment promoting placement are not widespread, which increases the disadvantages of some groups in the labour market. The degree of social prejudice against several groups (Roma, homeless people, refugees, LGBT+ people) is especially high, which reduces the visibility of the given groups due to discriminatory manifestations and hampers integration. As regards women, employment difficulties, the wage gap, unequal career opportunities, and low political and social participation compared to their proportion of the population are prevalent, while gender-based violence affects them to a very high degree. In addition to homeless and disabled people, foreigners also have limited access to social, health and legal services. Easily accessible, structured information is not available to them, and the services and professionals are not trained to deal with special needs.</p> <p>It is therefore important for the Municipality of Budapest to approach the issue of the diversity of the city's residents through proactive, easy-to-understand, positive communication. First and foremost is involving the affected groups in the planning and decision-making processes, and ensuring that their social participation is at least in proportion to their percentage in the population. Instead of top-down sensitisation, shaping attitudes through activities, programmes and common issues is needed. Additionally, it is important to educate the upcoming generation to be open and to reduce and prevent systemic discrimination by training professionals.</p>
<b>brief description</b>	<ul style="list-style-type: none"> <li>→ Shaping attitudes at the metropolitan level among the population, public service employees and employers regarding the groups most affected by prejudice (Roma, refugees, homeless people, LGBT+ people), the adoption of a code of conduct on the treatment of customers and employees in the Mayor's Office and in the institutions maintained by the Municipality. Shaping attitudes among employers in the capital in order to eliminate labour market disadvantages, and wage and career disparities;</li> <li>→ Updating the equal opportunities at work plans of the municipal service companies and institutions;</li> <li>→ Ensuring professionals, adequate capacity, systemic intervention and support for both prevention and assisting victims;</li> <li>→ Supporting civil society organisations, events and programmes that strengthen equality and acceptance;</li> <li>→ Organising methodological developments and inter-professional round tables, developing training modules and training on sensitisation and customer treatment;</li> <li>→ Strengthening the visibility of cultural diversity through support and programmes;</li> <li>→ Supporting active lifestyle for people with reduced mobility and disabilities by various means;</li> <li>→ Strengthening the cultural identity of Roma youth, shaping attitudes towards Roma culture in the majority society, and encouraging Roma/non-Roma social and cultural cooperation.</li> </ul>
<b>strategic compatibility</b>	<ul style="list-style-type: none"> <li>▪ Municipality of Budapest's local equal opportunities programme (2015-2022)</li> </ul>
<b>expected results</b>	<ul style="list-style-type: none"> <li>→ Reduction of discrimination and social prejudice against minorities and foreigners;</li> <li>→ Implementing inclusive workplace practices in municipal service companies and institutions;</li> <li>→ Harmonising the wages of women and men working in the same positions in municipal service companies and institutions, eliminating the gender pay gap.</li> </ul>
<b>cooperation</b>	<p>District authorities; social and professional organisations; Klebelsberg Centre/educational districts/educational institutions.</p>
<b>responsible</b>	<p>Office of the Deputy Clerk (until specifically assigned)</p>
<b>cooperating partners</b>	<p><i>Budapest Esély Nonprofit Kft., Department of Culture, Tourism and Sport, Mayor's Office of the Municipality of Budapest and services companies, Budapest Roma Educational and Cultural Centre (FROKK)</i></p>

## ACHIEVING THE GOALS

### SUPPORT PROGRAMMES AND KEY PROJECTS TO ACHIEVE THE GOALS



### OTHER MUNICIPAL SUPPORT MEASURES TO ACHIEVE THE GOALS

- » Lobbying in areas beyond the Municipality's control: health care, education. Municipal coordination of the implementation of the Healthy Budapest Programme. Lobbying for the elimination of shortcomings in the provision of care in the capital, such as paediatric clinics, under the Healthy Budapest Programme.
- » Strategic partnerships and cooperation to strengthen the Municipality's coordination of employment – involving labour market, educational and social service organisations, and their maintainers, operating the Budapest Conciliation Board.
- » Introduction of incentives and discounts for temporary utilisation, targeted concessions for partner civil society organisations and social enterprises in the implementation of the city's goals.
- » Developing thematic cooperation platforms, such as the Budapest Senior Citizens' Council.
- » Tapping voluntarism and corporate CSR, coordination platform.
- » Human resources management (recognition, Budapest allowance, supporting motivating methods and training).
- » Support systems: scholarships, jobseeking support including Budapest travel pass, promoting access to cultural services through the concessions of the Budapest Card; support for housing costs for people most in need of help (support for overhead payments).
- » Operating "Empowering Budapest" working groups in accordance with the Civil Society Decree. The regulated process provides an opportunity for civil society partners to express an opinion on issues that determine life in the capital (amendments to the law, development projects, strategies) in the decision-making phase, but they can also emphasise public issues that they think the municipal government should address.
- » Supporting civil society/public initiative community development programmes through a grant scheme.
- » Versatile support for young people (scholarships, summer camps, programmes, running a youth gallery – community space).

- » Designating an official unit in the Mayor's Office to deal horizontally with equal opportunities and the social situation of women.

## PARTNERS OF THE MUNICIPALITY OF BUDAPEST IN ACHIEVING THE GOAL OF EMPOWERING BUDAPEST

### Government

- » Implementing a national rented home development programme;
- » Development of education, support for programmes to ameliorate disadvantages in Budapest, measures reducing school segregation;
- » Cooperation in devising and implementing programmes for deprived neighbourhoods by ensuring the participation of affected institutions (educational districts/primary and secondary schools; social institutions, police, etc.);
- » Supporting the spread of forms of employment encouraging placement through incentives;
- » Central salary development in the social services sector;
- » Ensuring the implementation of national and capital city projects (prevention programmes, teacher training, lifelong learning, employment; etc.);
- » Implementing the Healthy Budapest Programme in cooperation with the Municipality of Budapest.

### Districts:

- » Cooperation: services, information sharing, coordinated data collection and sharing, coordination of smart developments;
- » Developing district programmes, integrated local strategies for the improvement of the local quality of life covering the areas below:
  - Energy efficiency renovation and modernisation of rented housing, increasing the number of dwellings suitable for renting;
  - Optimising human services (capacities, location, needs);
  - Supporting programmes targeting identity and community formation;
  - Implementing integrated programmes in deprived neighbourhoods or places threatened with segregation;
  - Implementing senior citizen programmes (supporting active old age, care for the elderly in their own homes, providing other forms of care).

### Economic operators

- » Equal opportunities at work, implementing inclusive work practices, providing options for work organisation to facilitate employment;
- » Social responsibility and serving a good cause (e.g. support to help disadvantaged children catch up at school/digitally);
- » Expanding the non-profit economic sector, strengthening role in providing for social needs;
- » Novel methods, innovation to tackle the city's social challenges efficiently.

### Civil society

- » Professional civil society involvement in social fields (mobilisation, own projects, initiatives, cooperation between civil organisations);
- » Role of civil society in community building, and in planning and organising local events and programmes;
- » Community innovations, grassroots urban development initiatives;
- » Dominant presence of civil society in implementing inclusion-promoting and youth programmes;
- » Civil society involvement in encouraging voluntarism;
- » Cooperation in human services and in performing public service tasks.

### Universities

- » Cooperation in research into urban problems and challenges, developing innovative solutions, partnerships in international applications.

### The public

- » Voluntarism, solidarity, supporting local communities and affairs.

# FLAGSHIP PROGRAMME

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## HOUSING FOR ALL

### GOAL:

#### → I.A // EXPANDING AFFORDABLE AND GOOD QUALITY HOUSING CONDITIONS

- » The most important goal of the capital's housing programme is to support the creation of affordable housing solutions for broad sections of society. To this end, the introduction of two new schemes, the **housing agency and collective ownership housing models**, will begin. These two new forms are justified by the fact that the opportunities for growth are limited within the financial and legal framework of today's municipal housing management models. Central government and property grants mostly do not reach those in need, and community resources which become the property of the families benefiting do not contribute to the lasting expansion of affordable housing. The aim of the capital's housing policy is to increase the share of the stock of affordable housing (municipal rented housing, housing agency dwellings and collectively owned housing) from the current 5% to 25% over the next 20 years.
- » With regard to the housing agency model, the programme envisions a broad target group where, besides the most disadvantaged (e.g. homeless individuals and couples, families with children living in temporary homes for families), families who cannot depend on financial assistance from their relatives would be eligible to take part in the programme up to 70% of the income distribution. (Depending on the financing conditions, quotas guarantee the participation of each group.) Households would also be eligible for the collective housing model up to 70% of the income distribution, but this scheme is primarily targeted at families who have their own savings or family support.
- » The Housing for All programme is closely linked to the theme of quality social services, and increasing subsidised housing reduces institutional accommodation needs.

### MEANS OF IMPLEMENTATION

#### → HOUSING AGENCY MODEL

- » **Housing agencies allow the development of a new type of rented sector** where different income groups can obtain housing at affordable rents that are significantly lower than market rents. Housing agencies, either municipal organisational units or non-profit companies, manage partly community-owned (municipal) housing and partly private-sector rented housing under a special financial model. The rents of housing agency homes (Budapest Affordable Rent - BAR) are determined by the municipality so that the dwellings are affordable for 60 to 70% of households in Budapest, which means rents that are 30 to 40% lower than the current market rents. Due to its low capital cost, the agency maintains the housing stock covering actual operating costs, thus those who can pay rent above this cost level yield a profit. From this, rent support for lower-income families and the difference between the rent of flats rented from the private sector and BAR can be paid. The balance of the financial model is guaranteed by external support equal to about 5% of the total operating costs in addition to the proportional participation of the different income groups.
- » The housing stock of the Budapest Housing Agency is comprised of three sources: municipally owned apartments, apartments purchased or built by the Municipality, and apartments rented from the private market. Part of the housing stock owned by the Municipality of Budapest is currently in need of modernisation and renovation, and thus is unoccupied. These vacant flats can provide the basis for launching the model. Apartments purchased from the market and newly built can be supplemented by dwellings taken over under a life annuity scheme or a loan assumption scheme prior to eviction. Lastly, the housing agency's portfolio will be expanded by operating apartments rented from the private market. For private owners, reducing their risks is an incentive to include their property in the model. In return for transferring the right to manage their home to the municipality for several years at a rent 20 to 30% below the market price, the municipality will provide them with the rent and maintain the property's quality and make repairs that may be required.
- » The municipally owned flats included in the Budapest Housing Agency will be rented out after renovation, thus apartments already existing or rented from the private market will also be subject to an initial investment cost. Funding is provided for both renovation and new construction in the form of

a soft loan and non-repayable funds. The instalments for the repayment of the loan are covered by the rents collected by the housing agency.

- » Depending on the funding available, the involvement and operation of 2,500 to 9,000 apartments is anticipated for the period between 2020 and 2027. The aim is for the innovative organisational model launched by the Municipality of Budapest to be applied broadly, either in cooperation with the districts or within the districts' own competence, in order to achieve an affordable housing stock of 30,000 to 50,000 dwellings at the capital level. The programme for the housing agency model can be financed by a 30% non-repayable grant and a 70% soft loan from rents, where the additional operating costs account for 5% of the investment cost.

#### ➔ COLLECTIVE HOME OWNERSHIP MODEL

- » **The collective home ownership model is essentially a *private ownership scheme with certain restrictions*.** In return for state or municipal support (cheaper plot, transfer of an existing building, bank guarantee, capital subsidy, interest rebate, etc.), the residents' association waives all or part of the capital value of the support when reselling the apartments and adopts rules for selecting new owners. This ensures that families in need can live in these apartments in the long term. A collective ownership residents' association can be established through new construction, converting buildings with other functions or the renewal of existing condominiums and housing associations.
- » With collective ownership, the savings of households and the financial resources of the family background combined with state support ensure affordability. This allows households which have some resources but not enough to cover market costs to participate in the scheme. This is the difference between this scheme and the housing agency model, where tenants are not expected to mobilise their own or family savings as well.
- » There are two basic types of collective ownership models. One is newly established housing associations and the other is already existing housing associations which receive support to carry out renovations. In the period of the strategy, until 2027, depending on the funding available, the Municipality of Budapest intends to support the development of 700 to 2,800 collectively owned dwellings, while at the capital level the goal is to create 15,000 to 25,000 collectively owned dwellings using the model.

## → II. GREEN BUDAPEST

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### SITUATIONAL PICTURE

- » As everywhere, the effects of climate change are becoming ever more pronounced in Budapest. In addition to the average annual temperature, sunshine duration and the number of days of extreme heat are also rising. According to representative surveys, Budapest residents consider hotter summers, damage caused by violent storms, and cloudbursts as the biggest problems in the city.
- » Adapting to the effects of climate change is hampered by the inadequacies of the flood defence infrastructure, the sewerage network and stormwater drainage infrastructure, as well as the poor condition of buildings and the increasingly large built-up and paved areas together with urban sprawl and greenfield investments.
- » The reduction of carbon dioxide emissions in the context of mitigating climate change at the city level is not progressing fast enough, which is mainly due to the inadequate energy efficiency of the building stock, the low share of renewable energy use and transport emissions.
- » According to representative surveys, Budapest residents believe that the heat island effect, heavy traffic and dirty streets are major environmental problems in their surroundings. In the surveys much concern was expressed about problems in part related to car traffic, such as noise pollution, poor air quality and the lack of safe cycle paths.
- » Although the city's air pollution is average in European terms, the opinion of the people of the city on air quality is worse than that. The biggest health problem is caused by the concentration of fine particular matter.
- » The heating zones of the district heating system, which improves the city's air pollution, at present operate in island mode and district heating does not extend to the inner city. The share of heat production from renewable energy, the so-called green district heating, is low, but the proportion of high-efficiency cogeneration (simultaneous production of electricity and heat) exceeds 75%.
- » The size of public parks and gardens per capita (excluding public green spaces in housing estates) in Budapest falls short of the internationally recommended standard. Green areas also show significant disparities in terms of quality and spatial distribution, thus the pressure on them is uneven as well. The situation is worst in the inner city districts, where there is less than 1 m<sup>2</sup> of green space per capita. In terms of wooded areas, the situation is better overall, but these areas are concentrated on the Buda side.
- » The number of cars rises by 3.5 to 4% a year and in 2019 was over 684,000. The vehicles are old, the average age being more than 12 years. Emissions from ageing vehicles contribute significantly to the amount of air pollution. The number of environment-friendly cars with a green number plate is scarcely more than 1% (8,025 in 2019) and their use is not yet widespread.
- » The volume of car traffic follows the changes in the economic situation, typically growing by 1 to 2% annually, which is reflected in the quantity of fuel consumed.
- » Of the environmental problems cited in opinion polls, most people mentioned air pollution and car traffic, but for residents predictability and the speed of the journey are more important than environmental considerations. The respondents support reducing transit traffic passing through the city.
- » Because of the unfavourable effects related to the urban environment and developing infrastructure, such as road and utility construction, parking and road salting, the habitat of trees is gradually narrowing, their health is deteriorating and their lifespan is decreasing. In the current situation, green spaces in the city are inadequately protected, and in many cases the owner and the operator are different persons, which makes the efficient management of green spaces difficult.
- » Whereas the size of natural areas designated for protection is increasing, semi-natural habitats and biodiversity are threatened by new construction and the effects of climate change.
- » The main problem of waste management in Budapest is the low rate of the separate collection (15%) and the recovery of municipal waste. Compliance with European waste recovery requirements related to the circular economy is hindered by the repeated major reorganisations of national waste management and the uncertainty of funding.
- » The size of the typically brownfield areas potentially affected by soil pollution in the city is estimated to be a total of 4,000 ha. The resources required for highly polluted areas significantly exceed the funding opportunities.



The main cycle network needs to be almost three times its current length by 2030 to meet the modal split targets set in the Budapest Mobility Plan (BMP)

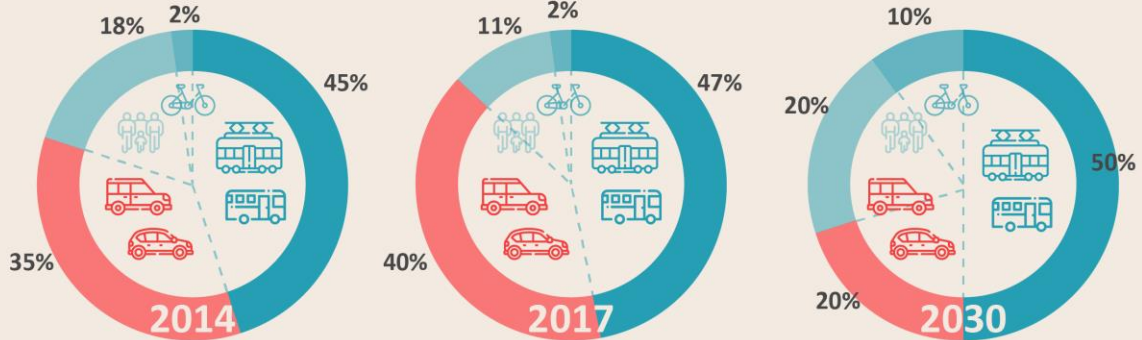
Nationally:



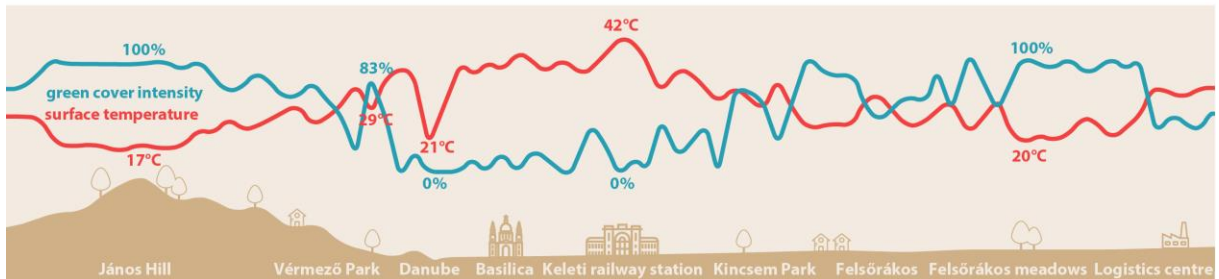
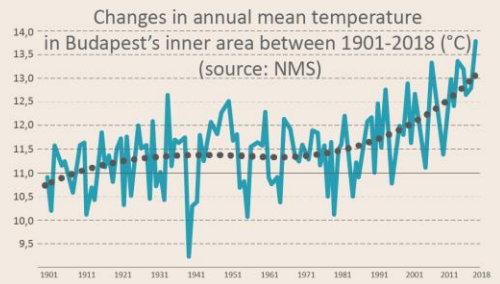
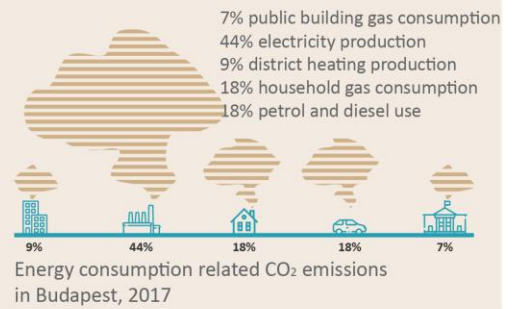
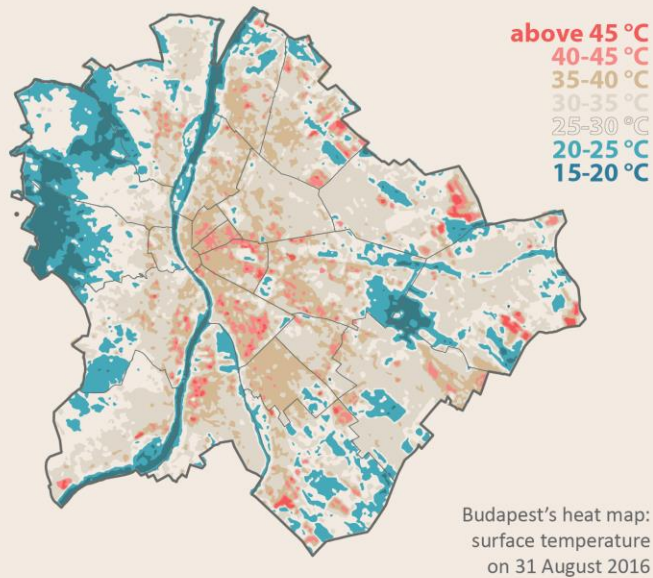
In Budapest:



Number of passengers carried in Budapest and nationally in 2017 (million)



Share of transport modes in the modal split (based on the number of journeys) 2014, 2017 and the BMP target for 2030 (data supplied by BKK (Budapest Transport Centre) and based on the BMP)





## AIM

### **Budapest should be a liveable and healthy, value-conserving and value-creating, climate-conscious city.**

- » An important feature of a liveable city is a healthy and safe living environment, a network of green and pedestrian-friendly public spaces, and the existence of housing conditions adapted to needs. Quality of life has a significant influence on the physical and mental performance of city users and is an attractive consideration when choosing a place to live. This also plays a positive role in retaining residents, in particular young people and families, in the establishment of labour-sensitive industry, and in attracting visitors, thus it is an important factor in the economic competitiveness of the city.
- » In public developments, the capital must set an example, not only in the high-quality, modern implementation of investments, but also in making decisions in a transparent way involving the city's inhabitants, and communicating the process transparently.
- » Public spaces and parks are of paramount importance to the quality of urban life because such areas provide opportunities for everyday recreation, relaxation and movement as well as social contact. In a positive scenario, urban public spaces meet the different requirements for use in a compact and flexible way following the principle of proportionality while striving to provide more space for walking and cycling. Achieving a liveable urban environment requires meeting the diverse needs related to public spaces, applying smart solutions, developing the quality and quantity of green spaces and pedestrian zones, and, as a condition of these, ensuring access to public transport that people would readily use.
- » Rethinking the use of public spaces and redistributing transport areas will help increase the competitiveness of pedestrian, cycling and public transport modes compared to private car use.
- » Track-based public transport needs to be further modernised. Suburban rail transport must be integrated into the Budapest public transport system. For commuters, options to change modes connected to public transport stops (P + R, B + R car parks) should be provided primarily outside the administrative area of the capital.
- » In the interest of sustainable personal and freight transport organisation, it is of paramount importance to decrease the need for mobility within the city and reduce the length of the journeys made, primarily through the use of urban development/planning tools.
- » The basis of Budapest's unique character is its homogeneous, historic building stock. Its special built heritage requires the protection, professional maintenance and sustainable development of its values. Houses built more than 100 years ago need numerous interventions: at the district level in the interests of liveability and a well-functioning inner city; at the block level to retain residents, and at the building level primarily to increase quality, to ensure acceptable technical conditions and thus to create a healthy living environment.
- » The task is to create an affordable housing system that adapts to the needs of society, and to promote the renewal of the existing housing stock. A key goal is the function-packed, value-creating revitalisation of brownfield sites and to discourage greenfield investments.
- » In order to ensure the safe operation and balanced development of Budapest, the available physical resources must be utilised in a sustainable manner in the long term. The primary goal is to eliminate wasteful practices and to increase efficiency by minimising energy losses. Replacing fossil sources and increasing the share of renewable energy sources in general is necessary.
- » Instead of short-term linear processes transforming waste, a circular, recycling approach should be adopted encouraging recycling options. All municipal players should assume a proportionate role in reducing greenhouse gas emissions and at the same time adapt to the effects of climate change.
- » The district heating system needs to be developed, linking the heating zones currently operating in island mode, connecting new consumers and increasing the share of green district heating.
- » Preference should be given to retaining rainwater, and its secondary use and utilisation should be encouraged, for example for watering. A stormwater management plan should be prepared for the area of Budapest which can be used to identify problems and provide solutions to tackle them. Furthermore, the main lines of flood defences, in particular those parts that do not meet the technical requirements (cross-section, stability, height), need renewal.
- » The outdated water utility system requires development using modern technologies and materials. The existing water resources, which also supply Budapest, should also be made resistant to the effects of extreme weather.

