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Reimbursable Advisory Services Agreement on the Bucharest Urban Development Program (P169577)

COMPONENT 1. ELABORATION OF BUCHAREST'S IUDS, CAPITAL INVESTMENT PLANNING AND MANAGEMENT

Output 3. Urban context and identification of key local issues and needs, and vision and objectives of IUDS and Identification of a long list of projects.

B. Strategy Development

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STRATEGY DEVELOPMENT

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SECTION 1. THE CONTEXT OF STRATEGY DEVELOPMENT

1.1. Bucharest – a metropolis in the European and global competition

Specialized documents/reports, urban ranking barometers, statistical data at local, regional and national level will be analyzed for the purpose of positioning Bucharest City in the global and regional competition. This section provides a summary of the relevant information to this end, with a number of additional information available in Annex 1.1.

According to the urban audit study titled **Second State of European Cities Report (2010)**, urban competitiveness is defined as the cities' ability to generate relatively high income and employment levels, while being exposed to the external competition. In that report, the competitiveness differences between European cities are based on an urban audit typology that takes into account four dimensions: size, economic structure, economic performance, and key drivers of regional competitiveness (innovation, entrepreneurship, human resources, connectivity). The assessment of these indicators on each dimension leads to a typology that groups cities in three large categories: international hubs (A), specialized poles (B), regional poles (C). According to the urban competitiveness analysis model, the 2010 data set reveals Bucharest as a reinvented capital city, on par with Budapest, Sofia, Warsaw, Prague, Bratislava and the capitals of the Baltic countries, falling into the A2 category: National Capitals and Metropolises.

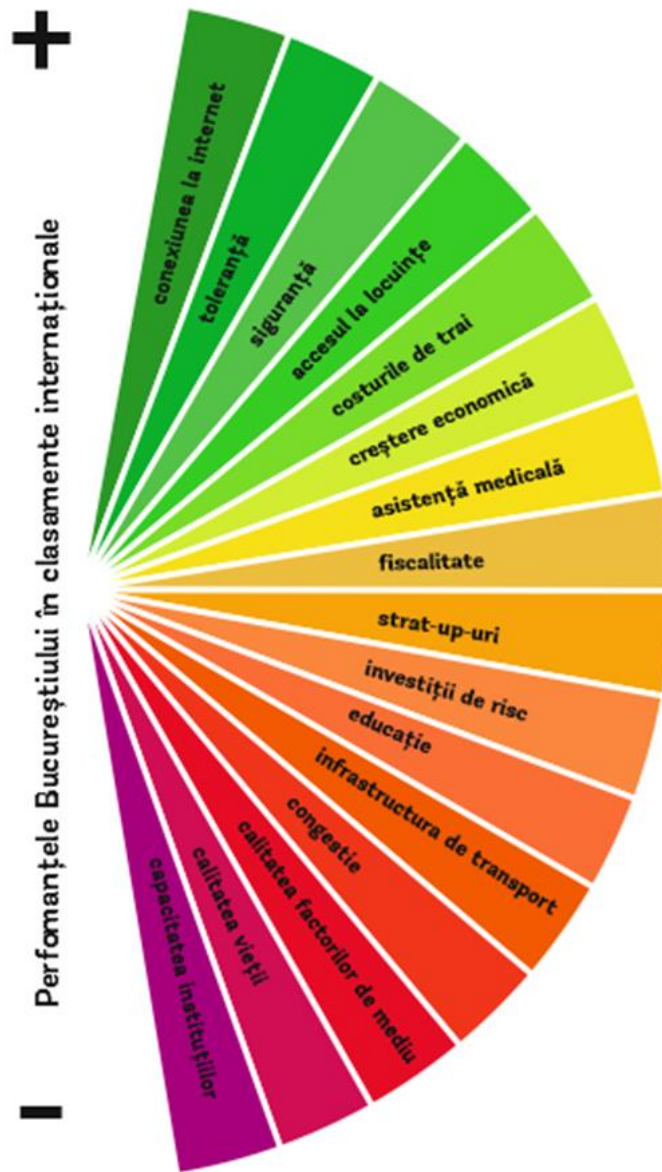
The city has experienced a sharp upward trend in terms of economic development in recent years. Bucharest City together with Ilfov County represent Romania's most developed region, the Bucharest-Ilfov Region (NUTS 2), ranked 25th among the European Union regions in terms of the GDP/capita (PPS), accounting for 145% of the EU-28 average in 2017 (the last year for which this indicator was computed). Compared to other capital city regions (NUTS 2) in Central and Eastern Europe, Bucharest-Ilfov ranks higher than the regions of Budapest (141% of the EU-28 average), Berlin (119%), Attica – Athens (92%), Yugozapaden – Sofia (80%), Lithuania – Vilnius (79%), Latvia – Riga (67%), Kontinentalna Hrvatska – Zagreb (64%), and is surpassed by Prague (189% of the EU-27 average), Bratislava (181%), Warsaw (154%) and Vienna (152%).

The analysis of the main macro-economic indicators shows an accelerated development of Bucharest City during the post-crisis period, with a GDP (PPS) per capita growth of over 60% between 2009 and 2017. As compared to other capital cities in the region (at NUTS 3 level), Bucharest has seen the fastest economic growth rate in the last decade, now reaching values close to those of the regional champions (Warsaw and Prague). If the growth rates in the recent years are maintained, Bucharest could become, in 2020, the capital city with the highest GDP (PPS) per capita in the Central and Eastern Europe.

In terms of competitiveness, however, Bucharest City ranks lower in the various European rankings, with a poor performance in respect to most dimensions of competitiveness, as compared to the other similar regions. As shown in the following box, Bucharest stands out through the size of its market, the labor market efficiency, the low costs and the ICT infrastructure, but other factors, such as the transport infrastructure, the quality of life and the institutional capacity, must be addressed as a matter of priority.

In the future, however, the urban competition will take on new dimensions amid changes in the mobility of people, goods and businesses, generated by the COVID-19 pandemic, and the manner in which cities (especially cities with an international vocation) will tackle the new challenges will be decisive for their competitive positioning.

Box 1. Bucharest in international rankings
Figure 1. Bucharest performance in international rankings



According to the Globalization and World Rankings Research Institute¹, cities are ranked into three categories – Alpha, Beta or Gamma – based on economic, as well as political and cultural factors. Alpha cities are the primary nodes in the global economic network. The top ranked cities in the list comprising the latest data from 2018 includes London and New York (Alpha++), followed by Hong Kong, Beijing, Singapore, Sydney, Paris, Tokyo and Dubai (Alpha+). Bucharest is categorized as Beta+, together with cities such as Copenhagen, Munich, Athens, Atlanta, Boston and others.

Global Urban Competitiveness Report 2017-2018² is a report jointly released by the National Academy of Economic Strategy (NAES), Chinese Academy of Social Sciences (CASS) and the UN–Habitat, which ranks 1,000 cities based on their ability to attract and use resources to generate growth. Cities are assessed based on nine indicators, such as income, economic growth, innovation, jobs, prices and the presence of multinational companies. Bucharest is ranked 188th in the latest Urban Competitiveness Report 2017-2018 (172nd in the previous report 2015-2016). According to this ranking, the most competitive cities in the world are New York, Los Angeles, Singapore, London, San Francisco, Shenzhen, Tokyo, San Jose, Munich and Dallas.

Mercer's 2019 Quality of Living³ survey evaluates the living conditions in more than 450 cities worldwide, based on the following factors: political stability, crime, law enforcement, banking services, media availability and censorship, limitations on personal freedom, medical services, infectious diseases, sewage, waste disposal, air pollution, rental housing, climate, record of natural disasters etc. Vienna ranks first for the tenth year in a row, followed by Zurich (second place) and by Auckland, Munich and Vancouver (third place). Bucharest ranks 109th, down two places from 2018.

Emerging Europe Awards, 2020⁴, recognize the most business-friendly of the 75 cities in the emerging Europe region which are either national capitals or have a population of more than 200,000 inhabitants. The assessment categories are: (1) brand, (2) economic potential, (3) business climate, (4) pool of talent, (5) SMART city development, (6) infrastructure and connectivity, (7) quality of life, (8) local authority support. Budapest has been named the most business-friendly city, followed by Prague and Warsaw. Bucharest came up on top in the Pool of talent category.

Global Livability Ranking, 2018⁵ is a survey carried out by the Economist Intelligence Unit, as part of its Global Livability Ranking for 2018, which ranks 140 cities for their stability, healthcare, culture and environment, education and infrastructure. The top 10 cities are: Vienna, Melbourne, Osaka, Calgary, Sydney, Vancouver, Tokyo, Toronto, Copenhagen and Adelaide. Bucharest ranks 82nd, the same as Belgrade and Shenzhen, but ahead of Bangkok (98th), Istanbul (108th) and Kiev (118th).

According to The Economist Intelligence Unit's (EIU) 2019 - Worldwide Cost of Living Survey⁶, Bucharest is the cheapest city in Europe, ranking 118th in the world in terms of the cost of living. In the same field: Cost of living in cities around the world - Prices and Earnings 2018 assesses 77 cities, with Bucharest ranking 66th for price levels, 55th for earning levels and 67th for purchasing power.

Innovation Cities™ Index 2018: Europe⁷ is compiled based on 162 indicators that cover all the essential economic and social functions of a city, in order to foster innovation. Bucharest ranks 62nd of 168 European cities and 157th in the world. The most innovative capital cities in the region are Athens, Prague and Warsaw, and the capital of Greece is the only one whose innovation index is increasing. As the other capital cities in the region are experiencing an accelerated decrease, Bucharest has the potential of becoming a regional innovation leader in the long and medium term.

Best European Cities to Visit⁸ places Bucharest on the 118th position in a list of 378 most attractive European cities in terms of tourism. With a database of over 40 million users, Ranker is a platform where members can vote to create rankings in different areas of interest.

The EU Regional Competitiveness Index (RCI)⁹ 2016 makes a comparative assessment of the European regions based on economic and social criteria. Following the application of a number of indicators, a score is computed for the following pillars: institutions, macroeconomic stability, infrastructure, health, basic education, higher education & lifelong learning, labor market efficiency, market size, technological readiness, business sophistication, innovation. The Bucharest-Ifov Region has an index of -0.27 and ranks 161st of the 263 analyzed regions.