By **2035**, of all treated municipal **waste**,



**reducing** the amount of waste **disposed of**  
in landfills to **10%**.

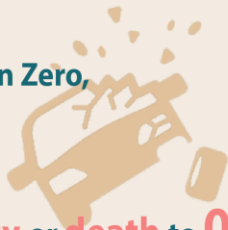
Lower carbon dioxide emissions

by **-40%**



Achieving the aim of Vision Zero,

i.e. **reducing** the  
number of road accidents



**causing serious injury or death to 0**,  
as soon as possible.

Increasing  
the length of flood defences  
built to the flood standard + 1.3 m

from **33.73km**  
~~~~~ to **60km**

In the transport modal split,  
reducing car traffic from



Increasing cycling from



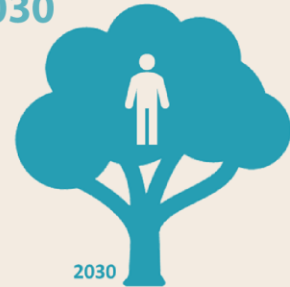
**2030**



Increasing green space

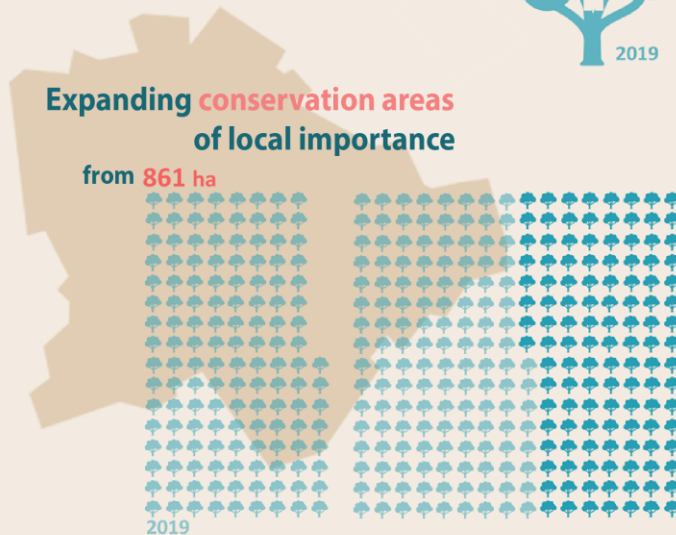
per capita to **7 m<sup>2</sup>**

by **2030**



Expanding **conservation areas**  
of local importance

from **861 ha**



to **1.200 ha**

## KEY INDICATORS 2027

- » Budapest's goal is to increase the share of cycling in the transport modal split (based on the number of trips) to 10% by 2030 (2% in 2017), and that of walking to 20% (11% in 2017), while the share of public transport should reach 50% (47% in 2017) and car traffic should fall to 20% (40% in 2017).
- » A 50% reduction in the number of serious road accidents and fatalities by 2030. Under Vision Zero, the aim is to reduce the number of fatal road accidents to close to zero as soon as possible and by 2050 at the latest.
- » Increasing green space per capita from 6 m<sup>2</sup> in 2019 to 7 m<sup>2</sup> in 2030
- » Expanding conservation areas of local importance from 861 ha in 2019 to 1,200 ha in 2026
- » A 40% reduction in CO<sub>2</sub> emissions by 2030 compared to the base year 2015 (6.11 million tonnes of CO<sub>2</sub>)
- » Reducing the proportion of waste disposed by landfilling among all treated municipal waste to 10% by 2035 (in line with the objective set out in the European Union's directive)
- » Increasing the length of defences built to the flood standard + 1.30 m from 33.73 km in 2019 to 60 km in 2026

### RESEARCH // Findings of surveys of Budapest residents

- » According to the Median 2020 survey, environmental issues are top priority for Budapest residents: the most important of the eight development directions is for the city to operate in an environmentally conscious way, which, based on the examples given in the questions, means cleaner public spaces and air as well as waste management. A greener city, i.e. with more green spaces and parks, is also very important in itself, but this is marginally behind in the list of priorities.
- » The vast majority of residents feel the need to make their homes more climate-friendly. However, typically, they would only be prepared to do so with some form of external financial aid (municipal or state grant, concessionary bank loan).
- » As regards future developments, the respondents think that the development of the banks of the Danube and the rust zones for recreational purposes, and increasing the number of separate waste collection points are the most important, but they also clearly support the expansion of nature reserves and the inclusion of bio-waste in separate waste collection. Almost all Budapesters would also be inclined to collect household waste separately.
- » Budapest residents consider the heat island effect in the city, heavy car traffic and dirty streets to be the biggest environmental problems in their surroundings. After these come problems associated with heavy traffic: noise nuisance, lack of safe cycle routes and poor air quality. On a scale of 100, respondents on average rate the problem of the insufficient number of trees on the streets at 43 points but inner city residents are more disturbed by this (59.5 points). Apart from the lack of cycle routes, the opinions on all the actual questions vary according to residential area, the problems of inner-city and suburban residents being different.
- » Based on online questionnaires, the inhabitants consider it important to preserve and develop the city's green spaces. Respondents typically see solutions to the effects of climate change in establishing green spaces, planting trees and avenues, and installing green roofs, even at the expense of paved and parking areas, but they also support cooling structures that provide shade and moisture.

## THEMATIC WORKING GROUP MEETINGS

- » According to the participants in the consultation, proper communication both between the city and its residents and between city residents is of paramount importance, and providing an opportunity of having a say in public affairs, and the individual awareness and needs of interested, proactive residents also play an important role.
- » The most important aspects as regards the environment are healthy and clean surroundings with good air, public areas that are pollutant-free and litter-free, and that are without traffic jams or unnecessary transport burdens. To achieve this, the "polluter/user pays principle" is applied, thus besides encouraging the reduction of emissions, charges arising from the use of public space (transport, parking, other) can also be reinvested in order to create the conditions for a healthy environment. At the same time, the operation of good municipal services, cleanliness in the city, safe public spaces, and public transport that works well are vitally important.

## II.A // CITY OF SHORT DISTANCES

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>Residential areas occupy 61.7% of the built-up areas of Budapest, which means 15,481 ha. An imbalance is apparent in both the distribution of the type of built-up area and the population. 10% of residential areas are densely built-up historic districts and 12% are tower-block housing estates, but 28% and 34% of the population live in these districts respectively. Only 38% of the population live in low-density areas of detached houses, which comprise 78% of the city's residential areas, where it is almost impossible to operate municipal services within reach economically.</p> <p>Changing consumer patterns and the spread of large hypermarkets, as opposed to traditional retail outlets, also encourage residents to cover greater distances and thus to use their cars. The resultant harm to the environment further impairs the quality of local life, which reproduces this process.</p> <p>The suburbanisation processes over the last ten years and the weight of the growing population of the conurbation exacerbate this situation. The population increase in the conurbation communities is not accompanied by the same pace of qualitative and quantitative growth of services, thus a significant part of the population living there is connected to the capital and Budapest's services on a daily basis. The need for mobility this causes is a burden for both the commuters and the communities who are compelled to tolerate the resultant environmental damage.</p>                                                                                                                                                                                                                                                                          |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ The problems arising from transport, such as deteriorating air quality, noise and the many road accidents, can most easily be addressed by reducing the need for travel overall. To do this, it is necessary to provide services people need every day, be they options for education, health care, recreation or shopping, within a short distance on foot or by bicycle. This is what a city of short distances means.</li> <li>→ This requires compact, mixed function neighbourhoods where not only are all these services easily accessible but people are also willing to use them on a daily basis. In addition to good quality services available to all, an attractive and safe urban environment, well-functioning public transport, and an enticing network of streets encouraging cycling and walking is required.</li> <li>→ The Municipality also needs to strengthen its existing and potential centres in the city through regulation and cooperation by developing a network of sub-centres, which also operate as easily accessible transport nodes and include both workplaces and dwellings. Strengthening the sub-centres will contribute to reducing daily transport requirements, as workplaces in a city of short distances are located in an integrated manner near dwellings, which will cut journey times.</li> <li>→ The development of Budapest's brownfield sites is an opportunity for them to reconnect with the operation of the city, creating residential areas with a wealth of functions and green spaces. Encouraging the change of function of brownfield sites can occur by legal, financial and communication means, and by promoting their transitional use or their utilisation as green space.</li> </ul> |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Alignment with the recommendations of the 2019 European Semester country report for cohesion funds for the 2021-27 period (COM (2019) 150 final): objectives 2, 3 and 5</li> <li>▪ Smart Budapest – Smart City Framework Strategy (2019)</li> <li>▪ Budapest 2030 / Budapest Long-Term Urban Development Concept</li> <li>▪ Environmental Programme of Budapest 2021-2026</li> <li>▪ Budapest Mobility Plan 2030 (2019)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ Reducing car traffic by increasing the share of active mobility in the local transport modes;</li> <li>→ Utilisation of brownfield sites;</li> <li>→ Strengthening the local economy, retail and sub-centre market functions.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>cooperation</b>             | <p>District authorities; businesses; civil society and professional organisations; state actors (Budapest Development Centre, NIF, etc.); residents.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>responsible</b>             | <p><b>Urban Planning Department</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>cooperating partners</b>    | <p><i>BKK, BKV, Budapest Highways Zrt., BDK, Budapest Waterworks Zrt., Budapest Sewage Works Zrt., FŐKERT, FKF</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## II.B // DEVELOPMENT OF SUSTAINABLE TRANSPORT

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>Budapest's transport network, especially in the inner areas and along the Danube, is overburdened. The considerable use of cars and frequent congestion largely contribute to the city's environmental problems, including high noise exposure and poor air quality. According to the greenhouse gas (GHG) inventory, after energy use, transport sector emissions were the second biggest item in Budapest in 2015, totalling 20% of all emissions. Within transport in Budapest, private and commercial road vehicles account for 86.6% of CO<sub>2</sub> transport emissions while 12.8% is attributable to public transport (Budapest Climate Strategy, 2018). Apart from the volume of vehicles on the road, the flow of traffic also has a major influence on the scale of air pollution and noise exposure. Congestion, accidents and pollution are all negative externalities which, due to their significant social, economic and environmental impacts and indirect costs, make the development of sustainable transport modes in addition to restricting the use of cars almost the most important issue in European cities. The public transport network in Budapest is able to perform adequately given the city's size and needs, but both the vehicle fleet and the infrastructure is outdated to an extent which jeopardises daily operation.</p>                                                                                                                                                                                                                                          |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ The measures aim to make public transport conditions and active and micro-mobility more attractive, thus improving the modal split in transport, contributing to the reduction of transport emissions, enhancing the travel experience and achieving more efficient operation. Influencing the modal split of the conurbation traffic is of key importance;</li> <li>→ The continued increase in cycling can be encouraged by eliminating the fragmentation of the main cycling network linking the districts of the city and by making the entire local road network cycle-friendly;</li> <li>→ Integrating car sharing into the local transport system helps reduce the number of privately owned cars and slows the rate of growth;</li> <li>→ The renewal of the existing public transport infrastructure, developing passenger-oriented intermodal connections, increasing the share of modern, comfortable, accessible and low-emission vehicles in the public transport fleet and the development of the necessary maintenance background are required. Through redistributing public spaces, the renewal and development of the pedestrian and cycling network elements closely linked to public transport is required;</li> <li>→ Information technology developments are necessary for more efficient, safer, more passenger-friendly services, and in the interest of implementing mobility as a service (MaaS) and achieving more efficient operation.</li> <li>→ Financial incentives (pull/push tools) and shaping attitudes are essential.</li> </ul> |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Alignment with the recommendations of the 2019 European Semester country report for cohesion funds for the 2021-27 period (COM (2019) 150 final): objectives 2, 3 and 5</li> <li>▪ Smart Budapest – Smart City Framework Strategy (2019)</li> <li>▪ Environmental Programme of Budapest 2021-2026</li> <li>▪ Budapest Mobility Plan 2030 (BMP)</li> <li>▪ Action plan based on the strategic noise map of the Municipality of Budapest</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ Reducing car traffic by lessening travel demand and increasing active and micro-mobility and the share of public transport;</li> <li>→ Lowering greenhouse gas emissions from the transport sector by 3% by 2030 compared to 2015 by improving the energy efficiency of transport infrastructure, and supporting and developing environmentally friendly transport modes (Budapest Climate Strategy, 2018);</li> <li>→ Making the operation of public transport services safer and more efficient;</li> <li>→ Enhancing the travel experience and customer satisfaction in public transport aided by digital, user-friendly developments;</li> <li>→ Modern vehicle fleet: fewer breakdowns, less lost operating time and less lost travel time (and their indirect economic impact).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>cooperation</b>             | <p>District authorities; businesses; civil society and professional organisations; state actors (Budapest Development Centre, NIF, etc.); residents.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>responsible</b>             | <p><b>BKK Budapest Transport Centre</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>cooperating partners</b>    | <p><i>BKV, Budapest Highways Zrt., BDK, FŐKERT</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## II.C // HEALTHY STREETS AND URBAN SPACES

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>Urban public spaces, apart from their physical extent bound by walls, are inevitably about the daily lives of the people who live in and visit them. For these to be living, vibrant and ultimately healthy spaces, a number of different criteria must be met. Increasing car use means there is less and less space for other functions: roads and parking spaces reduce the space for outdoor recreation, catering and urban green spaces. For example, the unequal pressure in inner-city areas manifests itself as overtourism and traffic congestion. In recent decades, public spaces have been comprehensively reconstructed, mainly in inner-city areas, increasing the size of pedestrian zones. However, both the pedestrian and the green space networks are fragmented and the standard of development is variable. In order to achieve a healthy urban environment and to improve the city's microclimate, it is essential to increase the network of green public spaces both in the inner city and the outer districts.</p> <p>The public space reconstruction programmes implemented over recent decades have mostly been local in scope, thus, except for a few instances, there has been no impact on the whole of the affected area of the city in a network-like manner beyond the immediate surroundings of a site. The various overlapping, burdensome problems, such as excessive car traffic, the resultant poor air quality, the risk of traffic accidents or even excessive parking in public areas, require coordinated treatment. Thus, a comprehensive guiding principle which puts the renewal and use of public spaces on a new footing is needed.</p>                                  |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ The Healthy Streets Approach is associated with the British public health and transport expert Lucy Saunders. This concept, which in essence puts people and their health at the centre of making decisions concerning the design, management and use of urban public spaces, was introduced to Hungary by Járókelő, a website for reporting problems noticed on the streets. The renewal of Budapest's public spaces must be carried out in accordance with these principles in order to make them safe and welcoming, while also accommodating green areas and recreational activities in public spaces.</li> <li>→ The two most important features of healthy streets are that people feel welcome there and can enjoy walking and cycling. If a street creates a healthy and inclusive environment, people will choose to stop, sit, walk and cycle there. A key criterion is to reduce noise exposure by physical interventions and regulatory means.</li> <li>→ Urban existence affects all the human senses, so many different aspects need to be taken into consideration when designing the appearance of streets and squares. Besides clean air and a quiet environment, it is important to be able to rest on the street, cross the road easily, and always have places providing shade and shelter.</li> <li>→ In addition to physical interventions, it is vital that people feel safe and enjoy themselves, and that there is always something to see and do on the streets. If these considerations are fully realised, there will be lively and vibrant, in short, healthy streets and urban spaces both in the inner city and in the outer districts.</li> </ul> |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Smart Budapest – Smart City Framework Strategy (2019)</li> <li>▪ Environmental Programme of Budapest 2021-2026</li> <li>▪ Budapest Mobility Plan 2030 (BMP)</li> <li>▪ Action plan based on the strategic noise map of the Municipality of Budapest</li> <li>▪ Concept of Budapest's Green Infrastructure (2017), Green Infrastructure Development and Maintenance Action Plan (GIDMAP)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ Relieving pressure on the environment, lowering CO<sub>2</sub> and other emissions, reducing noise exposure and improving local air quality by increasing the share of active mobility in the local transport modes;</li> <li>→ Safer and quieter streets by reducing traffic and lowering speeds;</li> <li>→ Lowering the number of fatal and serious road accidents significantly and to zero in the long term;</li> <li>→ Increasing the coverage of green areas and the number of public spaces that are attractive and invite people to stop and stay, ensuring equal access to recreational services in public spaces.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>cooperation</b>             | <p>District authorities; businesses; civil society and professional organisations; state actors (Budapest Development Centre, etc.); residents; public utility providers.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>responsible</b>             | <b>Urban Planning Department</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>cooperating partners</b>    | <p>FŐKERT, BKK, BKV, Budapest Highways Zrt., BDK, Budapest Waterworks Zrt., Budapest Sewage Works Zrt., FKF</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## II.D // CONSERVING NATURAL ASSETS AND IMPROVING GREEN COVER

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>The green cover system has an effect on urban climate, in particular atmospheric humidity and heat balance (the city's heat islands), the groundwater regime, air quality, wildlife and ultimately people. The degree of forest cover in Budapest (11%) compared to other European countries is average; the size of the forested area per capita is 34 m<sup>2</sup>, of which 25 m<sup>2</sup> is park forest for recreational purposes. Only 2% of the land in the capital is green cover; there is a green space provision of 6 m<sup>2</sup> per capita and, due to the uneven spatial distribution of public parks, some parts of the inner city (Districts VI and VII) have an exceptionally low rate at less than 1 m<sup>2</sup> per capita. Budapest's green cover system at present does not adequately fill its recreational and conditioning role; there is too little and often unsatisfactory quality green space. Budapest's average green cover intensity based on satellite images was 52% in 2015.</p> <p>In Budapest there are at present at least 1,200 hectares that can be described as brownfield areas whose previous function has ceased or that are underused and require intervention for a new use. The re-use of these areas is hampered by pollution caused by their previous function. Brownfield areas present an excellent opportunity to create new green spaces, thereby increasing the capturing of CO<sub>2</sub> and improving the urban climate. The Municipality has several prepared plans for the integrated recreational and green space development of the Danube zone and small watercourses (streams).</p> |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ The planned measures will be implemented through the coordinated development of the city's blue and green infrastructure, through an integrated approach involving environmental protection, habitat protection, adaptation to climate change and green space development within projects.</li> <li>→ In order to improve the amount of quality green spaces, preserving biodiversity, protecting semi-natural habitats, and an urban afforestation programme are priorities. The development of the green infrastructure network also occurs by involving underused areas and the renewal of well-frequented municipal parks;</li> <li>→ The humanisation of the public areas in the inner city, which are most exposed to the heat island effect, and the banks of the Danube is of paramount importance. Green space developments integrate the retention and utilisation (e.g. rain gardens) of stormwater in situ, as a result of which the load on the drainage system with insufficient capacity and damage caused in the event of flash flooding can be reduced;</li> <li>→ In order to strengthen the protection of green spaces, it is important to ensure utilities-free green belts and to increase the protection of existing trees through new technologies, root protection, protective conduits and relocating utilities. So that the green space goals can be achieved, the firm application of green space considerations in public utility and transport development projects is a crucial aspect.</li> </ul>                                                                                    |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Alignment with the 2019 European Semester Country Report recommendations on the use of cohesion funds for the 2021-27 period (COM (2019) 150 final): objectives 2 and 5</li> <li>▪ Environmental Programme of Budapest 2021-2026</li> <li>▪ Budapest Climate Strategy</li> <li>▪ Concept for Budapest's Green Infrastructure (2017)</li> <li>▪ Green Infrastructure Development and Maintenance Action Plan (GIDMAP)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ Enhancing the maintenance and quality of recreation areas will foster the conditions for staying healthy, increase the number of healthy life years, improve the mortality rate, and lessen the adverse impact on the economy due to ill health (number of working hours lost);</li> <li>→ Improvement in the city's climate, reduction of the heat island effect, better air quality;</li> <li>→ Conserving, strengthening and protecting biodiversity by developing networks;</li> <li>→ Increasing the area covered by green spaces;</li> <li>→ The general application of water-sensitive planning considerations;</li> <li>→ Social participation in green infrastructure development and operation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>cooperation</b>             | <p>Central Danube Valley Water Management Directorate; Environmental Protection and Nature Conservation Department of the Pest County Government Office</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>responsible</b>             | <p><b>Urban Planning Department, Landscape Engineering Section</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>cooperating partners</b>    | <p><i>FŐKERT, Budapest Waterworks Zrt., Budapest Sewage Works Zrt.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## II.E // IMPROVING ENERGY EFFICIENCY, CLIMATE PROTECTION

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|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>Roughly 60% of energy demand in buildings appears in households, while institutions, services and commerce combined are responsible for 35% (National Building Energy Strategy (NBES), 2015). Thus reducing the energy required to operate buildings is one of the most effective ways of lowering Budapest's greenhouse gas emissions. This will result in a decrease in the use of electricity, natural gas and other energy sources. The energy demand of residential buildings in Budapest (their CO<sub>2</sub> contribution) provides in effect 75% of all GHG mitigation options. In 2016, households on average used 12% of their income to pay for energy but for poorer households this expenditure can be two or three times as much. Almost three quarters (74%) of household energy consumption are devoted to heating. Modernising residential buildings is not only an environmental but also a social issue for both multiple-household inner-city buildings in a dilapidated physical condition and detached houses in outer districts.</p> <p>The effects of climate change are also being felt in Budapest as extreme weather events become more frequent and more intense, for instance persistent heat waves, floods and cloudbursts, flash flooding, inundations, storm force winds and prolonged drought. In the period between 1901 and 2018 there has been an increase of 1.36 °C in the mean average annual temperature in Budapest and concurrently, from the early 1970s onwards, the annual number of hours of sunshine has grown. In densely populated areas the temperature in summer is as much as 7 °C hotter than in neighbouring green-belt areas. The large-scale urban heat island effect is significant mainly in the inner city and on the Pest side of the river, and the suburban temperature is exceeded by 2 to 4 °C in spring and by 3 to 6 °C in summer in a significant part of Pest. The impact of heat waves is apparent in health problems, which affect the elderly population in particular. In Budapest almost 370,000 people are aged 65 or over, and more than 30,000 of them live in the most densely populated inner city districts, which are most exposed to the heat island effect (Central Statistical Office (CSO), 2019).</p> |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ In the interest of the safe functioning and balanced development of Budapest, the available physical resources must be used in a sustainable manner in the long term, and increasing the share of renewable energy resources instead of fossil fuels wherever possible along with implementing more efficient energy and material management is needed;</li> <li>→ In order to accelerate the energy refurbishment of buildings, it is important to create incentives, and organisational and financial instruments to increase the volume of building energy developments and to connect to district heating;</li> <li>→ The integrated management of measures targeting green spaces, stormwater management and flood protection: as a result of technical and ecological solutions, the demand for the capacity development of the drainage network should be reduced but the use of rainwater in situ should be increased.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Environmental Programme of Budapest 2021-2026</li> <li>▪ Budapest Sustainable Energy and Climate Action Plan (SECAP)</li> <li>▪ Budapest Climate Strategy</li> <li>▪ Directive 2012/27/EU of the European Parliament and of the Council on energy efficiency</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ Increased efficiency in the operation of buildings owned by the Municipality of Budapest and its economic companies;</li> <li>→ Lowering the level of emissions, and reducing and optimising the use of energy and materials;</li> <li>→ Decreasing dependence on fossil fuels;</li> <li>→ Improvement in the city's climate, reduction of the heat island effect, better air quality;</li> <li>→ Reducing the negative effects of climate change, improving Budapest's ability to adapt by developing the flood defence lines, retaining rainwater in situ and reducing the risks of flash flooding and inundations developing;</li> <li>→ The modernisation of district heating pipelines and carrying on the continuous, scheduled renovation of the heat centres and their connection to remote monitoring in order to increase operational security and energy efficiency.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>cooperation</b>             | <p>Energy utility providers; energy producers; Central Danube Valley Water Management Directorate; Environmental Protection and Nature Conservation Department of the Pest County Government Office; businesses; civil society and professional organisations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>responsible</b>             | <p><b>Climate and Environment Department</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>cooperating partners</b>    | <p><i>FŐKERT, BKK, BKV, Budapest Highways Zrt., BDK Kft., Budapest Waterworks Zrt., Budapest Sewage Works Zrt., FKF Zrt., FŐTÁV Nonprofit Zrt.</i></p> <p><i>Budapest Enterprise Agency – strengthening the role of open innovation in service development, involving actors, supporting process facilitation</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

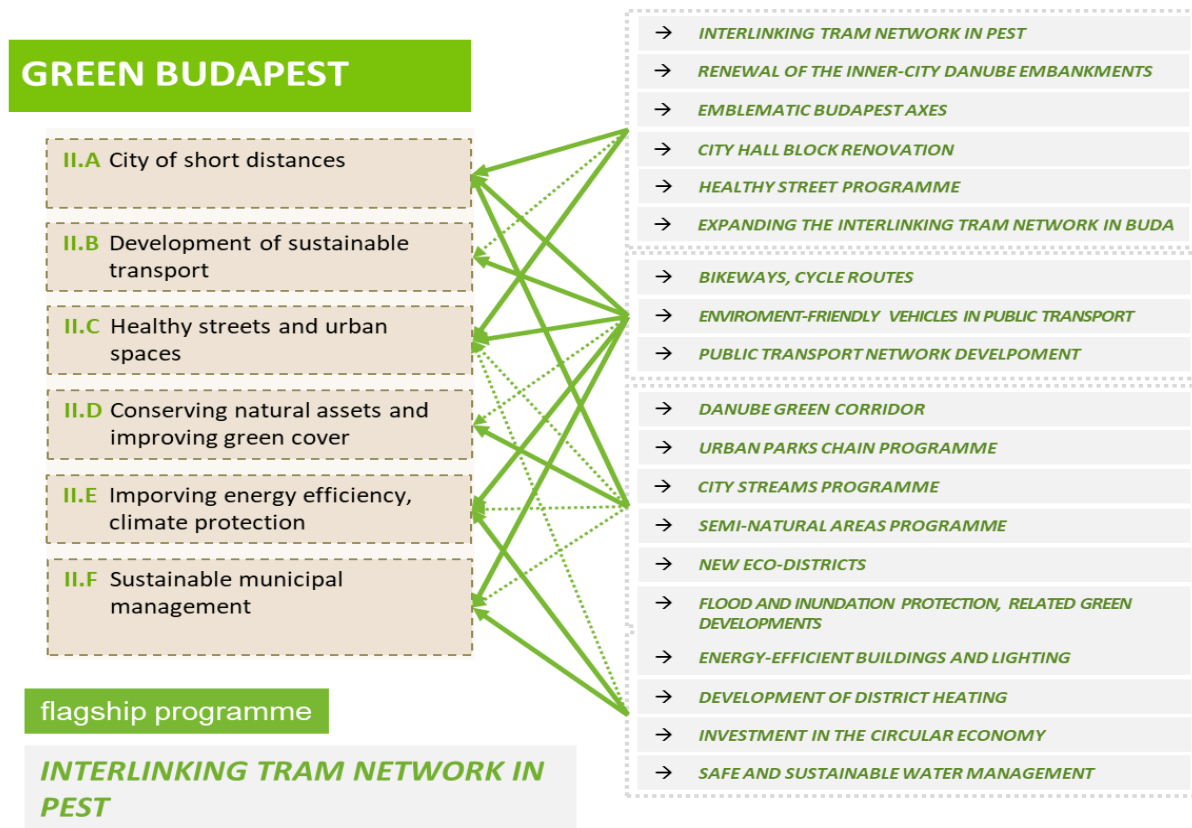


## II.F // SUSTAINABLE MUNICIPAL MANAGEMENT

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|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>The energy consumption of buildings (residential, service, institutional and industrial buildings and equipment) is responsible for 72% of Budapest's greenhouse gas emissions. This high percentage is attributable to 84% of energy consumption currently being fossil based while renewables account for only 4%.</p> <p>Air pollution is one of Budapest's worst environmental problems. Based on the measurement results of recent years, the periodic enrichment of PM aerosol, especially particulate matter (PM2.5), remains the greatest risk to health in addition to the occasional levels of nitrogen dioxide and ground-level ozone exceeding the relevant air pollution thresholds. In Budapest's energy consumption and CO<sub>2</sub> emissions, the consumption of the district heating company FŐTÁV accounts for 9% and 8% respectively, yet it plays a major role in improving air quality in the city. As a result of developments, the share of renewables can be further increased, providing opportunities to link large-scale property renovations with developments. The involvement of energy communities also means a new opportunity for the capital, for instance in electricity generation, storage, consumption or even the operation of electrical charging equipment. The existing public lighting network provides a sound basis for smart municipal operation whose efficiency can be improved and the ranges of services expanded. The main problem of waste management in Budapest is the low rate of separate collection and the recovery of municipal waste (15% in 2019), which in an EU comparison produces a poor rate of landfilling (28% in 2019). In addition to improving the effectiveness of separate door-to-door collection, there is a major opportunity in the collection and recycling of glass and biowaste. The municipal waste and maintenance services company FKF Zrt. currently operates 17 waste collection yards, where the public may hand over their separately collected waste mostly free of charge. Because Budapest and some municipalities in the conurbation use the filtration layers of the banks of the Danube to supply water, they are highly vulnerable to climatic impacts. Furthermore, several hazardous parts in the drinking water network (Sentab and asbestos-cement pipes, lead connecting pipes) are due to be replaced in the near future.</p> |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ Developing and improving the competitiveness of the district heating system in the interest of a healthy urban environment: establishing a unified district heating system by connecting district heating zones currently operating in island mode, connecting new consumers and supply areas (e.g. the inner-city districts) in order to encourage competition among heat producers, and increasing the share of the recovery of renewable energy by establishing new geothermal energy sources and further increasing the share of thermal waste recovery;</li> <li>→ Using waste heat recovered from spas in the institutional network's energy management;</li> <li>→ Modernising the public lighting network to use smart systems and installing smart systems when building new public lighting networks to contribute to the city's sustainable operation;</li> <li>→ Preventing waste generation and improving the recycling rate: developing a system encouraging recycling; increasing the recycling rate of waste as much as possible and expanding separate waste collection in order to move away from landfill in addition to developing treatment capacities;</li> <li>→ Modern, safe, energy-efficient water utility services: increasing the energy efficiency of wastewater treatment; managing water quality and capacity risks; technological developments and the reconstruction of water utility elements.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ National Energy Strategy 2030, with a perspective until 2040, Waste Framework Directive, Green District Heating programme</li> <li>▪ Environmental Programme of Budapest 2021-2026</li> <li>▪ Budapest Sustainable Energy and Climate Action Plan (SECAP),</li> <li>▪ Smart Budapest – Smart City Framework Strategy (2019)</li> <li>▪ Directive 2012/27/EU of the European Parliament and of the Council on energy efficiency</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ By 2030, a 40% reduction of CO<sub>2</sub> emissions compared to 2015 (SECAP);</li> <li>→ In view of the EU Directive, Budapest must strive to achieve a municipal solid waste recovery rate approaching 55% by 2025 and to significantly reduce the proportion of waste disposed by landfilling among all treated municipal waste;</li> <li>→ In line with the Green District Heating programme of the National Energy Strategy, the share of green district heat should grow by establishing geothermal heat producers and increasing the proportion of waste-based heat (HUHA I expansion);</li> <li>→ Interconnecting district heating zones considering technical and economic conditions;</li> <li>→ Enhancing the maintenance standard of the city's green spaces.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>cooperation</b>             | <p>Energy utility providers; energy producers; National Coordination of Waste Management and Asset Management Zrt. (NHKV); Central Danube Valley Water Management Directorate; Hungarian Energy and Public Utility Regulatory Authority.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>responsible</b>             | <p><b>BVH (BKM), Climate and Environment Department</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>cooperating partners</b>    | <p>FŐKERT, BKK, BKV, Budapest Highways Zrt., BDK Kft., Budapest Waterworks Zrt., Budapest Sewage Works Zrt., FKF Zrt., FŐTÁV Nonprofit Zrt. Budapest Enterprise Agency – supporting the role of open innovation and experimental projects in the development of services</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## ACHIEVING THE GOALS

### SUPPORT PROGRAMMES AND KEY PROJECTS TO ACHIEVE THE GOALS



### OTHER MUNICIPAL SUPPORT MEASURES TO ACHIEVE THE GOALS

- » Strategic level cooperation for the preparation of developments affecting the administrative area of Budapest and its urban region – Council for Public Developments in Budapest, Budapest Development Centre, Pest County Council.
- » Operating financial and grant funds for the implementation of urban development goals (Green and Empowering City), support for grassroots initiatives
  - Rethinking green and environmental grant programmes; environmental protection fund; setting up a grant fund in the Healthy Streets programme; expanding the Greening Gardens project (support for green walls, community gardens, etc.)
  - Rethinking heritage protection tenders
  - Supporting civil society/public community development programmes

#### → Urban Development Fund

- » Besides non-reimbursable aid, reimbursable resources through financial instruments are to be used: the establishment of the Budapest Urban Development Fund is under way for the purpose of realising projects that align with the urban development goals but are financially sustainable (income generating or resulting in cost savings) which would only show a return over a longer period compared to the return requirement expected by the market. The Fund supports projects on conditions that are more favourable than market terms in a decision-making process controlled by the city, and can be sourced more than once due to its revolving nature. The examined investment submarkets of the Fund are:
  - developments targeting building energy (including ESCO-type financing and organisational model ensuring a significant growth in the volume of residential energy-efficiency investments);
  - renewable energy production;
  - innovative support of municipal operational tasks using smart systems;
  - developing properties requiring major capital investment but of outstanding importance for urban policy (including constructing residential properties and, in order to ensure the labour force supply for public services, building service apartments and renovating workers' hostels).

- » Increasing innovation-supporting public procurement practice
- » Maintenance of urban planning tools – urban structural plan (USP) and Budapest Planning Regulations (BPR) – providing a sound basis for an integrated, liveable and sustainable capital compatible with the long-term concept.

## THE MUNICIPALITY OF BUDAPEST'S PARTNERS IN ACHIEVING THE GOAL

### Government

- » Legal environment, changing national regulations (National Building Regulations, Highway Code, support background);
- » Drafting a management plan and ensuring resources for developing World Heritage areas, cooperation;
- » Preventing further sprawl in the conurbation by regulatory and financial means, and through housing development along track-based transport;
- » Providing jobs, and social and educational infrastructure in the communities of the conurbation in order to ameliorate the transport needs crossing city limits;
- » Suburban railway developments to assist the operation and economic growth of Budapest and its urban area through the integrated development of the HÉV suburban railway network and terminals, building P+R and B+R capacities in the conurbation; cooperation in developing cycle infrastructure crossing city limits;
- » Coordinating transport services at the regional level, establishing stable financing of public transport in the capital and the conurbation in cooperation with the Municipality;
- » Substantive, mutually supportive cooperation with the Council for Public Developments in Budapest, coordinating development plans and projects;
- » Proportionate funding for the realisation of the Municipality's goals and projects: funds available from the operational programmes, recovery funds, ensuring a predictable financial background from the central budget for projects and services which are important for the roles of the capital and the conurbation; ensuring the conditions for reliable municipal operations (from the aspects of financing, duties and decision-making powers);
- » Constant maintenance of the forests managed by Pilisi Parkerdő Zrt., developing quality green spaces;
- » Consultations on merit about the contents of large-scale government programmes with the district authorities concerned and with the Municipality of Budapest in order to integrate them into the environment, manage impacts and coordinate other development intentions.

### District authorities

- » Two-way cooperation, regulation, coordination tasks, partnership and information exchange;
- » Cooperation in central system development (transport nodes, interchanges, municipal properties);
- » Developing the districts' programmes and integrated local strategies to improve the quality of local life:
  - Improving internal links – transport, cycle-friendly conversions, pedestrianisation;
  - Developing the quantity and quality of public and green spaces;
  - The quality renovation of residential buildings, improving energy efficiency;
  - Modernising the energy efficiency of rented dwellings, increasing the number of rentable homes;
  - Energy modernisation of local institutions, use of renewables;
  - Public security and cleanliness measures.

### Economic operators

- » Eco-conscious, high architectural standard property developments attracting international investors;
- » Involvement of the creative economy, and the retail and service sectors in forming the city's image.

### Civil society

- » Professional and civil society role in urban development, environmental and social areas (mobilisation, own projects, initiatives), professional/thematic cooperation in response to municipal initiatives;
- » Community innovations, grassroots urban development initiatives.

### Pest county and conurbation communities

- » Regulatory tools, providing jobs, and social and educational infrastructure in the communities of the conurbation in order to ameliorate transport needs crossing city limits;
- » Cooperation in network developments crossing city limits (cycling, green).

### Universities

- » Cooperation in research into urban problems and challenges and developing innovative solutions, partnerships in international applications.

### The public

- » Active participation in the city's affairs, environment- and health-conscious lifestyle.

# FLAGSHIP PROGRAMME

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## INTERLINKING TRAM NETWORK IN PEST

### GOAL:

#### → II.B // DEVELOPMENT OF SUSTAINABLE TRANSPORT

- » The aim is to make public transport and the conditions of active mobility and micro-mobility more attractive, which, besides improving the modal split of transport, reduces transport emissions, enhances the travel experience, and aids more efficient operation.
- » The measure intends to achieve better interoperability between the remaining parts of the city-centre tram network in the inner districts of Pest, in part by re-establishing links between street-running tracks and in part by reconstructing tram lines along the metro lines to relieve overcrowding on inner sections during peak periods, as well as to improve direct high-speed inner-city or city railway options for housing estates in the transitional and suburban zones by establishing new, modern, obstacle-free track sections.