The State of European Cities 2016, EC – UN Habitat¹⁰, a report jointly prepared by the Directorate-General for Regional and Urban Policy of the European Commission and UN-Habitat to support the Urban Agenda for the EU and the UN Habitat III conference, analyzes the performance of European cities with regard to the priority themes of the Urban Agenda for the EU – jobs and skills, poverty, climate change, energy, air quality, mobility etc., as well as the 2030 Urban Sustainable Development Goals of the United Nations to make cities safe, inclusive, resilient and sustainable. The data for 2015 place Bucharest in relation to other European cities as regards relevant factors for its development, such as:

¹ <https://www.spottedbylocals.com/blog/alpha-beta-and-gamma-cities/>

² <http://new.unhabitat.org/es/system/files/documents/urbangateway/gucr2017-2018-short-version.pdf>

http://www.gucp.org/News/Articles/Index_Competitiveness?id=1416

³ <https://www.romania-insider.com/mercer-bucharest-quality-living-2019>

⁴ <https://emerging-europe.com/news/budapest-named-emerging-europes-most-business-friendly-city-tbilisi-lodz-bucharest-sofia-tallinn-warsaw-and-prague-also-recognised/>

⁵ <https://www.romania-insider.com/bucharest-liveable-cities-world>

⁶ <https://www.romaniajournal.ro/society-people/most-expensive-cities-in-the-world-in-2019-bucharest-and-istanbul-the-cheapest-in-europe/>

⁷ <https://www.innovation-cities.com/europe-cities-ranking-2018-innovation-cities/13955/>

⁸ https://www.ranker.com/list/best-european-cities-to-visit/island-hopper-dan?ref=also_ranked&pos=1&a=0&l=638745<ype=n&g=2

⁹ https://ec.europa.eu/regional_policy/en/information/maps/regional_competitiveness/

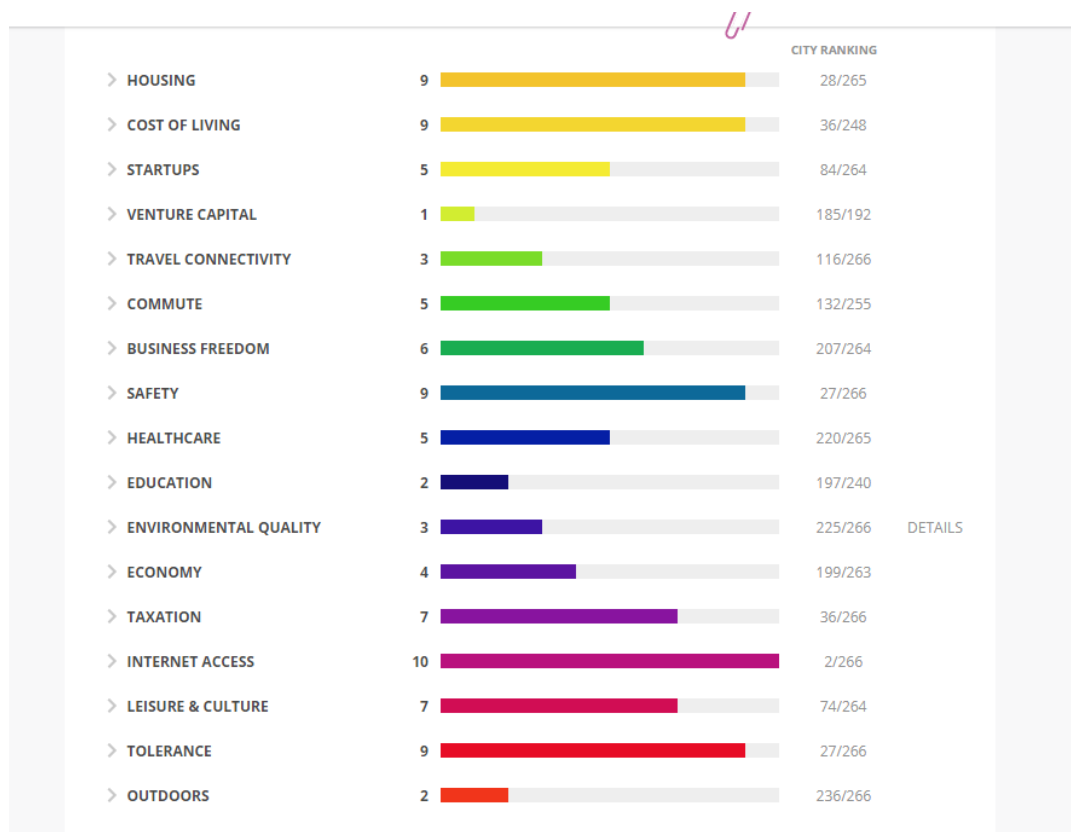
¹⁰ https://ec.europa.eu/regional_policy/en/information/publications/reports/2016/state-of-european-cities-report-2016

- population change (moderate population decline of up to 2.5%)
- position within the network of localities (regional center without cities nearby),
- GDP/capita compared to national average (index over 150)
- congestion in the functional urban area (over 20 % of the network length).

According to Teleport users¹¹, Quality of life in Bucharest is highly ranked in terms of housing, cost of living and safety. The following figure shows the city's overall ranking from a total of 266 cities. The chart clearly shows that:

- Housing is assessed based on rental prices for large, medium and small apartments (i.e. USD 610, USD 490 and USD 370).
- The cost of living includes prices for a 5 km taxi ride (USD 2.10), a cappuccino (USD 2.5), monthly public transport (USD 17), movie ticket (USD 6.6), etc.
- Safety reflects indicators related to the crime rate (0.8), guns per 100 residents (1), gun-related deaths per 100,000 residents per year (0), etc.
- Bucharest also has a very good score (2nd of 266 cities) in terms of Internet access, with a download speed of 347.32 Mbps, as well as in terms of tolerance (27th of 266 cities), with a LGBT equality index of 77.95 and tolerance towards minorities of 0.94.
- The low score in the field of education (197th of 240 cities) is a result of the performance level in the PISA tests (Program for International Student Assessment) and the 801st place occupied by the best university in ranking (University of Bucharest).

Figure 2. Bucharest's position in the areas covered by Teleport users



NUMBEO Quality of Life Index 2019 Mid-Year¹² analyzes comparative information on the quality of life, based on an empirical formula that takes into account purchasing power, safety, health care, cost of living, and property price to income ratio, traffic commute time, pollution and climate. In mid-2019, Bucharest ranked 60th of 75 European cities and 17th of 26 Eastern Europe cities regarding the quality of life.

¹¹ <https://teleport.org/cities/bucharest/>

¹² https://www.numbeo.com/quality-of-life/region_rankings.jsp?title=2019-mid®ion=150.

EDCi European Digital City Index 2016¹³ contains composite indicators describing how well different European cities support digital entrepreneurship. These indicators will examine key factors such as the availability of sufficient and appropriate finance, the skillset of the workforce in the area, the quality of the supporting infrastructure and networks, as well as factors related to economic, social and cultural policies. Bucharest ranks 52nd of 60 European cities; the ranking by indicators is shown in the table below.

TomTom Traffic Index, 2018¹⁴ provides statistical data and information on traffic congestion in 403 cities across 56 countries. The congestion level percentage is the extra time that drivers spend in traffic in a year, starting from a baseline free-flow travel time on each road segment in a city and comparing it with the actual time spent in traffic throughout the year (24/7). Bucharest is 11th on the list of world's most congested cities, with a congestion level of 48%, behind: (1) Mumbai, India; (2) Bogotá, Columbia; (3) Lima, Peru; (4) New Delhi, India; (5) Moscow, Russia; (6) Istanbul, Turkey; (7) Jakarta, Indonesia; (8) Bangkok, Thailand; (9) Mexico City, Mexico; (10) Recife, Brazil and ahead of (12) Sankt Petersburg, Russia; (13) Kiev, Ukraine; (14) Dublin, Ireland; (15) Lodz, Poland.

Table 1. Bucharest's position among the 60 European cities analyzed by EDCi

Indicator	Position
Access to capital (availability of finance)	52
Business environment (cost associated with doing business, cost of office space, data openness)	47
Digital infrastructure (download/upload speed, cost of broadband, mobile broadband speed, availability of fiber internet)	1
Entrepreneurial culture (willingness to take on risk, multicultural diversity, online collaboration, new-business density, trust, absence of negative perception of entrepreneurship, history of highly successful digital companies)	50
Knowledge spillovers (quality of research institutions, Research & Development expenses)	50
Lifestyle (standard of living, culture and recreation)	59
Market (size of digital market, local online transactions, local demand for digital services, future increase of local online transactions)	60
Mentoring & managerial assistance (networking and mentoring events, availability of early-stage assistance, access to accelerators)	43
Non-digital infrastructure (airport, railway, road connectivity)	32
Skills (labor costs, access to graduates, employees in ICT sector, support employees, English language skills, training for starting a business)	6

EC Flash Eurobarometer 419 – Quality of Life in European Cities 2015¹⁵ survey was conducted in 79 cities and 4 greater cities (“Greater Paris”, “Greater Lisbon”, “Greater Athens” and “Greater Manchester”). The survey allows for a comparative analysis of the results obtained in the European capital cities; Bucharest's position for each question category is summarized in the following table:

Table 2. Bucharest's position among the 28 EU capital cities

	Question: Do you agree with the following statements?	Answer	Percentage of respondents	Position
1.	Overall, I am satisfied to live in my city.	Totally agree	83%	26
2.	I am satisfied with public transport.	Totally satisfied	48%	25
3.	I am satisfied with health care services, doctors and hospitals.	Totally satisfied	40%	25
4.	I am satisfied with sports facilities.	Totally satisfied	44%	24
5.	I am satisfied with cultural facilities.	Totally satisfied	70%	21

¹³ <https://digitalcityindex.eu/city/7>

¹⁴ <https://www.tomtom.com/traffic-index/ranking>

¹⁵ https://data.europa.eu/euodp/en/data/dataset/S2070_419_ENG

6.	I am satisfied with schools and educational establishments.	Totally satisfied	48%	27
7.	I am satisfied with the state of streets and buildings in my neighborhood.	Totally satisfied	42%	24
8.	I am satisfied with public spaces such as markets, squares and pedestrian areas	Totally satisfied	56%	24
9.	I am satisfied with the availability of retail shops	Totally satisfied	84%	21
10.	It is easy to find a job in my city	Totally agree	48%	10
11.	It is easy to find good housing at a reasonable plan	Totally agree	44%	5
12.	The presence of foreigners is good for the city	Totally agree	78%	13
13.	Foreigners living in the city are well integrated	Totally agree	60%	7
14.	I feel safe in the city	Totally disagree	38%	5
15.	I feel safe in my neighborhood.	Totally agree	76%	24
16.	Most people in the city can be trusted	Totally agree	37%	25
17.	The city's administrative services help people efficiently	Totally agree	43%	19
18.	The city's administrative services can be trusted	Totally agree	42%	24
19.	I am satisfied with air quality in the city	Totally satisfied	22%	28
20.	I am satisfied with the noise level in the city	Totally satisfied	31%	28
21.	I am satisfied with the state of cleanliness of my city	Totally satisfied	37%	23
22.	I am satisfied with the green areas – parks and gardens	Totally satisfied	62%	23
23.	My city is involved in fighting climate change	Totally agree	43%	20
24.	I am satisfied with the life I lead in the city	Totally satisfied	77%	25
25.	I am satisfied with the place where I live in the city	Totally satisfied	81%	27
26.	I am satisfied with my financial situation	Totally satisfied	64%	20
27.	I am satisfied with my personal job situation	Totally satisfied	51%	26

1.2. Regional strategic context

The Bucharest development strategy is being prepared in a global and European context characterized by a number of reference documents. The general strategic framework for the strategy development is detailed in Annex 1.2.

The international context of urban development is determined by the adoption of the UN *2030 Agenda for Sustainable Development*, a global action plan for universal development that promotes a balance between the three dimensions of sustainable development (economic, social and environmental) and is aimed at both developed and developing countries. The 17 Sustainable Development Goals define lines of action to eradicate extreme poverty, to combat inequalities and injustice and to protect the planet by 2030, as follows:

1. No poverty – End poverty in all its forms everywhere;
2. Zero hunger – End hunger, achieve food security and improved nutrition and promote sustainable agriculture;
3. Good health and well-being – Ensure healthy lives and promote well-being for all at all ages;
4. Quality education – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
5. Gender equality – Achieve gender equality and empower all women and girls;
6. Clean water and sanitation – Ensure availability and sustainable management of water and sanitation for all;
7. Affordable and clean energy – Ensure access to affordable, reliable, sustainable and modern energy for all;
8. Decent work and economic growth – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
9. Industry, innovation and infrastructure – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
10. Reduced inequalities – Reduce inequality within and among countries;
11. Sustainable cities and communities – Make cities and human settlements inclusive, safe, resilient and sustainable;
12. Responsible consumption and production – Ensuring sustainable consumption and production patterns;
13. Climate action – Take urgent action to combat climate change and its impacts;
14. Life below water – Conserve and sustainably use the oceans, seas and marine resources for sustainable development;
15. Life on land – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;
16. Peace, justice and strong institutions – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels;
17. Partnerships for the goals – Strengthen the means of implementation and revitalize the global partnership for sustainable development.

The European context of urban development is determined by the fact that the Member States have recently approved the largest package of incentives in the history of the E.U., aiming at rebuilding Europe after the crisis caused by the Covid-19 pandemic in 2020. It has a total budget of over € 1824 billion, of which 1074 billion for the Multiannual Financial Framework (MFF) and 759 billion for NextGenerationEU - a temporary instrument designed to stimulate recovery.