### MEANS OF IMPLEMENTATION

#### → LINKING THE TRAM NETWORK BETWEEN DEÁK SQUARE AND LEHEL SQUARE

- » The aim is to establish a unified tram network on a north-south axis and to convert the tram terminals at Lehel Square and Deák Square into through stations, thereby providing the basis for gradually making the inner city pedestrian-friendly and facilitating further traffic calming in the city centre areas. If the project is implemented, users of the current line 14 from north Pest will be able to reach the inner city without changing, and a direct link could be created to make the south Buda area accessible. Further important considerations are that the fast surface track connection on Bajcsy-Zsilinszky Road will improve accessibility to the blocks which are not fully served by metro line M3.
- » Under the project, a new tram track will be laid on Bajcsy-Zsilinszky Road and Váci Road linking Deák Square and Lehel Square. The new section of track will join the north Pest and south Buda tram networks. The entire cross-section of Bajcsy-Zsilinszky Road and the inner part of Váci Road will be completely renewed, humanising Nyugati Square, connecting trolleybus lines 72 and 83, and replacing the inner-city section of the route of bus no. 9.
- » The traffic layout on Szabadság Bridge will be rearranged and its statics and dynamics strengthened to allow the operation of low-floor trams there. Accessibility to the tram stops on the Small Boulevard and on the whole of tram line 14 from Lehel Square to its northern terminal will be ensured.

#### → ESTABLISHING A TRACK-BASED ÚJPALOTA LINK

- » The aim is to establish a track-based link free of the disturbing impacts of road traffic between Újpalota and the inner city which provides options to change to the fast urban rail (metro) and street-running rail (tram) systems as well as a fast, direct access to the city centre.
- » Travel demand from Bosnyák Square and the Újpalota housing estate to the inner city is high and the roads and buses running from Újpalota through Zugló towards the city centre are very congested. At present the service level for the variant routes of bus no. 7 is low but this service is able to cater for short travel times, thus constructing a new high-capacity, high-standard tracked link which improves transport in Districts XIV and XV to a large extent and provides a sound basis for the development of the area is justified.
- » Phase I of Metro 4 involved construction from Kelenföld station to Keleti railway station, and Phase II would have continued the line to Bosnyák Square in Zugló and then on to Újpalota. Due to the high costs of building underground, the large stations and automated train control, the investment was abandoned after Phase I and the extension of the line to Bosnyák Square and Újpalota is not likely in the immediate future either. Because of existing demand, however, a cheaper overground track-based link between Keleti railway station and Újpalota is feasible and necessary.

- » The parameters of the planned line must guarantee that, when extending metro line M4 in the future, the constructed sections of line outbound from Bosnyák Square can be used to run an overground metro.

#### ➔ EXTENDING TRAM LINE 42

- » Rather than reaching the area of the Havanna and Gloriett housing estates by the currently crowded buses, the aim is to construct a traffic-free, track-based transport link by extending the existing Ady Endre Road tram line between the housing estates and the Határ Road terminal with an interchange to the urban fast rail (metro) system.
- » The need to extend tram line 42 is primarily justified by the currently overused, crowded buses serving the Havanna and Gloriett housing estates. The buses run on congested streets, which are mainly single carriageway, making them sensitive to disruptions of traffic. Apart from congestion, the buses encounter significant delays to their timetables due to the periodic closure of the level crossing on the Lajosmizse railway line, disrupting the planned regularity and making the reliability of the services poor.
- » On the existing section, the Határ Road tram terminal will be partly reconstructed and the railway line on the Ady Endre Road section will be totally reconstructed, while the stops will be renovated taking account of accessibility requirements. The adjustments to the platforms and making them accessible will affect the road lanes and the pedestrian and cycle routes crossing the road. The Tulipán Street stop, at present a terminal, will become a through stop and the new section will lead to the Gloriett housing estate via an underpass beneath the Lajosmizse railway line following the route Puskás Ferenc Street (Új temető Street) – Csapó Street – Barta Lajos Street – Kinizsi Street – Margó Tivadar Street. The safe and smooth running of the trams will be aided by new junctions with traffic lights. A new transformer will be installed to supply power to the new section of line. The Határ Road terminal of tram lines 42 and 52 will be modernised and the transformers at Száva and Kispest will be upgraded.

#### ➔ SOUTH PEST INTERLINKING TRAM NETWORK PHASE II, SOUTHWARDS EXTENSION OF TRAM LINE 3 TO TOPÁNKA STREET

- » The track-based public transport elements that provide a link to the inner city skirting District XX are on the border of the district or run where the density of building is low and they do not adequately reach the residential areas that are well populated. The passenger connection points of the track-based lines are difficult to access. The aim is to modify the route of the urban track-based network elements, striving to improve the standard of public transport services, in order to bring them into the centre line of the intensively built-up areas and to improve their network connections on a city-wide scale.
- » The phased development of tram line 3 between Határ Road in District XIX and Városház Square in Budafok will take place dependent on the construction of the Csepel-Albertfalva bridge. The first phase would involve the construction of the section between Határ Road and the Csepel crossing (Helsinki Road), which would be developed in the centre of Pesterzsébet connecting Határ Road, Török Flóris Street and Topánka Street. This route reaching the centre of the district would provide a direct link with both the Ráckeve HÉV suburban railway station and metro line M3.
- » In establishing the route, the tramway located on the side of Török Flóris Street would be extended south-westwards and a new, second track constructed next to the existing one. In Topánka Street the planned double track would be located in the centre of the carriageway.

#### ➔ ENSURING ACCESS TO TRAM LINE 50

- » The aim is to renovate and ensure access to the existing section of tram line 50, implementing modernisations that will reduce journey times and improve the service standard, and to lift the current restrictions on tram types, allowing low-floor trams to run on the line.
- » Line 50 today links the densely populated housing estate areas on the outer section of Üllői Road and the less populated, suburban areas near the city limits. Following the renovation, the platforms of tram line 50 will be easily accessible via pedestrian ramps, and the new stops will be adapted to the level and length of the low-floor CAF trams. After the reconstruction, passengers in a wheelchair or with a buggy will be able to board the trams unobstructed.
- » During the works, the platforms and station furniture of four stops (Kossuth Square, Árpád Street, Baross Street (platform in the direction of Béke Square), and Szarvas Csárda Square) will be reconstructed. The current passenger shelters and other equipment of the stops will be demolished and

modern platforms constructed with the necessary geometric design, new passenger shelters and information equipment (PA system, stop name signs). The platforms will be uniformly 36 metres long. The surroundings of the stops will also be refurbished. The existing platform lighting and street lighting will be renovated as will the road, pavement and green surfaces.

### ➔ NORTHWARDS EXTENSION OF TRAM LINE 3

- » The aim of the northward extension of tram line 3 and the construction of the Szegedi Road crossing is to increase the number of public transport links between Districts XIII and XIV, which are limited by the severing effect of the railway line and the motorway, and to develop a system of connections between the centres in the transition zone.
- » Between Hungária Ringway and District XV's Hubay Square, Districts XIII and XIV are not connected by a public transport link over a distance of nearly 6 kilometres. The most important of the public transport connections between the two adjacent districts is currently the Hungária Ringway, which is considered peripheral in terms of residential areas. The development of one of the most important transport axes of District XIV, Nagy Lajos király Road, has been a long-standing issue. By laying a track along Szegedi Road, tram line 3 running here would create a direct connection for the Göncz Árpád centre and Béke Square with Bosnyák Square, Örs vezér Square and the centre of Kőbánya.
- » During the implementation of the project, a new separate level road/cycle/tram crossing will be constructed over railway tracks no. 2 Esztergom, no. 70 Vác and no. 71 Veresegyháza between Teleki Blanka Street and Szegedi Road. Kassai Square will be renovated and reconstructed, and a new tram terminal adapted to the infrastructure of tram line 1 in the vicinity of Árpád Bridge built. The project will be linked to the planned northbound extension of metro line M1 and to the City Park project.

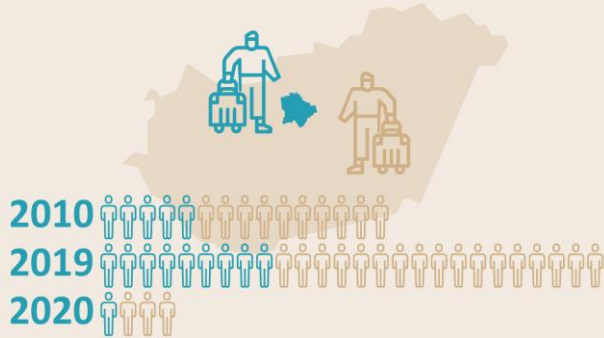
## → III. OPEN BUDAPEST

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### SITUATIONAL PICTURE

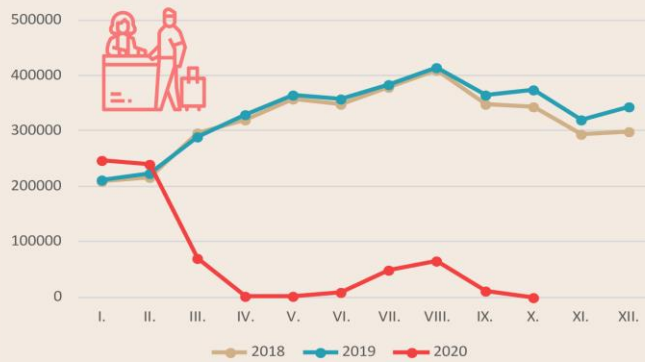
- » The level of involvement of local society in public affairs is low, which in part is due to a lack of information or convenient access to information about decision-making processes. At the same time, the environmental awareness of city users is improving and quality of life issues are becoming more important, strengthening civil society activity and commitment in these areas. According to surveys, public participation in civil society organisations is low. There is an absence of platforms where ideas can be shared.
- » The organisational background to support social initiatives and participation has been established (Department of Social Cooperation); the set of tools was significantly expanded by the second half of 2020 (opening of online participation topics ([közösségtervezés.budapest.hu](https://kozossegitervezes.budapest.hu)), the first community meeting on climate protection), and another part is currently under preparation (Civil Society Decree, Budapest dialogue, Budapest citizens' initiative).
- » The present structure of the Municipality's website does not provide quick access to information for residents and businesses, and the potential of geospatial information and the visual display of data remains unexploited. There is a lack of one-stop-shop administrative and information interfaces, as well as information support tools encouraging city residents to use services. Contents are not always in easy-to-understand language and neither is access to infocommunications always ensured. A large and growing section of society already has basic digital skills and the necessary devices, which provides a sound foundation for future service developments, especially in the field of communication, while competences are less developed from the aspect of online transaction services and e-public services.
- » There is no systemic cooperation between the Municipality and other stakeholders (such as the districts and institutions operating in the capital) in smart city developments, data management and sharing issues, and cooperation is incidental and mostly at the project level.
- » Mapping the wealth of digital data and devising data management strategies based on this at local authorities has not yet happened: the integrated data system supporting services and the range of data accessible to the wider public have not been defined, while the equipment and management conditions are only available in part. The range of open access data generated by service providers is narrow and not transparent.
- » The lack of coordination and of application of standards threatens the future connection, sustainable operation and systemic development of services based on new technologies.
- » According to Eurostat figures, the value of GDP per capita in purchasing power parity is lower than in the capitals of the region (Prague, Bratislava, Warsaw) and Budapest's position in key competitiveness indicators has not been improved either. The population is well qualified, having almost 100,000 university students, including a large number of foreigners, and about 100,000 foreign nationals living here, which represents significant intellectual capital.
- » Cooperation between local governments and the business sector as well as actors in the knowledge economy is incidental and the absence of transfer functions is typical; Budapest, as a market for and promoter of innovative solutions, does not take advantage of the opportunities arising from its position. Budapest as an urban space, the density of services and the challenges of the metropolis, together with the three million inhabitants of its urban area, represent a significant market and opportunity for innovation.
- » In the SME sector in Budapest, the level of digital and innovative applications, and participation in research and development activities is low (Regional Innovation Scoreboard RIS, 2019). The coronavirus pandemic has negatively affected, among others, businesses where, due to a lack of sufficient knowledge and resources, it was not possible to flexibly transform the business model and apply digital solutions.
- » Until the coronavirus pandemic struck Budapest, dynamic growth in the flow of tourists accompanied by the expansion of quality background infrastructure and services was typical. The strong concentration of tourists in the city centre caused a number of conflicts, which reduced the residential value of the affected districts. Cooperation between stakeholders is unsatisfactory and has not provided a solution to most of the problems.
- » In the field of tourism, the Municipality of Budapest has relatively limited powers (promotion, Budapest Card family, information point network, cooperation arrangements) and resources, while the tourist tax goes mainly to the districts. In 2020, a new organisational background was established (Budapest Brand Zrt.), whose activities cover integrated tourism and city brand development, as well as public communication.

Number of tourists in commercial accommodation nationally/in Budapest

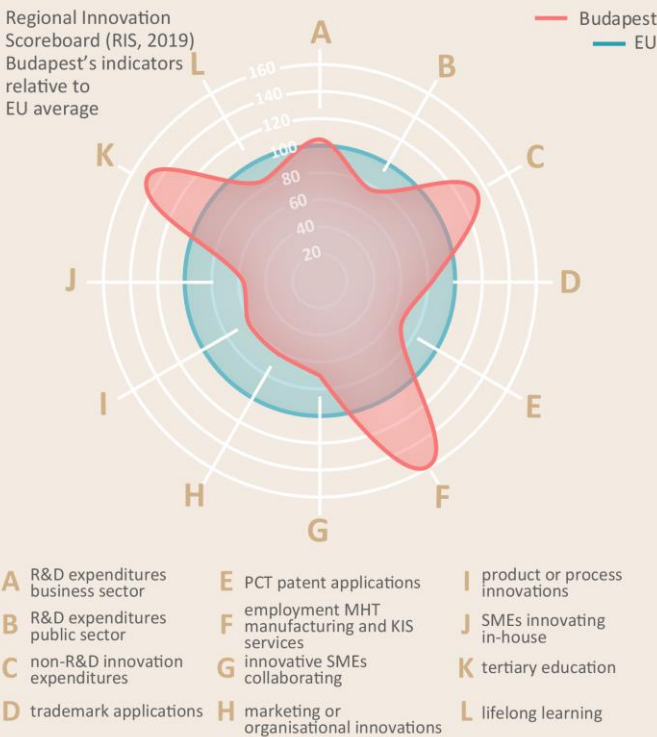


In Budapest the number of tourists grew by 80% between 2010 and 2019, but fell dramatically in 2020 due to the pandemic

Number of tourists in commercial accommodation in Budapest



Regional Innovation Scoreboard (RIS, 2019)  
Budapest's indicators relative to EU average



Number of tourists in commercial accommodation

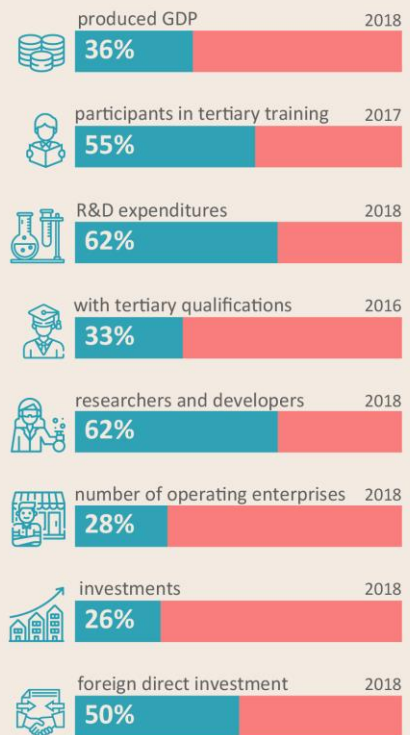


In 2019 in Budapest 4,616,285 tourist, of whom 3,974,296 were foreigners

GDP per capita in Budapest in 2018 was twice the national average



Budapest's economic weight and human capital characteristics are larger than its population share



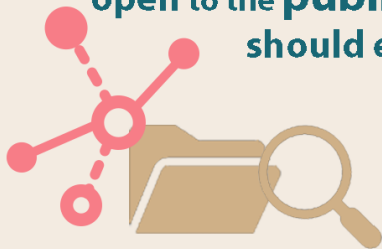


## AIM

### Proactive municipal governance, where cooperation and innovation have a key role.

- » Budapest's operating model is founded on cooperation, openness and transparency. The city can only take advantage of its opportunities in the future if an active partnership is built with those who assume responsibility and play a role in its development and shaping its future. For this reason, the Municipality of Budapest seeks to involve as many stakeholders as possible in urban development matters, decision making and evaluating results, including the users of the city, and professional and civil society organisations. In this way, not only will the democratic and transparent operating conditions expand but the creativity and ideas of the city's inhabitants and their participation in development, implementation and later even operation can become a major resource in urban development as well. High-standard, easy-to-understand communication, and ensuring better access to information are crucial tools in cooperation, authenticity and transparency. In this respect Budapest intends to develop its tools in the future also using the opportunities provided by technology.
- » The Municipality of Budapest is responsible for the most important services ensuring the day-to-day functioning of the city. The service-providing city implements customer-centric developments, which are based on dialogue and an agile service planning and development process. These often include experimental phases and planning in stages, integrate the measurement and feedback of results, and assess and incorporate the opportunities of digital technologies. In this process, the city resident is a user, a customer but also an important partner in planning services.
- » Putting the principle of the service-providing city into practice can only be successful if the organisational and operational background becomes suitable for participation in an agile, multi-stakeholder development process. This requires the modernisation of the internal operational and decision-making processes in the municipal service companies and offices, and the provision of adequate human resources. It is becoming an increasingly clear expectation that public sector services should be able to react quickly and operate flexibly similarly to the private sector, and that decisions are based on data and the assessment of processes. To this end, appropriate data collection and evaluation functions as well as feedback procedures need to be developed.
- » The conscious evaluation, use and expansion of the Municipality's data assets not only increases internal efficiency, but is also an important resource for the private sector, while the city itself acts as an innovation platform and market. New industries are being built on the digital transition, and new products and services are emerging in the border areas of the classical sectors. Innovation and digitalisation are the two fields on which Europe's and the world's urban areas today build their economic vision, endeavouring to create conditions that help businesses develop and markets expand while retaining and attracting a highly skilled workforce. Budapest plays an important role in the ecosystem of innovation, and, ultimately, social and environmental needs and challenges are the drivers of innovation. Thus measuring and communicating these to the actors of innovation is essential, as is supporting product and service development processes from their inception as ideas with data, information and the organisation of a test environment.
- » Cities, as regards the impact of tourism on the quality of life, can be interpreted as an environment where the use of space and services by tourists and local society overlaps strongly. The main task of Budapest, similarly to other successful tourist cities, is to operate its basic functions to the greatest satisfaction of the local population and visitors. The density of sights in Budapest is per se conducive to the development of tourism, but attractive connecting public spaces and the quality of time spent there make the city very popular with tourists visiting the city.
- » A more appealing layout of the banks of the Danube, refurbished public spaces and renovated parks all positively influence tourist opinions about Budapest. An important task of the Municipality of Budapest is to harmonise the interests of economic, recreational, environmental and community goals, and of the protection of existing values and the image of the use of public space. More and more tourists are interested in less usual places which are popular among locals and leisure activities besides sightseeing. It is the Municipality of Budapest's task to show these possibilities and to facilitate options to include as many attractions in the city and its urban area as possible in the offer, doing so in a way that makes them visible to the city's residents as well, thereby aiding the building of local communities. The aim is to create a diverse, sustainable, safe, likeable environment through a unified brand strategy and community building by means of creative, efficient and innovative projects, and to make Budapest one of Europe's most liveable cities.

Range of databases  
open to the **public**  
should expand



General satisfaction  
with simple,  
fast **administration**  
should increase



(in 2020, 18% on the T2B/4 scale)

100% of municipal procedures  
should also be  
**accessible electronically**  
for both the **public**  
and **businesses**  
by 2027



Residents should be involved in  
**90%** of  
urban development projects  
by using  
**community**  
**participation**



The Municipality  
of Budapest's rankings  
in international **quality of living**,  
**competitiveness** and  
**innovation** assessments  
should improve



70% of the **public's** arrangement  
of **administrative affairs** should be  
primarily via the **internet**  
by 2027

## KEY INDICATORS 2027

- » Increasing general satisfaction with simple, fast administration (in 2020, 18% on the T2B/4 scale)
- » Total (100%) transition of the Municipality's public and business procedures to electronic means by 2027 (reference data: drawn up in the framework of Budapest's digital strategy)
- » The public's use of the internet as the primary means of administering their affairs should reach 70% by 2027 (40% in the 2020 survey)
- » 90% of urban development projects should be implemented with the involvement of city residents, using community participation tools
- » Expanding the range of databases open to the public (reference data: drawn up in the framework of Budapest's data strategy)
- » Improving the rankings of the Municipality of Budapest in international quality of living, competitiveness and innovation assessments
  - Mercer quality of living index: 76th out of 231 cities in 2019
  - Economist Intelligence Unit list of liveable cities: 35th out of 140 cities in 2019
  - European Regional Innovation Scoreboard: 80.6% (compared to the 2019 EU average) in 2019, within this
  - European Regional Competitiveness Index: -0.02 in 2019 (together with Pest county for the territory of the former Central Hungary region)

### RESEARCH // *In surveys of the capital's population...*

- » *79% thought that convenient administration of official affairs was important but satisfaction in this field was extremely low with just 19% considering this to be satisfactory or good.*
- » *51% use news portals and 38% use social media pages to learn information about affairs concerning their city or neighbourhood. Nearly a third of respondents mentioned district newspapers and publications.*
- » *88% considered the possibility of expressing an opinion on the capital's affairs to be an important factor in an ideal city, while 90% emphasised the transparency of public affairs. The majority of residents said that expanding the set of tools and improving the quality of providing information would support participation in city affairs.*
- » *51% arrange their affairs primarily in person and 40% do so primarily using electronic means. A total of 65% of respondents mentioned the internet including those who marked it as a means of arranging affairs in second place.*

## THEMATIC WORKING GROUP MEETINGS

- » According to the participants in the consultation, bringing into being an open, proactive and well-functioning city requires, inter alia, transparently operating cooperation platforms, the assessment of social needs, the development of one-stop-shop administration and customer service systems, and reducing bureaucracy overall.
- » Ensuring transparency and developing short-term action plans are important. Creating a fast, flexible approach requires internal organisational development, the use of digital tools, and conscious data management.
- » The Municipality of Budapest has a major role in reconciling interests.
- » The participants thought that the majority of Budapesters are not aware of the powers of the Municipality of Budapest and the background of funding its operation and developments, thus expectations are often unrealistic and the communication related to them is unsatisfactory.
- » Changes can also be achieved by incorporating pilot project phases alongside resource-intensive projects and through existing regulatory and financial instruments, and the Municipality of Budapest must use these tools and methods.

### III.A // URBAN DEVELOPMENT BASED ON COOPERATION

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>To ensure participation, the “Open Budapest” Social Cooperation Department was established by the Municipality, whose most important task is to involve people living in Budapest in urban development affairs, to liaise with civil society organisations, to manage cooperation with them, and to plan and support participatory events and processes occurring with their involvement. In order to promote professional co-operation with civil society organisations in Budapest and to increase the efficiency of this, as well as to ensure continuous consultation and dialogue with them, establishing a formal framework for cooperation has begun (Civil Society Decree). The preparation of the institution of the Budapest dialogue and the Budapest citizens’ initiative also supports the meaningful involvement of the people of the city in public affairs. While in the case of the former the General Assembly or the mayor may initiate the opportunity for residents to express their views on certain issues, the citizens’ initiative places the emphasis on the broader discussion of issues raised by the public.</p> <p>By evaluating the experience gained from the introduction of tools aiding participation in 2020, the practical application can be improved in the future. To this end, the participatory budget was launched, when city residents can decide on the use of the amount earmarked for this purpose within the Municipality’s budget in a multiphase, regulated, transparent process.</p> <p>Under the framework of community planning, the Municipality of Budapest involves the city’s residents and users in various phases of development related to actual issues through tools available via the internet, and planning events and workshops based on personal cooperation. In 2020, at the initiative of civil society organisations, the Municipality held the first community meeting for the capital on the climate emergency.</p> <p>Authentic, easy-to-understand communication that reaches many Budapesters as well as feedback on the results of participatory events, sharing information and ensuring transparency play a huge role in activating and reaching the city’s residents. The process is built on trust and credibility, whose basis is cooperation and openness.</p> |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ The emergence of participatory planning as a support service for administrative units of the Municipality and the service companies without specific resources for this purpose: consulting, planning, and implementing processes in part or in full by the “Open Budapest” Social Cooperation Department;</li> <li>→ Development of a set of participatory tools: online, digital methods of community planning; developing tools for rapid consultation; involvement in budgeting, community meetings and other workshops based on personal cooperation;</li> <li>→ One-stop-shop appearance for digital contents of opportunities to participate, where the public can find active, ongoing options to get involved on a single page;</li> <li>→ The development of monitoring processes;</li> <li>→ Developing tools and organisational resources aiding cooperation, communication and involvement;</li> <li>→ Producing and making available professional contents related to participation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Smart Budapest – Smart City Framework Strategy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ An increase in the number of community-based urban development projects and active reaches.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>cooperation</b>             | <p>Residents; civil society organisations; district authorities – communication with civil society officials, mutual support for the publicity and promotion of participatory events.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>responsible</b>             | <p>“Open Budapest” Social Cooperation Department</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>cooperating partners</b>    | <p><i>Budapest Brand Zrt.</i> – communication on participatory planning<br/> <i>Economic organisations, authorities</i> – producing the necessary professional contents, initiating opportunities to participate during project and strategy preparation</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

### III.B // RENEWAL OF COMMUNICATION AND CITY MARKETING

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>The methods of communicating with residents and building the city's brand are constantly changing, due in part to advances in digital technologies. Instead of the traditional destination- and target-group-oriented marketing approach of the past, where different messages and sub-brands were often used and appearances were dominated by slogans and logos, a more integrated approach and conscious system-building (tools, channels, etc.) concentrating on relatively few but important messages is required.</p> <p>In the case of Budapest, building the city brand used to be fragmented, and in an international sense it was only built on presenting traditional elements of tourism services. The change of attitude has already begun in the internal communication. The stakeholders – residents, organisations and businesses – are playing an increasingly active role in presenting the city and its life through their own stories and experiences related to Budapest (enbudapestem.hu).</p> <p>City marketing and urban development are closely related areas which are built on a consensus-based vision not influenced by political cycles and on measuring development needs and satisfaction with the city. While the urban development strategy focuses on the steps leading to change, the urban brand is based on factors that determine the identity of Budapest's residents and are valuable, attractive and work well for them in the city. The information and feedback received from city users, as well as the research and monitoring results related to city marketing also serve as useful input for urban development.</p> <p>Providing up-to-date, authentic, easy-to-understand information is an important area of municipal service which supports transparent operation and monitoring affairs. This can be served both by contents available on the internet, and events and platforms built on personal relationships.</p> <p>As regards the tools, an important task is to renew the city's website, to structure the content in a user-friendly way, to develop its image and, in general, to put greater emphasis on the use of clear, plain language.</p> |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ Implementing an integrated city marketing strategy: organisational development, tools, cooperation systems;</li> <li>→ Introducing research/monitoring tools (annually repeated brand research);</li> <li>→ Developing digital platforms (enbudapestem.hu);</li> <li>→ Cooperation in the communication of municipal services (linked to operational goal III.C);</li> <li>→ Budapest Global Council – establishing a reconciliation forum for economic issues;</li> <li>→ Communications support for urban development affairs;</li> <li>→ Programme development (independent events and appearance at events organised by others).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Smart Budapest – Smart City Framework Strategy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ Improving the local, domestic and international opinion of Budapest in surveys (Budapest Brand research panel).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>cooperation</b>             | <p>Residents, businesses, tourists – feedback and participation in development (co-creation); civil society organisations, non-profit companies – operation of platforms for reporting faults.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>responsible</b>             | <p>Budapest Brand Zrt.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>cooperating partners</b>    | <p><i>Social Cooperation Department</i> – communication related to participatory planning</p> <p>Economic organisations – contents of communication about services</p> <p><i>Budapest Enterprise Agency</i> – measuring, adopting and representing the needs of mainly small and medium-sized enterprises</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

### III.C // CUSTOMER-CENTRIC MUNICIPAL SERVICE DEVELOPMENT

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>A service-providing, well-functioning city carries out developments based on the needs of customers, and devotes great attention to the analysis and understanding of various uses. This requires mapping expectations, assessing needs regarding quality, resources, and access, regularly checking satisfaction with newly introduced service elements and service quality in general, and consistently processing feedback. The results of measurements are incorporated into the development process, and in many cases the customers themselves participate in the service development, helping to achieve the best results possible by contributing ideas and opinions and taking part in testing. Customers are best able to express the habits of usage and the expectations that are mostly related to daily living and rapidly change with today's technological advances on which service development is based.</p> <p>A specific type of service interface is the direct customer relationship, when there is some direct interaction between the customer and the service provider besides the use of the service. Such instances are providing information, submitting various forms and paying bills. The aim of the Municipality of Budapest is to make customer relationship functions carried out through direct and indirect service providers as smooth as possible to the greatest satisfaction of residents and businesses. As one of the most important aspects is convenience, a priority goal is to improve online access not only by increasing the range of functions and affairs dealt with, but also by making them more user-friendly. The main direction in personal administration is the development of easily accessible and integrated customer centres which enable the arrangement of a variety of issues. The same approach applies to customer functions that can be accessed on the internet through the development of a one-stop-shop system, in particular for information requests, navigation and reporting service faults. During the editing and wording of both printed and electronic publications and information leaflets, efforts should be made to provide assistance in guiding customers and to aid the understanding of contents.</p> |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ Monitoring: measurement, feedback and evaluation functions, developing and operating tools in service planning (needs, expectations, satisfaction);</li> <li>→ Assessing services – regarding the different life situations of residents and the different life cycles of businesses (the situations they typically encounter the service in, changes in needs);</li> <li>→ Direct involvement of customers in the service development process;</li> <li>→ Creating one-stop-shop administration / information platforms at the highest possible level (integration); establishing integrated, physical customer service points for public services;</li> <li>→ Developing information and fault reporting functions (categorising received complaints and feedback; application of developing technologies: chatbot, application of AI);</li> <li>→ Developing a service package and discount system for local residents in the Budapest Card system (Budapest App).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Smart Budapest – Smart City Framework Strategy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ Improvement in the results of customer satisfaction surveys regarding services;</li> <li>→ Greater satisfaction with public services (Budapest Brand research panel).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>cooperation</b>             | <p>Residents, businesses, tourists – feedback and participation in development (co-creation); civil society organisations, non-profit companies – operation of platforms for reporting faults.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>responsible</b>             | <p><i>Direct customer relations units of the Mayor's Office</i> – developing procedures<br/> <i>Municipal service companies</i> – developing services and front office functions within their remit and through cooperation</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>cooperating partners</b>    | <p><i>Budapest Enterprise Agency</i> – strengthening the role of open innovation in service development, involvement of actors, support of processes<br/> <i>Social Cooperation Department</i> – professional support of participatory planning events<br/> <i>Budapest Brand Zrt.</i> – coordination of image development, developing card system, supporting the easy-to-understand communication of services</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

### III.D // MODERN DATA MANAGEMENT AND ACCELERATING THE DIGITAL TRANSITION

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>In the daily operation of Budapest, a mass of data is generated which not only can support decision-making and strategic planning, but also plays an increasingly important role as a resource in stimulating economic growth and innovation. These data represent value, but their utilisation and the conscious management of the data assets generated under the competence of the Municipality of Budapest have not been carried out systematically to date. Apart from the management-type targets of strengthening the efficiency of day-to-day operations and intersectoral cooperation, this is an area where preparations for the future are needed as well. Artificial Intelligence (AI) and the Internet of Things (IoT) are two technologies that are playing a larger and larger role in the functioning of cities and require forward-looking, coordinated, standard-compliant planning. Secure big data platforms and the necessary analytical functions need to be established, but the city's infrastructure must also be developed in order to make it suitable – now or in the near future – for the integration of various sensors, data collection and system-level interconnection. This requires coordination at the capital level and a proactive approach. Sharing data (open data) enables businesses and other organisations to access resources and then their data-based developments support strategic goals such as increasing security, reducing emissions, and improving the customer experience of and access to services. The development of Budapest's data management must be implemented in line with the Union's and Hungary's policy framework and tools (centrally appearing platforms), which requires a flexible approach due to the relatively rapid changes. The aim of the digital development of the Municipality's services is to improve internal efficiency and to modernise services. Digitalisation is connected with innovation through solutions developed for local needs and the application of best practices already tried and tested elsewhere.</p> |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ Establishing municipal data management – development of data collection, processing, sharing tools and cooperation systems, with the necessary technical and organisational development. Creating integrated data sets available to and jointly developed with the district authorities;</li> <li>→ Establishing a framework for cooperation with private actors;</li> <li>→ Carrying out pilot projects to test new technologies, develop a system of tools, devise collaboration mechanisms, and establish big data platforms;</li> <li>→ Digital developments supporting smart operation, data collection and data analysis (cameras, sensors, monitoring devices; registers; utility diagnostic tools; integrated ERP systems, etc.); further infocommunication developments (infrastructure, security, etc.);</li> <li>→ Preparation of the Municipality of Budapest's comprehensive digital development strategy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Smart Budapest – Smart City Framework Strategy (2019)</li> <li>▪ Economic Stimulation and Job Creation Strategy 2015-2021 (2018)</li> <li>▪ National Digitalisation Strategy 2021-2030 (June 2020 draft published for partnership consultation)</li> <li>▪ European Data Strategy (2020; COM (2020) 66 final)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ All procedures will be digitally available to customers by 2027;</li> <li>→ The framework for the Municipality's data management and the online interface for sharing will be completed;</li> <li>→ The integrated implementation of smart city ICT applications in a public space development/complex neighbourhood development area will be launched on a pilot basis.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>cooperation</b>             | <p>District authorities; businesses; civil society and professional organisations; residents; state actors (Ministry for Innovation and Technology, Interior Ministry, Lechner Knowledge Centre, Hungarian Tourism Agency, etc.).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>responsible</b>             | <p>Office of the Deputy Clerk (until specifically assigned)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>cooperating partners</b>    | <p><i>Budapest Highways Zrt.</i> – in developing the geographical information display of data owned by the Municipality<br/> <i>Budapest Enterprise Agency</i> – monitoring needs of the business sector, supporting the digital transition of businesses, announcing competitions for ideas about the innovative use of data<br/> <i>Mayor's Office and municipal service companies</i> – cooperation in collecting and sharing generated data; for infrastructure projects, measuring and evaluating data collection/location of smart devices as a horizontal aspect; continuous development and modernisation of the digitalisation of internal processes</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