More than half of the total budget will be directed to the following priorities:

- Research and innovation through the Horizon Europe Programme
- A just climate and digital transition, through the Just Transition Fund and the Digital Europe Programme
- Preparation, recovery and resilience, through the Recovery and Resilience Facility, the "rescuEU" and the "EU4Health" programmes.

The budget also includes an additional EUR 15 billion in funding for ten of the programmes (compared to the agreement of 21 July 2020). This includes the following programmes: Horizon Europe, Erasmus +, "EU4Health", Integrated Border Management Fund, "Rights and Values", Creative Europe, InvestEU, European Border Police and Coast Guard Agency, EU Humanitarian Aid.

Overall, 30% of the EU budget will be spent on climate change action, and 20% of the NextGenerationEU instrument on digital transformation. The share of the budget allocated to the Economic, Social and Territorial Cohesion Policy, respectively to the Common Agricultural Policy, is reduced to approximately 30% each.

The European Union has decided to set up #NextGenerationEU, a temporary financial instrument, worth € 750 billion, separate from the EU's long-term budget, the Multiannual Financial Framework (MFF), for the period 2021-2027. The purpose of the Recovery and Resilience Facility is to provide support for key investments and reforms for sustainable recovery and for improving the economic and social resilience of EU Member States. At the end of the investment period, European economies and societies will be better prepared for the challenges and opportunities of green and digital transitions. The Recovery and Resilience Facility (RRF) is the mainstay of #NextGenerationEU and has a total budget of € 672.5 billion, out of which € 312.5 billion in grants and € 360 billion in loans.

Each Member State will need to draw up a national recovery and resilience plan, which sets out a coherent package of reforms and public investment projects to be supported. These plans will have to respond to the challenges identified by the European Semester, in particular the country-specific recommendations. The European Commission encourages Member States to propose interventions in the following priority areas:

- Clean technologies and renewable energies
- Energy efficiency of buildings
- Sustainable transport and charging stations
- Development of fast broadband services
- Digitization of public administration
- Cloud data capabilities
- Education and training to support digital skills

The rule set out in the proposed Regulation (still under negotiation at European level) is that 70% of grants to be committed by the end of 2022, the deadline for accessing the 30% grant difference being 31 December 2023. In addition, payments for the projects included in the national recovery and resilience programs must be done by December 2026.

Regarding the Cohesion Policy, the most relevant documents elaborated by the European Commission are:

- **Common Provisions Regulation (CPR)** - COM (2018) 375 final Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL laying down common provisions on the European Regional Development Fund, the European Social Fund plus, the Cohesion Fund and the European Fisheries and Maritime Fund, and establishing financial rules applicable to these

funds, as well as the Asylum and Migration Fund, the Internal Security Fund and the Border and Visa Management Instrument;

- **Regulation on the European Regional Development Fund (ERDF) and the Cohesion Fund (CF)** - COM (2018) 372 final Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Regional Development Fund and the Cohesion Fund;
- **Regulation on the European Social Fund Plus (ESF +)** - COM (2018) 382 final Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Social Fund Plus (ESF+).

According to the ERDF Regulation, art. 23, the integrated approach to urban development will be based on Local and Territorial Development Strategies. They must contain the following elements:

- a) The geographical area covered by the strategy
- b) An analysis of the development needs and potential of the area
- c) A description of an integrated approach that meets the development needs and potential identified
- d) A description of the involvement of partners, in accordance with Art. 6, in the preparation and implementation of the strategy

These strategies may also contain a list of operations to be supported. Territorial strategies are elaborated by the responsibility of the competent territorial, urban, local or other territorial authorities or bodies. Where the list of operations to be supported has not been included in the territorial strategy, the competent, urban or other authorities or bodies shall select or be involved in the selection of operations, provided that the selected operations comply with the territorial strategy.

Although the national elaboration of the post-2020 strategic documents/ sectorial action plans is ongoing, the European Commission proposes the modernization of the Cohesion Policy, based on the following five policy objectives:

- **A smarter Europe**, through innovation, digitalisation, economic transformation and support for small and medium-sized enterprises;
- **A greener Europe**, carbon-free, the implementation of the Paris Agreement and investment in the energy transition, renewable energy and the fight against climate change;
- **A more connected Europe**, with strategic transport and digital networks;
- **A more social Europe**, to achieve the European pillar of social rights and to support the quality of jobs, education, skills, social inclusion and equal access to the health system;
- **A Europe closer to its citizens**, by supporting locally led development strategies and sustainable urban development in the EU.

Two horizontal aspects are also considered: Strengthening administrative capacity and Cooperation outside the program area.

In December 2020, the European Commission issued Communication COM (2020) 789 on the Strategy for Sustainable and Smart Mobility - Putting European Transport on the Road, a strategy that includes a set of indicators for reducing pollution in the 2030s, 2035s and 2050s (Annex 1).)

Until 2030:

- at least 30 million zero-emission vehicles will be in operation on European roads,
- 100 European cities will be climate neutral,
- high-speed rail traffic will double,
- scheduled group journeys of less than 500 km in length will need to be carbon neutral within the EU,
- automated mobility will be widely implemented,
- zero-emission ships will be ready for market launch.

Until 2035:

- zero-emission high-capacity aircraft will be ready for market launch,

By 2050:

- almost all new cars, vans, buses, as well as new heavy vehicles will have zero emissions,
- freight rail traffic will double,
- high-speed rail traffic will triple,
- The multimodal trans-European transport network (TEN-T), equipped for sustainable and intelligent transport with high-speed connectivity, will be operational for the global network.

The European context of urban development is determined by the *Territorial Agenda 2030* proposal, the *Urban Agenda for the EU (Pact of Amsterdam, 2016)*, the *European Urban Initiative (2021-2027)* and the *URBACT Program (2021-2027)*.

*The Urban Agenda for the EU*¹⁶ focuses specifically on three pillars of EU policy-making and implementation:

1. Better regulation

- It focuses on a more effective and coherent implementation of existing EU policies, legislation and instruments. EU legislation should be designed so that it achieves the objectives at minimum cost without imposing unnecessary legislative burdens.
- It will not initiate new regulation, but will be regarded as an informal contribution to the design of future and revision of existing EU regulation, in order for it to better reflect urban needs, practices and responsibilities. It recognizes the need to avoid potential bottlenecks and minimize administrative burdens for Urban Authorities.

2. Better funding

- It will contribute to identifying, supporting, integrating, and improving traditional, innovative and user-friendly sources of funding for Urban Areas at the relevant institutional level, including from European structural and investment funds (ESIF) (in accordance with the legal and institutional structures already in place) in view of achieving effective implementation of interventions in Urban Areas.
- It will not create new or increased EU funding aimed at higher allocations for urban authorities. However, it will draw from and convey lessons learned on how to improve funding opportunities for urban authorities across all EU policies and instruments, including Cohesion Policy.

¹⁶ <https://ec.europa.eu/futurium/en/urban-agenda-eu/what-urban-agenda-eu>

3. Better knowledge

- It will contribute to enhancing the knowledge base on urban issues and exchange of best practices and knowledge. Reliable data is important for portraying the diversity of structures and tasks of Urban Authorities, for evidence-based urban policy making, as well as for providing tailor-made solutions to major challenges.
- Knowledge on how Urban Areas evolve is fragmented and successful experiences can be better exploited. Initiatives taken in this context will be in accordance with the relevant EU legislation on data protection, the reuse of public sector information and the promotion of big, linked and open data.

A number of thematic partnerships have been identified within the Urban Agenda for the EU, each of them with action plans aimed at improving the legislation, establishing the funding instruments and knowledge sharing through various actions, so as to contribute to the achievement of the EU long-term goals of sustainable growth and social, economic and territorial cohesion. Such partnerships target the following areas: (1) Air quality, (2) Housing, (3) Inclusion of migrants and refugees, (4) Urban poverty, (5) Jobs and skills in the local economy, (6) Circular economy, (7) Digital transition, (8) Urban mobility, (9) Climate adaptation (including ecological infrastructure solutions), (10) Energy transition, (11) Responsible and innovative public procurement, (12) Sustainable use of land, (13) Safe public spaces, (14) Culture / Cultural heritage.

The *European Urban Initiative* is a new instrument providing support for cities, aiming to strengthen integrated and participatory approaches to sustainable urban development and to provide a stronger link to relevant EU policies and the cohesion policy investments through the following three lines of action¹⁷:

- support for capacity building by (a) improving the capacity of cities to design and implement sustainable urban development strategies in an integrated and participative way and (b) improving the design and implementation of sustainable urban strategies and action plans in cities;
- support for innovative actions by developing transferable and scalable innovative solutions to urban challenges;
- support for knowledge, policy development and communication by (a) developing the knowledge base to support a better design, implementation and integration of urban policies and (b) ensuring easier access to thematic knowledge and sharing knowledge on sustainable urban development.

URBACT is a dedicated program for interregional urban cooperation, the only European territorial cooperation program working exclusively for cities on integrated participative urban development. It will continue to target all cities in Europe, working closely with practitioners, decision makers and local stakeholders¹⁸.

The future program proposes two complementary objectives, which are based on the mutually reinforcing program elements of capacity building, exchange and learning and knowledge capture.

1. To strengthen the capacity of cities in Europe on integrated and participatory urban development

- identifying the changing needs of cities against the background of change affecting urban areas across Europe;
- completing of long-term successful networks by short-term collaborative activities;
- providing a more flexible capacity building offer to meet city needs;

¹⁷ (https://ec.europa.eu/regional_policy/en/newsroom/news/2019/03/20-03-2019-european-urban-initiative-post-2020-the-commission-proposal, https://ec.europa.eu/regional_policy/en/information/publications/brochures/2019/explanatory-memo-european-urban-initiative-post-2020-article-104-5-cpr-proposal-and-article-10-erdf-cf-proposal)

¹⁸ (<https://urbact.eu/files/orientations-urbact-post-2020>)

- scaling up of successful capacity building activities and achieving wider reach across Europe;
- targeting specific support to cities with less capacity;
- diversifying the offer to meet the needs of specific urban stakeholders;
- strengthening the complementarities between capacity building work undertaken at the EU and national levels.

2. *To bring knowledge and know-how from the ground to support cities and help inform the UAEU and any future multilevel urban policy platform*

- better meshing of urban knowledge & know-how coming from cities involved in URBACT with policy driven demands;
- more flexible capture and transfer of knowledge in response to pressing urban challenges and debates at the EU level;
- supporting the UAEU and multi-level work on urban topics;
- identifying the most effective current and future tools in providing an EU wide knowledge platform for cities.

1.3. Coordination with national, regional, county and other local strategies

In the E.U. context, presented in the previous subchapter, the Ministry of European Funds proposed the following operational programs for the next financial year, which are in the negotiating stage with the European Commission:

1. Sustainable Development Operational Program (SDOP)
2. Transport Operational Program (TOP)
3. Smart Growth, Digitization and Financial Instruments Operational Program (SGDFIOP)
4. Health Operational Program (HOP)
5. Education and Employment Operational Program (EEOP)
6. Inclusion and Social Dignity Operational Program (ISDOP)
7. Just Transition Operational Program (JTOP)
8. Regional Operational Program – implemented at regional level (8 ROPs)
9. Technical Assistance Operational Program (TAOP).

Out of the budget allocated for the Recovery and Resilience Facility (RRF) at EU level, Romania can benefit from approximately EUR 30.5 billion, consisting of EUR 13.8 billion in the form of grants and EUR 16.7 billion in the form of loans . In order to use the RRF financing instrument, each EU Member State must elaborate its own National Recovery and Resilience Plan (NRPP) - a document under elaboration which sets out the priority areas for investment in order to exit the crisis, revitalize and increase capacity. of resilience.

Also, at national level, a series of relevant legislative acts for public investments have been adopted, mainly from non-reimbursable external funds, such as:

- Emergency Ordinance no. 57/2019 regarding the Administrative Code
- Emergency Ordinance no. 122/2020 on some measures to ensure the efficiency of the decision-making process of non-reimbursable external funds for regional development in Romania
- Emergency Ordinance no. 156/2020 on some measures to support the territorial development of urban and rural localities in Romania with funding from non-reimbursable external funds.