### III.E // INNOVATION AND ORGANISATIONAL DEVELOPMENT IN MUNICIPAL SERVICES

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>The digital developments of the Mayor’s Office and companies of the Municipality of Budapest support the expansion of the range of data, and modern efficient operation and management, contributing to customers receiving higher quality services. The continuous training and motivation of employees, and supporting the internal management systems by modern digital tools both increase efficiency. Training must cover the potentials concealed in the latest technologies, cooperation and the use of open innovation, primarily with the involvement of business, municipal and administrative leaders. One of the important goals of organisational development is to improve the efficiency of cooperation between the different service subsystems. In the renewal of Budapest’s services, the opportunities provided by open innovation must be exploited by strengthening the involvement of customers, employees, market participants and the creative and scientific sectors in the process focusing on solving problems. The essential idea for the period between 2021 and 2027 is “mission-driven” innovation. From Budapest’s viewpoint, this means in practice that the city itself is a platform that creates opportunities; by describing and making visible problems and challenges, it can stimulate and steer innovation towards important urban issues and foster connections between participants through various platforms and also use its means to help identify at an early stage, assess and scale up new emergent needs. Innovation in an urban environment is a product for which there is international demand as the world is becoming increasingly urbanised.</p> <p>In addition to the above, the Municipality of Budapest intends to play a participatory role in accelerating the digital transition of small businesses in the city by supporting the integration of digital technologies and the improvement of digital skills.</p> |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ Organisational development, developing tools supporting operations, decision-making and monitoring, and providing training to prepare human resources;</li> <li>→ Digital developments supporting business operations (e.g. enterprise resource planning systems);</li> <li>→ Organising urban living labs and open innovation processes – including prioritising urban challenges and urban areas undergoing transformation (project sites), arranging a test environment, operating an urban innovation platform and more actively involving the knowledge industry in renewing urban services and areas. Idea competitions, supporting development by data, test environments, promotions;</li> <li>→ Structured partnership (with the local business community, EIT KIC, etc.) and building strategic partnerships (technology platforms, long-term cooperation projects);</li> <li>→ Supporting the digital transition in the SME sector: developing a voucher scheme, training modules;</li> <li>→ Digitalisation of public collections (Szabó Ervin Library, History of Budapest Museum) and the application of digital technologies in culture (creating the technical conditions for digital film screenings, improving access by developing the online presence of museums).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Smart Budapest – Smart City Framework Strategy (2019)</li> <li>▪ Economic Stimulation and Job Creation Strategy 2015-2021 (2018)</li> <li>▪ National Digitalisation Strategy 2021-2030 (June 2020 draft)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ By 2027, the operation of all the Municipality’s service companies will be supported by ERP software;</li> <li>→ Improved Regional Competitiveness Index results.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>cooperation</b>             | <p>District authorities; businesses; civil society and professional organisations; residents; state actors (Ministry for Innovation and Technology, Interior Ministry, Lechner Knowledge Centre, Hungarian Tourism Agency, etc.).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>responsible</b>             | <p>Office of the Deputy Clerk (until specifically assigned)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>cooperating partners</b>    | <p><i>Budapest Enterprise Agency</i> – managing open innovation, supporting the digital transition of businesses, establishing platforms with economic operators</p> <p><i>Mayor’s Office and municipal service companies</i> – organisational development, training, cooperation in implementing projects, partnership in creating innovation, applying innovative solutions</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

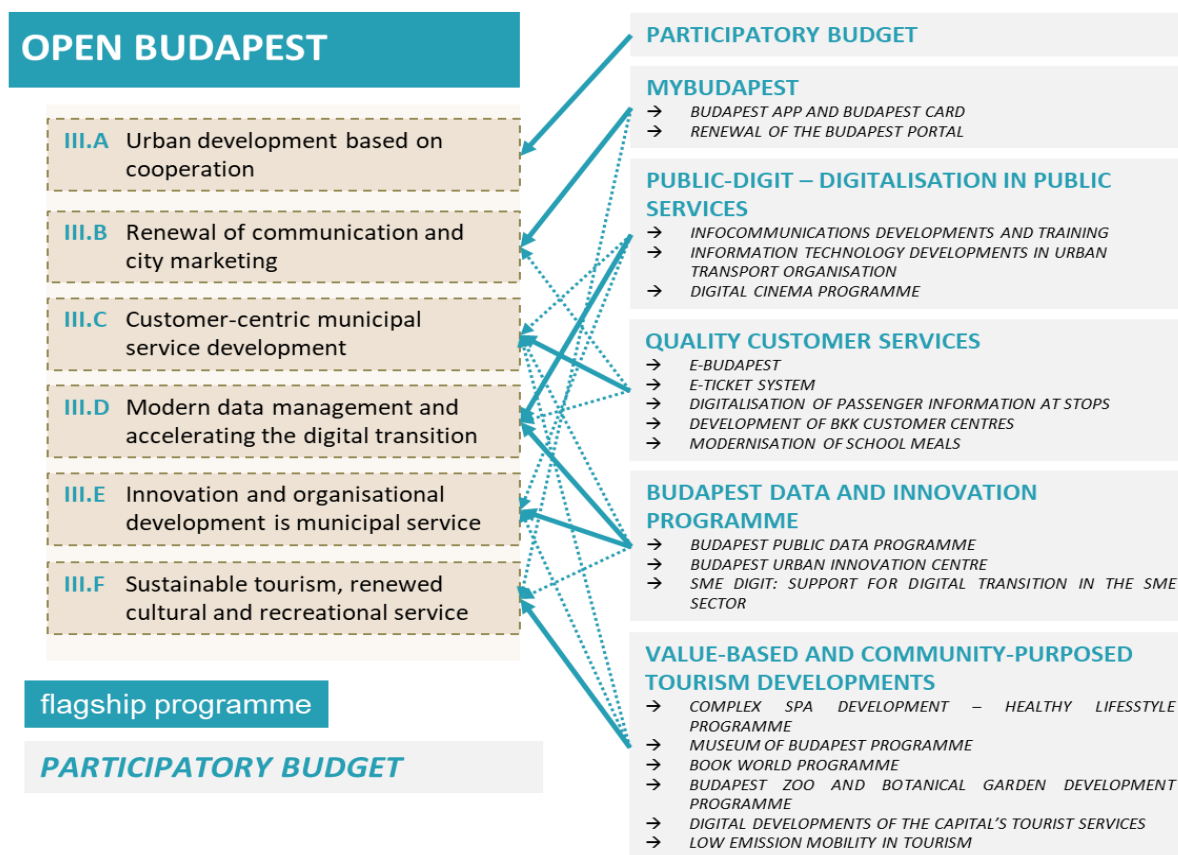


### III.F // SUSTAINABLE TOURISM, RENEWED CULTURAL AND RECREATIONAL SERVICES

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>background, reasons</b>     | <p>The Municipality of Budapest, in spite of its limited resources, plays an active role in promoting Budapest, and develops its cultural and recreational institutions and events, and the services operated on a cooperative basis, such as information points and the Budapest Card family, which make the stay of tourists here more comfortable. Due to the effects of the COVID-19 pandemic, developing the capital's tourism strategy on a partnership basis, which is long overdue, has become even more important. This, in parallel with the recovery of the sector, also provides opportunities for accelerating digitalisation and asserting the green and sustainable approach while offering solutions for tackling problems experienced in recent years, for instance the pressure on the environment due to the strong spatial concentration and conflicts arising from overtourism in residential areas, as well as for efficiency and improving the customer experience.</p> <p>Developments in the future require an integrated approach and sustainability, in other words developments are to serve both residents and visitors (financial sustainability) while also contributing to improving the quality of the urban environment (environmental sustainability). These include cultural services, health tourism developments in spas, and the digitalisation of tourism services.</p>                                                                                                                                                                                                  |
| <b>brief description</b>       | <ul style="list-style-type: none"> <li>→ Preparing Budapest's tourism strategy on a partnership basis;</li> <li>→ Developing the Budapest Card family, development of partnership cooperation with service providers;</li> <li>→ Improving the image and customer relations functions of institutions (e.g. entry systems, ticket sales, etc.);</li> <li>→ Putting into service low-emission tourist buses, introducing demand-driven bus services between tourist destinations in the capital;</li> <li>→ Regulating the routes, traffic and parking of sightseeing buses;</li> <li>→ Developing the chairlift in Zugliget for tourism purposes;</li> <li>→ Integrated tourist information and residents' agora function, creation of a community space in the recently opened outdoor and indoor spaces of the City Hall, utilisation of the Merlin Theatre;</li> <li>→ Improving convenience in mobility (baggage check-in between the airport and city centre, check-in functions accessible on transport modes while travelling, etc.);</li> <li>→ Integrated development of spas for health tourism purposes (energy efficiency, heritage protection, etc.);</li> <li>→ Heritage protection developments of the Budapest Zoo and Botanical Garden, completion of the Biodome investment;</li> <li>→ Strengthening the community role of the History of Budapest Museum, continuing developments that are under way – service-providing museum, visitor-oriented approach;</li> <li>→ Increasing the number and quality of cultural events, also supporting the tourism branding of the capital.</li> </ul> |
| <b>strategic compatibility</b> | <ul style="list-style-type: none"> <li>▪ Smart Budapest – Smart City Framework Strategy (2019)</li> <li>▪ Economic Stimulation and Job Creation Strategy 2015-2021 (2018)</li> <li>▪ Budapest Mobility Plan (2019)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>expected results</b>        | <ul style="list-style-type: none"> <li>→ Growth in the number of visitors to Budapest's cultural and recreational institutions compared to the reference year 2019;</li> <li>→ Increasing visitor satisfaction.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>cooperation</b>             | <p>District authorities; businesses; professional and civil society organisations; state actors (Ministry for Innovation and Technology, Hungarian Tourism Agency, Budapest Development Centre, etc.); residents.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>responsible</b>             | <p>Budapest Brand Zrt.<br/>Culture, Tourism, Sport and Youth Policy Department<br/>Budapest Spas Zrt.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>cooperating partners</b>    | <p><i>Mayor's Office, municipal service companies, cultural institutions</i> – developing services, cooperation in devising discount systems<br/>Budapest Transport Centre (BKK) – participation in developing tourist transport services</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

## ACHIEVING THE GOALS

### SUPPORT PROGRAMMES AND KEY PROJECTS TO ACHIEVE THE GOALS



### OTHER MUNICIPAL SUPPORT MEASURES TO ACHIEVE THE GOALS

- » Participatory planning operated as a horizontal service in the capital's project developments and strategy-making, expanding the set of tools; establishing and operating a framework for participatory processes (Civil Society Decree, Budapest citizens' initiative).
- » Rethinking the funding/grant application system for the support of civil initiatives in accordance with the thematic application procedure.
- » Review of the local taxation system; expanding the range of urban development resources, supporting the dissemination of and introducing new financing means (e.g. crowdfunding; financial instruments for allocating reimbursable resources).
- » Carrying out organisational transformations and coordinated procurement in cooperation with the municipal service companies.
- » Workforce training, further training, scholarship schemes, and incentives and recognising performance in the field of human resources management.
- » Strengthening public procurement practices to support innovative solutions in the Municipality's remit.
- » Strategic level cooperation for the preparation of developments affecting the administrative area of Budapest and its urban region – Council for Public Developments in Budapest, Budapest Development Centre, Pest County Council.
- » Setting up an urban development monitoring system linked with data strategy and research panels (for instance, Brand research), questionnaire research, cooperation with universities and trainee programmes.
- » Active city diplomacy in domestic and international relations, participation in international thematic cooperation.
- » Developing thematic cooperation platforms; strengthening the partnership background for investment promotion and cooperation with the business sector (e.g. Budapest Council).
- » Participating in and initiating cooperative projects to strengthen the regional innovation ecosystem, joining existing platforms, joint project development. Launching grant application projects through international and domestic cooperation to address urban challenges.

- » Legislative changes under the Municipality's own competence and a proactive lobbying role in the representation of the city's affairs.
- » Introduction of incentives and discounts to encourage temporary usage, targeted discounts for social enterprises cooperating in achieving the city's goals.

## THE MUNICIPALITY OF BUDAPEST'S PARTNERS IN ACHIEVING THE GOAL

### Government

- » Proportionate funding for the realisation of the Municipality's goals and projects: funds available from the operational programmes, recovery funds, ensuring a predictable financial background from the central budget for projects and services which are important for the roles of the capital and the conurbation; ensuring the conditions for reliable municipal operations (from the aspects of financing, duties and decision-making powers). Priority support for the digital transition of local authorities, public services and SMEs, and the smart city initiatives in the period 2021-2027.
- » Developing education, investment in higher education, increasing the effectiveness of the universities of the capital by international standards.
- » Versatile support for the development of the Budapest urban area's innovation ecosystem, ensuring domestic resources to supplement EU funds, development of a regional specialisation strategy (RIS3) for the Budapest urban area.
- » Implementing government projects to stimulate the economy. The Municipality of Budapest will continue to support government projects that contribute to the expansion of the capital's international cultural role. Besides renovating the existing valuable building stock, the construction of new properties in brownfield, under-utilised areas is supported, which also helps relieve the strong spatial concentration of tourism (e.g. constructing the new Transport Museum on the site of the former Northern Vehicle Repair Shop).
- » Cooperation in the development of the area of the Liszt Ferenc International Airport as an economic zone; the conscious use of the features the airport gives, developing the road and rail links of the airport.
- » Carrying out developments to fill existing gaps in tourism (large conference centre). Cooperation in the development of Budapest's tourism strategy.
- » The quality development of international transport connections (establishing Vienna-Budapest and Budapest-Warsaw high-speed rail links).
- » Coordinating and introducing standards in relation to smart city developments.
- » Legal environment affecting the operation of businesses, rationalising administration/procedures at the national level, predictability, ensuring the conditions for e-administration.

### Districts:

- » Two-way cooperation, partnership in successfully executing coordination tasks and providing information.
- » Cooperation in coordinating smart city developments, and data sharing and collection.

### Economic operators

- » Strategic partnerships and professional communication with lobby groups and chambers;
- » Implementing environment-conscious property developments built to high architectural standards that attract international investors. Participation in strengthening Budapest's role in the international economy, creating a favourable international opinion of Budapest, and making the city become international.
- » Increase in investments focusing on research and development, attracting a well-qualified workforce by creating knowledge-intensive, high added-value jobs. Partnership in strengthening the innovative approach of the public and disseminating open innovation culture. Cooperation in smart city developments of urban public services. Grassroots organisations, clusters, networks.

### Civil society

- » Professional and thematic cooperation, resources, openness towards the Municipality's initiatives. Professional civil society involvement in urban development in environmental and social areas (mobilisation, own projects, initiatives, cooperation between civil organisations, sharing experiences). Community innovations, grassroots urban development initiatives, sharing ideas.

### Universities

- » Cooperation in research into urban problems and challenges, in developing innovative solutions, and in international applications.

### The public

- » Active participation in the city's affairs.

# FLAGSHIP PROGRAMME

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## PARTICIPATORY BUDGET

**“BRAINSTORM! YOUR IDEAS WILL MAKE BUDAPEST A BETTER PLACE.”**

### GOAL

#### → III.A // URBAN DEVELOPMENT BASED ON COOPERATION

- » Involving the people of Budapest in urban development by allowing the city’s residents to decide how to spend a certain part of the municipal budget instead of the Municipality.
- » Increasing the interests and awareness of the citizens of Budapest concerning local developments, and strengthening the dialogue between Budapesters and the Municipality.
- » Implementing truly important developments for the inhabitants that improve the quality of life.

### MEANS OF IMPLEMENTATION

- » The participatory budget is a new initiative under which anyone who is a resident of Budapest can submit an idea for suggested improvements in their residential environment or matters affecting the whole of Budapest, adjusting to the specific financial framework.
- » The Municipality of Budapest allocates a separate amount (HUF 1 billion in the 2020 test period) for the implementation of participatory budget projects. This amount is divided into different categories, each with a specific allocation and a maximum budget for each proposed project. Project proposals can be submitted by a specified deadline on a website set up especially for this purpose in response to a call published on the same website. The proposed projects must comply with as many of the stated principles as possible, namely: public interest, equality, community approach, quality change, functionality, security, sustainability and giving new life to the city.
- » Once the brainstorming phase is complete, the Municipality of Budapest checks the proposals received to make sure they can actually be carried out under its powers as the metropolitan authority. Ideas are approved in collaboration with the districts, as a significant part of the residents’ ideas also affects district property. Within the framework of the participatory budget, mainly projects of an investment nature are eligible for consideration that can be implemented through a single development, achieve a qualitative change or rethought functionality, and do not involve the performance of a continuous activity. It is important that the Municipality of Budapest only supports new investments from the participatory budget and not maintenance tasks.
- » After this short check, the submitted ideas are displayed for all to see on the website. The Municipality of Budapest and the district concerned then examine the ideas from legal, financial and formal aspects. The ideas considered to be compliant are presented to a council of Budapest residents, who draw up the final list to be voted on. After that, the ideas proposed for the final vote are posted on the website, now anonymously, in easy-to-understand language, specifying the period available for and conditions of the final vote. The implementation of the winning ideas then will be started by the Municipality of Budapest.
- » An important tool in the participatory budget is deliberation and discussion, that is starting a dialogue between the stakeholders. In the brainstorming phase, the Municipality of Budapest and its partners hold community discussions and meetings through which those interested can better understand the method of the participatory budget and receive help for developing their ideas. The Municipality of Budapest contacts people who have submitted an idea on a similar topic and/or for the same location, and initiates combining and jointly developing the ideas. The Municipality provides an opportunity for the originators of the winning ideas to cooperate in the realisation of the ideas. The possibility of learning about the ideas received through the website that guarantees the transparency of the entire process is ensured. Based on the experience of the pilot scheme, the process needs to be further developed, for instance by referring project ideas to the specific district under whose remit they fall or which they affect; cooperation with districts and experts to support the process, capacity building and awareness-raising tools among the population.

## 1.4 THE STRATEGY'S EXTERNAL AND INTERNAL CORRELATIONS

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*This chapter presents the compatibility of the strategy's goals with the European Union's and Hungary's policy documents and directives. The internal correlations can be found following the description of the situational picture, the results of research and the thematic working groups, directly after each aim, in the justification of the operational goals.*

The contents of the strategy are consistent with the development directions and principles of the European Union and Hungary, especially with the policy objectives for the period 2021-2027. Budapest, due to its size, plays an important role in achieving the climate goals of the Union and Hungary. With regard to the recovery instrument created for dealing with the crisis caused by coronavirus (Next Generation EU), the European Commission has proposed using the resources especially in the area of green and digital transition, thus preparing member states' economies for the future. The recovery funds must contribute to enforcing climate and environmental sustainability considerations, and support the transition to clean energy through the modernisation of energy systems. This is the same direction as the green goals of Budapest.

The new Leipzig Charter adopted in 2020, which, in the spirit of a fair and green Europe, fully accords with Budapest's strategic goals, is an intergovernmental document of the EU member states whose aim is to uphold the common principles and strategies of sustainable urban development policy. The revised document places greater emphasis than before on participatory planning, affordable housing, tackling demographic changes, the European Green Deal, and exploiting the opportunities offered by digitalisation, technological development and the circular economy. This is in line with the European Union's Urban Agenda, that is the application of the principles of subsidiarity and proportionality while respecting the powers of cities. Budapest's urban policy conforms with the principles jointly laid down by Europe's cities.

Several domestic sectoral documents are currently under review, thus neither the new version of the National Smart Specialisation Strategy (RIS3) nor the National Strategy for Research, Development and Innovation was known when the IUDS was drawn up. This was also the case with the National Development 2030/National Development and Territorial Development Concept adopted in 2012, whose material has been under review for years. A study of coherence with these documents ought to be carried out in the monitoring phase; during the social consultation phase, Budapest's right to be consulted and assert its interests must be exercised.

The government began social consultation on the Partnership Agreement and the operational programmes for the period 2021-2027 in November 2020, publishing a brief summary of the documents referred to. The document bases the use of cohesion funds on a vision for the period up to 2030 and six strategic objectives set out to achieve it. Hungary's priority objective for 2030 is to increase economic and social competitiveness while diminishing territorial disparities. According to the available summary, in the case of four of the six objectives, the following contact points can be identified, which also indicate the potential financing of the projects implemented within the framework of the Strategy.

- A thriving, healthy and, in terms of the labour market, competitive population – connection with the Strategy's empowering measures (reduction of disadvantage, improvement of employment conditions, maintenance of health, substantial reduction of premature death)
- High technology, innovative Hungary producing high added value and the renaissance of Hungarian production culture in the 21st century – connection with strengthening the role of cities in the innovation ecosystem and supporting the digital transition of businesses
- Energy-independent Hungary, and clean and safe environment – connection with the measures of the Strategy listed under Green Urban Development
- Fast and convenient transport, improvement of accessibility in the country and in the Carpathian Basin – connection with the measures of the Strategy listed under Green Urban Development

The connection of the following documents to the themes is indicated by the symbols below:

 **Empowering Budapest**  **Green Budapest**  **Open Budapest**

## 1. EUROPEAN UNION

|                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |     |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <b>Cohesion policy</b>                    | The EU set five objectives for the 2021-27 implementation cycle, which cover the Union's main investment priorities, and resources will be allocated in these areas in line with these objectives.                                                                                                                                                                                                                                                                                                                                                                                                             |     |
|                                           | 1. a smarter Europe by promoting innovative and smart economic transformation (PO1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ●   |
|                                           | 2. a greener, low-carbon Europe by promoting clean and fair energy transition, green and blue investment, the circular economy, climate adaptation, and risk prevention and management (PO2)                                                                                                                                                                                                                                                                                                                                                                                                                   | ●   |
|                                           | 3. a more connected Europe by enhancing mobility and regional ICT connectivity (PO3)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ●   |
|                                           | 4. a more social Europe by implementing the European Pillar of Social Rights (PO4)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ●   |
|                                           | 5. a Europe closer to citizens by fostering the sustainable and integrated development of urban, rural and coastal areas and local initiatives (PO5)                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ●●● |
| <b>European Green Deal</b>                | Climate change and the scale of environmental damage caused by human activity prompted the European Union to set out courses of action to counter the harmful processes in the framework of the European Green Deal. In order to achieve the objective of climate neutrality by 2050, investments which address economic, environmental and climate challenges in an integrated way play a key role in the use of resources. Such areas are the introduction of cleaner, cheaper and healthier transport modes, improving the energy efficiency of buildings, and promoting innovation and green technologies. | ●   |
| <b>European Semester / Country Report</b> | Each year the European Commission prepares an in-depth review of the budgetary plans, and macroeconomic and structural reform programmes of each member state. The European Council's Country Report Hungary 2019 made recommendations according to thematic areas for the country's next development cycle, which with regard to the Strategy are as follows:                                                                                                                                                                                                                                                 |     |
|                                           | » increasing energy efficiency and the use of renewable energy sources;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ●   |
|                                           | » reduction of leakage in water networks, and other efficiency measures; protection of water sources;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ●   |
|                                           | » improving air quality;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ●   |
|                                           | » promoting the transition to circular economy;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ●   |
|                                           | » enhancing green infrastructure in an urban environment and reducing pollution;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | ●   |
|                                           | » tackling specific urban challenges based on local needs;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ●●● |
|                                           | » promoting sustainable urban mobility, investments supporting low-carbon dioxide emission public transport                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | ●   |

|   |                                                                                                                                               |   |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------|---|
|   | and active modes of transport, like cycling and walking;                                                                                      |   |
| » | targeted investment in employment, social services, education and health care for disadvantaged groups, including infrastructure development; | ● |
| » | tackling housing exclusion;                                                                                                                   | ● |
| » | enhancing access to health and long-term care services;                                                                                       | ● |
| » | reaping the benefits of digitalisation for citizens and businesses.                                                                           | ● |

## 2. NATIONAL LEVEL DOCUMENTS





















|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                          |     |
|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <b>National Development 2030 / National Development and Territorial Development Concept (2012)</b> | The document formulates the territorial objectives below for Budapest:                                                                                                                                                                                                                                                                                                                                                   |     |
|                                                                                                    | » Budapest is a metropolitan region, a centre of the cultural and knowledge industry; Budapest as an economic region is an ideal business environment; strengthening its role as an international tourism and cultural centre; proactive urban and regional development, knowledge- and skills-based economic development, making the green economy culture take root, and exploiting the economic potential of tourism; | ● ● |
|                                                                                                    | » Budapest is a liveable metropolitan region;                                                                                                                                                                                                                                                                                                                                                                            | ●   |
|                                                                                                    | » Strengthening the individuality of the capital by giving prominence to the assets of its built heritage and imparting them with cultural and intellectual content; developing the World Heritage area and the Grand Boulevard forming a unit with it and related areas for cultural and tourism purposes, their use as a resource;                                                                                     | ●   |
|                                                                                                    | » Retaining the population by providing attractive healthy living conditions, strengthening equal opportunities and developing a flexible housing structure;                                                                                                                                                                                                                                                             | ● ● |
| » Creating the coexistence of the city and the Danube.                                             | ●                                                                                                                                                                                                                                                                                                                                                                                                                        |     |

Other national level documents which were considered in preparing the strategy:

- Strategy for Strengthening Hungarian Micro, Small and Medium-Sized Enterprises 2019-2030
- National Smart Specialisation Strategy (RIS/3) 2014-2020 – under review
- Digital Welfare Programme 2.0 (2017) and related sectoral programmes
- National Tourism Development Strategy 2030
- National Transport Infrastructure Development Strategy 2030
- Hungarian National Energy and Climate Plan (2020) and related documents: National Energy Strategy 2030, National Climate Change Strategy, National Sustainable Development Strategy, National Building Energy Strategy, Long-Term Building Renovation Strategy → **The Municipality of Budapest – in line with the European Union’s building renovation strategy presented in the second half of 2020 – proposes greater state participation and the large-scale use of EU cohesion and recovery funds for the energy renovation of Hungary’s obsolete building stock.**

### 3. BUDAPEST DOCUMENTS

Correlations with the content of long-term plans for Budapest:

|                                                                                            |                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Budapest 2030 – Long-Term Urban Development Concept</b>                                 | The document Budapest 2030 defined 17 long-term goals which the measures of the Strategy contribute to achieving as follows:                                                                 |
| <i>Long-term objectives related to the strategic goal of Proactive Urban Development:</i>  | » Proactive urban development                                                                             |
|                                                                                            | » Partnership – joint planning of the future in the region and the country                                |
|                                                                                            | » Unified Budapest                                                                                        |
|                                                                                            | » Strengthening Budapest’s international and European role                                                |
|                                                                                            | » Knowledge-, skill- and green-based economic development                                                 |
|                                                                                            | » Self-sustainable urban management system                                                                |
|                                                                                            | » Preserving and developing cultural diversity                                                            |
| <i>Long-term objectives related to the strategic goal of Green Urban Development:</i>      | » Creating healthy environmental conditions                                                               |
|                                                                                            | » Climate protection and efficient energy use                                                             |
|                                                                                            | » Value-based preservation and development of individual city character                                 |
|                                                                                            | » The city co-existing with the Danube                                                                  |
|                                                                                            | » Efficient, balanced urban structure – compact city                                                    |
|                                                                                            | » Brownfield sites as the target areas of urban development                                             |
|                                                                                            | » Intelligent mobility                                                                                  |
| <i>Long-term objectives related to the strategic goal of Empowering Urban Development:</i> | » Creating a flexible housing structure responding to needs                                             |
|                                                                                            | » Optimising human services                                                                             |
| <b>Budapest Spatial Development Concept 2030</b>                                           | This Concept defines nine strategic objectives divided into 31 development goals:                                                                                                            |
| <i>Long-term objectives related to the strategic goal of Proactive Urban Development:</i>  | » Proactive, cooperative spatial, urban and regional development                                        |
|                                                                                            | » Knowledge-based, competitive, innovative and green economy                                            |
|                                                                                            | » Partnership – joint planning for the future, coordinated developments in Budapest and its urban area  |
|                                                                                            | » Strengthening the international role by exploiting its regional position                              |



|                                                                                            |                                                                                                                   |   |
|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---|
| <i>Long-term objectives related to the strategic goal of Green Urban Development:</i>      | » Developing an efficient urban structure – compact city                                                          | ● |
|                                                                                            | » The protection and sustainable use of environmental resources, protecting natural assets and landscape features | ● |
|                                                                                            | » The creation of a transport system adapted to Budapest's complex roles                                          | ● |
| <i>Long-term objectives related to the strategic goal of Empowering Urban Development:</i> | » Inclusive, supportive and active society                                                                        | ● |
|                                                                                            | » Developing a flexible and modern housing structure                                                              | ● |

During the comment phase of the IUDS, the General Assembly of the Municipality of Budapest adopted the Budapest Spatial Development Programme (BSDP), which is one of the basic documents of preparing for the European Union planning and implementation period 2021-2027 and also integrates the development intentions of the district authorities. The contents of the Programme were prepared in parallel and coordinated with drafting the IUDS, which is the Municipality of Budapest's medium-term plan. The Budapest Integrated Development Programme (BIDP) was prepared as an important working document for both plans and was published by the General Assembly for social consultation in September 2020. During the planning phase, the BIDP formulated the development priorities and projects of the Municipality of Budapest that align with EU policy directions. The content of the BIDP was integrated into the documents of both the IUDS and BSDP by updating the projects and development intentions.

### **Budapest Spatial Development Programme 2021-2027**

The overarching aims of the programme, which are identical to the 3 strategic objectives of the IUDS, are served by 5 priorities structured to conform with EU policies:

|                                                                   |   |
|-------------------------------------------------------------------|---|
| » Efficient and sustainable resource management                   | ● |
| » Adapting to climate change                                      | ● |
| » Low-emission urban mobility                                     | ● |
| » Services creating opportunities                                 | ● |
| » Competitive, smart economy and service-providing municipalities | ● |

In 2019, the framework strategy Smart Budapest - Smart City was completed as the foundation of the IUDS. The IUDS was drawn up building on the baseline study of the smart framework strategy and on the diagnosis of the smart city subsystems and considering the proposed means.

The Strategy was prepared taking account of Budapest's other sectoral plans:

- Economic Stimulation and Job Creation Strategy 2015-2021 (review 2019)
- Budapest Climate Strategy and Sustainable Energy and Climate Action Plan (SECAP) (2021)
- Environmental Programme of Budapest 2016-2021 – under review
- Budapest Mobility Plan 2030 (SUMP) (2019)
- Development concept of Budapest's green space system – Concept of Budapest's Green Infrastructure (2017)
- Radó Dezső Plan (Green Infrastructure Development and Maintenance Action Plan) (2021)
- Active and Micromobility Strategy – under preparation

## 2 INTERVENTIONS

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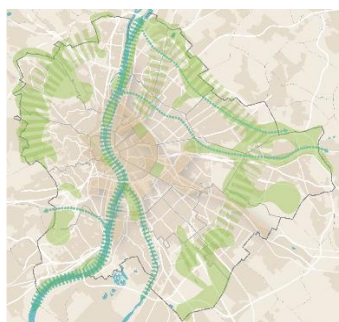
### INTERVENTIONS SUPPORTING IMPLEMENTATION

The strategy reflects the principles of green urban development in its spatial implementation as well, laying emphasis on liveability on an urban scale. An important aspect in the selection of the areas was that a territorial balance should prevail: instead of an inner-city focus, developments should also occur in the transitional zone and the outer districts, and issues affecting several districts should take precedence.



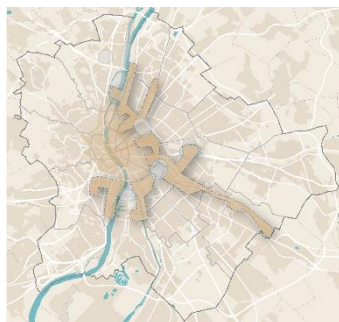
#### LIVEABLE INNER CITY ACTION AREA

- The **inner city** is highly important not only because of its symbolic value representing the whole city but also because almost a third of Budapest's population lives in this area, which constitutes only a tenth of the capital's residential areas.



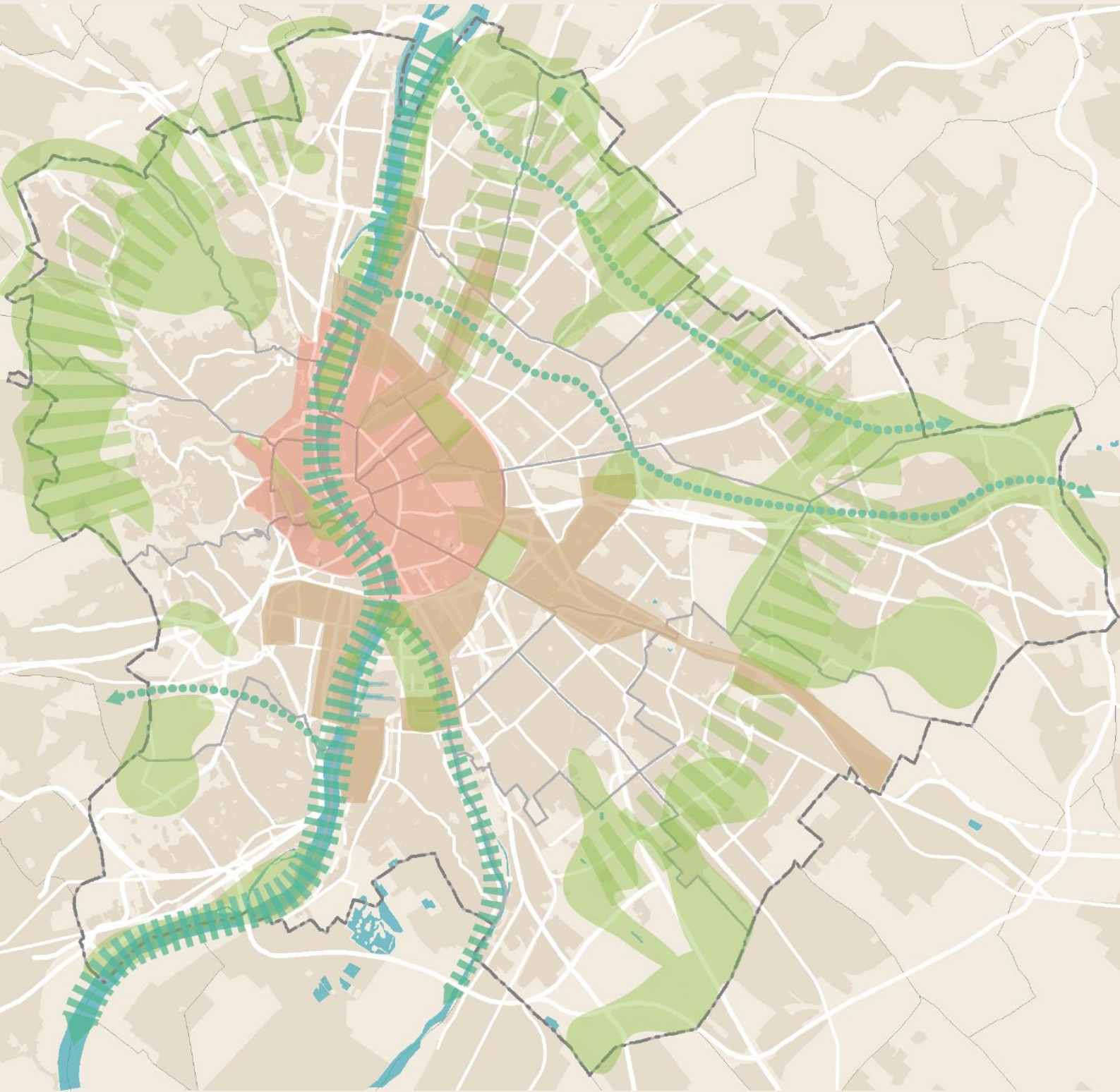
#### BLUE AND GREEN NETWORK ACTION AREA




- Green spaces are especially important elements of the city's liveability. These are developed not only by improving their size and quality, but by creating the continuity of the **green network**.
- A dominant area of Budapest, affecting several districts, are the banks of the Danube, which are attractive to both residents and visitors, and are a value-adding factor during developments.
- Transversal small watercourses crossing the city appear as significant blue infrastructure elements, along which green network developments spanning districts can be implemented.



#### URBAN DEVELOPMENT ON BROWNFIELD SITES

- Brownfield sites, which embrace the inner city as a contiguous development zone, represent a significant reserve of inner development areas for the city.
- In order to develop a compact urban structure, the **value-conserving and value-creating renewal and change of function** of these areas is of key importance.



-  LIVEABLE INNER CITY
-  BLUE AND GREEN NETWORK
-  URBAN DEVELOPMENT ON BROWNFIELD SITES



Liveable inner city action area



Projects

*Of the linear transport projects, only those integrating large developments of public spaces are indicated.*



Priority areas for representing the interests of the city

*Areas where, due to the significance of ongoing developments in terms of urban structure and the development intentions of other actors, the Municipality of Budapest has the important task of representing the interests of the people of the capital.*

## 2.1 ACTION AREAS

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### SUMMARY PRESENTATION OF DEVELOPMENTS INTENDED FOR THE ACTION AREAS

#### LIVEABLE INNER CITY

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##### SITUATIONAL PICTURE

- » The historic area of Budapest has extremely few green spaces. While the green space intensity for the whole of Budapest in 2015 was 52.5%, in the inner-city districts this was typically 10%. The green spaces in the area are essentially arranged in a system of isolated pockets and the elements are only connected by linear green stretches in a few places. Options to expand the green spaces in the inner city are severely constrained by the features of the built environment.
- » The development of green spaces is also important from the aspect of urban ecology because the heat island effect is felt the most in the inner city, with temperatures in spring on average 2 to 4 °C above those in peri-urban areas and 3 to 6 °C higher in summer. In heatwave periods, the city centre surface temperature is 20 to 25 °C above wooded areas bordering the city.
- » The inner city is highly important not only because of its symbolic value representing the whole city but also because almost a third of Budapest's population lives in this area, which constitutes a tenth of the capital's residential areas.

##### PURPOSE OF THE INTERVENTION

- » Asserting pedestrian and climate-friendly criteria in the reconstruction of public spaces: the structure and functions of public spaces need to be transformed for the benefit of pedestrians. Sustainability aspects must be incorporated during developments and in later maintenance, and it is recommended that rainwater is used in situ and a higher proportion of green space is achieved.
- » By bearing the characteristics of the urban fabric in mind, the functional, aesthetic and urban ecological development of existing green space elements can be carried out, and the establishment of alternative green spaces promoted and supported, which can increase the intensity of green space, the value of its use and its conditioning effect on the urban climate. Green space developments, which employ the latest engineering technology methods together with the arrangement of the public utility networks and transport network reconstructions, must play the prime role in all public space renovations.
- » Encouraging the establishment of pocket parks in public areas or on empty plots: creating small public gardens with the highest possible amount of green space and recreational functions in the given location, based on the Anglo-Saxon model, which serve short-term recreation and refreshment in the city centre. They can be created on a permanent or temporary basis.

##### RELATED PROJECTS

###### *Government:*

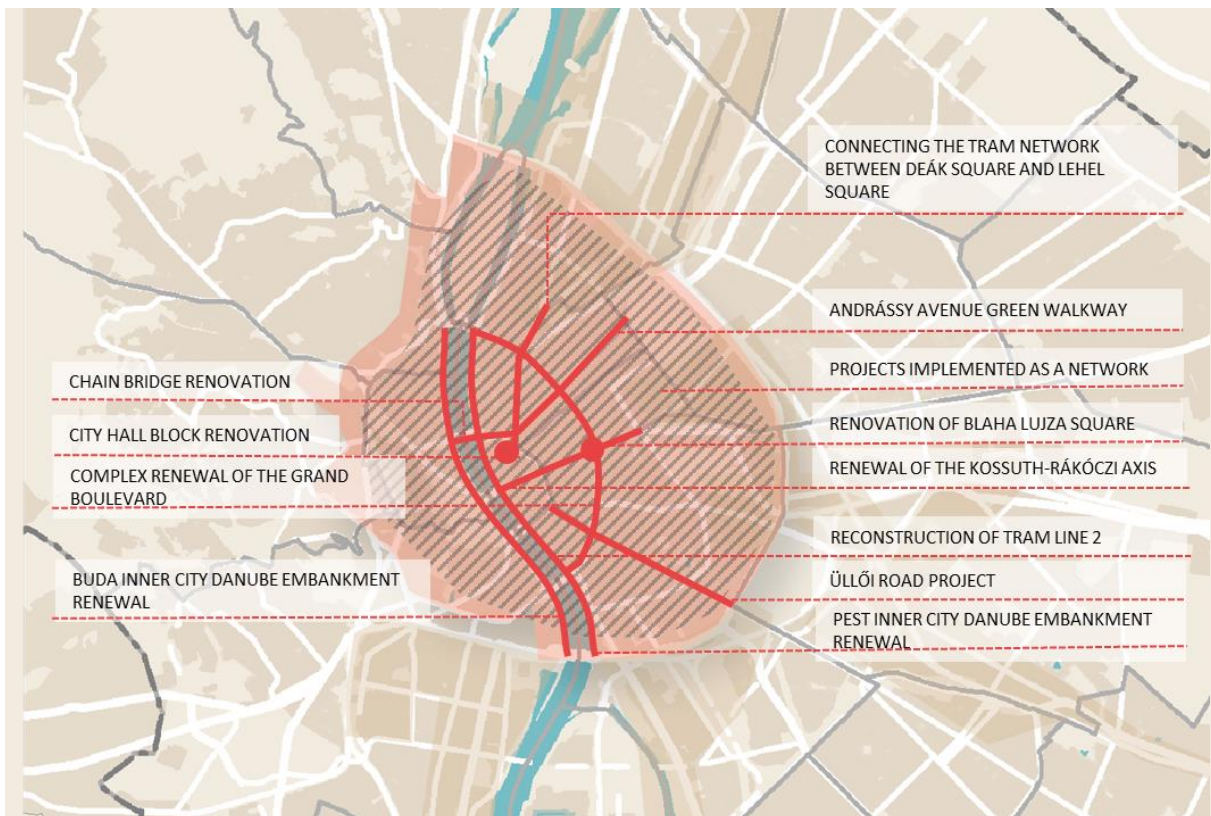
- Areas on the Nyugati railway station – Podmaniczky Road route; Municipality of Budapest's interest representation considerations: green space usage, appropriate functions for adjacent areas and city-centre location, architectural quality
- Hauszmann programme; Municipality of Budapest's interest representation considerations: instead of the further increase of governmental and public administration functions in the Castle District, which adds to the daily mobility needs alongside the stream of tourists, encouraging a living, liveable neighbourhood and cultural quarter.

###### *Districts:*

- Public and green space projects
- Healthy residential streets and lowering speed limits

###### *Private:*

- Property development on vacant plots (typically hotels and residential projects)



## II.1 INTERLINKING TRAM NETWORK IN PEST

- » Tram network link between Deák Square and Lehel Square / tram line on Bajcsy-Zsilinszky Road

## II.2 INNER-CITY DANUBE EMBANKMENT RENEWAL PROGRAMME

- » Renovation of the Chain Bridge
- » Embankment Park / Renewal of Pest inner-city Danube embankment, Kossuth Sq to Fővám Sq
- » Renewal of Pest lower embankment, Margaret Bridge to Kossuth Square section
- » Danube Buda / Renewal of Buda inner-city Danube embankment
- » Reconstruction of tram line 2

## II.3 EMBLEMATIC BUDAPEST AXES PROGRAMME

- » Complex renewal of the Grand Boulevard
- » Complex renewal of the Kossuth-Rákóczi axis
- » Renovation of Blaha Lujza Square
- » Andrassy Avenue green walkway
- » Renewal of Üllői Road

## II.4 CITY HALL BLOCK PROGRAMME

- » City Hall renovation, change of function of the Merlin Theatre and developing the City Hall Park

## II.5 HEALTHY STREETS PROGRAMME

- » Programmes implemented in collaboration as a network: Healthy Streets grant programme, lines of trees planting programme; the introduction of Low Emission Zones (LEZs); speed reduction, pedestrian priority, mobility points, in cooperation with the districts

### ➔ Linked to the development area, featuring in the BLUE AND GREEN NETWORK intervention area:

- » Renovation of the green spaces of Gellért Hill
- » Continuing the renovation of Margaret Island
- » Renovation of the landscaped area of the City Park (interest representation)
- » Renovation of Népliget Park

### ➔ Linked to the development area, featuring in the URBAN DEVELOPMENT ON BROWNFIELD SITES intervention area:

- » Déli railway station
- » Podmaniczky area

## PROGRAMMES

### II.1 INTERLINKING TRAM NETWORK IN PEST

- » Tram network link between Deák Square and Lehel Square / tram line on Bajcsy-Zsilinszky Road
- » Under the project, the full cross-section of Bajcsy-Zsilinszky Road and inner Váci Road will be renewed, Nyugati Square humanised, and the trolleybus lines 72 and 83 interconnected, replacing the inner city section of bus no. 9. A new tram line will be laid on Bajcsy-Zsilinszky Road and Váci Road connecting Deák Ferenc Square and Lehel Square.
- » Plans will be drawn up for modifying the traffic distribution and strengthening the statics and dynamics of Szabadság Bridge to cater for the running of low-floor trams. Accessibility will be ensured to the platforms of the tram stops on the Small Boulevard and on the full line of tram no. 14 from Lehel Square to the northern terminal.

### II.2 INNER-CITY DANUBE EMBANKMENT RENEWAL PROGRAMME

- » Renovation of the Chain Bridge
- » Embankment Park / Renewal of Pest inner-city Danube embankment, Kossuth Sq to Fővám Sq
- » Renewal of Pest lower embankment, Margaret Bridge to Kossuth Square section
- » Danube Buda / Renewal of Buda inner-city Danube embankment
- » Reconstruction of tram line 2
- » Complex renewal of the public spaces of the Pest inner-city Danube embankments, renewal of the Kossuth Square – Fővám Square section based on the Embankment Park design competition results to improve the pedestrian facilities linking the upper and lower embankments, and along the whole length of the inner city lower embankment while increasing green spaces on the lower embankment.
- » The Jane Haining Embankment is the most intensely used section of the Danube banks in the inner city and the public spaces to be refurbished are intended to reflect this: a far broader promenade will be created than at present as a high-standard, flexibly adaptable riverside public space, which will be ideally suited for holding large events by temporarily closing it to traffic in the summer season. Developing a simple, elegant walkway is also beneficial from the viewpoint of serving the considerable tourist flow and riverboat traffic. Calming traffic and restricting freight transport on the lower embankment will significantly lessen the burden on the environment and lead to safer conditions for walking and cycling.
- » The refurbishment of the Belgrád Embankment will create a metropolitan living space on the bank of the Danube that is simultaneously able to satisfy transport requirements and to raise the standard of the tourism and catering services, which dominate the area now as well. There will be a broad, tree-lined promenade and a separate lane marked as part of the Danube embankment cycle route.
- » The development will create an elegant Danube riverside worthy of the World Heritage site and provide encouragement to improve the appearance of the waterside facilities. As a result of the development, a potential further step may be establishing a unified floating platform system with expanded functions.
- » The planned development is to be managed in conjunction with the project to develop tram line 2 to the north of Boráros Square. There is no spatial overlap between the two projects' planning areas as regards the Id. Antall József Embankment and the Jane Haining Embankment, where the tram runs on the upper embankment, but there is one on the Belgrád Embankment. The two development plans are in harmony with one another, and their concurrent implementation is justified in terms of organisation.
- » The renovation of the northern section of the Pest lower embankment from Kossuth Square to Margaret Bridge would occur as the last part of the embankment investment related to the FINA project.

### II.3 EMBLEMATIC BUDAPEST AXES PROGRAMME

- » Complex renewal of the Grand Boulevard
- » Complex renewal of the Kossuth-Rákóczi axis
- » Renovation of Blaha Lujza Square
- » Andrásy Avenue green walkway
- » Renewal of Üllői Road
- » The renewal of the Grand Boulevard is intended to make this major urban structural axis more liveable by the better division of public spaces, quality and pedestrian-friendly refurbishments, creating a pleasant spatial ambience for pedestrians on the boulevard, making the living space of the existing and renewed lines of trees more favourable, and improving the quality and quantity of public green spaces. This is being prepared in collaboration with the districts and is linked to the Margit Quarter programme.

- » The revitalisation of one of Budapest's major thoroughfares and restoring its role in the urban fabric. In addition to reducing road traffic, the aim is to give precedence to public transport, provide wider pedestrian areas and establish the conditions for cycling; planting new avenues of trees along the road; scheduled transformation dependent on the availability of resources.
- » Blaha Lujza Square will be renovated by increasing the proportion of green spaces, removing the current network of service roads and parking facilities that fragment the square, installing a water feature, constructing a building for cultural purposes as an events venue, making the junction totally accessible, renovating the underpass, and installing two new BUBI bikesharing docking stations and bike racks.
- » Andrásy Avenue, as a World Heritage site, is in need of renovation as it is one of the capital's main tourist axes linking the inner city and the City Park. Besides Andrásy Avenue acting as a cultural axis, its public spaces planted with trees together with their interconnecting tree-lined avenues and green bands also form a predominant green axis linking the heart of the capital and the City Park. In order to create an appealing and deserving environment, the division of public space should be reviewed and the introduction of traffic calming means considered. In addition to the pedestrian-friendly renovation of public spaces, sufficient living space must be ensured for the avenues of trees, both the existing ones and those to be renewed. The green axis must be treated as a whole, uniformly in both directions by connecting the green areas of the City Park - Kodály Circus - Jókai Square - Erzsébet Square - Hild Square - József nádor Square - Széchenyi István Square with avenues of trees into a single ecological network.
- » Repairing the neglected condition of the Népliget flyover, humanising the Könyves Kálmán Ringway junction; the cross-sectional inspection of Üllői Road, increasing green spaces, creating cycling options, constructing a bikeway between Kálvin Square and Határ Road, in coordination with the implementation of the related state investments (Multicsarnok, Népliget railway station), creating a new green space near the Semmelweis Klinikák metro station.

#### II.4 CITY HALL BLOCK PROGRAMME

- » City Hall renovation, change of function of the Merlin Theatre and developing the City Hall Park
- » By opening up and reshaping the existing but run down City Hall Park and the City Hall car park along Károly Boulevard, the aim is to create a new main square in Budapest which will expand the inner city's recreational spaces and provide a new events venue. The park lies in Budapest's most intensive central area but is today shut off from public use in an undignified way, operating as a car park. The renewal aims not simply to make the park available to city residents but also, as a forecourt to the City Hall, to open it towards the metropolis. The building of the former Merlin Theatre adjoining the park can be presented to the city with an equally important, simultaneously central and community function.
- » Before carrying out the large-scale project, there will be an opportunity to open the area for public purposes, thereby also enabling the solutions, functions and resident needs to be assessed and tested with regard to the future, and the involvement of the inhabitants and planners in a joint planning process (co-creation). Temporary use would create a communication space in the capital which would provide the possibility to involve city residents in other areas as well, to learn their opinions and needs, and to shape their attitudes (open innovation, co-creation, sustainability, mobility, etc.).

#### II.5 HEALTHY STREETS PROGRAMME

- » Programmes implemented in collaboration as a network: Healthy Streets grant programme; lines of trees planting programme; the introduction of Low Emission Zones (LEZs); speed reduction, pedestrian priority, mobility points
- » The Healthy Streets Approach is associated with the British public health and transport expert Lucy Saunders. This concept advocates that the development of public space and transport in a city should be determined by improving people's health and quality of life. It was introduced to Hungary, with the author's permission, by Járókelő, a website for reporting problems noticed on the streets. The renewal of Budapest's public spaces must be carried out in accordance with these principles in order to make them safe and welcoming, while also accommodating green areas and recreational activities in public spaces in both the inner city and outer districts.
- » Redistributing and humanising the use of transport surfaces will help develop the cycling network and create pedestrian-friendly neighbourhoods which will be more attractive for both walking and spending free time actively there. The Healthy Streets principle also provides the basis for the realisation of the 15-minute city concept.



# BLUE AND GREEN NETWORK

## SITUATIONAL PICTURE

The physical components of green infrastructure are green spaces and water bodies. Together these elements, the green infrastructure itself, is a system providing a service. 72% of Budapest’s green infrastructure system is provided by urban areas, 16% by semi-natural areas and 12% by cultivated type areas. Residential gardens and institutional gardens make up a significant part of the urban elements. The distribution of the green space elements is uneven in the territory of the city. Unequal access to a healthy environment can lead to social conflict and health risks among other things.

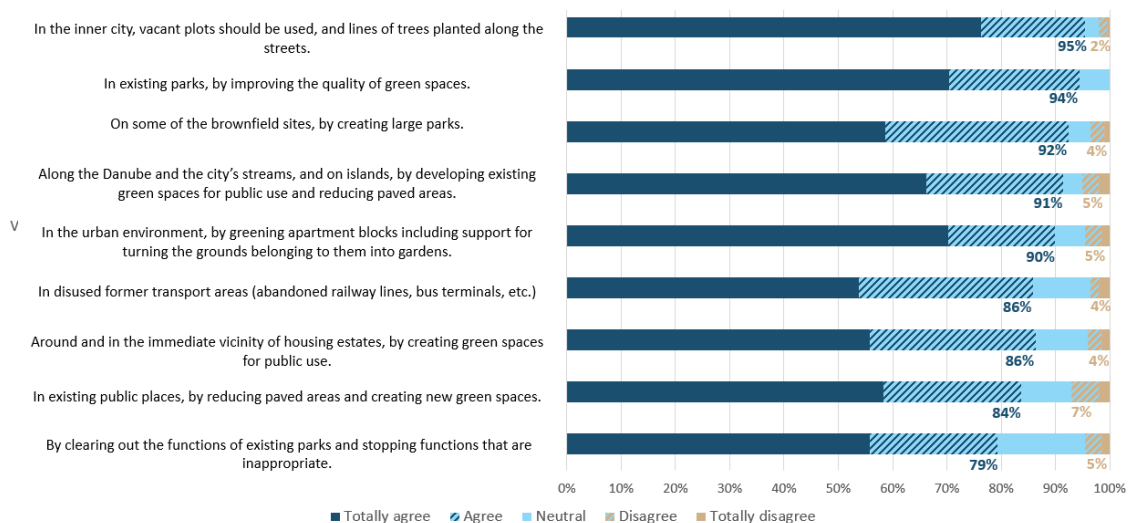
The blue and green infrastructure alleviates the effects of increasingly frequent extreme weather events, and thus contributes to climate protection and efficient, predictable resource management. It provides opportunities for recreation and relaxation, and improves the physical and mental health of the inhabitants of the municipality, which has become a more important consideration than ever during the pandemic over the last year.

## PURPOSE OF THE INTERVENTION

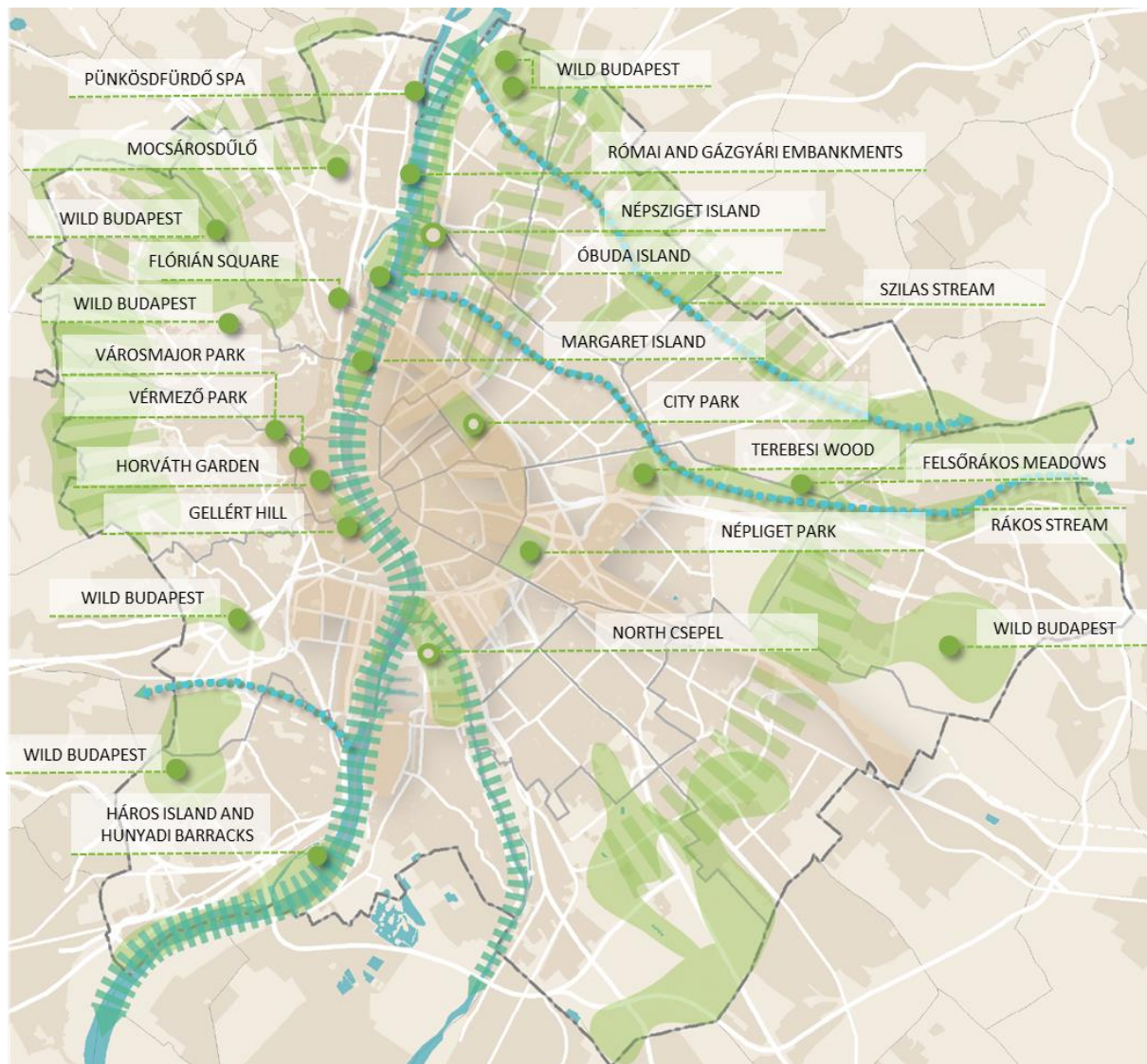
- » Supporting the primary urban ecology services of the city’s green spaces (conditioning, mitigating the urban climate, providing habitats and fresh air); in order to increase these, improving their condition and naturalness, and ensuring the continuity of green infrastructure.
- » Balancing the pressure on the existing green space elements: the developments to be implemented will serve to relieve the currently overburdened city parks and Buda forests, while developing the under-utilised green spaces will expand the places for public recreation.
- » Supporting biodiversity, the related minimisation of the use of chemicals and strengthening circular economy in maintenance and management, and expanding nature conservation areas.
- » Reviewing standards and regulations on traffic, public utilities and fire protection to ensure habitat for vegetation in the city.
- » Strengthening the Municipality’s green infrastructure operation and planning practice based on participation, cooperation and partnership.
- » The detailed specialist documents for the area are the Budapest Green Infrastructure Concept (General Assembly Decision 1255/2017 of 30 August 2017) and the **Budapest Green Infrastructure Development and Maintenance Action Plan (GIDMAP)**. The aim of the development is the realisation of the objectives set out in the documents.

*In answers to survey questions about future developments,*  
**92%** believed it was important to establish new public parks and green spaces on Budapest’s abandoned industrial sites;  
**90%** believed it was important to have better pedestrian access to certain sections of the banks of the Danube and to develop them for leisure purposes;  
**80%** believed it was important to have more nature conservation areas in Budapest.  
*Based on the Municipality of Budapest’s 2020 online questionnaire*

### Where should new public green spaces be?



*Based on the Municipality of Budapest’s 2020 online questionnaire*



## II.10 DANUBE GREEN CORRIDOR PROGRAMME

- » Rehabilitation of public parks and natural sites on the Római-part and Gázgyári embankments of the Danube, protection of riparian galleries and waterside recreation areas
- » Recreational and character conservation development of Óbuda Island
- » Developing Pünkösdfürdő Spa's ecological green space
- » Háros Island and Hunyadi Barracks
- » Creating pedestrian and cycle links with the Danube islands
- » Recreational development of Népsziget Island (interest representation)

## II.11 URBAN PARKS CHAIN PROGRAMME

- » Renovating green spaces in Városmajor Park
- » Renovating green spaces on Gellért Hill
- » Complete renovation of Terebesi Wood (Fehérdűlő)
- » Renovating green spaces in Horváth Garden
- » Renovating green spaces in Vérmező Park
- » Renovating green spaces in Margaret Island
- » Renewal of the public park on Flórián Square
- » Development of the North Csepel urban park (interest representation)

## II.12 CITY STREAMS PROGRAMME

- » Rehabilitation and management of the nature conservation areas of Felsőrákos meadows for nature protection purposes
- » Rákos Stream: urban stream revitalisation and development of a green walkway on the Madarász Street – Béke Street section
- » Szilas Stream: channel regulation for nature conservation purposes and the rehabilitation of wetland habitat of the section between Zúgó Stream and Naplás Lake
- » Hosszúréti Stream: examining the lake system, developing a public park and welfare wood

## II.13 SEMI-NATURAL AREAS PROGRAMME

- » Rehabilitation of Mocsárosdűlő for nature conservation purposes
- » Wild Budapest phase I (Tétényi plateau, Farkaserdő, Kőérberk saline meadow, Sas Hill in Buda, Újpest's sea buckthorn nature conservation area, Cinkota Wood, Hármashatárhegy - "urban forests" project)
- » Wild Budapest phase II (Ferenc Hill, Merzse Marsh and other sites)
- » Forest plantation programme

### → **Linked to the development area in the LIVEABLE INNER CITY action area:**

- » Inner-city Danube embankment renewal programme
- » Andrassy Avenue green walkway
- » Complex renewal of the Grand Boulevard

### → **Linked to the development area, featuring in the URBAN DEVELOPMENT ON BROWNFIELD SITES intervention area:**

- » Déli railway station
- » Podmaniczky area

*The numbering of the programmes follows the numbering of the table under II. GREEN BUDAPEST in Chapter 2.2 FINANCING AND SCHEDULING*

## PROGRAMMES

### II.10 DANUBE GREEN CORRIDOR PROGRAMME

- » The banks and islands of the Danube are valuable areas of emblematic importance to the city. The waterfront has always offered special, beneficial opportunities, which have been used in various ways during the historical development of the city. The use of the banks is constantly changing: the former industrial-commercial function is gradually being displaced; the inner and transitional zones are almost exclusively dominated by transport (road and waterborne), and the remaining natural waterfronts on the outer sections are increasingly threatened, which raises significant landscape conservation, habitat protection and sustainability concerns. The urban ecological, natural and green network functions of the riverside can prevail in only a few places.
- » The aim of the interventions is to strengthen the use of the riverside areas for public purposes and their role in the green network bearing in mind the natural features of the Danube, which presupposes ensuring access to the banks and protecting the existing, often extremely valuable riparian vegetation and gallery forests. While reconstructing the riverside areas, the preservation of natural functions must be aided, the green space intensity enhanced and the people-friendly use of World Heritage sites adapted to landscape and artificial features. Integrated development is of paramount importance: besides preserving and creating ecological values, the joint management of flood protection, humanised transport needs, navigation criteria, expanding the public's opportunities for passive relaxation and recreation, strengthening the water-city relationship and cityscape aspects should be considered.

### II.11 URBAN PARKS CHAIN PROGRAMME

- » The protection, renewal and development of the existing and planned elements of the action area should be prepared by reviewing the urban green infrastructure and involving the public. Disparities need to be reduced as regards urban parks which, due to their location in the urban structure, have differing conditions and levels of development, and intensity of use. The existing parks are highly important in Budapest's urban park heritage because each of them is a public park of significance in terms of garden history and urban architecture that is able to effectively condition the city's heat island effect and the urban environment in general, and has valuable, well-established stands of trees and green spaces. The renewal must be based on a strong heritage protection, heritage management, urban ecology and urban ecosystem service footing and such principles.
- » In order to distribute green spaces more evenly in the city, a new urban park needs to be established in the North Csepel area by continuing the arc formed by Margaret Island, the City Park and Népliget Park.
- » Connected to the inner city is the public park on Gellért Hill. The purpose of its recreational and cultural development is to ensure the protection of the unique natural, landscape and built heritage to be found there as well as to strengthen recreational functions and renew the park's infrastructure network. The

park is more than just a green space: it is a national protected nature area, thus any development must take special heed of its natural heritage. Special emphasis must be placed on maintaining the ecological green spaces. The renewal of the existing infrastructure (roads, paths and park furniture) and developing public transport and walking facilities could make the public park significantly more attractive. The park renovation needs to be coordinated with the state developments affecting the area (establishing a museum in the Citadel, the construction of a funicular railway).

- » The functional connections between the city's parks and related public institutions, and the division of functions need to be strengthened, and the options for creating new green areas must be examined within the zone (especially if overly intense use due to the developments typifies the urban park and the interventions may cause serious damage to valuable, older vegetation).
- » Strengthening the cohesion between the green space elements is necessary – an important pillar of this is the development of the linear elements and green corridors.

## II.12 CITY STREAMS PROGRAMME

- » The main objectives of the development of the action area are to improve the ecological function of small watercourses (revitalisation of wetland habitats, species conservation), to enhance the water connection, to coordinate the ecological and recreational renewal of areas along watercourses, and to preserve the natural assets of stream valleys during the complex revitalisation. The aim is to carry out value-based development that mutually takes account of the role of watercourses in terms of green cover, ecology and hydrography.
- » Implementing short-term pilot projects, based on which the medium-term goal is the complex revitalisation of small watercourse valleys and the development of green networks building on these. The long-term goal is to create green walkways comprising a linear green network system.
- » In the case of action areas spanning districts, besides the participation of the relevant district actors, it is highly important that the Municipality also takes part in the development as a coordinator. This is also important for the coordination of various plans and projects concerning small watercourses, which are prepared in parallel. At the same time as the above, the development of the green network along the stream valleys must be linked to the revitalisation of the abandoned railway corridors (Kis-Burma and Nagy-Burma lines) and the development of the Pestszentlőrinc forest as part of the green network.

## II.13 SEMI-NATURAL AREAS PROGRAMME

- » The aim is to strengthen the role of forests in the green space system: to prevent their reduction in size and to increase forest areas; ensuring public welfare functions, sustainable management, the survival of forest and other semi-natural ecosystems, preserving and, where possible, enhancing biodiversity. The interconnection of some parts of the action area is an especially important element of the green network development in the outer Pest area, which aims to form an outer green ring around the built-up urban fabric with a green corridor linking the larger contiguous forest blocks.
  - » Semi-natural areas are special and important elements of Budapest's green infrastructure network: their diversity is extremely high and their intensity of green space is significant; they represent outstanding natural value and are dominant from a landscape viewpoint. The natural diversity of Budapest can be considered unique by European standards as well; the protected and semi-natural areas are extensive, and the exclusive occurrence of certain protected plant species is also characteristic. The recreational importance of semi-natural areas is not negligible either. Similarly to public parks and forests, they play a role in providing green space for the public and are important leisure venues. Their role has further strengthened during the current pandemic.
  - » Ensuring the survival, improving the condition of and rehabilitating the natural areas, valuable habitats and biological communities of the capital is the primary goal. The role of semi-natural areas in green infrastructure needs to be strengthened by managed recreational development that takes full account of nature protection and ecological considerations. Awareness-raising developments and presenting the area help to make the natural assets better known, and environmental education can increase social eco-consciousness and responsibility.
- ➔ Spatial interventions related to the blue and green infrastructure network are given in more detail in the Radó Dezső Plan (GIDMAP).

# URBAN DEVELOPMENT ON BROWNFIELD SITES

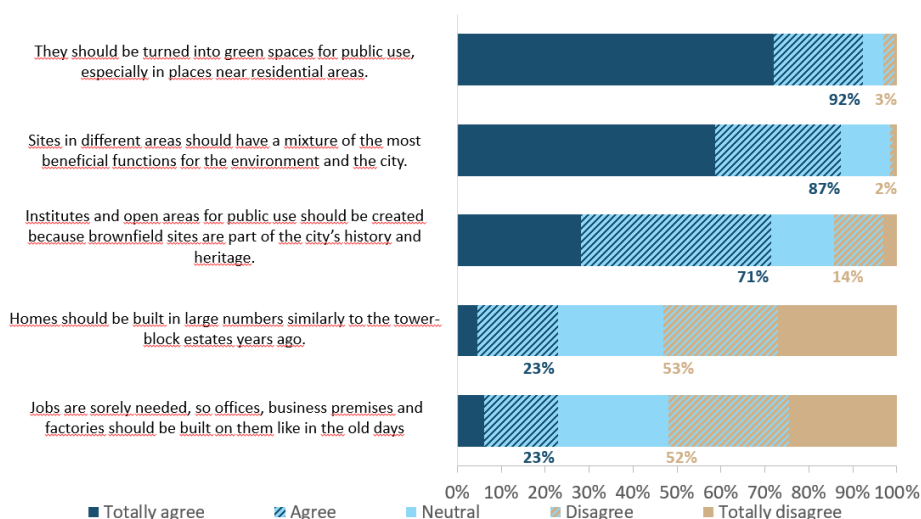
## SITUATIONAL PICTURE

The register of brownfield land and unused inner-city areas has kept track of changes in the brownfield sites in the capital since 2016 (GA Decision 76/2016 of 27 January 2016). 2,800 ha of brownfield areas are entered in the register. Over the last few years, 449 ha of brownfield land have been re-used while 143 ha of new brownfield sites have come into being in the same period. As a result of the history of Budapest’s urban development, large brownfield sites are mainly in the transitional zone. After the regime change, greenfield sites were targeted for development, hence the city spread in an unjustified manner, creating the current significant reserve of inner development areas. The re-use of brownfield sites is essential for Budapest to be a compact city. Through rehabilitation, lacking functions that are necessary from a structural viewpoint can be integrated into the urban fabric by using existing infrastructure. This is the foundation of Budapest’s sustainable spatial system, the core of the area targeted by urban development.

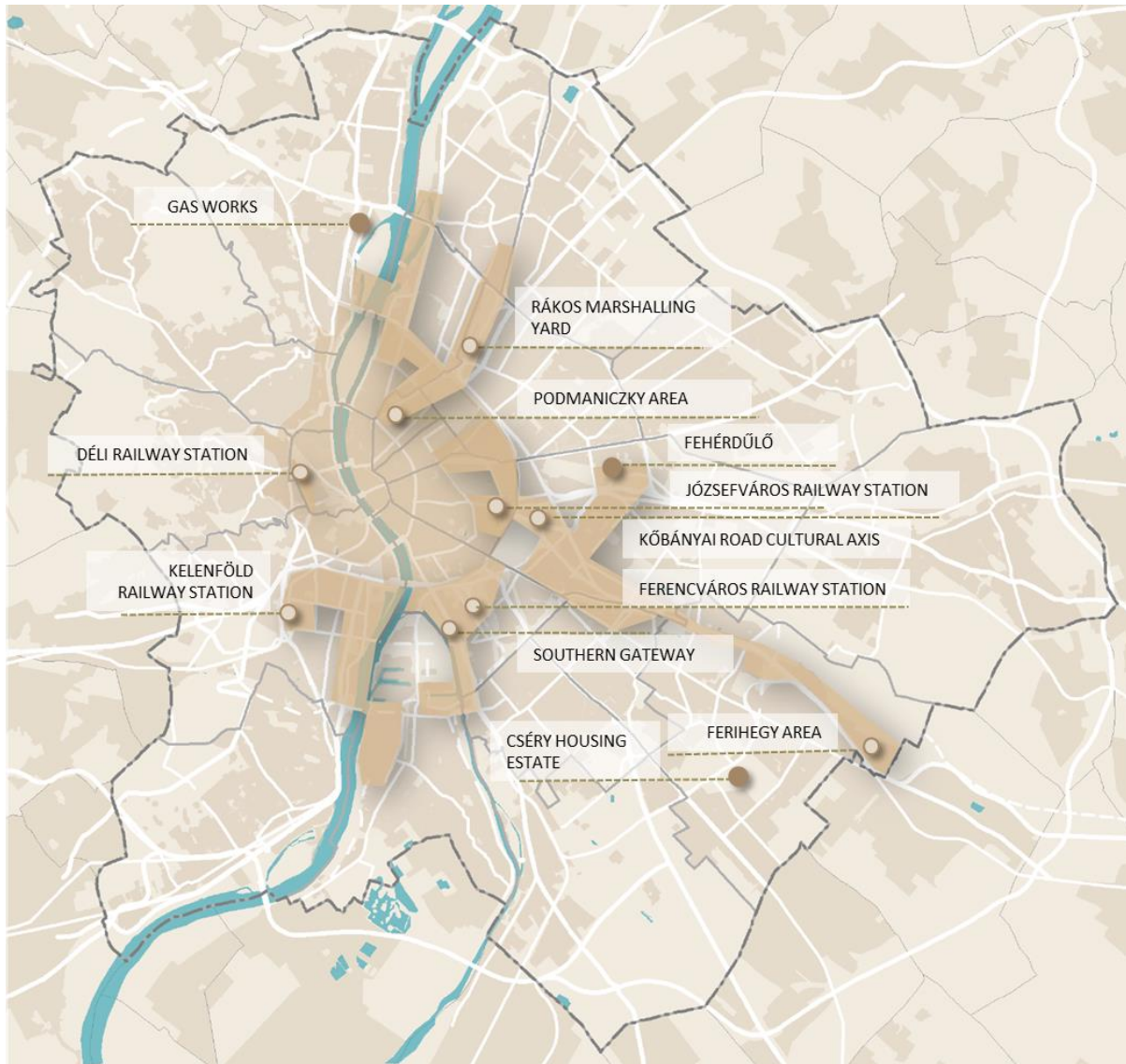
## PURPOSE OF THE INTERVENTION

- » Protecting valuable buildings in order to preserve and strengthen identity, the demolition of building stock of no value and the change of functions of the areas, and the development of mixed use that is advantageous from the viewpoint of the environment and the city as described in the urban structural plan.
- » Creating the option of connecting buildings to district heating concurrently with the change of function of the brownfield sites.
- » Using brownfield land for green space recreational purposes, improving the undersupply of greenfield spaces. It is also worthwhile encouraging green space development of variable intensity and utilisation value in the context of temporary use.
- » Among the brownfield sites, there are places which can be considered to be underused, but a change of function in the near future is not justified because the operation of the business organisations on them does not conflict with the functions in their surroundings or the use of the site. For such places, the aim is the renewal of the sites as business premises and supporting developments of the businesses in that direction.
- » Eradicating the contamination of sites with significant soil pollution, which promotes the change of function of the sites.
- » Small-scale disused properties often located in the inner city which have fallen vacant after the merger or closure of various institutions (overwhelmingly school, health care and military buildings) need to be mentioned. These properties, after they have been duly converted, could function as the incubation centres of the city’s creative companies and social enterprises.

What would you do with the brownfield sites? / Based on the Municipality’s 2020 online questionnaire



Unused and under-utilised brownfield sites provide the city with a considerable reserve area for later development and offer an opportunity for locating urban functions. Brownfield sites vary in terms of location, ownership structure, building stock and the degree of potential soil pollution, and have differing development potential.



#### DEVELOPMENT AREAS IN THE CAPITAL

- » Preparation of new eco-city development in Fehérdűlő
- » Óbuda gasworks (after remediation)

#### COOPERATION IN STATE DEVELOPMENTS

- » Southern Gateway,
- » Podmaniczky area,
- » Kőbányai Road cultural axis,
- » Environs of Kelenföldi and Déli railway stations,
- » Ferihegy area (in cooperation with municipalities in the conurbation and private developers)

#### PREPARATION OF LONG-TERM DEVELOPMENTS

- » Rákos marshalling yard, Józsefváros railway station, Ferencváros marshalling station
- » Areas requiring remediation (Cséry site)

#### COOPERATION WITH PRIVATE DEVELOPERS

*In response to questions about future developments\**

**92%** thought that new green spaces should be created;

**87%** considered mixed function developments to be important;

**71%** believed that areas for public use should be established.

*\* Based on the Municipality of Budapest's 2020 online questionnaire*

Act LXXVIII of 2020 introduced the concept of the “Rust Belt Action Area”, which will provide the locations for the housing development programme under the City Home Creation Programme in the coming years. The government was granted the power to designate action areas and establish specific building requirements, while the Municipality of Budapest has the right to express an opinion (under Decision 9/2020-10-15/FKT). Under the Act, all developments in rust belt action areas will be priority investments. When taking advantage of the option to express its opinion, an important task of the Municipality will be to represent the interests of the residents.

## 2.2 FINANCING AND SCHEDULING

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MAJOR DEVELOPMENTS FOR THE WHOLE OF THE MUNICIPALITY AND ADAPTING THESE TO THE OBJECTIVES OF THE STRATEGY







### FINANCIAL PLAN AND SCHEDULING

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- » The key issue in the implementation of the Strategy is the availability of the necessary funding. The financing of the Municipality's projects, apart from resources from the city's own budget, relies mainly on grants from the EU as well as project-related support originating from the central budget. Certain projects have also been financed in part or in full with the involvement of loans over recent years. Of the municipally owned companies, several enterprises have used commercial loans as well as their own resources to fund projects.
- » The tasks and powers of local authorities have continuously diminished over the last ten years, thus, after the shift to financing tasks in 2013, the income from the central budget also shrank and at the same time the proportion of own income grew. Moreover, the specific, fixed-use support for the tasks required under the Local Authorities Act is calculated in a way that is reduced by the local taxation capacity. The Municipality's most significant source of own revenue is the local business tax, which not only covers the costs of managing the city, especially public transport, besides financing tasks, but also plays a major role in financing voluntary tasks and developments. Regarding the use and payment of the local business tax, draft amendments to the legislation that were detrimental to the capital were prepared even before the COVID-19 pandemic, but coronavirus has created a new situation. In 2020, not only did the revenues decline compared to the previous year due to the pandemic's effects on the economic sector, but the government also set a higher solidarity contribution for the Municipality. This amount rose to HUF 21.8 billion in 2020 and to HUF 35.4 billion in 2021 from HUF 10 billion in 2019. Furthermore, there are additional constraints on use: the revenue from the local business tax must be used to carry out the local public transport task and the remaining amounts have to be devoted to funding social benefits. The Municipality's income from the local business tax in 2019 was HUF 164 billion. In the next two years the sum has been considerably decreased by the above deductions and due to the shortfall of income of economic operators.
- » Overall, it can be stated that the situation brought about by the COVID-19 pandemic and the government's measures related to this have severely affected the management of the Municipality of Budapest and significantly reduced the funds that can be spent on potential developments. The pandemic has also caused serious losses in operation, the shortfall in income from public transport alone exceeds HUF 20 billion, and financing this operating loss is the Municipality's task. In addition, the consequences of the pandemic have resulted in major loss of revenue for the Municipality's companies and institutions involved in the tourism sector (Budapest Spas Zrt., Budapest Zoo and Botanical Garden, History of Budapest Museum, theatres, cinemas), which entails the rescheduling and rethinking of previously planned projects.
- » The extra funds provided for local authorities appear in the central budget under the title "supplementary support for local authorities", which is a non-transparent system of distribution based on individual decisions, and for political reasons creates much uncertainty as regards support for the Municipality of Budapest's projects.
- » Following debt consolidation, the Municipality arranged credit, borrowing HUF 118.7 billion between 2015 and 2019, which means annual repayments from the budget of approximately HUF 6 billion. Under the existing loan arrangements with the EIB, a further HUF 64.3 billion can be drawn down, but this sum covers the implementation of projects decided earlier. Additionally, the Municipality of Budapest began further negotiations with the credit institution in 2020 in order to fund developments but the Municipality taking out a further loan is bound to prior government permission under Act CXCV of 2011 on the economic stability of Hungary, which adds to the current unpredictability.
- » In the situation described above, funds from the European Union and other sources, such as the relaunched Norway Grants, will play a larger role than ever before. Planning Hungary's operational programmes for the 2021-27 cycle and the Partnership Agreement framing them was not complete in April 2021, and the drafts of the operational programmes could not be consulted in full. Thus the allocation of funds for the measures is not known and neither is it known which areas will potentially be eligible for grant aid for Budapest as a more developed region (separated from the former Central Hungary Region), the country's only such region.

- » Operational programmes that are relevant from Budapest's viewpoint in the currently known planning phase:
  - Digital Renewal Operational Programme (DROP)
  - Human Development Operational Programme (HOP)
  - Integrated Transport Development Operational Programme Plus (ITOP Plus)
  - Economic Development and Innovation Operational Programme Plus (EIOP Plus)
  - Spatial and Urban Development Operational Programme Plus (SUDOP Plus)
  - Environmental and Energy Efficiency Operational Programme Plus (EEEEOP Plus)
- » In principle the operational programmes and the operational goals of the IUDS are compatible, but at the same time, due to Budapest's more developed region status, the city, and in particular the Municipality of Budapest as the project promoter, can continue to count on limited funds only. This is especially true for infrastructure developments that can be financed from the European Regional Development Fund (ERDF), where in the territory of Budapest both the district authorities and state projects appear with funding requirements, and in the case of ITOP Plus, where the Budapest Development Centre appears with a considerable funding requirement for the suburban railway and HÉV railway developments planned for the next 10 years.
- » The European Commission's new recovery support package to deal with the crisis caused by coronavirus (Next Generation EU) was set up with a financial framework for several years. Of this, the most significant potential funding for Budapest may come from the Recovery and Resilience Facility (RRF). The purpose of the RRF is to provide large-scale financial support for investments and reforms, particularly in the fields of greening and the digital transition, which will prepare member states for the future. The use of the funds must contribute to the enforcement of criteria related to climate and environmental protection sustainability and support the shift to clean energy through the modernisation of energy systems. In order to mobilise recovery resources at the earliest opportunity, member states have to draw up recovery and resilience plans that set the reform and investment agenda for the next four years.
- » Budapest is entitled to receive support from the RRF sources for its projects in environmental protection, nature conservation, blue and green infrastructure development, and energy efficiency. The framework for Hungary includes both non-reimbursable and reimbursable funds.
- » Besides the operational programmes and recovery instruments, from now on, more active application activities will be required in order to obtain directly accessible funds, which are mainly the following programmes: LIFE (nature conservation, climate protection), Horizon Europe (research and development) and the European Urban Initiative (participatory planning, innovative urban solutions to deal with the challenges facing cities). For the majority of projects, funds directly available from Brussels and other sources (funds available via the EIR KIC, Norway Grant, applications announced by various countries) may be used for organisational development, laying the foundations for projects of an innovative nature and launching pilot sections. Even during the preparatory period of the IUDS, the Municipality of Budapest has participated in several LIFE and H2020 projects where, in cooperation with foreign and domestic partners, the analysis of the feasibility of large-scale projects is ongoing and pilot-level elements are implemented (affected areas include air quality monitoring and decision support system; rainwater runoff modelling; planning districts with positive energy efficiency; preparations to implement a social housing agency).
- » The foregoing factors, which are uncertain at the time of drafting the IUDS, make more flexible planning necessary: the preliminary estimated costs of the programmes and projects are therefore given in three different scenarios which involve scheduled and/or expanded project contents if larger funds become available. At the same time, this indicates priorities; it is the Municipality of Budapest's aim to implement at least the projects and project elements appearing under the minimum scenario by 2027.
- » In establishing the priorities, important projects from the viewpoint of the needs of the local people and safe day-to-day operation were given precedence as well as those projects which play a significant role in creating the green, empowering and open city and/or are intended to start structural changes.



|                                            | <br><b>S</b><br>minimum                                                                                                                                                                                                                             | <br><b>M</b><br>adaptive                                                                                                                                     | <br><b>L</b><br>ambitious                                                                                              |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>effect of Covid</b>                     | <p>protracted course of the pandemic</p> <p>protracted economic and social impacts</p>                                                                                                                                                                                                                                               | <p>situation returns to normal from 2022</p>                                                                                                                                                                                                   | <p>predictable course of the pandemic,</p> <p>situation returns to normal from the middle of 2021</p>                                                                                                     |