The general strategic objective of the **Regional Operational Program for the Bucharest-Ilfov Region 2021-2027** (draft of July 31, 2020) is *to increase regional economic competitiveness and to improve the living conditions of local communities in the region by supporting business, infrastructure and public services development, so that they can effectively manage their resources and their potential for innovation and assimilation of technological progress.* The identified sectoral challenges, the

specific strategic objectives and the types of actions that will receive funding under ROP BI 2021-2027 are detailed in the following tables:

Table 3. Identified sectoral challenges and specific strategic objectives of ROP BI 2021-2027

Identified sectoral challenges	Specific strategic objectives
Sub-optimal management of the existing innovation potential in the region, with a direct impact on the level of technology and innovation uptake by SMEs.	SSO 1: Improving research and innovation performance in areas of smart specialization
Low integration of digital technologies in the daily activities of citizens, businesses and public administration	SSO 2: Greater integration of digital technologies in the socio-economic activities, aimed at making public administration more efficient, the widespread adoption of the “smart city” concept and moving from offline to online in both public and private environment
Low adaptability and resilience of SMEs, translated into a low survival rate and a low level of internationalization	SSO 3: Strengthening the position of SMEs on the internal and external markets, with a direct effect on their growth and competitiveness
Early stage of development for the entrepreneurial discovery mechanism at regional level.	SSO 4: Improving the skills of actors involved in the regional entrepreneurial discovery mechanism related to smart specialization, industrial transition and entrepreneurship
The building sector and the district heating system are high energy consumers and a major contributor to greenhouse gas emissions.	SSO 5: Improving the operational and energy efficiency of the heat generation, transport, distribution and consumption system at regional level
Insufficient, inadequate, degraded, vacant or misused green areas	SSO 6: Promoting sustainable, low-carbon regional and local development by improving the quality of green areas and infrastructure
Dysfunctions concerning the public transport and the regional urban mobility	SSO 7: Increased mobility and attractiveness of public and non-motorized transport
Dysfunctional connectivity due to high traffic volumes and inadequate infrastructure	SSO 7: Improving regional connectivity to European transport corridors by an increased urban network access and transport mode diversification
Insufficient number of educational establishments compared to the demographic size of the region and dysfunctions regarding the equipment level and the safety and functioning conditions of the learning premises, revealing major discrepancies at intra-regional level	SSO 8: Improving the educational infrastructure and ensuring the appropriate material conditions for the care, education and training of preschool children, pupils, students and adults
The low degree of conservation of natural and cultural heritage sites and the insufficient exploitation of cultural and tourist infrastructures have led to the deterioration and decrease of their attractiveness	SSO 9: Supporting the protection, conservation and sustainable exploitation of cultural and natural heritage sites and stimulating the development of tourist, recreational and leisure areas
	SSO: Development of the administrative capacity to efficiently manage the Regional Operational Program for the Bucharest-Ilfov Region

Table 4. Types of actions that will receive funding under ROP BI 2021-2027

RDP priority	Specific objective linked to the priority	Types of funded actions
<p>Priority no. 1: A competitive region through innovation, digitization and dynamic enterprises</p>	<p>SO.1.i Development of research and innovation capacities and advanced technologies uptake</p>	<ul style="list-style-type: none"> - Establishment and growth of innovative start-ups/spin-offs in the RIS3 BI areas; - Supporting innovation by SMEs in the RIS3 BI areas (including investments in the SMEs own research/innovation infrastructures) - Supporting innovation in the RIS3 BI areas by investing in the research infrastructures of the RDI organizations, including higher education institutions, in the interest of SMEs; - Participation (of the SMEs and the RDI organizations) in the activities of the JRC's thematic smart specialization platforms (S3 Platforms) and in the preparatory activities for the submission of projects under the initiatives of the European Institute of Innovation & Technology (EIT) - Knowledge and Innovation Communities (KICs), European Regions Research & Innovation Network (ERRIN) - Supporting technology transfer in the RIS3 BI areas, for the benefit of SMEs, through the creation, modernization, expansion and endowment of the innovation and technology transfer infrastructures (including science and technology parks) with the necessary equipment and software for trading in research and development results (tests, prototyping, etc.); improving the existing specific technology transfer services; developing new types of technology transfer services based on the business environment needs; and investments for SMEs to implement the results of research and innovation in partnership with EIT. - Supporting clusters to increase competitiveness and supporting innovation by enterprises in the RIS3 areas
	<p>SO.1.ii Exploiting the advantages of digitization, for the benefit of citizens, companies and governments</p>	<ul style="list-style-type: none"> - Supporting the digital transformation of SMEs; uptake of digital technologies and tools for innovation, facilitation of technological investments, IT&C technologies, IoT, automation, robotics, artificial intelligence, mass customization, digital innovation hubs, etc. - Digitization in the universities by creating and developing digital platforms, databases and virtual libraries for students, live streaming, projection and video mapping equipment and infrastructure.
	<p>SO 1.iii Boosting the growth and competitiveness of SMEs</p>	<ul style="list-style-type: none"> - Investments in tangible and intangible assets dedicated to microenterprises in order to increase their resilience on the market in the medium and long term, including supporting such microenterprises in overcoming the effects of the COVID-19 crisis; - Supporting entrepreneurship through the creation, development and operationalization of

RDP priority	Specific objective linked to the priority	Types of funded actions
		<p>business incubators and accelerators, and of industrial parks of regional importance;</p> <ul style="list-style-type: none"> - Investments in tangible and intangible assets dedicated to SMEs with at least 3 years of existence, including scale-up, support for the development and implementation of new business models for internationalization and support in overcoming the effects of the COVID-19 crisis.
	SO 1.iv Improving the skills related to smart specialization, industrial transition and entrepreneurship	<ul style="list-style-type: none"> - Improving the skills of SEMs / RDI organizations / entities involved in the entrepreneurial discovery process under RIS3 BI 2021-2027
<p>Priority no. 2: A region with smart cities</p>	SO 1.ii Exploiting the advantages of digitization, for the benefit of citizens, companies and governments	<ul style="list-style-type: none"> - Supporting the digitization of public services (smart-city interventions for public security, public services and utilities, energy monitoring, environment, public lighting, GIS systems, etc.), including cybersecurity, interoperability.
<p>Priority no. 3: A region with environmentally-friendly cities</p>	SO 2. (i) Promoting energy efficiency and reducing greenhouse gas emissions	<ul style="list-style-type: none"> - Increasing the energy efficiency in residential buildings - Increasing the energy efficiency in public buildings - Enhancing the district heating energy efficiency
	SO 2. Improving the protection of nature and biodiversity, of green infrastructure especially in urban areas and reducing pollution	<ul style="list-style-type: none"> - Creation / modernization / expansion of green areas (parks, gardens, squares, etc.) - Creation of urban green infrastructures: (green roofs, green walls, ecological green corridors, etc.)
	SO 2. (viii) Promoting a sustainable multimodal urban mobility	<ul style="list-style-type: none"> - Investments aimed at improving the infrastructure used for the provision of clean urban public transport service (building/expansion of urban/suburban electric public transport routes) - Investments aimed at improving the infrastructure used for the provision of clean urban public transport service (modernization/rehabilitation of urban/suburban electric public transport routes) - Investments aimed at improving the infrastructure used for the provision of clean urban public transport service (building / modernization / rehabilitation / expansion of the park&ride intermodal infrastructure, including the corresponding technical infrastructure, etc.) - Investments aimed at improving the public passenger transport service by purchasing environmentally-friendly and low-carbon means of transport (tram rolling stock and clean means of urban public transport) - Investments aimed at improving the non-motorized transport infrastructure: building / modernization / rehabilitation / expansion of bicycle lanes/routes, modernization/expansion of

RDP priority	Specific objective linked to the priority	Types of funded actions
		<p>pedestrian and semi-pedestrian areas and routes, etc.</p> <ul style="list-style-type: none"> - Investments for the digitization of urban public transport systems. Creation / modernization / expansion of the public transport/traffic management systems, including of the video monitoring system, as well as of other intelligent transport systems (ITS) - Investments aimed at improving the alternative electric transport infrastructure (building / purchase / installation of refueling / recharging stations for alternative fuels, etc.)
<p>Priority no. 4: An accessible region</p>	<p>SO 3.iii Developing a sustainable, smart and intermodal national, regional and local mobility that is resilient to climate change, including improving access to TEN-T and the cross-border mobility</p>	<ul style="list-style-type: none"> - Developing the rehabilitated and/or newly built secondary connections to the TEN-T network and nodes: investments for the building / modernization / rehabilitation / expansion of the (road) infrastructure that ensures the direct or indirect connectivity to the existing/proposed TEN-T road network and nodes, in order to improve the relevant parameters (speed, safety, bearing capacity, number of users, decongestion, easing the traffic flow) - Developing intermodality and other rehabilitated and/or newly built transport connections: investments for the building / modernization / rehabilitation / expansion of the (road) intermodal freight infrastructure, in order to ensure connectivity and/or to improve the relevant parameters (speed, safety, bearing capacity, number of users, decongestion, easing the traffic flow)
<p>Priority no. 5: An educated region</p>	<p>SO 4.ii Improving access to quality and inclusive services in the field of education, training and lifelong learning through infrastructure development</p>	<ul style="list-style-type: none"> - Building / modernization / rehabilitation / expansion / endowment of the infrastructure for early childhood and preschool education, primary and secondary education, high school (non TVE) and special education organized in special educational facilities - Building / modernization / rehabilitation / expansion / endowment of the infrastructure for technical and vocational education and lifelong learning, including campuses - Building / modernization / rehabilitation / expansion / endowment of the university education infrastructure, including campuses
<p>Priority no. 6: An attractive region</p>	<p>SO 5.i Fostering the integrated social, economic and environmental development at local level and of the cultural heritage, tourism and security in urban areas</p>	<p>Conservation, protection and sustainable exploitation of the cultural heritage through:</p> <ul style="list-style-type: none"> - restoration, consolidation and conservation of the cultural heritage sites - increasing the security of cultural heritage elements, also by equipping them with anti-burglary systems, fire protection systems, etc. - implementation of multimedia technologies and digital techniques to promote the cultural heritage sites

RDP priority	Specific objective linked to the priority	Types of funded actions
		<ul style="list-style-type: none"> - Investments in the cultural infrastructure through: - rehabilitation and consolidation of cultural infrastructures (dedicated to theatre, reading, visual arts, shows, music, opera, exhibitions, etc.) - increasing the security of cultural infrastructures, including by equipping them with anti-burglary systems, fire protection systems, etc. - implementation of multimedia technologies and digital techniques to promote the cultural infrastructures - Conservation, protection and sustainable exploitation of the natural heritage through: - arrangements for the sustainable conservation of natural heritage sites, including the creation/rehabilitation of infrastructures related to such natural heritage sites - implementation of measures to increase the security of natural sites - Improving the urban environment by developing tourist, recreational and leisure areas through: - creation and modernization of tourist and leisure infrastructures, including the related utilities - creation of recreational facilities on specially arranged land (for example, dedicated sports areas, children's playgrounds, etc.) - ensuring the security of public spaces by installing lighting and video surveillance systems

At the level of sectoral objectives and policies, the strategy is coordinated with the main planning documents developed at central and regional level¹⁹:

- **The National Spatial Plan** - sections: (I) Transport networks, (II) Water, (III) Protected areas, (IV) Network of localities (2014), (V) Natural risk areas, (VI) Tourist areas;
- **Romania's Territorial Development Strategy** for 2035;
- **Sectoral strategies** covering key sectors of development such as human capital, connectivity infrastructure (General Transport Master Plan), economic competitiveness, capitalization of natural resources, administrative capacity, etc.;
- **The Sustainable Urban Mobility Plan 2016-2030 for the Bucharest-Ilfov Region:** proposes as a development vision "the achievement of an efficient, integrated, sustainable and safe transport system, which promotes economic, social and territorial development and which ensures a good quality of life". Its strategic objectives are: accessibility, improving safety and security, environmental protection, economic efficiency, quality of the urban environment;
- **Regional Development Plan** for the next programming period (under development);
- **The Smart Specialization Strategy for the Bucharest-Ilfov Region (RIS 3 BI)**, defining the areas of smart specialization in the region, as follows: Information and Communications Technology (ICT), Cultural and creative industries, Smart systems and components (electronics, optoelectronics, mechatronics, etc.), Advanced materials and Novel foods and food safety.

Moreover, the strategy is being developed in parallel with several other strategic or statutory documents, such as the **Ilfov County Spatial Plan**, the **General Urban Plan of Bucharest City**, the **Ilfov County Development Strategy 2020-2030**, which is an opportunity to coordinate the data, to

¹⁹ A detailed presentation of these relevant documents for the development of Bucharest IUDS can be found in Output 2 - Identification and analysis of existent and relevant strategic and programmatic documents

stimulate the participation of the actors at local, county, regional and national level, and to validate the results obtained in different stages of the process, increasing the quality of planning.

At the level of Bucharest, there are a significant number of sectoral strategies elaborated or under elaboration on various time horizons. Documents whose validity (will) extend after 2020 will be considered in the formulation of sectoral policies. The most important ones are presented in Deliverable 2 - Identification and analysis of relevant existing strategic and programmatic documents and include:

A significant number of sectoral strategies **for Bucharest City** have been developed over different time horizons. Documents with a validity period extending beyond 2020 will be taken into account in the development of sectoral policies. The most important of these documents are presented in *Output 2 - Identification and analysis of existent and relevant strategic and programmatic documents* and include:

1. The action plan for noise reduction in Bucharest - approved by HCGMB no. 183/2017, valid until 2030.
2. The Integrated Air Quality Plan for Bucharest 2018 - 2022 - approved by HCGMB no. 325/2018, valid until 2022
3. The local strategy on social inclusion and poverty reduction in Bucharest 2017 - 2021 - approved by HCGMB no. 496/2017, valid until 2021
4. Strategy for the medium and long term development and functioning of the public sanitation service in Bucharest (2014-2030) - approved by HCGMB no. 82/2015, valid until 2030
5. District heating strategy for consumers in Bucharest (2018-2028-2038) -approved by HCGMB no. 260/2017, valid until 2038
6. "Smart City Bucharest" strategy for the development of a smart city .2018-2025 - document not approved by CGMB
7. Education development strategy – Bucharest – Education Capital document not approved by CGMB
8. The strategy for building (sports/cultural) multipurpose halls approved by HCGMB no. 606/2018, with unspecified validity
9. Bucharest Cultural Strategy for 2016-2026 approved by HCGMB no. 152/2016, valid until 2026
10. The program for "Promoting Bucharest City as a tourist destination and developing tourism in Bucharest" (2018-2022) approved by HCGMB no. 539/2018;the documentation for the multiannual program for the period 2021-2024 is under work, and will be submitted to the CGMB for approval.
11. The program "Health and Development through Sports" - approved by HCGMB no. 350/2018, valid until 2022
12. Master Plan for the integrated waste management system in Bucharest City (2017-2046) approved by HCGMB no. 455/2019, valid until 2046
13. The Bucharest 2035 Development Strategy (strategic concept) document not approved by CGMB
14. Strategy for the development of the subway transport infrastructure in Bucharest - approved by METROREX S.A., valid until 2040
15. The Multiannual "Digital Bucharest" Program – Information technology for public services- approved by HCGMB no. 542/2018, valid until 2022
16. Master Plan for the water supply and sewage system in Bucharest City- approved by HCGMB no. 577/2019, valid until 2049

1.4. Consultation with/involvement of stakeholders

The elaboration of the strategy is the result of a participatory process involving decision-makers, business people and the population, in order to establish a consensus on the city's future and how it responds, or should respond, to the target groups' demands. The participation of the target groups took the form of a branding endeavor, based on the following pillars:

- UNITY – We are addressing diversity as a challenge by conveying a message of unity, with verbs in the 1st person plural: *we / together*;
- POSITIVITY – We focus on the future and on finding solutions to the problems the city faced in the past;
- INVOLVEMENT – The communication components are inviting community members to provide feedback in the analysis (questionnaires) and solution modelling (public consultations) stages;
- TRANSPARENCY - We are addressing the current distrust of the population by making the entire strategy development process transparent.

The result is an approach that uses the second person singular in the title: “You” ARE Bucharest and the first person plural in the slogan: “We”, We all change the city together. Bucharest does not belong to a single type of people, but to: researchers and innovators; young people and students; parents; foreigners; commuters, pensioners; people with social needs; entrepreneurs and investors; employees; tourists. The brand conveys the idea that there is both a “you” and a “we”. This means that, on the one hand, the future of Bucharest is shaped by you, by each of the millions of people falling into the 10 above-mentioned categories, but there is also a “we”, i.e. all of us, the 3 million people making up the Bucharest community.

Figure 3. Proposal for verbal identity and slogan



Source: You are Bucharest - Branding manual

The population and urban stakeholders were involved in the strategy development process by means of the following tools: (1) surveys, (2) consultation meetings and sectoral debates, (3) focus groups, (4) Facebook page.

(1) The sociological research conducted in June-July 2019 used questionnaires as the only data collection tool. 7 independent surveys were conducted in Bucharest, with a total of 10,205 questionnaires applied. 12 data collection tools were used in the 7 surveys, i.e. 12 types of

questionnaires aimed at specific issues for each target group. The research results helped to identify the specific needs of each target group and are detailed in Annex 1.1.

4,005 face-to-face questionnaires were applied at population level, with the interviewer coming to the respondent's home. A random, multistage sampling, stratified by census district, gender and age was used for this survey. Dedicated data collection tools were used in the survey conducted at population level for different types of social groups, as follows:

- 800 questionnaires applied to pensioners,
- 800 questionnaires applied to parents,
- 800 questionnaires applied to employees,
- 400 questionnaires applied to vulnerable persons,
- 400 questionnaires applied to students,
- 500 questionnaires applied to entrepreneurs.

Questionnaires have also been applied to the following groups:

- 400 questionnaires to high school students,
- 100 questionnaires to artists and creators,
- 400 questionnaires to commuters using the means of public transport,
- 400 questionnaires to foreign tourists,
- 500 questionnaires to investors.

(2) Consultation meetings and sectoral debates were held in Q4 2019 with the purpose of validating the hypotheses stemming from the diagnostic analysis in the respective area, identifying the problems and challenges in that area, and proposing viable solutions thereto. The meeting reports are presented in Annex 1.2. Covered areas:

- Culture
- Education
- Energy
- Environment
- Climate change
- Mobility
- Heritage and housing
- Sports
- Tourism
- Investment/business environment (meetings with embassy representatives)

(3) The focus groups covered the target groups identified in the surveys – employees (public and private sector), entrepreneurs, representatives of employers' organizations in the tourism sector and hospitality managers, representatives of organizations working with immigrants, people living in poverty, people with disabilities, Roma people, pensioners, university teachers holding management and coordination positions, university students, high school students, parents, commuters, artists/creators, researchers – and targeted several thematic dimensions:

- The target group's evaluative perception of Bucharest; general identity elements for the Bucharest urban environment;
- Perception of different aspects/types of problems in Bucharest urban life (e.g. transport, pollution, life in the neighborhood, leisure, etc.);
- Finding the main types of solutions to the identified problems;
- Identifying the expectations and the types of urban interventions in Bucharest.

The focus group reports are presented in Annex 1.3.

(4) The consultation process for the Integrated Urban Development Strategy (IUDS) of Bucharest City also takes place in social media, namely the "You are Bucharest" Facebook page. The page was officially launched in October 2019 along with a first series of face-to-face consultations. With

approximately 7,000 followers and an average of three posts per week reaching out to thousands of Facebook users (“reach”) and generating thousands of interactions (“engagement”), the page has proven to be quite efficient in this process. The page allows for the weekly collection of key information, such as various challenges that citizens living and working in Bucharest face every day, as well as their opinions and recommendations for the city development.

Figure 4. Key information about the “You are Bucharest” Facebook page



Source: Data visualization processed by the authors

The content on the “You are Bucharest” Facebook page is divided into six categories: photos (with various questions inserted as text in order to learn more about a certain issue or to disseminate the key results of the analysis on Bucharest in “Did you know” campaigns, or in the form of maps), videos (including calls to action to encourage participation in polls, as well as other interesting information for the public, as part of “Did you know” campaigns), interviews in both Romanian and English with people living in Bucharest, live posts valid for 24 hours (“stories”), infographics and polls valid for 7 days. The most efficient Facebook information collection tools so far have proven to be the polls and the photos with text or maps inserted, the best-performing reaching over 10,000 citizens (organic “reach”) and generating over 2,500 interactions (organic “engagement”). A report on the information collected through the Facebook page – problems and challenges identified by the participants, as well as their proposals can be found in Annex 1.4.

SECTION 2. DEVELOPMENT VISION, STRATEGIC AND SPECIFIC OBJECTIVES

2.1. Substantiation of the vision development

The responsibility for articulating a development vision for Bucharest is shared by many stakeholders. As a synthetic expression of the way in which the community understands the meaning of development, the vision reflects common values, but also the specific aspirations and interests of different target groups. Under the circumstances, the vision development should be based on a set of debated and accepted principles that ensure the understanding of the mechanisms related to the organization of the strategic planning process and of the city's spatial development process.

2.1.1. Principles governing the planning process

Due to the capital city's complexity, the variety of urban actors and the complex competitive context, the strategic planning process and, implicitly, the vision development are based on the following principles:

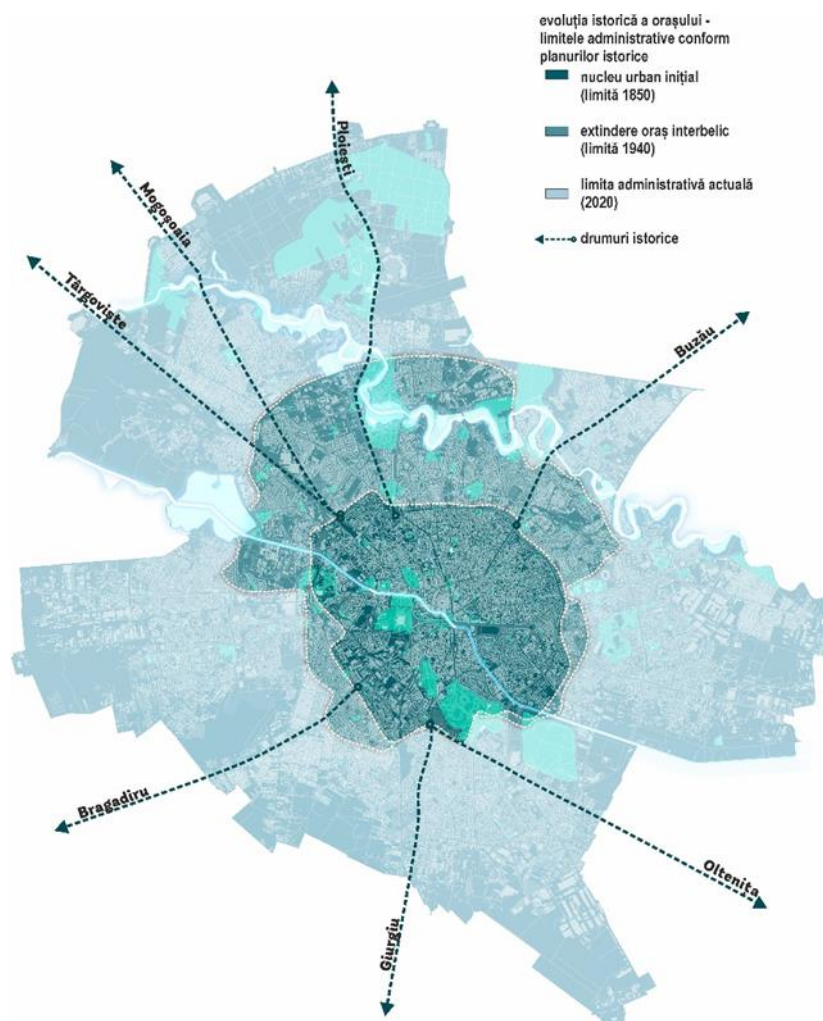
- a) **The principle of broad public participation:** The vision acknowledges the impact that the involvement and contribution of communities, public institutions and authorities, NGOs, business environment and all stakeholders have in the city's future development. The above-mentioned local actors were given the chance to actively participate in the strategy development process (e.g. through focus groups, workshops, telephone and online surveys) by discussing problems and expressing their views on issues concerning the individual and community interest of different target groups: employees, entrepreneurs, commuters, pensioners, parents, university students, high school students, vulnerable groups, researchers, artists, foreign tourists, etc.
- b) **The principle of inter-institutional cooperation:** Urban development is fully integrated at regional level, thus contributing to the economic, social and territorial cohesion. This is why the development planning requires the coordination of institutions with responsibilities in this regard at municipal, county, regional and national level, but also at the level of the capital city sectors, using information tools and methods, procedures and working groups. Therefore, the planning process started with the identification and analysis of all relevant strategies at sector, municipal, regional, national and European level.
- c) **The principle of pragmatic decision-making:** The whole planning process is based on the realities identified in the analysis stage and on the city's actual capacity to support development. The vision and the strategic objectives, as well as the package of policies - programs - projects consider feasible options and lead to the selection of an assumed, feasible, realistic project portfolio, with a focus on a limited number of value-added interventions, while preferably attracting external resources.
- d) **The principle of planning consistency:** The strategic planning process is based on a vision consistency over time, with some adjustments due to changes in the international and European context, but also in the target group demands. The planning documents that have been previously developed (PUG 2000, SCB 2035) or are under development (PUG update) represent a good starting point in this endeavor.