| <b>management circumstances</b>            | <p>social tasks grow</p> <p>further loss of income</p> <p>operating deficit</p>                                                                                                                                                                                                                                                      | <p>the pre-pandemic situation regarding own resources is restored (local business tax, income-generating services)</p> <p>stable municipal management from 2021-22 (pre-pandemic level)</p>                                                    | <p>strengthening, sustainable income-generating municipal management from 2023</p> <p>strengthening economy, increase in local business tax</p>                                                           |
| <b>government measures</b>                 | <p>borrowing is not permitted for the Municipality</p> <p>funds available for development are further reduced on the grounds of the pandemic</p> <p>limited support of projects (Chain Bridge, interlinking trams)</p> <p>further projects only receive financing on full completion (Gellért Hill, Danube embankments, Biodome)</p> | <p>limited borrowing is permitted for the Municipality</p> <p>limited support of projects (Chain Bridge, interlinking trams)</p> <p>further projects only receive financing on full completion (Gellért Hill, Danube embankments, Biodome)</p> | <p>borrowing is permitted for the Municipality</p> <p>cooperative government,</p> <p>higher intensity of financial support for the Municipality of Budapest's projects</p>                                |
| <b>EU resources</b>                        | <p>distribution of recovery funds at a national level, which does not favour the capital</p> <p>total EU funds for the 7 years below HUF 300 bn</p>                                                                                                                                                                                  | <p>more support from recovery funds (loans + aid) and operational programmes than in 2014-2020</p> <p>more directly controlled EU funds are available to cities</p> <p>total EU funds for the 7 years remains below HUF 450 bn</p>             | <p>the volume of directly available EU funds increases</p> <p>recovery funds are available to a greater extent</p> <p>more opportunities for Budapest in the operational programmes than in 2014-2020</p> |
| <b>allocated for development / 7 years</b> | <p>→ HUF 400-700 bn / 7 years</p>                                                                                                                                                                                                                 | <p>→ HUF 700-1,000 bn / 7 years</p>                                                                                                                         | <p>→ Over HUF 1,000 bn / 7 years</p>                                                                                 |

- » In view of the above, the projects under the strategic programmes on the following pages constitute an indicative project portfolio, thus the actual decisions about the launch of the projects can be made later in relation to the monitoring process dependent on the external circumstances (in this case the funding opportunities). Accordingly, monitoring opportunities for grant applications, activities asserting interests, and, in the case of direct funds from Brussels, project developments based on foreign and domestic partnerships, which the Municipality's city diplomacy activity also supports, will play an even larger role. The projects are complex in themselves and can be implemented in several phases in the future typically using funds from more than one source. For every project, reference is made to the potential main source of funding – financing through Hungarian operational programmes, EIB loan and/or financial instruments (InvestEU) and the Recovery and Resilience Facility (RRF). In the implementation of projects that are compatible with the Municipality's objectives and are highly important for the districts, the Municipality of Budapest will readily cooperate with the districts concerned (e.g. housing agency, care for the elderly, public space and infrastructure projects), and the precise composition of the financing, the implementation and in specific cases the question of operation can be clarified in the course of developing the project.
- » Having scarce financial resources, the careful setting up of the project selection procedure, which requires different criteria to be given precedence for each operational goal, is of major importance. Ensuring

compatibility with the goals is crucial as is taking due account of the costs of and the resources (financial, human, equipment) for maintenance based on a cost-benefit analysis. The experiences of implementing projects over recent years also need to be assessed from the aspect of the necessary project management (legal, technical, financial, general) bearing in mind ongoing and planned projects. The Municipality has several protracted projects decided earlier whose implementation will be ongoing in the coming years (the largest being the renovation of the M3 metro line) which will tie down considerable resources and management capacity for the next two to three years.

- » In the indicative list of projects below, there are two unusual projects in terms of both scale and means of implementation: the projects targeting the launch of the Budapest housing agency model to increase the number of affordable rented flats (see *I. Empowering Budapest / Housing for All* programme), and the energy renewal of the privately owned housing stock and increasing the use of renewable energy sources. Both projects intend to make structural changes in the specific field and, calculating with the given development volume, will have a considerable effect on employment. The launch of the Budapest building renovation programme can be ensured by financing from the RRF fund and grants, together with reimbursable resources (loans). The aim is to combine the HUF 600 billion RRF funds and other sources (businesses, districts, the public) in order to achieve more than HUF 1,000 billion worth of building energy investments over the next seven years. At the Budapest community climate meeting (2020), the overwhelming majority of the citizens who took part believed that financial support for building energy modernisations was the most important climate protection proposal. In Scenario S, the project is closely linked to the operational goal *Expanding Affordable and Good Quality Housing Conditions* (I.A), involving the most deprived households.
- » The IUDS also covers projects involving major renovations, mainly in public transport, where EU funds can potentially be used through the RRF or the operational programmes. Road improvements include projects that can be supported by the Connecting Europe Facility (CEF) and tasks related to bridge reconstructions and the preparation of new bridges. However, the IUDS does not include road renovations and the full range of water utility reconstructions. For road-related improvements, a development requirement of HUF 100 to 200 billion has been identified, while for public utilities, the established amount is about HUF 150 billion. The interventions will be implemented on the basis of rolling development plans in a scheduled manner. When renovating roads, efforts should be made, by applying the principles of the Healthy Streets operational goal (II.C), to protect and, where possible, increase green areas, and to provide integrated solutions for rainwater usage and drainage using green space elements both in the inner city and in the outer districts.
- » The indicative project list does not include projects worth less than HUF 100 million. These may be aimed at, inter alia, the following interventions in line with the operational goals of the IUDS: organisational development, training, shaping attitudes, organising programmes and events, small-scale public space interventions (e.g. cooling islands, drinking fountains, accessibility interventions) and strategic planning. The Municipality of Budapest is preparing several projects in the list below from the SUDOP funds becoming available for the more developed region in part due to the coronavirus pandemic totalling HUF 250 million, as well as documents that support further project developments, primarily based on a successful application for SUDOP Plus funds that are compatible with the objectives of the IUDS.
- » Of the projects implemented by the state, those which are associated with the municipal service companies due to later operation (BKK Zrt., Budapest Highways Zrt.) feature on the list.
- » The list of projects does not include those projects that already have a grant contract under the operational programmes for 2014-2020 (Competitive Central Hungary OP (CCHOP) cycling facilities; Environment and Energy Efficiency OP (E&EOP) building energy, flood protection, waste management and district heating development projects). Projects that do not yet have a grant contract, but whose implementation is feasible by 2023 and could conceivably receive E&EOP funding through reallocation have been included on the list. In the time frame of the strategy, in the event of withdrawal for any reason from a project that already has a grant contract, additional resources will be required.
- » The earliest possible year for the launch of each project has been indicated based on the degree of preparation and the time required for preparation. For larger-scale projects, this includes a planning period of several years. If funds are available, in all cases the possibility of launching and scheduling projects that are interconnected geographically, technically or in terms of their impact must be assessed. Besides the projects of the Municipality of Budapest, this also includes the coordination of the planned developments of other stakeholders – the districts, the government, the private sector. Of the impacts, an assessment should be made of the effects on the day-to-day operation of the city (e.g. closures, logistics needs) and quality of life (noise nuisance and other environmental disturbances associated with investments). Proper communication is an important task for all investments, thus ensuring transparency and up-to-date information for those affected by the changes.

## I. EMPOWERING BUDAPEST

| Strategic programmes (costs in HUF million) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | S             | M              | L              |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|----------------|
| <b>I.1</b>                                  | <b>HOUSING FOR ALL</b><br><i>Expanding the capital's affordable housing stock by launching new organisational and financing models. By 2027, the Municipality of Budapest aims to operate between 2,500 and 9,000 dwellings under the Budapest Housing Agency and to support the development of 700 to 2,800 collective homes.</i><br>→ Potential funding: RRF, InvestEU/financial instruments; EIB loan                                                                                                                                      | <b>60,050</b> | <b>154,700</b> | <b>309,200</b> |
| I.1.1                                       | <b>BUDAPEST HOUSING AGENCY</b><br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 52,500        | 140,000        | 280,000        |
| I.1.2                                       | <b>COLLECTIVELY OWNED HOUSING PILOT PROGRAMME</b><br><i>earliest possible start: 2021 → duration: 7 years</i>                                                                                                                                                                                                                                                                                                                                                                                                                                 | 7,000         | 14,000         | 28,000         |
| I.1.2                                       | <b>BUDAPEST HOUSING SERVICE</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 550           | 700            | 1,200          |
| <b>I.2</b>                                  | <b>HEALTHY BUDAPEST</b><br><i>The aim of the programme is to improve the state of health of residents and, to this end, to increase the efficiency and organisation of health care, and to make better use of capacity by creating an efficient, well-organised, coordinated care network in Budapest. Improving the health care of the inhabitants, in particular of disadvantaged social groups, lessening the disparities of access. Efficiently connecting the social and health care systems.</i><br>→ Potential funding: RRF, HOP, DROP | <b>26,000</b> | <b>39,200</b>  | <b>50,000</b>  |
| I.2.1                                       | <b>DR BUDAPEST PROGRAMME</b><br><i>earliest possible start: 2021 → duration: 7 years</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 5,000         | 7,700          | 8,000          |
| I.2.2                                       | <b>ONCOLOGIC PROGRAMME</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 14,000        | 21,000         | 28,000         |
| I.2.3                                       | <b>BUDAPEST HEART PROGRAMME</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 7,000         | 10,500         | 14,000         |
| <b>I.3</b>                                  | <b>DIGNIFIED OLD AGE</b><br><i>Developing old people's homes: energy efficiency improvements, modernisation interventions, establishing institutions with the capacity required by law by relocation. Development of elderly care services, and prevention, employment and activity strengthening programmes that support active ageing.</i><br>→ Potential funding: RRF, SUDOP Plus, HOP                                                                                                                                                     | <b>24,200</b> | <b>37,850</b>  | <b>45,350</b>  |
| I.3.1                                       | <b>DEVELOPMENT OF CARE SERVICES</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 8,500         | 10,000         | 12,500         |
| I.3.2                                       | <b>MODERNISATION OF OLD PEOPLE'S HOMES</b><br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 15,000        | 27,000         | 32,000         |
| I.3.3                                       | <b>ACTIVE OLD AGE PROGRAMME</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 700           | 850            | 850            |
| <b>I.4</b>                                  | <b>ESCAPING HOMELESSNESS</b><br><i>Programmes that support prevention, the dignified, safe care of homeless people, and the improvement of their living conditions, as well as expanding services that support escaping from homelessness in a complex way.</i><br>→ Potential funding: RRF, SUDOP Plus, HOP                                                                                                                                                                                                                                  | <b>14,400</b> | <b>21,500</b>  | <b>30,500</b>  |
| I.4.1                                       | <b>HOUSING GUARANTEE PROGRAMME</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 4,900         | 7,000          | 11,000         |
| I.4.2                                       | <b>EXPANDING SUPPORTED HOUSING</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 3,000         | 4,500          | 6,700          |

| Strategic programmes (costs in HUF million) |                                                                                                                                                                                                                                                                                                                                                                                                                         | S              | M              | L              |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|
| I.4.3                                       | HOUSING FIRST MODEL PROJECT<br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                      | 3,500          | 5,000          | 7,800          |
| I.4.4                                       | IMPROVING CARE FOR HOMELESS PEOPLE<br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                | 3,000          | 5,000          | 5,000          |
| <b>I.5</b>                                  | <b>EMPOWERING SERVICES</b><br><i>Training, educational and therapeutic individual and group activities aiming to reduce disadvantages in various equal opportunity target groups. Employment programmes and programmes to reduce the impact of segregation and to help victims of domestic violence, prostitution and human trafficking. Prevention and early intervention.</i><br>→ Potential funding: SUDOP Plus, HOP | <b>9,650</b>   | <b>21,380</b>  | <b>38,700</b>  |
| I.5.1                                       | “ALL CHILDREN ARE EQUAL” – BUDAPEST ANTI-SEGREGATION PROGRAMME<br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                   | 4,200          | 6,000          | 9,000          |
| I.5.2                                       | EMPLOYMENT COMPANY<br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                               | 2,100          | 8,800          | 21,700         |
| I.5.3                                       | EMPLOYMENT PROGRAMME<br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                             | 1,300          | 3,500          | 3,500          |
| I.5.4                                       | I SUPPORT YOU<br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                     | 300            | 500            | 500            |
| I.5.5                                       | TOGETHER AGAINST VIOLENCE<br>→ earliest possible start: 2023 → duration: 7 years                                                                                                                                                                                                                                                                                                                                        | 1,750          | 2,500          | 4,000          |
| <b>I.6</b>                                  | <b>ACCESSIBLE BUDAPEST</b><br><i>The programme aims to create comfortable, safe and unimpeded urban spaces and related services, and to support access to information and administration in the social and health fields.</i><br>→ Potential funding: SUDOP Plus, ITOP Plus                                                                                                                                             | <b>31,560</b>  | <b>63,160</b>  | <b>74,860</b>  |
| I.6.1                                       | RECONSTRUCTION OF THE PEDESTRIAN UNDERPASSES RELATED TO METRO LINE M3<br>→ launch: 2021 → duration: 2 years                                                                                                                                                                                                                                                                                                             | 9,500          | 26,000         | 26,000         |
|                                             | MAKING STATIONS LINKED TO METRO LINE M2 ACCESSIBLE<br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                | 16,600         | 30,200         | 39,900         |
| I.6.2                                       | PUBLIC TOILETS PROGRAMME<br>→ earliest possible start: 2021 → duration: 5 years                                                                                                                                                                                                                                                                                                                                         | 3,500          | 5,000          | 7,000          |
| I.6.3                                       | INFORMATION HELP POINTS<br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                          | 1,960          | 1,960          | 1,960          |
|                                             | <b>TOTAL</b>                                                                                                                                                                                                                                                                                                                                                                                                            | <b>165,860</b> | <b>337,790</b> | <b>548,610</b> |

## II. GREEN BUDAPEST

| Strategic programmes (costs in HUF million) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | S      | M      | L       |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|---------|
| <b>II.1</b>                                 | <b>INTERLINKING TRAM NETWORK IN PEST</b><br><i>Under the project, the full cross-section of Bajcsy-Zsilinszky Road and inner Váci Road will be renewed, Nyugati Square humanised, and the trolleybus lines 72 and 83 interconnected, replacing the inner city section of bus no. 9. A new tram line will be laid on Bajcsy-Zsilinszky Road and Váci Road connecting Deák Ferenc Square and Lehel Square. Plans will be drawn up for modifying the traffic distribution and strengthening the statics and dynamics of Szabadság Bridge to cater for the running of low-floor trams. Accessibility will be ensured to the platforms of the tram stops on the Small Boulevard and on the full line of tram no. 14 from Lehel Square to the northern terminal.</i><br>→ Potential funding: ITOP Plus, RRF                                                                                                                                              | 41,100 | 63,600 | 111,600 |
| II.1.1                                      | CONNECTING THE TRAM NETWORK BETWEEN DEÁK SQUARE AND LEHEL SQUARE<br><i>(on the Bajcsy-Zsilinszky Road-Váci Road route)</i><br>→ earliest possible start: 2021 → duration: 4 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 20,700 | 20,700 | 20,700  |
| II.1.2                                      | CREATING A TRACK-BASED LINK WITH ÚJPALOTA<br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 8,000  | 8,000  | 56,000  |
| II.1.3                                      | EXTENDING TRAM LINE 42<br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        | 22,500 | 22,500  |
| II.1.4                                      | SOUTH PEST INTERLINKING TRAM NETWORK PHASE II, SOUTHWARDS EXTENSION OF TRAM LINE 3 TO TOPÁNKA STREET<br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 11,000 | 11,000 | 11,000  |
| II.1.5                                      | ENSURING ACCESSIBILITY ON TRAM LINE 50<br>→ launch: 2021 → duration: 1 year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1,400  | 1,400  | 1,400   |
| II.1.6                                      | NORTHWARD EXTENSION OF TRAM LINE 3<br><i>Northbound extension through Kassai Square (Angyalföld, Árpád Bridge) and constructing an overpass connection at Szegedi Road</i><br><i>Developer: Hungarian State (indicative cost: HUF 11 billion)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |        |         |
| <b>II.2</b>                                 | <b>RENEWAL OF THE INNER-CITY DANUBE EMBANKMENTS</b><br><i>The aim of the project is to provide a viable walking and cycling route all along the inner-city embankments together with developing related areas and a public space network with a unified image for recreational purposes while preserving the built values of the embankments that constitute part of World Heritage.</i><br><i>In addition to the complete technical and monument protection renovation, widening the pedestrian underpasses through bridge abutments, reconstructing the steps at bridge abutments, the replacement and relocation of utilities on the bridges, installing new LED technology street lighting.</i><br><i>The renovation of and conversion to ensure accessibility of the present section of tram line 2 and removing the current restrictions on tram types so that low-floor carriages can run on it.</i><br>→ Potential funding: ITOP Plus, RRF | 36,210 | 63,710 | 63,710  |
| II.2.1                                      | RENOVATION OF THE CHAIN BRIDGE<br>→ launch: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 26,750 | 26,750 | 26,750  |
| II.2.2                                      | RENEWAL OF THE LOWER EMBANKMENT SECTION ON THE PEST SIDE BETWEEN MARGARET BRIDGE AND KOSSUTH SQUARE<br>→ launch: 2021 → duration: 1 year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1,460  | 1,460  | 1,460   |
| II.2.3                                      | RENEWAL OF THE PEST INNER-CITY DANUBE EMBANKMENT SECTION FROM KOSSUTH SQUARE TO FŐVÁM SQUARE<br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 8,000  | 8,000  | 8,000   |
| II.2.4                                      | RENEWAL OF THE BUDA INNER-CITY DANUBE EMBANKMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        | 7,000  | 7,000   |

| <b>Strategic programmes</b> (costs in HUF million) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>S</b>      | <b>M</b>      | <b>L</b>      |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|
|                                                    | → earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |               |               |
| II.2.5                                             | <b>RECONSTRUCTION OF TRAM LINE 2</b><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |               | 20,500        | 20,500        |
| <b>II.3</b>                                        | <b>EMBLEMATIC BUDAPEST AXES</b><br><i>Revitalisation of Budapest's major thoroughfares, Grand Boulevard and meeting spaces. The purpose of the renewal of the Grand Boulevard is to make this major urban structural axis of the metropolis more liveable by the appropriate division of public spaces, quality and pedestrian-friendly refurbishments, creating a pleasant spatial ambience for pedestrians on the boulevard, making the living space of the existing and renewed lines of trees more favourable, and improving the quality and quantity of public green spaces.</i><br><i>Revitalisation of Budapest's major thoroughfares and restoring their role in the urban fabric. The renovation of Blaha Lujza Square will cover increasing the proportion of green spaces, removing the current network of service roads and parking facilities that fragment the square, installing a water feature, constructing a building for cultural purposes as an events venue, making the junction totally accessible, renovating the underpass, setting up two new BUBI bikesharing docking stations, and installing bike racks.</i><br>→ Potential funding: ITOP Plus, SUDOP Plus, RRF | <b>12,170</b> | <b>26,170</b> | <b>44,370</b> |
| II.3.1                                             | <b>COMPLEX RENEWAL OF THE GRAND BOULEVARD</b><br>→ launch: 2021 → duration: 5 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2,000         | 9,000         | 20,000        |
| II.3.2                                             | <b>COMPLEX RENEWAL OF THE KOSSUTH-RÁKÓCZI AXIS</b><br>→ earliest possible start: 2021 → duration: 5 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2,000         | 6,000         | 10,000        |
| II.3.3                                             | <b>RENEWAL OF BLAHA LUJZA SQUARE</b><br>→ launch: 2021 → duration: 2 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2,670         | 2,670         | 2,670         |
| II.3.4                                             | <b>ANDRÁSSY AVENUE GREEN WALKWAY</b><br>→ earliest possible start: 2022 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 500           | 500           | 1,700         |
| II.3.5                                             | <b>RENEWAL OF ÜLLŐI ROAD</b><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 5,000         | 8,000         | 10,000        |
| <b>II.4</b>                                        | <b>CITY HALL BLOCK RENOVATION</b><br><i>Renovating the City Hall building and changing the function of the former Merlin Theatre for use for community and tourism purposes. By opening up and reshaping the existing but run down City Hall Park and the City Hall car park along Károly Boulevard, the aim is to create a new main square in Budapest which will expand the inner city's recreational spaces and provide a new venue for events.</i><br>→ Potential funding: SUDOP Plus                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>6,300</b>  | <b>6,300</b>  | <b>6,300</b>  |
| II.4.1                                             | <b>CITY HALL PARK</b><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1,500         | 1,500         | 1,500         |
| II.4.2                                             | <b>CHANGE OF FUNCTION OF THE MERLIN THEATRE – COMMUNITY SPACE</b><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 1,800         | 1,800         | 1,800         |
| II.4.3                                             | <b>RENOVATION OF THE CITY HALL</b><br>→ launch: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 3,000         | 3,000         | 3,000         |
| <b>II.5</b>                                        | <b>HEALTHY STREETS PROGRAMME</b><br><i>Improving air quality, reducing emissions by restricting traffic; humanising public spaces through redistributing their use and filling gaps in the green network. The aim of the programme is to carry out value-creating interventions that redefine the concept of the street and which, by redistributing transport surfaces, enable the attractive presentation of green and public space functions. These interventions enhance the quality of urban life, reduce the heat island effect, and improve the climatic condition of streets as well as dwellings and institutions that open onto them, all achieved by the methodology of sustainability. Coordinating with the annual road rehabilitation programme is important.</i>                                                                                                                                                                                                                                                                                                                                                                                                              | <b>8,000</b>  | <b>14,000</b> | <b>20,000</b> |

| <b>Strategic programmes</b> (costs in HUF million) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>S</b>       | <b>M</b>       | <b>L</b>       |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|
|                                                    | → Potential funding: ITOP Plus, SUDOP Plus, RRF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                |                |                |
| II.5.1                                             | <b>HEALTHY STREETS GRANT APPLICATION PROGRAMME</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 3,000          | 9,000          | 15,000         |
| II.5.2                                             | <b>PLANTING LINES OF TREES PROGRAMME</b><br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1,500          | 1,500          | 1,500          |
| II.5.3                                             | <b>INTRODUCTION OF LOW-EMISSION ZONES (LEZ)</b><br>→ earliest possible start: 2022 → duration: 2 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3,500          | 3,500          | 3,500          |
| <b>II.6</b>                                        | <b>EXPANDING THE INTERLINKING TRAM NETWORK IN BUDA</b><br><i>The programme involves expanding the interlinking tram network in Buda both northbound and southbound.</i><br>→ Potential funding: ITOP Plus, RRF                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>5,200</b>   | <b>5,200</b>   | <b>5,200</b>   |
| II.6.1                                             | <b>ENSURING ACCESS ON TRAM LINE 56, EXPANDING CAPACITY AT THE HÚVÖSVÖLGY TERMINAL</b><br>→ earliest possible start: 2021 → duration: 1 year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 5,200          | 5,200          | 5,200          |
| II.6.2                                             | <b>INTERLINKING TRAM NETWORK PHASE II, MŰEGYETEM EMBANKMENT TRAM</b><br><i>Developer: Hungarian State (indicative cost: HUF 16.5 billion)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                |                |                |
| <b>II.7</b>                                        | <b>BIKEWAYS, CYCLE ROUTES</b><br><i>Over recent years the number of journeys by bicycle has increased dynamically in Budapest. The Municipality of Budapest intends to further promote cycling by eliminating the fragmentation of the main cycling network linking the districts of the city, and providing conurbation and regional connections, and by making the entire local road network cycle-friendly. In addition to establishing cycling facilities, making the entire road network cycle-friendly according to the principles laid down in the road safety and traffic calming plan being drawn up.</i><br>→ Potential funding: ITOP Plus, SUDOP Plus                        | <b>15,520</b>  | <b>40,190</b>  | <b>59,480</b>  |
| II.7.1                                             | <b>BIKEWAY PROGRAMME</b><br>→ earliest possible start: 2024 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 15,520         | 32,190         | 37,740         |
| II.7.2                                             | <b>OTHER MAIN CYCLE NETWORK</b><br>→ earliest possible start: 2024 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                | 9,140          |
| II.7.3                                             | <b>CYCLE-FRIENDLY DEVELOPMENT OF CONTIGUOUS DISTRICTS – CORE NETWORK</b><br>→ earliest possible start: 2023 → duration: 4 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                | 4,000          | 4,000          |
| II.7.4                                             | <b>CYCLING PUBLIC TRANSPORT SYSTEM (BUBI BIKESHARING DEVELOPMENT)</b><br>→ earliest possible start: 2023 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                | 3,000          | 3,000          |
| II.7.5                                             | <b>ESTABLISHING B+R BICYCLE STORAGE FACILITIES</b><br>→ earliest possible start: 2021 → duration: 4 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                | 1,000          | 1,000          |
| II.7.6                                             | <b>DEVELOPING URBAN GREEN ROUTES IN BUDAPEST AND DEVELOPING LINKS TO GREEN ROUTES IN THE ENVIRONS</b><br>→ earliest possible start: 2022 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                |                | 4,600          |
| <b>II.8</b>                                        | <b>ENVIRONMENT-FRIENDLY VEHICLES IN PUBLIC TRANSPORT</b><br><i>Procurement of electric or environment-friendly vehicles for on-demand services. In line with the vehicle strategy, with a view to the gradual renewal of the bus fleet, the procurement of a total of 300 alternative, mainly electric, buses between 2024 and 2027 is planned. The development of a new depot with maintenance shops and equipment, technological and social rooms, offices, and stabling tracks. The total space required for the depot in the long term is 80,000 m<sup>2</sup>.</i><br>→ Potential funding: ITOP Plus, RRF, EIB loan/InvestEU/financial instruments (environment-friendly vehicles) | <b>188,400</b> | <b>253,400</b> | <b>255,900</b> |
| II.8.1                                             | <b>RENEWING THE CAPITAL'S TRAM FLEET</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 36,000         | 36,000         | 36,000         |

| <b>Strategic programmes</b> (costs in HUF million) |                                                                                                                                                                                                                                                                                              | <b>S</b>      | <b>M</b>      | <b>L</b>       |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|----------------|
|                                                    | <i>Tram procurement phase III</i><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                     |               |               |                |
| II.8.2                                             | <b>TROLLEYBUS PROCUREMENT PHASE III</b><br>→ earliest possible start: 2021 → duration: 2 years                                                                                                                                                                                               | 14,000        | 14,000        | 14,000         |
| II.8.3                                             | <b>RENEWING THE CAPITAL'S TRAM FLEET</b><br><i>Tram procurement phase IV</i><br>→ earliest possible start: 2022 → duration: 7 years                                                                                                                                                          |               | 40,000        | 40,000         |
| II.8.4                                             | <b>TROLLEYBUS PROCUREMENT PHASE IV</b><br>→ earliest possible start: 2022 → duration: 6 years                                                                                                                                                                                                |               | 10,000        | 10,000         |
| II.8.5                                             | <b>ON-DEMAND PUBLIC TRANSPORT SERVICE DEVELOPMENTS</b><br>→ earliest possible start: 2023 → duration: 3 years                                                                                                                                                                                | 1,300         | 1,300         | 1,300          |
| II.8.6                                             | <b>DEVELOPMENT AND EXTENSION OF THE M1 MILLENNIUM UNDERGROUND – ROLLING STOCK DEVELOPMENT</b><br>→ earliest possible start: 2021 → duration: 6 years                                                                                                                                         | 19,200        | 19,200        | 19,200         |
| II.8.7                                             | <b>GRADUAL SHIFT TO ALTERNATIVE (ELECTRIC) BUS TRANSPORT</b><br>→ earliest possible start: 2022 → duration: 3 years                                                                                                                                                                          | 100,000       | 100,000       | 100,000        |
| II.8.8                                             | <b>DEVELOPMENTS RELATED TO AUTOMATED VEHICLES</b><br>→ earliest possible start: 2024 → duration: 3 years                                                                                                                                                                                     |               |               | 2,500          |
| II.8.9                                             | <b>VEHICLE DEPOT DEVELOPMENT</b><br>→ earliest possible start: 2022 → duration: 6 years                                                                                                                                                                                                      | 5,000         | 20,000        | 20,000         |
| II.8.10                                            | <b>DEVELOPING POWER CONVERTER SYSTEMS</b><br>→ earliest possible start: 2022 → duration: 6 years                                                                                                                                                                                             | 12,900        | 12,900        | 12,900         |
| <b>II.9</b>                                        | <b>PUBLIC TRANSPORT NETWORK DEVELOPMENT</b><br><i>Reconstructing existing networks, preparation of new network sections, supplementary investments, bridge renovation projects.</i><br>→ Potential funding: ITOP Plus, RRF, EIB loan/InvestEU/financial instruments (Gellért Hill funicular) | <b>68,540</b> | <b>82,540</b> | <b>252,440</b> |
| II.9.1                                             | <b>GIVING PUBLIC TRANSPORT VEHICLES PRIORITY</b><br>→ earliest possible start: 2021 → duration: 2 years                                                                                                                                                                                      | 1,000         | 1,000         | 1,000          |
| II.9.2                                             | <b>TROLLEYBUS NETWORK DEVELOPMENT</b><br>→ earliest possible start: 2021 → duration: 6 years                                                                                                                                                                                                 | 5,000         | 5,000         | 15,000         |
| II.9.3                                             | <b>DEVELOPMENT AND EXTENSION OF THE M1 MILLENNIUM UNDERGROUND</b><br>→ earliest possible start: 2021 → duration: 6 years                                                                                                                                                                     | 52,500        | 52,500        | 52,500         |
| II.9.4                                             | <b>DEVELOPING URBAN AND SUBURBAN BOATS AND THEIR SERVICE FACILITIES</b><br>→ earliest possible start: 2023 → duration: 5 years                                                                                                                                                               |               |               | 19,900         |
| II.9.5                                             | <b>NORTHBOUND EXTENSION OF METRO LINE M3 – PREPARATIONS</b><br>→ earliest possible start: 2021 → duration: 8 years                                                                                                                                                                           | 1,800         | 1,800         | 111,800        |
| II.9.6                                             | <b>WESTBOUND EXTENSION OF METRO LINE M4 PREPARATIONS</b><br>→ earliest possible start: 2022 → duration: 3 years                                                                                                                                                                              |               | 4,000         | 4,000          |
| II.9.7                                             | <b>GELLÉRT HILL FUNICULAR</b><br>→ earliest possible start: 2021 → duration: 2 years                                                                                                                                                                                                         |               |               | 10,000         |
| II.9.8                                             | <b>PHASED IMPLEMENTATION OF P+R FACILITIES</b><br>→ earliest possible start: 2021 → duration: 5 years                                                                                                                                                                                        |               | 1,000         | 21,000         |