2.1.2. Spatial development model

Bucharest has a spatial development pattern that is linked to the demographic and economic dimensions and historically based on its relationship with the cities along the Danube River, active points in the trade with the Ottoman Empire, and with Craiova City, Târgoviște City, Buzău City and Oltenița City, as illustrated in the figure below. The traditional connections to the east and to the west were enhanced by investments in the road infrastructure to Pitești and Constanța, which also had a multiplier effect in the spatial development of the localities in Ilfov County. The investments made in the development of the Bucharest subway network have contributed to the emergence of commercial developments in the peripheral and suburban areas of the capital city, especially shopping malls and logistic parks.

The development to the north, the traditional route for recreational weekend trips taken by the Bucharest residents to the Prahova Valley mountainous area, has been amplified by commuters coming from the Ploiești growth pole area to Bucharest on a daily basis and, secondarily, for commercial interests. The connection with the Danube ports and with the border crossing point to Bulgaria, combined with the residential developments, has led to the development of the functional urban area to the limit of the left bank of the Danube river. The Danube corridor creates a dynamics of the network of localities situated along the river that cannot generate the same economic growth as the road transport corridors.

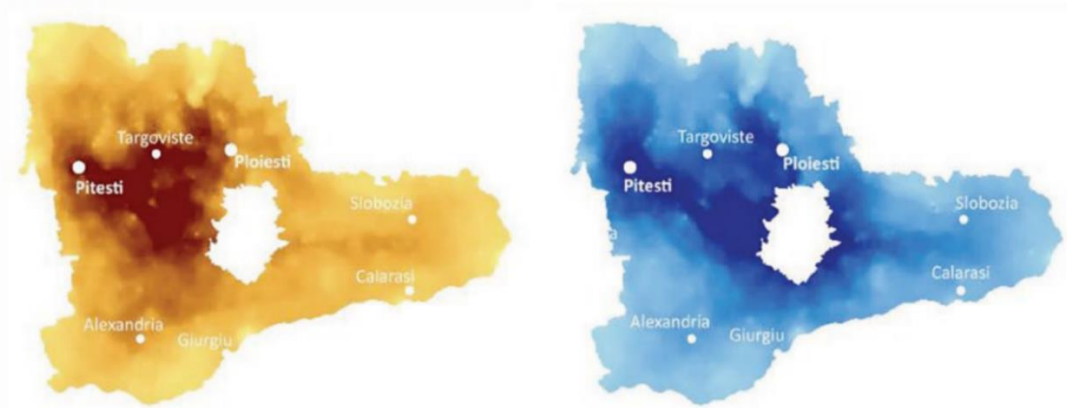
Figure 5. Bucharest spatial development and historical connecting roads



Source: Authors

The functional urban area of Bucharest currently extends way beyond its administrative borders. The two gravitational maps below show the concentration of the population and of economic activity in the South Region, with the entirety of the Bucharest-Ilfov Region cut out. What becomes immediately evident is that economic activity of the capital region has started to spill well beyond the boundaries of Ilfov County. The economic activity has primarily clustered along the A1 Highway to Pitești and along the DN1 National Road to Ploiești. The area bounded by Bucharest, Ploiești, Târgoviște and Pitești has a very high population density (it is in fact the densest population area in Romania).

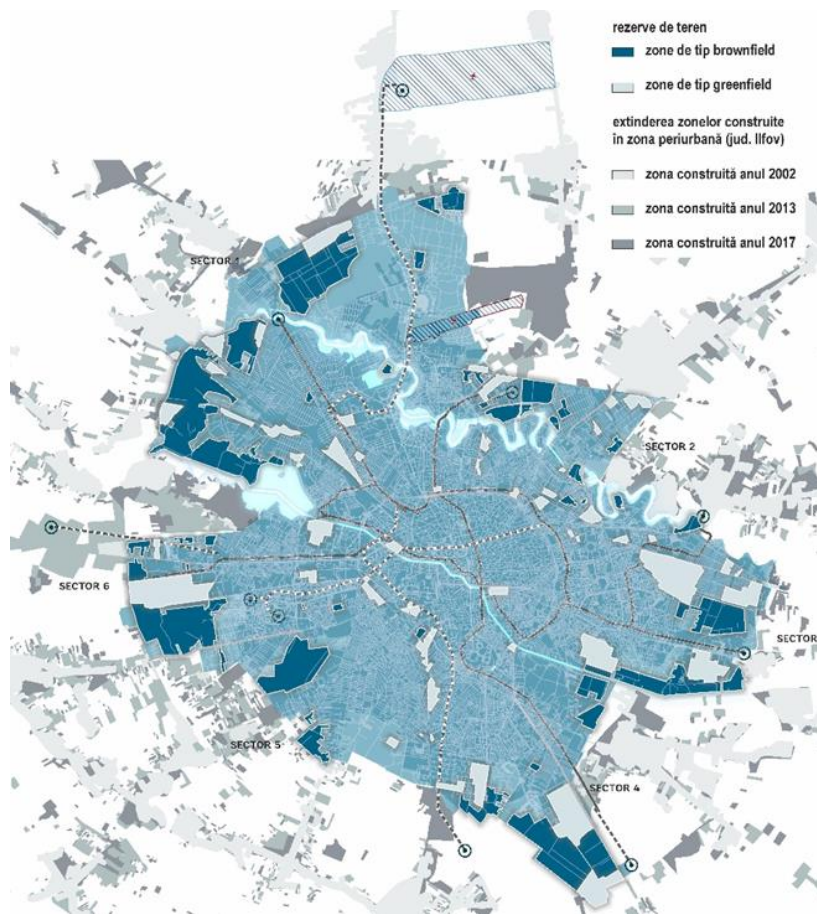
Figure 6. Demographic (left) and economic (right) gravity model for the South Region



source: MAGNET CITIES – Migration and commuting in Romania, World Bank, 2017

Bucharest has seen an uncontrolled development of peripheral areas in the last 25 years, mostly on vacant private land, where investments have been made with profitable land occupancy and use rates. At the same time, big traffic problems have occurred, especially at the inflection points, concentrated along the entrances/exits to/from Bucharest City and Ilfov County. The location of Bucharest City right in the middle of Ilfov County is a major challenge that requires concrete measures to reduce the need to travel to/from Bucharest, mainly for access to services (health, education), but especially for access to jobs.

Figure 7. Development of the Bucharest City peripheral areas



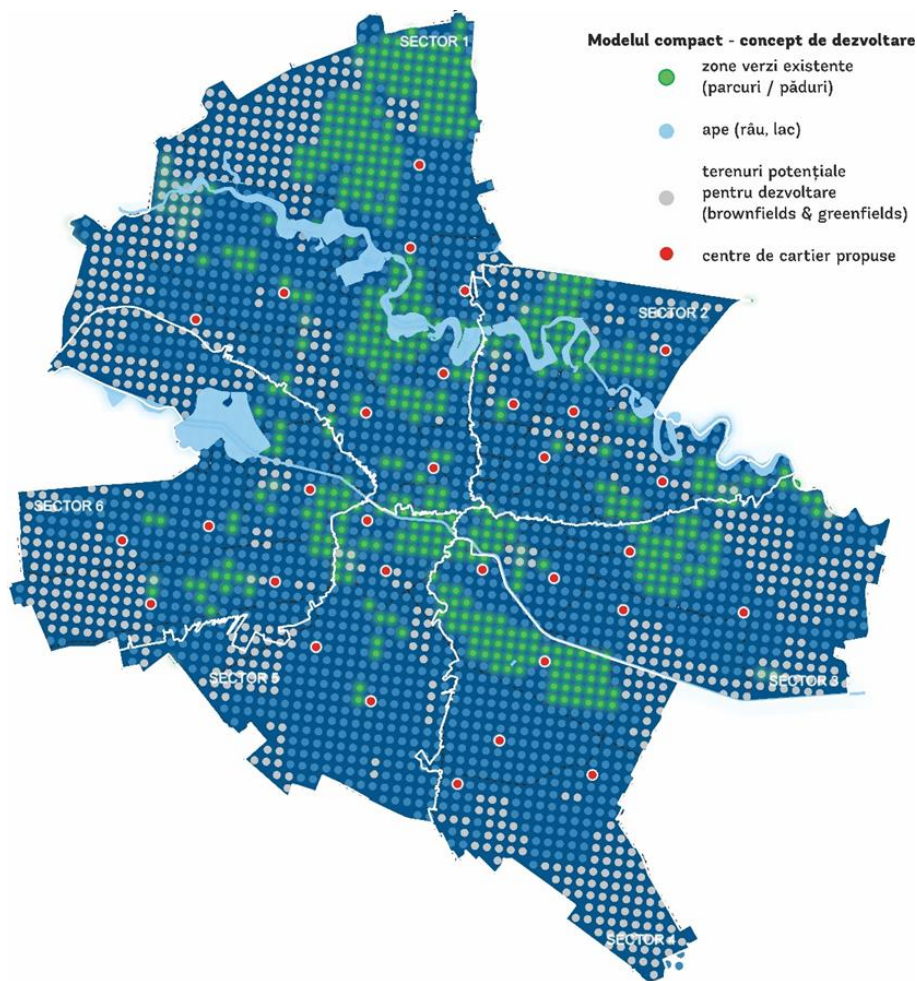
Source: Authors

The conceptual spatial development model is based on the current territory configuration and on the existence of centers with residential and logistical functions clustered in the Bucharest ring road area. Two types of approaches can thus be applied:

- **Integrated approach to development:** While engaging in the complex process of development, Bucharest must maintain and develop its status as capital city, its historical identity and must project its economic, demographic and social perspectives so as to ensure a high quality of life of its residents and the responsible use of land and natural resources.
- **Polycentric development:** Polycentrism is seen as an operational tool that simultaneously addresses the two major territorial organization needs: (1) achieving a compact city and (2) urban expansion planning to ensure territorial cohesion and competitiveness over a larger area than the city's built-up area. Both aspects must overlap in a spatial model as follows:

(1) The compact model supports the development of the city within its own boundaries through densification and the efficient use of existing land resources (underused industrial platforms, abandoned land, vacant land, etc.), the sprawl beyond the city's administrative boundaries being the result of a poor land use policy. This model involves the balanced equipment of sectors with functions and facilities to reduce the demand for internal mobility. This leads to the organization of neighborhood centers through an adequate supply of spaces and services that meet the demand of the population in the relevant communities.

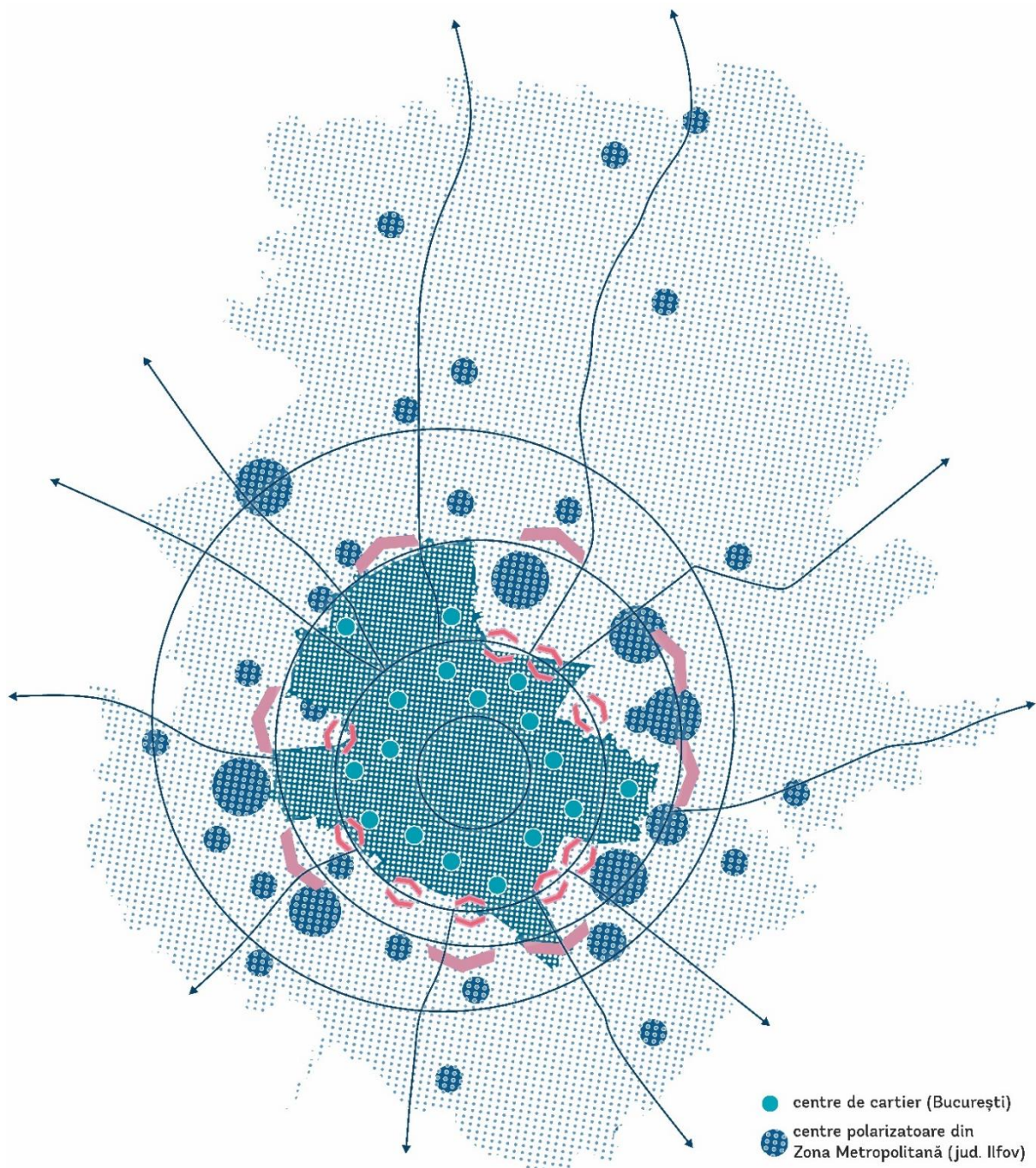
Figure 8. The compact model



Source: Authors

(2) The urban expansion model proposes the development of a number of secondary centers adjacent to the existing ring road, extended to the metropolitan ring road (well-delimited space, a place of maximum interest for future developments due to the newly created connections). These new centers will play an important functional role in serving the large residential neighborhoods developed in recent years and will support the economic development by creating location opportunities for enterprises. The newly proposed centers (also identified in the Ilfov County Development Strategy 2020-2030) strengthen the well-defined polarization areas, such as Măgurele, Mogoșoaia-Buftea, Moara Vlăsiei, Brănești-Cernica, and Berceni-Popești-Leordeni.

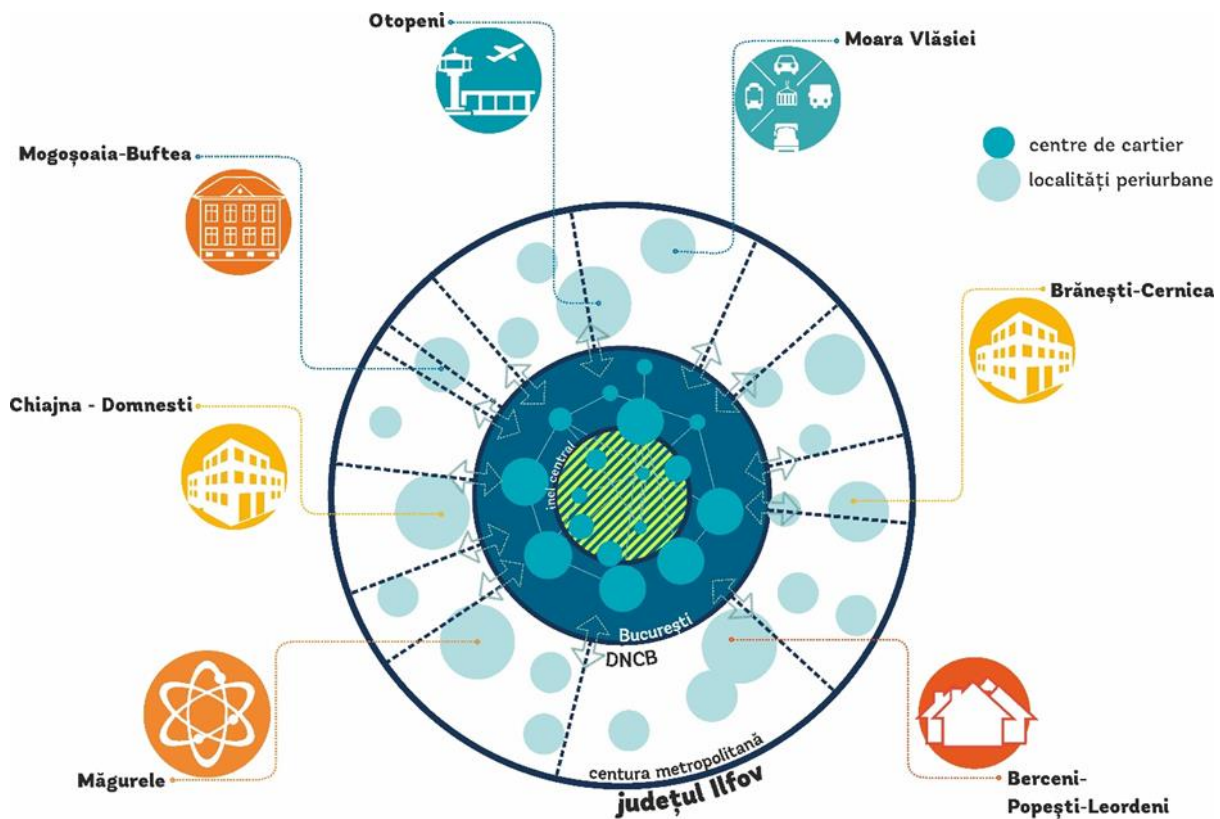
Figure 9. The urban expansion model



Source: Authors

By overlapping the two aspects, the conceptual spatial development model focuses on promoting polycentric development for the sustainable development of Bucharest City, which needs to efficiently use the existing land resources, to strengthen the neighborhood centers and to balance the urban structure in its area of influence by strengthening other urban centers within the functional urban area, located on the territory of Ilfov County.

Figure 10. The conceptual spatial development model



Source: Authors

Both the integrated approach and the polycentric development focus on the territorial dimension of the Bucharest City development and the need for cooperation at metropolitan level to strengthen the role that the city plays in its area of influence. Finding the right solutions to problems that extend beyond the city's administrative boundaries requires specific forms of cooperation. The competent authorities, as equal partners, need to develop joint development strategies and joint investment decisions, actively involving other partners. In addition to ongoing dialogue, these partnerships include the cooperation for preparing development strategies and, subsequently, for implementing and monitoring their results.

2.2. The 2050 vision

The Strategic Concept Bucharest 2035, a document drawn up by a group of specialists in 2011-2012, has identified a number of directions for the development of the capital city from five major perspectives: city and territory, productive city, functional city, sustainable city, city management. In 2011, the state of the city was summarized as follows:

"Bucharest in 2011 is the result of an incoherent and uneven development process, lacking a clear long-term vision, unsupported by territorial cooperation, unsustainable and generating social imbalances, a development process that used resources inappropriately, failing to capitalize on local distinctive competences and to focus on increasing the residents' quality of life, quality understood as a result of several concurring factors, i.e. natural and built environment, economic-social, cultural, historical factors.

Consequently, there is now a widespread citizen dissatisfaction with the state of the city, the performance of the capital city as a catalyst for the Romanian economy in the last 10 years has been far below expectations, while its low competitiveness in the European and global context and its poor reputation place Bucharest at the bottom of the European rankings on attractiveness and quality of life."

In this context, the Strategic Concept Bucharest 2035 seeks to transform the capital city into "... an influential and integrated metropolis at European level through sustainability and character, smartly

and substantially reinvented, an open and evolved community, a dynamic and creative capital city”, a vision supported by 12 fundamental objectives:

- (1) Successful capital city, gateway city, bridge city;*
- (2) Strong metropolitan core;*
- (3) Balanced and dynamic structure of economic activities;*
- (4) Connection to major transport axes and to global information flows;*
- (5) Educated and adaptable community;*
- (6) Strong urban identity;*
- (7) High quality of housing;*
- (8) High performance social services;*
- (9) Healthy and safe living environment;*
- (10) Responsible and efficient energy management,*
- (11) Highly performing public administration;*
- (12) Planned, managed, assessed urban development.*

Almost 10 years later, the situation has improved considerably in terms of economic growth, but there are still a number of problems related to competitiveness and quality of life, as highlighted in the section on the current territorial diagnosis.

In the strategic planning, the vision regarding the development of a city concisely answers the question „*What will the city be like in a number of years?*” from a community perspective. A number of problems need to be considered when formulating a development vision today:

1. The first problem is the time horizon and the vision consistency. The vision articulated in SCB 2035, although not formally assumed, would be under implementation right now. However, the concept developers have expressed their preference for a long-term vision, which is to be adjusted at intervals of 8-10 years, depending on the macro-territorial developments. A review of the vision articulated in SCB 2035 and a restructuring of the objectives over a long time horizon (2050) are therefore proposed in the current context, with a package of policies and programs for the next 10 years and the possibility of resuming the assessment and adjustment process after this interval.
2. Given the complexity of Bucharest generated by the city’s versatile character, one needs to understand *WHO* before knowing *WHAT this city is*. The current development opportunities for Bucharest City must be considered from several angles/perspectives with distinct characteristics:

WHO are you, Bucharest?