| II.9.9                                             | <b>RENOVATION OF THE STRUCTURE OF PETŐFI BRIDGE</b><br>→ earliest possible start: 2023 → duration: 4 years                                                                                                                                                                                   | 8,000         | 8,000         | 8,000          |
| II.9.10                                            | <b>PREPARATION FOR THE CONSTRUCTION OF AQUINCUM BRIDGE</b>                                                                                                                                                                                                                                   | 240           | 240           | 240            |



| <b>Strategic programmes</b> (costs in HUF million) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>S</b>     | <b>M</b>      | <b>L</b>      |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|---------------|
|                                                    | → launch: 2021 → duration: 1 year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |               |               |
| II.9.11                                            | DEVELOPMENT OF CSEPEL BACKBONE ROAD (TELLER EDE ROAD) PHASE II<br>→ earliest possible start: 2022 → duration: 2 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              | 9,000         | 9,000         |
| II.9.12                                            | LINKING METRO LINE M2 AND H8 GÖDÖLLŐ HÉV SUBURBAN RAILWAY – GÖDÖLLŐ BRANCH (PILLANGÓ ROAD-CINKOTA)<br>Developer: Hungarian State (indicative cost: HUF 157.5 billion)<br>RENOVATION OF TRACK SECTIONS OF METRO LINE M2 AND H8 GÖDÖLLŐ HÉV SUBURBAN RAILWAY LINE<br>Renovation of the track sections Budapest-Cinkota – Gödöllő, and the H9 Csömör HÉV suburban railway line Budapest-Cinkota – Csömör – Kavicsbánya-branch<br>Developer: Hungarian State (indicative cost: HUF 39.8 billion)                                                                                                                                                                                                                                                                                           |              |               |               |
| II.9.13                                            | RECONSTRUCTION AND DEVELOPMENT OF THE COGWHEEL RAILWAY TRACK (TRAM NO. 60)<br>Developer: Hungarian State (indicative cost: HUF 45 billion) – financed from the central budget (funding from EU sources is not supported)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |              |               |               |
| II.9.14                                            | FERIHEGY HIGH-SPEED ROAD<br>Developer: Hungarian State                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |               |               |
| <b>II.10</b>                                       | <b>DANUBE GREEN CORRIDOR</b><br>Coordinated with the flood protection functions, the comprehensive development of the area for recreational purposes retaining its semi-natural character, and enhancing the quality and quantity of green spaces as well as protecting the riparian galleries. Among the development options is the continuation of the streamside walkway between Aranyhegy Stream and Almási Balogh Lóránd Street and the use for public purposes of the disused waterside facilities. A key task is improving the connection of Óbuda Island to the riverside areas as part of green space development and character conservation: constructing pedestrian/cycle path bridges between the island and the embankment areas.<br>→ Potential funding: SUDOP Plus, RRF | <b>1,000</b> | <b>4,700</b>  | <b>8,200</b>  |
| II.10.1                                            | RÓMAI-PART AND GÁZGYÁRI DANUBE EMBANKMENTS<br>Public park and nature rehabilitation, protection of riparian galleries and waterside recreation areas<br>→ earliest possible start: 2021 → duration: 4 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              | 2,500         | 2,500         |
| II.10.2                                            | RECREATIONAL AND CHARACTER CONSERVATION DEVELOPMENT OF ÓBUDA ISLAND<br>→ earliest possible start: 2021 → duration: 5 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |              | 1,000         | 1,000         |
| II.10.3                                            | DEVELOPING PÜNKÖSDFÜRDŐ SPA'S ECOLOGICAL GREEN SPACE<br>→ launch: 2021 → duration: 2 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1,000        | 1,000         | 1,000         |
| II.10.4                                            | HÁROS ISLAND AND HUNYADI BARRACKS<br>→ earliest possible start: 2022 → duration: 4 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |              | 200           | 700           |
| II.10.5                                            | CREATING PEDESTRIAN AND CYCLE LINKS WITH THE DANUBE ISLANDS<br>→ earliest possible start: 2023 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |              |               | 3,000         |
| <b>II.11</b>                                       | <b>URBAN PARKS CHAIN PROGRAMME</b><br>In addition to the renewal and protection of vegetation, and the development of basic park infrastructure, the goal of the long-planned renovation of Népliget Park is to create an urban park with a complex range of functions for public purposes that provides visitors with meaningful leisure and recreational opportunities while also fostering cultural heritage as a historic park. As part of the complex development project for the Gellért Hill area, the renovation of the green spaces and the buildings defining the hill's image, as well as the expansion of the park's functions are planned.                                                                                                                                | <b>7,300</b> | <b>20,750</b> | <b>20,750</b> |

| <b>Strategic programmes</b> (costs in HUF million) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>S</b>     | <b>M</b>     | <b>L</b>     |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|
|                                                    | → Potential funding: SUDOP Plus, RRF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |              |              |
| II.11.1                                            | <b>RENOVATION OF NÉPLIGET PARK</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 5,000        | 15,000       | 15,000       |
| II.11.2                                            | <b>RENOVATION OF THE GREEN SPACES OF GELLÉRT HILL</b><br>→ earliest possible start: 2021 → duration: 4 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1,500        | 1,500        | 1,500        |
| II.11.3                                            | <b>COMPLETE RENOVATION OF TEREYESI WOOD (FEHÉRDÚLÓ)</b><br>→ earliest possible start: 2021 → duration: 4 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              | 800          | 800          |
| II.11.4                                            | <b>RENEWING THE BUDA PARK AXIS</b><br>→ earliest possible start: 2021 → duration: 4 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              | 1,800        | 1,800        |
| II.11.5                                            | <b>CONTINUING THE RENOVATION OF MARGARET ISLAND</b><br>(Field project and other developments)<br>→ launch: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 800          | 800          | 800          |
| II.11.6                                            | <b>RENEWAL OF THE PUBLIC PARK ON FLÓRIÁN SQUARE</b><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |              | 850          | 850          |
| <b>II.12</b>                                       | <b>CITY STREAMS PROGRAMME</b><br>During the revitalisation of the stream section, the aim is the engineering biology renewal of the riverbed, widening the inundation area, and the green space and ecological development of the area. The habitat reconstruction of the Felsőrákos meadows nature conservation area of local significance, ensuring the water supply of the ex lege marshes and increasing the length of the period of flooding. On Szilas Stream between its confluence with Zúgó Stream and Naplás Lake, the reconstruction of the built riverbed structure.<br>→ Potential funding: E&EOP Plus, SUDOP Plus, RRF | <b>2,230</b> | <b>2,780</b> | <b>2,780</b> |
| II.12.1                                            | <b>FELSŐRÁKOS MEADOWS NATURE CONSERVATION AREA</b><br>Rehabilitation and management for nature protection purposes<br>→ earliest possible start: 2024 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              | 450          | 450          |
| II.12.2                                            | <b>RÁKOS STREAM</b><br>Urban stream revitalisation and development of a green walkway on the Madarász Street – Béke Street section<br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1,300        | 1,300        | 1,300        |
| II.12.3                                            | <b>SZILAS STREAM</b><br>Channel regulation for nature conservation purposes and the rehabilitation of wetland habitat of the section between Zúgó Stream and Naplás Lake<br>→ earliest possible start: 2022 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                      |              | 100          | 100          |
| II.12.4                                            | <b>HOSSZURÉTI STREAM – LAKE SYSTEM</b><br>Review, public park and welfare wood development along the stream<br>→ earliest possible start: 2023 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 930          | 930          | 930          |
| <b>II.13</b>                                       | <b>SEMI-NATURAL AREAS PROGRAMME</b><br>Taking account of nature conservation aspects, developing Mocsárosdűlő to mitigate the climate emergency: habitat rehabilitation projects, establishing an education centre and a flood control reservoir periodically covered with water. Site surveying of areas classified as forest in the Municipality's structural plan but which are not afforested, devising an afforestation plan for suitable areas, and then, as the first example on municipally-owned properties, starting the methodical afforestation.<br>→ Potential funding: E&EOP Plus, RRF                                 | <b>1,500</b> | <b>4,500</b> | <b>4,500</b> |
| II.13.1                                            | <b>REHABILITATION OF MOCSÁROSDÚLÓ FOR NATURE CONSERVATION PURPOSES</b><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |              | 1,000        | 1,000        |
| II.13.2                                            | <b>WILD BUDAPEST PROGRAMME – REHABILITATION FOR NATURE CONSERVATION PURPOSES</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1,000        | 2,500        | 2,500        |

| <b>Strategic programmes</b> (costs in HUF million) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>S</b>      | <b>M</b>       | <b>L</b>       |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|----------------|
| II.13.3                                            | <b>FOREST PLANTATION PROGRAMME</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 500           | 1,000          | 1,000          |
| <b>II.14</b>                                       | <b>NEW ECO-DISTRICTS</b><br>After green space developments, preparation for constructions with a green approach on municipally-owned sites designated for development in the area.<br>→ Potential funding: EIB loan/InvestEU/financial instruments                                                                                                                                                                                                                                                                                                                                                                |               |                | <b>6,000</b>   |
| II.14.1                                            | <b>FEHÉRDÚLÓ AREA</b><br>→ earliest possible start: 2024 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               |                | 6,000          |
| <b>II.15</b>                                       | <b>FLOOD AND INUNDATION PROTECTION, RELATED GREEN DEVELOPMENTS</b><br>Development of water supply services, stormwater management and the flood defence system for the purposes of efficient and sustainable resource management and adapting to climate change<br>→ Potential funding: E&EOP Plus, RRF                                                                                                                                                                                                                                                                                                           | <b>57,800</b> | <b>65,400</b>  | <b>65,400</b>  |
| II.15.1                                            | <b>DEVELOPMENT OF NORTH PEST FLOOD DEFENCE LINE SECTIONS</b><br>(27-34, 35, 101, 37, 38, 39-40)<br>→ launch: 2020 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 15,600        | 15,600         | 15,600         |
| II.15.2                                            | <b>DEVELOPMENT OF BUDA FLOOD DEFENCE LINE SECTIONS</b><br>(Section 8 and Római-part embankment)<br>→ earliest possible start: 2021 → duration: 6 years                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 15,500        | 15,500         | 15,500         |
| II.15.3                                            | <b>RAINWATER RETENTION AND UTILISATION RELATED TO GREEN SPACE DEVELOPMENTS</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 5,000         | 10,000         | 10,000         |
| II.15.4                                            | <b>BÉKE SQUARE PROJECT PHASES II AND III</b><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 16,900        | 16,900         | 16,900         |
| II.15.5                                            | <b>EXPANSION OF THE STRÓBL ALAJOS STREET MAIN COLLECTOR SEWER</b><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               | 2,600          | 2,600          |
| II.15.6                                            | <b>CONSTRUCTION OF THE JÁSZBERÉNYI STREET - MAGLÓDI STREET MAIN COLLECTOR SEWER</b><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 4,800         | 4,800          | 4,800          |
| <b>II.16</b>                                       | <b>ENERGY-EFFICIENT BUILDINGS AND LIGHTING</b><br>Building energy developments and renewable energy utilisation projects in municipally-owned institutions and companies affected by municipal ownership as well as the support of the energy renewal of the privately owned housing stock and the use of renewable energy through financial instruments and reimbursable resources. (The projects of social institutions appear under Empowering Budapest in an integrated manner.)<br>→ Potential funding: E&EOP Plus, SUDOP Plus, RRF, EIB loan/InvestEU/financial instruments, Green Economy Financing System | <b>59,700</b> | <b>634,700</b> | <b>655,700</b> |
| II.16.1                                            | <b>BUILDING ENERGY DEVELOPMENTS OF CULTURAL AND SPORT INSTITUTIONS</b><br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 5,000         | 10,000         | 10,000         |
| II.16.2                                            | <b>BUILDING ENERGY, RENEWABLE ENERGY AND TECHNOLOGICAL DEVELOPMENTS AT COMPANIES OWNED BY THE MUNICIPALITY</b><br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 10,000        | 20,000         | 30,000         |
| II.16.3                                            | <b>SUPPORTING THE ENERGY MODERNISATION OF THE PRIVATELY OWNED HOUSING STOCK</b><br>The project primarily calculates with HUF 300 billion support and HUF 300 billion reimbursable resources to be funded by RRF under scenarios M and L, while scenario S can also be interpreted as an equal opportunities programme involving the most deprived households.                                                                                                                                                                                                                                                     | 40,000        | 600,000        | 600,000        |

| <b>Strategic programmes</b> (costs in HUF million) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>S</b>      | <b>M</b>      | <b>L</b>       |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|----------------|
|                                                    | → launch: earliest possible start → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |               |               |                |
| II.16.4                                            | <b>BUILDING ENERGY DEVELOPMENTS FOR MUNICIPAL RESIDENTIAL BUILDINGS</b><br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1,700         | 1,700         | 1,700          |
| II.16.5                                            | <b>INSTALLING LED LIGHTING AND RELATED SMART DEVELOPMENTS</b><br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 3,000         | 3,000         | 14,000         |
| <b>II.17</b>                                       | <b>DEVELOPMENT OF DISTRICT HEATING</b><br><i>In line with the Green District Heating programme of the document “National Energy Strategy 2030 with a perspective until 2040”, the establishment of geothermal capacities and increasing the proportion of waste-based heat production. Interconnecting district heating zones and constructing new district heating pipelines in order to connect new consumers, stimulate competition in heat production and involve green heat sources.<br/>Energy efficiency developments of the district heating pipelines and heat centres by increasing the technical standards and the security of supply.</i><br>→ Potential funding: E&EOP Plus, EIB loan/InvestEU/financial instruments; E&EOP (in the case of II.17.1 and II.17.4), Green Economy Financing System | <b>24,200</b> | <b>65,400</b> | <b>118,000</b> |
| II.17.1                                            | <b>RECONSTRUCTION OR REPLACEMENT OF PTVM BOILERS TO DECREASE NO<sub>x</sub> EMISSIONS</b><br>→ launch: 2021 → duration: 2 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 3,200         | 3,200         | 3,200          |
| II.17.2                                            | <b>GREEN DISTRICT HEATING – GEOTHERMAL HEAT SOURCES</b><br>→ launch: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |               | 9,300         | 9,300          |
| II.17.3                                            | <b>GREEN DISTRICT HEATING – REPLACEMENT OF HUHA STEAM TURBINE AND RECONSTRUCTION OF BOILERS</b><br>→ launch: 2021 → duration: 5 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 11,000        | 11,000        | 11,000         |
| II.17.4                                            | <b>INTERCONNECTING DISTRICT HEATING ZONES, CONSTRUCTING NEW HEAT PIPELINES, CONNECTING NEW CONSUMERS</b><br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2,000         | 19,600        | 63,100         |
| II.17.5                                            | <b>ENERGY-EFFICIENCY RECONSTRUCTIONS AND INNOVATIVE DEVELOPMENTS</b><br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 8,000         | 22,300        | 31,400         |
| <b>II.18</b>                                       | <b>INVESTMENT IN THE CIRCULAR ECONOMY</b><br><i>Establishing a system for the treatment of municipal biowaste (kitchen waste, food remains) in order to achieve the waste management targets adopted in the EU circular economy package, increasing the number of waste yards, recultivation of existing landfills. Developments associated with public hygiene.</i><br>→ Potential funding: E&EOP Plus                                                                                                                                                                                                                                                                                                                                                                                                       | <b>19,900</b> | <b>34,100</b> | <b>54,700</b>  |
| II.18.1                                            | <b>BIOWASTE TREATMENT PROJECT</b><br>→ earliest possible start: 2022 → duration: 6 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 5,000         | 5,000         | 15,000         |
| II.18.2                                            | <b>EXPANDING COMPOSTING CAPACITY</b><br><i>(new composting plant in the North/North-East Pest area – 2-pole green waste treatment)</i><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1,000         | 1,000         | 1,000          |
| II.18.3                                            | <b>RESIDENTIAL SEPARATE COLLECTION AND RECYCLING PROJECT</b><br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2,500         | 2,500         | 2,500          |
| II.18.4                                            | <b>PERMANENT RECULTIVATION – PUSZTAZÁMOR, PHASE I</b><br>→ earliest possible start: 2022 → duration: 2 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |               | 2,200         | 2,200          |
| II.18.5                                            | <b>ESTABLISHING A WASTE TRANSFER STATION IN BUDA</b><br>→ earliest possible start: 2023 → duration: 2 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |               |               | 4,600          |
| II.18.6                                            | <b>PROCUREMENT OF SPECIAL PURPOSE VEHICLES</b><br>→ earliest possible start: 2021 → duration: 5 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |               | 10,000        | 10,000         |

| <b>Strategic programmes</b> (costs in HUF million) |                                                                                                                                                                                                                                                                                           | <b>S</b>       | <b>M</b>         | <b>L</b>         |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------|------------------|
| II.18.7                                            | PLANNING AND EXECUTING PHASE III OF THE PUSZTAZÁMOR LANDFILL<br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                       |                |                  | 4,000            |
| II.18.8                                            | MODERN, LOW-EMISSION STREET CLEANING FLEET<br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                         | 8,400          | 10,400           | 12,400           |
| II.18.9                                            | SEPARATE WASTE COLLECTION IN WELL-FREQUENTED PUBLIC SPACES<br>→ earliest possible start: 2022 → duration: 2 years                                                                                                                                                                         | 3,000          | 3,000            | 3,000            |
| <b>II.19</b>                                       | <b>SAFE AND SUSTAINABLE WATER MANAGEMENT</b><br><i>Development of water supply services, stormwater management and the flood defence system for the purposes of efficient and sustainable resource management and adapting to climate change.</i><br>→ Potential funding: E&EOP Plus, RRF | <b>11,537</b>  | <b>23,137</b>    | <b>24,537</b>    |
| II.19.1                                            | NORTH PEST SEWAGE PLANT DEVELOPMENTS<br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                               |                | 4,200            | 4,200            |
| II.19.2                                            | DEVELOPMENTS RELATED TO THE CATCHMENT AREA OF THE SOUTH PEST SEWAGE PLANT – PHASE II<br>→ earliest possible start: 2025 → duration: 5 years                                                                                                                                               |                | 6,500            | 6,500            |
| II.19.3                                            | DEVELOPING THE BÉKÁSMEGYER PUMPING STATION<br>→ earliest possible start: 2021 → duration: 2 years                                                                                                                                                                                         |                | 900              | 900              |
| II.19.4                                            | CONSTRUCTION OF EMBANKMENT MAIN PIPELINE<br>→ earliest possible start: 2021 → duration: 2 years                                                                                                                                                                                           | 3,657          | 3,657            | 3,657            |
| II.19.5                                            | TRANSFORMING THE WATER UTILITY NETWORKS, IMPROVING EFFICIENCY<br><i>Assessing the technical condition of water utility systems, investigating problems</i><br>→ earliest possible start: 2022 → duration: 4 years                                                                         | 5,300          | 5,300            | 5,300            |
| II.19.6                                            | WASTEWATER DRAINAGE IN BUDAPEST'S DISTRICT XII – NAGYKAPOS STREET, IRHÁS ÁROK, KONKOLY-THEGE MIKLÓS STREET, MAGAS STREET<br>→ earliest possible start: 2021 → duration: 3 years                                                                                                           | 800            | 800              | 800              |
| II.19.7                                            | DEVELOPMENT OF THE SOUTH BUDA LIFTING STATIONS<br>→ earliest possible start: 2021 → duration: 3 years                                                                                                                                                                                     |                |                  | 1,400            |
| II.19.8                                            | MODERNISATION OF MACHINE ENGINE ROOMS<br>→ earliest possible start: 2022 → duration: 2 years                                                                                                                                                                                              | 1,780          | 1,780            | 1,780            |
|                                                    | <b>TOTAL</b>                                                                                                                                                                                                                                                                              | <b>566,607</b> | <b>1,410,577</b> | <b>1,779,567</b> |

### III. OPEN BUDAPEST

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                    | S      | M       | L       |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------|---------|
| <b>Strategic programmes (costs in HUF million)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |         |         |
| <b>III.1</b>                                       | <b>PARTICIPATORY BUDGET</b><br><i>Participatory budget – an amount in the budget for a particular year set aside for the implementation of developments for public purposes proposed by Budapest residents selected in a multi-stage, transparent process for projects within the remit of the Municipality of Budapest supported by the public.</i><br>→ launch: 2021 → duration: 7 years<br>→ Potential funding: SUDOP Plus                      | 7,000  | 7,000   | 7,000   |
| <b>III.2</b>                                       | <b>MYBUDAPEST</b><br><i>The aim of the programme is to better inform the residents of Budapest, providing information and discounts related to public services in the capital and establishing digital platforms for this.</i><br>→ Potential funding: SUDOP Plus, DROP                                                                                                                                                                            | 800    | 1,500   | 1,500   |
| III.2.1                                            | <b>BUDAPEST APP AND BUDAPEST CARD</b><br>→ launch: 2021 → duration: 4 years                                                                                                                                                                                                                                                                                                                                                                        | 500    | 1,000   | 1,000   |
| III.2.2                                            | <b>RENEWAL OF THE BUDAPEST PORTAL</b><br>→ launch: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                                                                                                        | 300    | 500     | 500     |
| <b>III.3</b>                                       | <b>PUBLIC-DIGIT – DIGITALISATION IN PUBLIC SERVICES</b><br><i>Developments increasing efficiency and cooperation, and supporting higher service standards and (smart) operation, introducing integrated corporate management systems and developing existing ones; developing employees' digital skills.</i><br>→ Potential funding: DROP, EEEOP Plus, ITOP Plus                                                                                   | 25,200 | 50,000  | 50,000  |
| III.3.1                                            | <b>INFOCOMMUNICATION DEVELOPMENTS AND TRAINING (COMPANIES, MAYOR'S OFFICE)</b><br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                               | 20,000 | 40,000  | 40,000  |
| III.3.2                                            | <b>INFORMATION TECHNOLOGY DEVELOPMENTS IN URBAN TRANSPORT ORGANISATION</b><br>→ launch: 2022 → duration: 2 years                                                                                                                                                                                                                                                                                                                                   | 5,000  | 9,500   | 9,500   |
| III.3.3                                            | <b>DIGITAL CINEMA PROGRAMME</b><br>→ earliest possible start: 2021 → duration: 2 years                                                                                                                                                                                                                                                                                                                                                             | 200    | 500     | 500     |
| <b>III.4</b>                                       | <b>QUALITY CUSTOMER SERVICE PROGRAMME</b><br><i>Customer-side improvements in the Mayor's Office and in public services; e-administration, one-stop-shop administration and fault-reporting interfaces, customer service centres; city logistics infrastructure and IT-based organisational developments; developments related to information and the e-ticket system in public transport.</i><br>→ Potential funding: DROP, ITOP Plus, SUDOP Plus | 1,700  | 27,900  | 28,900  |
| III.4.1                                            | <b>E-BUDAPEST PROGRAMME</b><br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                                                                                                  | 1,000  | 2,000   | 3,000   |
| III.4.2                                            | <b>E-TICKET SYSTEM</b><br>(*DEPENDENT ON THE UNIFIED SYSTEM)<br>→ earliest possible start: 2021 → duration: 6 years                                                                                                                                                                                                                                                                                                                                |        | 23,500* | 23,500* |
| III.4.3                                            | <b>DIGITALISATION OF PASSENGER INFORMATION AT STOPS</b><br>→ earliest possible start: 2021 → duration: 2 years                                                                                                                                                                                                                                                                                                                                     |        | 500     | 500     |
| III.4.4                                            | <b>DEVELOPMENT OF BKK CUSTOMER CENTRES</b><br>→ launch: 2021 → duration: 2 years                                                                                                                                                                                                                                                                                                                                                                   |        | 1,000   | 1,000   |
| III.4.5                                            | <b>MODERNISATION OF SCHOOL MEALS</b><br>→ earliest possible start: 2021 → duration: 2 years                                                                                                                                                                                                                                                                                                                                                        | 200    | 400     | 400     |

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                 | S             | M              | L              |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|----------------|
| <b>Strategic programmes (costs in HUF million)</b> |                                                                                                                                                                                                                                                                                                                                                                                 |               |                |                |
| <b>III.5</b>                                       | <b>BUDAPEST DATA AND INNOVATION PROGRAMME</b><br><i>Increasing the number of ideas for solving urban challenges in Budapest, further supporting the development of suitable ideas, creating the conditions for the conscious management of the capital's data assets and supporting the digital transition in the business sector.</i><br>→ Potential funding: DROP, EEEOP Plus | 2,100         | 3,000          | 7,000          |
| III.5.1                                            | BUDAPEST PUBLIC DATA PROGRAMME<br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                           | 800           | 1,000          | 1,000          |
| III.5.2                                            | BUDAPEST URBAN INNOVATION CENTRE<br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                                          | 800           | 1,000          | 5,000          |
| III.5.3                                            | SME DIGIT: SUPPORT FOR DIGITAL TRANSITION IN THE SME SECTOR<br>→ earliest possible start: 2021 → duration: 7 years                                                                                                                                                                                                                                                              | 500           | 1,000          | 1,000          |
| <b>III.6</b>                                       | <b>VALUE-BASED AND COMMUNITY-PURPOSED TOURISM DEVELOPMENTS</b><br><i>Implementing projects that serve the needs of residents and contribute to the quality expansion of tourism services, digital developments that increase customer experience.</i><br>→ Potential funding: DROP, EEEOP Plus, SUDOP Plus                                                                      | 25,800        | 55,000         | 55,000         |
| III.6.1                                            | COMPLEX SPA DEVELOPMENT – HEALTHY LIFESTYLE PROGRAMME<br>→ launch: 2021 → duration: 7 years                                                                                                                                                                                                                                                                                     | 15,000        | 40,000         | 40,000         |
| III.6.2                                            | MUSEUM OF BUDAPEST PROGRAMME<br>→ earliest possible start: 2021 → duration: 5 years                                                                                                                                                                                                                                                                                             | 2,500         | 5,000          | 5,000          |
| III.6.3                                            | BOOK WORLD PROGRAMME<br>→ earliest possible start: 2021 → duration: 2 years                                                                                                                                                                                                                                                                                                     | 300           | 1,000          | 1,000          |
| III.6.4                                            | BUDAPEST ZOO AND BOTANICAL GARDEN DEVELOPMENT PROGRAMME<br>→ launch: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                   | 3,000         | 3,000          | 3,000          |
| III.6.5                                            | DIGITAL DEVELOPMENTS OF THE CAPITAL'S TOURIST SERVICES<br>→ launch: 2021 → duration: 3 years                                                                                                                                                                                                                                                                                    | 500           | 1,500          | 1,500          |
| III.6.6                                            | PROVIDING TOURIST BUS INFRASTRUCTURE CONDITIONS<br>→ earliest possible start: 2022 → duration: 2 years                                                                                                                                                                                                                                                                          | 4,500         | 4,500          | 4,500          |
| III.6.7                                            | CHAIRLIFT RECONSTRUCTION<br><i>Developer: Hungarian State</i>                                                                                                                                                                                                                                                                                                                   |               |                |                |
|                                                    | <b>TOTAL</b>                                                                                                                                                                                                                                                                                                                                                                    | <b>62,600</b> | <b>144,400</b> | <b>149,400</b> |

### 3 ANTI-SEGREGATION PROGRAMME

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Maps compiled over recent years according to differences based on qualifications, income and social status uniformly show geographically concentrated blocks covering a large area inhabited by the well-off and scattered blocks covering small areas lived in by the poor.

Thus Budapest has no contiguous low status segregation area or large homogeneous crisis area; the problematic neighbourhoods are scattered.

Many such areas have been gradually transformed and revitalised over the last six to eight years in the wake of the district authorities' own interventions or successful social urban rehabilitation programmes under CHOP or CCHOP grant applications. These include Gát Street (District IX), Fáy Street and environs (District XVIII), Csányi and Verseny Streets (District VII), the Rákosmente crisis block (District XVII); Csillagtelep housing estate (District XXI), Kis-Pongrác housing estate (District X), part of Újpalota housing estate (District XV). Thus demolition and social rehabilitation projects have commenced or have been completed in several places and the first results are now evident, though their long-term effects are not yet detectable.

Some of the interventions of recent years affected single blocks under threat; others extended to a few streets, or parts of or entire housing estates. Such projects including those in Districts III, IX, X, XV, XVII and the interventions under the remit of the district authorities (e.g. demolitions, for instance in District II), together with the spontaneous mobility of the residents, also led to a reduction in the number of segregated areas and areas threatened with segregation as well as their spatial transformation.

Whereas the number of these areas in the inner districts of Pest and on the perimeter of brownfield sites has diminished, some of the areas designated under the *Social Urban Rehabilitation Thematic Development Programme (TDP)* are yet to be dealt with. On the one hand, there were districts where it was not possible to implement project elements due to a lack of funds (e.g. the managing authority did not support the application in District XIX), while, on the other hand, measures have not yet been taken to tackle vulnerable areas wedged between mainly detached house neighbourhoods in areas with a low density of buildings, and these remain problems (e.g. Districts XIII, XV, XX). Furthermore, peri-urban areas of former weekend houses (e.g. District XXI Csepel-Háros) also appear among the threatened areas. These are parts of the city where poor families moving from the provinces to Budapest first tend to find accommodation and which are still affordable for households forced out of the city due to falling into poverty.

Thus some threatened and crisis areas still need to be addressed on the one hand and, on the other, new peri-urban areas will also have to be dealt with in the near future. For this, the list of threatened and crisis areas needs to be updated based on statistical and local authority data. A review of the districts' IUDS began in 2020 under which the district authorities examine these areas based on their own data and interventions. Checking these on the basis of the 2021 census data will be a task for the coming years.



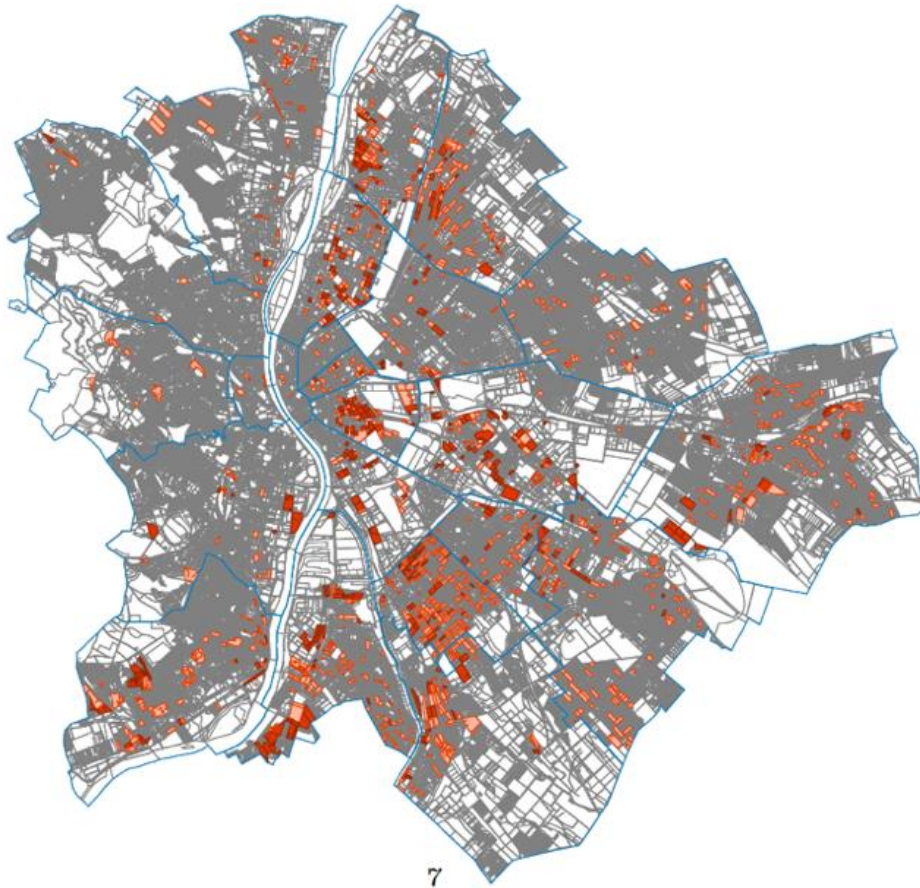


Figure 1: Budapest's vulnerable and crisis areas (10% limit values) Source: Demarcation of crisis areas based on 2011 data, TDP 2014

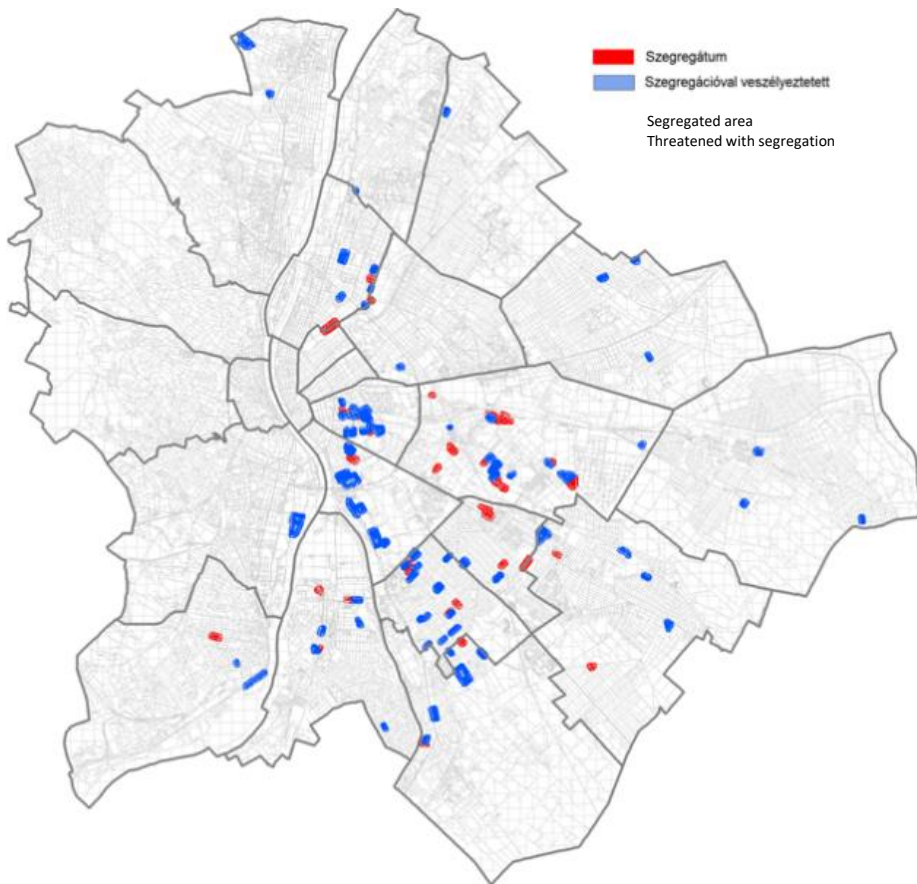


Figure 2: Budapest's crisis and threatened areas according to the methodology of Government Decree 314/2012 of 8 November 2012, based on data from the 2011 census

**red:** segregated

**blue:** threatened with segregation

## 3.1 REDUCING SEGREGATION

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### MEASURES AIMED AT REDUCING OR ERADICATING SEGREGATION

**Reducing and eradicating segregation, and preventing the development of segregated areas mainly falls under the competence of the district authorities. The Municipality of Budapest undertakes an initiating, coordinating role in and provides professional methodology for the successful implementation of the districts' action area projects.**

The Social Urban Rehabilitation Thematic Development Programme (TDP) is the result of the work, lasting from February to May 2014, of the professional working group set up by the Municipality and the district authorities together with the relevant state, professional and civil society organisations. The aim of the adopted and approved development programme is to define the scale and coordinates of future developments in the field of social urban rehabilitation, and to include in a unified framework the strategic goals and the projects that best help to exploit the opportunities in the affected areas. The Social Urban Rehabilitation TDP formulated the six long-term goals below:

1. The tolerant, inclusive society takes an active part in preserving and maintaining the results of urban rehabilitation
2. The level of education, employment indicators and state of health of the residents of places currently threatened by segregation improve
3. Thanks to the coordinated and integrated programmes, Budapest is comprised of spatially and socially balanced neighbourhoods
4. Budapest has a modern and affordable housing stock that meets social needs
5. The built environment encompasses its preserved heritage and the new quality developments
6. As a result of the integrated programmes, the complex renewal of the physical environment is carried out in addition to renovating the housing stock

To implement the above, the creators of the programme have set seven medium-term goals in the TDP:

1. Integrated, coordinated operation of public service systems
2. Physical renewal of urban areas, built environment
3. Strengthening communities, community development, strengthening trust
4. Local economic development to increase employment
5. Development of an integrated, differentiated housing policy system in the capital
6. Crime prevention, drug prevention, improving public safety
7. Strengthening cooperation and acceptance, reducing discrimination

The social urban rehabilitation programmes can include tools and interventions based on various resources in a unified framework, and also projects that can be implemented from EU funds. The principles set out in the TDP envisage the planning and implementation of various programme elements based on additional resources (municipal resources, thematic/sectoral operational programmes based on EU funds, central budget financing, etc.) in a unified approach and framework.

The Municipality of Budapest mainly takes part and acts actively in the case of general, systemic problems related to social urban rehabilitation programmes, and at the same time the project promoters are in direct contact with the managing authority (authorities) in order to satisfy the selection, planning, implementation, monitoring and accounting criteria laid down in the guidelines for the applications.

A methodological manual was produced under the TDP, which provides an overview of the project planning process, makes recommendations for the proposed tools by field of expertise, and attributes them to the problems directly.

The social urban rehabilitation interventions are realised in the eight main fields below:

- » Social problems;
- » Employment situation, unemployment;

- » Health care situation;
- » Education situation;
- » Housing situation;
- » Analysis of the built environment;
- » Public security – crime prevention / substance-abuse problems, addiction;
- » Community development.

The measures planned within the competence of the Municipality of Budapest are given in more detail in the chapter on strategic goals. As regards the professional goals, it is of essence that in the long- and medium-term planning of the capacities of the Municipality's services and for reducing the disadvantages of individual target groups, and strengthening their social integration and/or social participation, professional materials are created that are consistent with the urban development concept and this IUDS with compatible goals and guidelines.

Some of the **measures** apply to social services and institutions under the remit of and maintained by the Municipality of Budapest. At present, its competence covers a narrower part of social care, residential care for the elderly, as well as employment and care for homeless people. Care for the elderly is coordinated by the Municipality through its own institutions, and the latter two areas with the help of its companies. Budapest Esély Nonprofit Kft. is involved in the field of employment and is also the coordinator of the anti-discrimination activities of the Municipality of Budapest in a broader sense. Some of the related actual measures are thus generally formulated and apply to administrative and professional affairs arising from the Municipality of Budapest's compulsory or voluntarily undertaken tasks.

Project-type activities are included in the chapter on projects in this IUDS. In this area, specific projects and measures were chosen which had some practical experience from recent projects (e.g. a model programme or pilot project) or for which preparations are currently ongoing. The other part of the intended measures propose to increase the effectiveness of these and to supplement the range of action.

As regards the **target groups**, among the people living in segregation, who mostly have social and financial disadvantages, the groups that struggle with intersectional disadvantages, i.e. those with multiple types of disadvantage, appear prominently, thus for instance refugees, Roma people, people with disabilities, homeless people, LGBT+ people, and the elderly and women.

Among the **areas concerned** the key fields are education, culture, sport, health care, social services (in some cases along with child protection), employment, crime prevention and housing. Certain measures are gathered in a complex integration group, simultaneously covering several areas, which are used to strengthen social integration and/or participation in a particular community under the framework of inter-professional cooperation. Some measures help make services more accessible and usable.

The implementation of the Anti-Segregation Plan is linked to comprehensive anti-discrimination programmes and projects that are suitable for eradicating spatial segregation. These programmes are mostly complex initiatives enabling professional networking, service development, and improved access.

## 3.2 COUNTERING THE IMPACTS OF SEGREGATION

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### MEASURES TO BE TAKEN TO COUNTER THE SEGREGATING EFFECT OF DEVELOPMENTS, TO CHANGE THE PROCESSES CAUSING SEGREGATION, AND TO REDUCE THEIR IMPACTS

The Municipality of Budapest, in co-operation with the district authorities, must continue to coordinate the anti-segregation programmes and policy objectives in the territory of Budapest in the future too. This requires the establishment of a permanent, regularly meeting professional advisory body (anti-segregation working group) in whose activities all stakeholders are involved.

In relation to coordinating the districts' anti-segregation interventions, the Municipality of Budapest, through its professional organisations, should assist in the anti-segregation strategic planning, programming and interventions of the districts with free professional methodological advice and services, and in particular support the launch and implementation of social neighbourhood rehabilitation programmes to ease the spatial segregation of the Roma population of the capital.

## 4 IMPLEMENTATION

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### MEANS OF IMPLEMENTATION AND MONITORING, THE MAIN RISKS OF IMPLEMENTATION

#### 4.1 ORGANISATIONAL FRAMEWORK OF IMPLEMENTATION

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The operational objectives, programmes and projects presented in the strategy refer to the developments that the Municipality of Budapest intends to implement within its own remit, but besides the developments, the resources must be used primarily to carry out the mandatory tasks. One of the keys to successful implementation – apart from the financing conditions – is the efficiency and renewal of the internal operational processes. The IUDS is not meant to replace subsequent sectoral planning, which is more detailed in terms of both indicators and other aspects of operation, such as organisational and funding conditions. At the same time, there are general guidelines that the Municipality of Budapest endeavours to enforce during its operation:

**General  
operating  
principles**

- » Coordinated external and internal communication.
- » Application of service design methodology.
- » Using experimental, innovative urban development where possible, incorporating pilot sections into the development process.
- » Assessing needs and involving target groups in development (cooperation and collaboration).
- » Entrepreneurial approach – risk-taking and managing, flexible, fast operation.
- » Problem-solving, proactive initiating approach.
- » Supporting role, managing processes, and cooperation as the powers and resources of the Municipality of Budapest are limited.
- » Knowledge sharing, best practices, familiarity with case studies, analysing options to adapt.

Overall, a highly adaptable organisational background and operational processes capable of handling change and challenges need to be developed. In order to achieve agile urban governance – a methodology that originally became widespread in software development –, the Municipality of Budapest needs to change its organisational culture and the cooperation practices used hitherto both in its own internal

system and in relation to external partners. Thus it is necessary to construct an organisational framework when developing projects that provides an opportunity to involve partners and end-users, and incorporate the evaluation of pilot phases and data in development.

During 2020, several organisational transformations were both carried out and launched in order to achieve more efficient cooperation, cost savings, launch joint developments in border areas, and implement coordinated customer service and procurement activities. These and planned future changes – applying the adaptive, agile approach outlined above – do not mean rigid organisational structures, but provide a flexibly changing operational framework by evaluating operating experience.

Project development and management capacities in each sectoral area need to be flexibly coordinated with needs, carefully assessing even in the preparation period the human and organisational conditions of the resources required for implementation. In certain areas, such as transport and utilities, many projects are ready to start due to the existing organisational framework and planning legislation. In those areas where the responsibilities of the local authorities have narrowed due to the decisions of recent years but the Municipality of Budapest intends to initiate changes in the future representing the interests of the residents – for instance social services, health care, affordable housing, CO<sub>2</sub> emissions –, strategic planning and project development started in the IUDS period. Here, in the framework of the analysis of the feasibility of the projects, the organisational, human, legal, as well as financing and operational aspects need to be assessed and the relevant decisions made.

The implementation of the strategy is comprehensively coordinated by the organisational unit responsible for urban development (Urban Planning Department), in cooperation with the departments responsible for various fields, managing the operational tasks related to updating and monitoring the strategy.

The description of the operational goals includes the organisational unit responsible for the specific thematic area, and the range of internal and external cooperating partners. For the effective implementation of the strategy, the project evaluation and selection system must be used as a general procedure, whose **basic criterion is compatibility with the objectives and the extent of the contribution to the achievement of the objectives.**

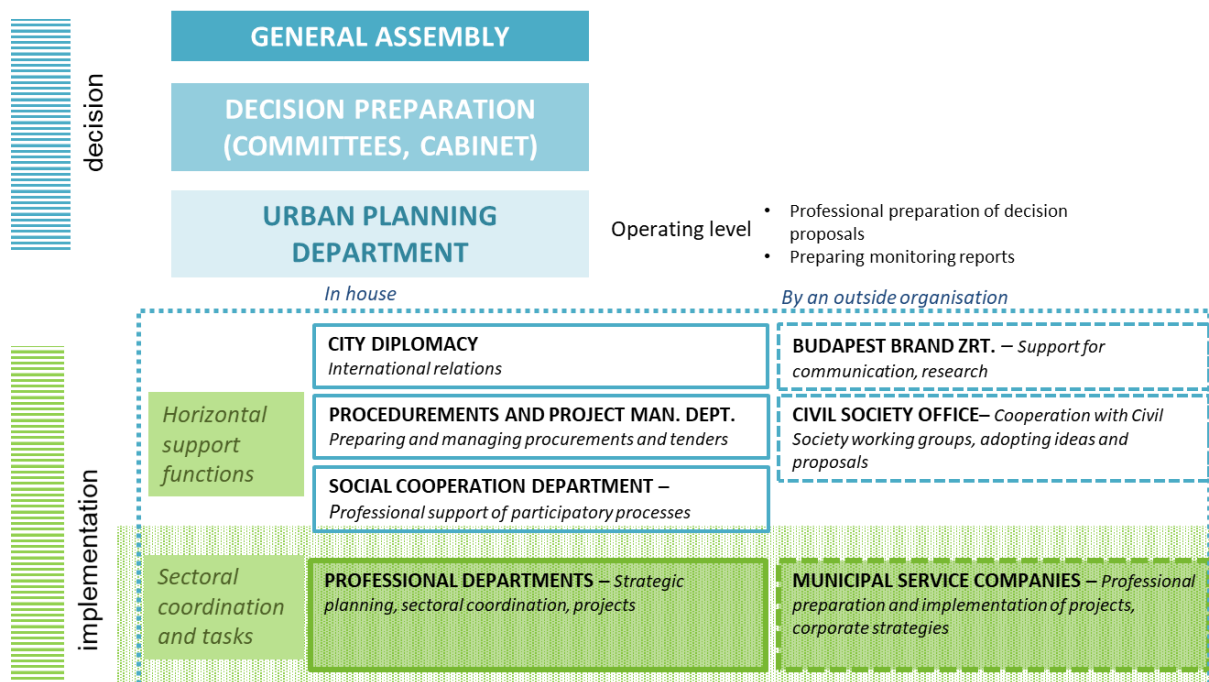
**Project development, evaluation and selection**

- » Budapest's Smart City Framework Strategy, drawn up in preparation for the Integrated Urban Development Strategy, defined 11 principles which provide the criteria for developing and selecting projects and establishing priorities. In view of the complexity of the Municipality's tasks and the diversity of projects, the guide thematically indicates the areas of applicability for each evaluation criterion, the proposed application during strategic or project-level planning and the applicable plan types required for the preparation of decisions (feasibility study, cost-benefit analysis, impact assessment).

Implementing actual projects falls within the competence of the various organisational units of the Mayor's Office and the companies owned by the Municipality. If funding the projects affects the municipal budget, the decisions about the launch of the projects and the approval of changes are made by the General Assembly. In addition to internal resources, external partners also take part in the implementation of the projects.

Horizontal service areas:

The Social Cooperation Department, established within the Mayor's Office, supports participatory planning related to projects. Monitoring grant application opportunities, coordinating the tasks related to preparing applications, and, for related public procurements and winning proposals, carrying out project management tasks are among the duties of the Public Procurement and Project Management Department. These responsibilities also appear independently at the larger municipal service companies where the beneficiary is the company or a group of companies. Budapest Brand Zrt. participates in the communication about the projects, mainly informing the public, and helping to generate interest among residents by developing content even in the planning phase in order to successfully involve local people in the projects. The unit responsible for the city's diplomacy fosters relations with international partners, which is particularly important for sharing experiences and preparing proposals for projects funded directly by the European Union.



## 4.2 COOPERATION IN IMPLEMENTATION

### INTER-MUNICIPAL COORDINATION MECHANISMS, COLLABORATION PROPOSALS

#### COOPERATION WITH DISTRICT AUTHORITIES

Coordination with the districts is essential in both long-term urban development, spatial development and strategic (IUDS, spatial development programming) planning. One of the topics of the dialogue with the districts while preparing the IUDS was cooperation, which, in the light of the results of the consultations, will cover the areas below during the implementation of the strategy:

Development issues in which the district authorities count on the Municipality of Budapest's role in lobbying, coordinating and initiating:

- affairs and projects involving several districts, such as the coordination of smart solutions at a citywide level, avoiding fragmentation and duplication; multi-district infrastructure developments, network projects; coordinating climate protection measures;
- issues and projects crossing municipal borders: mainly transport, flood protection, network projects and, in general, regional-level resource management and economic recovery;
- coordinating large-scale projects and service developments of state and other actors (health care, transport);
- promoting legal and financing issues extending beyond the district level – e.g. settlement of the ownership background of larger areas that hinders the start of the development and transformation of the sites (for instance Népsziget, Csepel Művek, Csepel-Háros) or their major remediation.

Areas of individual, district-level cooperation:

- projects affected by municipal ownership and/or funding;

- matters requiring operational coordination and the clarification of legal issues (development and operation of public spaces and roads);
- traffic regulation and changes in public transport services affecting the district;
- coordinating the development of transport areas, pedestrian-friendly districts and services related to the quality development of urban subcentres;
- utility developments; solving rainwater and wastewater management problems;
- parking – coordination, regulatory issues;
- coordinating and regulating tourism (parking of tourist buses, transport; managing the adverse effects of overtourism, defining the framework of the community economy);
- renovating monuments and local protected buildings – the Municipality of Budapest’s proactive role in expanding resources;
- health care – coordination in cross-district care issues and developments related to the Healthy Budapest Programme;
- coordinating developments in general: coordination of information and municipal and local investment schedules;
- sharing information and data, data harmonisation.

## COORDINATION WITH PEST COUNTY COUNCIL AND THE COUNTY’S LOCAL AUTHORITIES

Following the dissolution of the Budapest Conurbation Development Council and its work organisation, responsibility for the coordination of issues affecting the conurbation devolved upon the Municipality of Budapest and Pest County Council. Pest county is Budapest’s principal partner in the development of the conurbation sector, which is most affected by day-to-day affairs, and the regional optimisation of services. Microregional cooperation and organisational arrangements are incidental, thus Pest County Council is best able to convey the needs and interests to the Municipality of Budapest, based on which further measures can be taken. Under the provisions of the Spatial Development Act, the two municipalities must operate a regional spatial development consultation forum. The cooperation-based development of the urban area is organised around the following thematic fields:

### THEMATIC

- Smart urban operation.
- Transport developments and services.
- Utilities, flood protection, rainwater drainage.
- Economic stimulation and investment promotion.
- Tourism – organisational cooperation options, involvement of the urban region in the tourism offer.
- Protecting and enhancing the green network crossing the administrative border and developing a cycle network.
- Human infrastructure and service systems – conurbation developments to encourage the use of services locally, to improve the local quality of life and to reduce the pressure on Budapest due to commuting.
- Expanding P + R capacities in the conurbation in connection with suburban railway lines and the HÉV suburban railway lines.

### REGIONAL

- Ferihegy Economic Zone.

## 4.3 MONITORING SYSTEM

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### Data, indicators, assessment

The implementation of the goals set in the strategy, the effectiveness of the interventions, and their direct and indirect impacts can only be realistically assessed in the long term. Under Government Decree 314/2012 of 8 November 2012, the Municipality of Budapest must review (decision follow-up) the strategy at least every four years. As regards the strategy, the Municipality of Budapest wishes to introduce a far more frequent monitoring process and summarise changes annually.

Monitoring involves continuously observing and assessing relevant, easily verifiable data, through which the effectiveness of the implementation of the strategy can be checked. Based on the feedback from monitoring, the decisions concerning the developments can be changed and improved. Currently, numerous data sets are being developed in relation to both the smart city theme and monitoring the use of European Union 2021-27 funds and their impacts. One example is the City Evaluation and Monitoring System under development at the Lechner Knowledge Centre, which is a database and IT system supporting the planning of urban developments and the monitoring of changes using dashboard-based visualisation.

In developing the content of the monitoring system, the following tasks must be performed:

### Annual city report

- » Processing statistical indicators describing the economy, society and environmental condition of Budapest available on public interfaces as well as international indices and international city data, and making comparative evaluations in the framework of annual city reports. These reports can be used in lobbying in national and regional policies and in urban communication. For the evaluation of the implementation of the strategy, monitoring the general trends and the legislation concerning urban development and operation is also necessary, because the changes may help but could also worsen the direct result of the measures taken in Budapest. In order to avoid duplication and taking into account cost-benefit aspects, it is worthwhile assessing and using domestic and international comparative and trend analysis applications in the monitoring system, also considering the long-term reliability of the data source.

### Processing and assessing existing data

- » The IUDS has identified the systemic development of the Municipality's data management as one of the important development areas. An important task in drawing up the underlying data strategy is to explore the Municipality's existing data set. Applications and project reports also contain accessible indicator data. The range of accessible data should be assessed from the aspect of monitoring. This in part helps build a longer-term, time-comparable Budapest-specific monitoring system which makes the effects of interventions measurable directly at the level of measures (e.g. customer satisfaction measurements, company performance indicators, actual energy consumption, savings, etc.). The data from the individual company subsystems thus make the results of the Municipality's measures visible in total as well.

### Establishing new data collection mechanisms

- » For measures that cannot be covered by the available data, it is necessary to devise a primary data recording and indicator system – the Budapest research panel – using intersectoral coordination, bearing in mind the aspects of efficiency and cost reduction as well. These are mainly indicators for the systematic measurement of gaps in service provision, consumer expectations and customer experience. This is also highly important from the aspect of communicating the implementation of the strategy of the service-providing, green city focusing on the needs of residents. Based on this, a complex quality of life index can be developed, which better describes local characteristics, makes changes traceable, and can be directly linked to the interventions of the Municipality of Budapest. The Municipality has a direct influence on changing the value of the indicator.
- » Establishing a database of developments and projects implemented by other stakeholders in Budapest (property developments, government developments, etc.) can be used in the evaluation process (context indicators) and as a planning support database. In certain cases, further primary studies are required to monitor the processes influencing urban development, and to support the necessary



measures and interest representation in the near future (e.g. monitoring the state of health of Budapest residents, corporate relocation processes as a result of the COVID-19 pandemic, their structural, spatial use and development effects, etc.).

### Organisational background, reports, communication

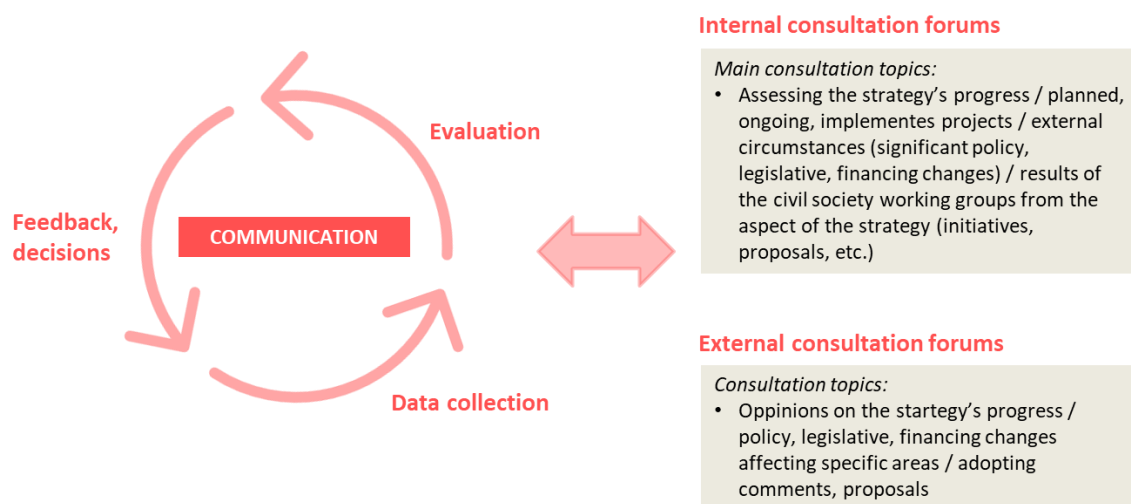
In view of the management and project financing challenges confronting the Municipality of Budapest, it is necessary to set up a regular internal consultation forum which at the same time supports monitoring functions, assessing the strategy's progress, providing information about planned, ongoing and implemented projects related to the organisational unit, and changing external circumstances which influence the implementation of the strategy (policy, legal and funding changes). The participatory, partnership approach must prevail in the monitoring process as well. The completed monitoring reports are reviewed and supplemented by the working groups set up under the Civil Society Decree in cooperation with the Social Cooperation Department and other consultation platforms, such as the Budapest Conciliation Board. There is a possibility on the different platforms to evaluate jointly the changes, trends and future challenges.

Based on the monitoring reports (annual city report, annual progress assessment of the strategy), a management-level decision is required on amending or reviewing the strategy.

From the viewpoint of organisation, it is important that the organisational framework for data management and the related analytical tasks should be set up in the coming years, the scope of which will be expanded to coordination tasks between sectors and organisational units (smart coordination point).

The transparency of the monitoring system (data, methodology, assessment reports, processes) must be ensured. The means of communication varies dependent on the characteristics of involvement and the target groups, and the use of easy-to-understand text and visualisation tools is recommended for this.

### Adjusting and updating the strategy based on monitoring and analysing the changing situation



## 4.4 MAIN RISKS OF IMPLEMENTING THE STRATEGY

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Events and changes in the external and internal environment, which are unforeseen or uncertain at the time of preparing the strategy, affect the implementation of the strategy in different ways. In this case, risks mean those events which may unfavourably impact the process of implementation and achieving the goals, and the potential occurrence of which requires the preparation of various measures. Risk management covers preventing or hindering risks occurring on the one hand and, on the other, taking the necessary steps if they do occur. As part of the monitoring process, monitoring risks and, in some cases, supplementing them is necessary.

Due to the coronavirus pandemic and the political environment, among the risks, those with financial implications have to be highlighted because these can fundamentally influence the level of implementation of the planned developments. Thus the Municipality of Budapest must be prepared for the worst case scenario in the next two years, which, besides tight budgetary planning, demands more flexible decision-making with regard to starting the planned developments.

The risks influencing the implementation of the Strategy were assessed based on the probability of their occurrence and their impact on implementation.

| PROBABILITY OF OCCURRENCE |             | IMPACT |          | NATURE |                      |
|---------------------------|-------------|--------|----------|--------|----------------------|
| 1                         | low         | 1      | weak     | S      | societal/social      |
| 2                         | significant | 2      | moderate | F      | funding/economic     |
| 3                         | high        | 3      | strong   | E      | environmental        |
|                           |             |        |          | L      | legal/political      |
|                           |             |        |          | T      | technical            |
|                           |             |        |          | I      | internal operational |

Under the identified risks those appear which may occur at the strategic level or for several projects during the life cycle of the projects.

| RISK DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                           | NATURE | PROBABILITY | IMPACT | RISK MANAGEMENT                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>→ An unexpected, sudden but high-impact event (e.g. a disaster, pandemic, terrorism) which considerably affects the budget and tasks of the Municipality of Budapest and its municipal companies, thus reducing the funds available for implementing the strategy.</p> <p>→ (Due to the COVID-19 pandemic, an event having an actual impact on the years 2021 and 2022; uncertainty about the course of the virus.)</p> | F      | 3           | 3      | → <b>Management:</b> Restructuring the budget, reallocating internal resources and, where appropriate, seeking to increase external resources (borrowing). Implementing those of the planned projects that are possible in the given budgetary situation, prioritising measures that also contribute to managing the situation.                                                                  |
| → The size of EU funds directly available to cities falls short of expectations or they will not be provided to Budapest at all, due to which the volume of projects that can be implemented will decrease.                                                                                                                                                                                                                | F<br>L | 3           | 3      | <p>→ <b>Prevention:</b> Lobbying activity, drafting professional materials.</p> <p>→ <b>Management:</b> Budget and planning discipline, building up reserves.</p> <p>→ Cost savings in internal operation.</p> <p>→ Keeping the project portfolio up to date, flexibility regarding scheduling decisions.</p>                                                                                    |
| → Prolonged recession as a result of the COVID-19 pandemic, decline in Budapest's creditworthiness, reduction in the Municipality's own revenues (local business tax)                                                                                                                                                                                                                                                      | F      | 2           | 3      | <p>→ <b>Management:</b> Budget and planning discipline, building up reserves. Preparing and monitoring forecasts and economic analyses to support planning.</p> <p>→ Cost savings in internal operation.</p> <p>→ Keeping the project portfolio up to date, flexibility regarding scheduling decisions.</p>                                                                                      |
| → In the period 2021-2027, the volume of resources available to the Municipality through operational programmes and recovery facilities will be considerably lower compared to the capital's share of the population, due to which the volume of projects that can be implemented will decrease.                                                                                                                           | F<br>L | 3           | 3      | <p>→ <b>Prevention:</b> Lobbying activity, drafting professional materials.</p> <p>→ <b>Management:</b> Budget and planning discipline, building up reserves.</p> <p>→ Cost savings in internal operation.</p> <p>→ Keeping the project portfolio up to date, flexibility regarding scheduling decisions.</p>                                                                                    |
| → The suspension of EU grants as a result of the EU rule-of-law proceedings against Hungary, which reduces the number of projects that can be implemented.                                                                                                                                                                                                                                                                 | F<br>L | 2           | 3      | <p>→ <b>Prevention:</b> Lobbying activity, strengthening international diplomatic relations with European cities to counter damage affecting the Municipality.</p> <p>→ <b>Management:</b> Budget and planning discipline, building up reserves.</p> <p>→ Cost savings in internal operation.</p> <p>→ Keeping the project portfolio up to date, flexibility regarding scheduling decisions.</p> |
| → Passing further legislation and legislative amendments concerning the Municipality of Budapest's operation, tasks and project implementation on the part of the government.                                                                                                                                                                                                                                              | F<br>L | 3           | 3      | → <b>Prevention:</b> Monitoring the legislative process, taking advantage of open consultation opportunities with high-standard professional preparation.                                                                                                                                                                                                                                        |

| RISK DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                | NATURE | PROBABILITY | IMPACT | RISK MANAGEMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>→ The government does not support the Municipality of Budapest's efforts to raise funds (borrowing, modification of local taxes) and imposes further cuts on the municipal budget.</li> <li>→ (Due to the COVID-19 pandemic, an event having an actual impact on the years 2021 and 2022; further uncertainty about the course of the virus.)</li> </ul> | F<br>L | 3           | 3      | <ul style="list-style-type: none"> <li>→ <b>Prevention:</b> Cooperation with local governments and other professional and lobby organisations, interest representation.</li> <li>→ <b>Management:</b> Budget and planning discipline, building up reserves.</li> <li>→ Cost savings in internal operation.</li> <li>→ Keeping the project portfolio up to date, flexibility regarding scheduling decisions.</li> </ul>                                                                                                           |
| <ul style="list-style-type: none"> <li>→ Changes in the political composition of the municipal administration leading to a change in strategic directions.</li> </ul>                                                                                                                                                                                                                           | L<br>I | 2           | 3      | <ul style="list-style-type: none"> <li>→ <b>Prevention:</b> Broad cooperation, the adoption of a strategic document based on the needs of the residents and the development needs adopted by consensus, which also incorporates the decisions of previous sectoral documents prepared under the last municipal administration.</li> <li>→ Ensuring transparency in the course of implementing the Strategy, publishing monitoring reports, establishing a broad cooperation system during the implementation as well.</li> </ul> |
| <ul style="list-style-type: none"> <li>→ The investments implemented and developments planned by the government in the capital are not in line with the intentions and principles of the Municipality, and may make the planned developments of the Municipality impossible.</li> </ul>                                                                                                         | L      | 2           | 3      | <ul style="list-style-type: none"> <li>→ <b>Prevention:</b> Cooperation with the Council for Public Developments in Budapest, consultation on development intentions, scheduling and project contents.</li> <li>→ <b>Management:</b> Informing the public and stakeholders about the planned government investments and development ideas.</li> </ul>                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>→ Internal organisational renewal is slowing down, no extra resources are available to train human resources and create new positions.</li> </ul>                                                                                                                                                                                                        | I      | 2           | 2      | <ul style="list-style-type: none"> <li>→ <b>Prevention, management:</b> Devising and introducing internal procedural and cooperation protocols.</li> <li>→ Flexible resources organisation, operating horizontal working groups with the involvement of different units of the Mayor's Office.</li> </ul>                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>→ Shortage of labour, vacancies, high staff turnover due to lower wages than in the private sector, which affect the quality and quantity of tasks performed.</li> </ul>                                                                                                                                                                                 | I      | 2           | 3      | <ul style="list-style-type: none"> <li>→ <b>Prevention, management:</b> Motivating employees, developing incentives (e.g. more flexible work organisation); scholarship and internship scheme to ensure the labour supply; cooperation with external organisations and companies to perform tasks.</li> </ul>                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>→ Lack of coordination of developments due to insufficient collaboration between the organisational units; synergies are not exploited, duplication of resources and capacities.</li> </ul>                                                                                                                                                              | I      |             |        | <ul style="list-style-type: none"> <li>→ <b>Prevention, management:</b> Setting up a regular, internal strategy monitoring group to share information and ensure mutual awareness of the planned development intentions.</li> </ul>                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>→ Slipping with the planned deadline for public procurements and project preparation.</li> </ul>                                                                                                                                                                                                                                                         | I<br>L | 2           | 3      | <ul style="list-style-type: none"> <li>→ <b>Prevention, management:</b> Coordinating role of the Municipality of Budapest –</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                           |

| RISK DESCRIPTION                                                                                                                                                                                                      | NATURE | PROBABILITY | IMPACT | RISK MANAGEMENT                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                       |        |             |        | precise definition of responsibilities, ensuring transparency.                                                                                                                                                                                                                                  |
| → Constraints on the use of innovative public procurement.                                                                                                                                                            | I<br>L | 3           | 2      | → <b>Prevention:</b> Consultation with the Public Procurement Authority about actual tenders.                                                                                                                                                                                                   |
| → Delayed decisions supporting the implementation of projects due to political reasons or the different positions of certain districts.                                                                               | I<br>L | 3           | 3      | → <b>Prevention:</b> Ensuring the transparency of development processes and decisions, early involvement and consultations prior to decisions. Ensuring a longer period of time for preliminary opinions on decision-support documents, providing an opportunity for feedback and consultation. |
| → Non-compliant performance, delay and unsatisfactory quality of businesses participating in implementing projects. Additional costs during carrying out a project (increase in construction costs, extra tasks)      | T<br>I | 3           | 3      | → <b>Prevention:</b> Thoroughly prepared public procurement procedures – circumspect selection of contractors, adequate legal instruments in contracts (safeguards, guarantees, etc.), building reserves in project budgets.                                                                    |
| → Ownership problems – e.g. in preparing utilities and transport development projects.                                                                                                                                | L<br>I | 2           | 2      | → <b>Prevention:</b> Management in good time, application of legal instruments (urban planning tools), cooperation with the districts.                                                                                                                                                          |
| → Conflicts with the public over inconvenience concomitant with implementing projects (noise nuisance and air pollution associated with construction, increased traffic, etc.) or over the nature of the investments. | S<br>I | 2           | 2      | → <b>Prevention, management:</b> Proper communication in the preparation of projects, involvement of stakeholders, use of participatory planning in a variety of ways in the implementation phase as well (apart from the obligatory publicity).                                                |
| → Low reach, public indifference towards social projects and in general towards participatory procedures.                                                                                                             | S<br>I | 3           | 2      | → <b>Prevention, management:</b> Communication, using involvement strategies early in project preparation phase as well, effective communication and publicity.                                                                                                                                 |
| → Divergent, differing communication due to the involvement of various actors – contents undermining or contradicting one another.                                                                                    | I      | 2           | 3      | → <b>Prevention, management:</b> Organisational development, internal training, mechanisms strengthening coordination.                                                                                                                                                                          |
| → Environmental and equal opportunities aspects are not applied when implementing projects.                                                                                                                           | E<br>S | 2           | 3      | → <b>Prevention:</b> Building organisational resources to ensure horizontal application, developing internal standards.                                                                                                                                                                         |
| → External partners' lack of capacity or competences for cooperation.                                                                                                                                                 | S<br>I | 2           | 2      | → <b>Management:</b> Wide-ranging and continuous network building, developing new tools and methods of cooperation, developing competences through joint projects.                                                                                                                              |
| → Legislation and activities contrary to the Municipality's intentions, which worsen the results of the implemented environmental measures                                                                            | L<br>E | 3           | 3      | → <b>Prevention:</b> Lobbying activity and broad cooperation, ensuring social publicity of affairs.                                                                                                                                                                                             |