- A global metropolis, **by repositioning itself in the global competition and asserting itself as a pole of stability and as an investment destination in Central and Eastern Europe (with a chance of becoming the most important financial center in the region, transport hub, economic center, media center, etc.);**
- A European capital city, **by asserting itself among the other capital cities and achieving a comparable standard of living (by its distinctive character as a bridge between Western and Eastern culture, Bucharest is emerging as a unique capital city, but one that can offer competitive advantages);**
- A functional metropolitan area, **through territorial cooperation and removing barriers to socio-economic development induced by the administrative boundaries, in order to provide equal location opportunities for both citizens and economic activities and to ensure an efficient and sustainable use of resources;**
- A city for the people, **by increasing the quality of life and attracting human capital from all over the world (workforce, talents, expatriates, etc.), in the good tradition of diversity and tolerance specific to this place;**
- Neighborhoods with a well-defined identity, **by supporting and strengthening the individual character of the communities in the historic neighborhoods, or by promoting diversity in the new neighborhoods, where the shaping of identity is still in progress.**

3. At the same time, the analyzed issue corroborated with the integrated approach and the polycentric development model lead to a series of attributes that create an image of *WHAT the city should be*:

WHAT are you, Bucharest?

- A connected city, **by improving the public transport and the ICT infrastructure at urban and regional level and by ensuring its access to the TEN-T corridors;**
- An innovative city, **by attracting and making investments in areas of urban regeneration and in the vicinity of multimodal nodes, aiming to achieve a positive social, economic and environmental return on planned investments, stimulating economic growth and job creation;**
- A sustainable city, **adapted to natural hazards and climate change, by strengthening the limit of urban development needed to protect the biodiversity resources and preserve valuable green infrastructure, by developing a balanced building stock in a system of open public spaces and by promoting the use of renewable energy;**
- An inclusive city, **enabling a balanced provision of services and opportunities for all the inhabitants by diversifying the land use and the built heritage, as well as the social integration of vulnerable groups, ethnic communities and migrants;**
- A compact city, **combining the housing density with the diversity, proximity to services and jobs and to facilities through accessibility, a city that preserves its traditions and character, capitalizes on its cultural heritage, preserves and gives identity to people and places.**

On this series of target characteristics for Bucharest in the next decades, the development vision is articulated as a mix of interconnected elements regarding urban initiatives, values and resources, in which the city develops and interacts with its area of influence:

In 30 years from now, Bucharest will be a competitive European capital city, with an international reputation as a regional economic and financial hub, the most attractive bridge city between the West and the East, a city that promotes its diversity and dynamism in a clean, carbon free environment.

Articulated as such, the vision tries to capture the city's individual character and to project it in an expected future. A series of elements that define its character (and on which the branding process was based) resulted from the opinions of actors involved in the consultation process.

Bucharest is:

- **a city of diversity**, a heterogeneous community like most capital cities, but somehow a little more than the average.
- **an ever-changing city**, with modern office buildings, but also slums with dilapidated houses; historic buildings, but also neighborhoods of standardized blocks, built during the socialist period.
- **a city with diverse residents**, rich people, super-qualified youth, speakers of foreign languages, but also many socially assisted citizens, pensioners and people living in poverty.
- **a city of contrasts**, where one feels free to both follow and break the rules; where one feels safe to test their limits and is threatened by all kinds of dangers at the same time.
- **a city of all kinds of opportunities** – business, jobs, entertainment, where all kinds of things happen and people never get bored.
- **an optimistic city**, where one feels confident that everything is going to be OK, despite the low trust in the authorities and their ability to solve problems.

An international reputation as a business destination in a stable, clean and attractive environment will be built for Bucharest in the coming years. At the same time, Bucharest will provide its current and new residents with a living environment of a distinct character, a vibrant culture and a smart economy. The quality of life and of the public services will significantly increase for all citizens. Neighborhoods will be connected by public transport and non-motorized transport networks, and the energy consumption will be significantly reduced.

The target groups that have been consulted during the strategy development process will receive answers to the problems that they reported, and the city will become a better place to live, work, socialize and have fun for the metropolitan area residents. They will be able to participate in the planning process, will be involved in the decision-making process, in the project implementation and monitoring, thus ensuring a sustainable development.

The vision presents an image of the city of tomorrow, in which the economic, social and environmental issues transfer new tasks to all urban actors involved in the process of turning a concept into reality. The development goals will be supported by strategic objectives and enhanced through projects that will give the Municipality the opportunity to ensure the capital city's integrated development.

The city will remain a place of confrontation of various interests and priorities that requires new forms of dialogue to reach consensus, in which the Municipality establishes the rules and coordinates the initiatives, but also engages the private sector and the local community in transforming Bucharest according to the vision. An ambitious vision requires an administration that is ready to address the dynamic urban development in a process of decision preparation, implementation and evaluation through flexible, optimized procedures and efficient working tools.

It also provides a great opportunity for closer cooperation between the local public administration bodies, a cooperation based on individual and collective skills, with clear tasks and measurable results. Innovation and creativity, attributes of the private sector, through which Bucharest will earn its status

as a city-region in Eastern Europe, must also cover the way in which the administration works, proposing new forms of urban and regional development management.

2.3. Strategic and specific objectives

The proposed vision leads to a set of strategic and specific objectives stemming precisely from the way it was built – from the questions that the community must answer:

WHO? Bucharest was defined on two major levels: the external level – global, European, regional and national, on which the city must strengthen its position and reputation, and the internal level of local actors, direct participants in what goes on in the city, contributors to the local budget and to the development projects. Two strategic objectives arise directly from the content of the vision and illustrate the specificity/dual character of Bucharest City, which is a city belonging to its residents, on the one hand, and to a European nation, on the other. The two strategic objectives are:

- I. **Capital city and metropolis:** Increasing the capital city's competitiveness and strengthening its position as a polarizing center in Eastern Europe.
- II. **City belonging to Bucharest residents:** Increasing the quality of life and export of urban character within the metropolitan area

WHAT? The specific objectives answer the question *WHAT is the city going to be in 30 years?*, based on the previously identified attributes. Thus, each strategic objective corresponds to a series of specific sectoral objectives that address the areas analyzed and diagnosed in the preliminary stage of strategy development. These objectives will be subsequently translated into packages of policies - programs - projects addressing the needs identified in the analysis and during the public consultations.

- **Connected city:** Specific objective 1. Promoting sustainable urban mobility and increasing the accessibility to transport, energy and communications networks
- **Innovative city:** Specific objective 2. Supporting the transition to a smart, competitive, talent-oriented economy in a global context
- **Sustainable city:** Specific objective 3. Conserving the natural heritage, reducing pollution, greenhouse gas emissions, and mitigating the effects of natural hazards (including the effects of climate change)
- **Inclusive city:** Specific objective 4. Promoting social inclusion and diversity, providing non-discriminatory access to infrastructure and public services
- **Compact city:** Specific objective 5. Efficient use of land and building stock, highlighting the historical heritage and urban landscape

These 5 specific objectives are complemented by a cross-cutting objective related to the capacity of the local public administration to support the development and to manage the strategy implementation through the integral package of objectives - policies - programs - projects:

- **City management:** Cross-cutting objective 6. Enhancing the administrative capacity for an integrated development

The coordination between the strategic and the specific objectives is shown in Table 3. The coordination of the specific objectives with the European Commission's investment priorities for the modernization of the cohesion policy for the period 2021-2027 and with the areas related to the thematic partnerships identified within the Urban Agenda for the EU is illustrated in Table 4.

Table 5. Strategic and specific objectives

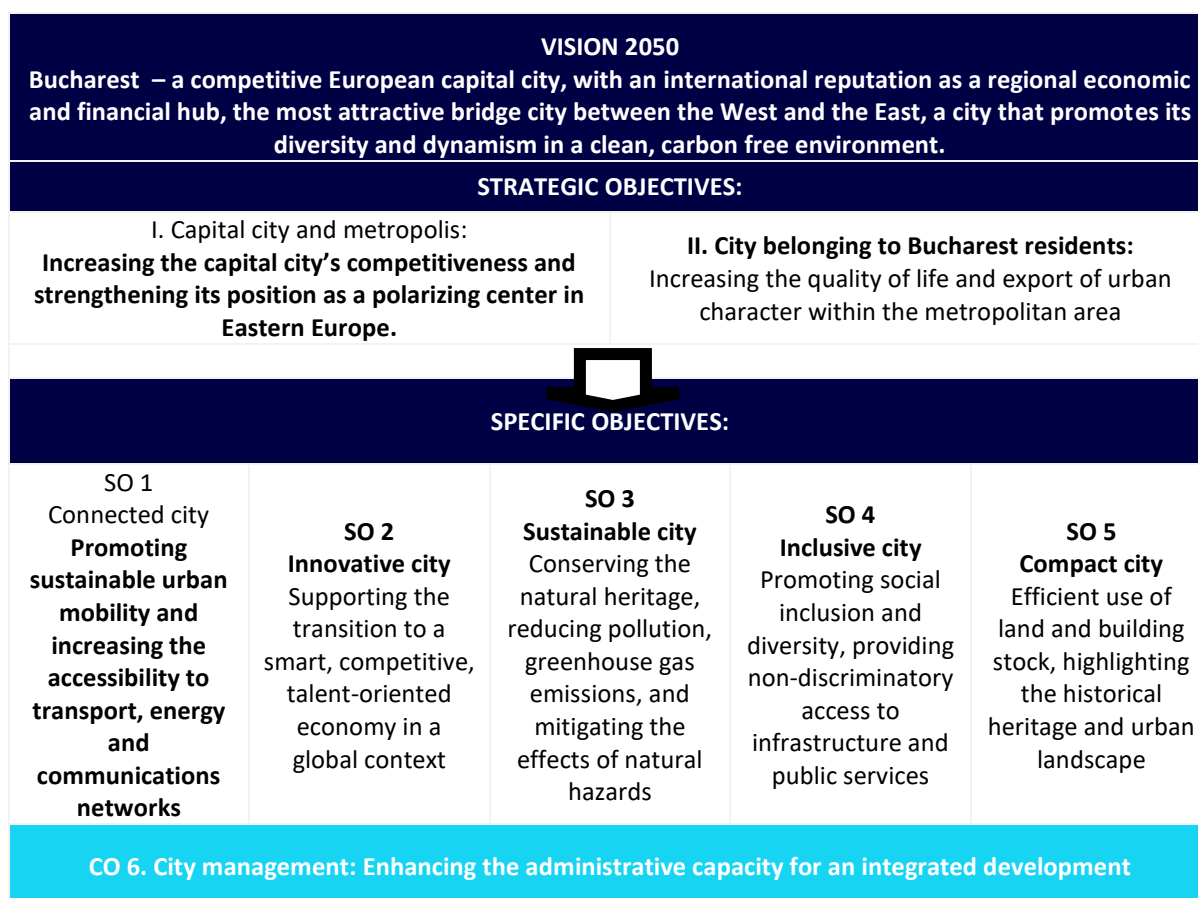


Table 6. Coordination of specific objectives with the objectives of the EU cohesion policy and with the Urban Agenda for the EU

Specific objective	Objectives of the EU cohesion policy 2021-2027	Areas related to the thematic partnerships identified within the Urban Agenda for the EU
SO 1. Promoting sustainable urban mobility and increasing the accessibility to transport, energy and communications networks	PO 3. A more Connected Europe, with strategic transport and digital networks	(7) Digital transition (8) Urban mobility
SO 2. Supporting the transition to a smart, competitive, talent-oriented economy in a global context	PO 1. Smarter Europe, through innovation, digitization, economic transformation and support to small and medium-sized businesses	(5) Jobs and skills in the local economy (7) Digital transition
SO 3. Conserving the natural heritage, reducing pollution, greenhouse gas emissions, and mitigating the effects of natural hazards	PO 2. A Greener carbon free Europe, implementing the Paris Agreement and investing in energy transition, renewables and the fight against climate change	(1) Air quality (6) Circular economy (9) Climate adaptation (10) Energy transition
SO 4. Promoting social inclusion and diversity, providing non-discriminatory access to infrastructure and public services	PO 4. A more Social Europe, delivering on the European Pillar of Social Rights and supporting quality employment, education, skills, social inclusion and equal access to healthcare	(3) Inclusion of migrants and refugees (4) Urban poverty (14) Culture / Cultural heritage

Specific objective	Objectives of the EU cohesion policy 2021-2027	Areas related to the thematic partnerships identified within the Urban Agenda for the EU
SO 5. Efficient use of land and building stock, highlighting the historical heritage and urban landscape	PO 5. A Europe closer to citizens, by supporting locally-led development strategies and sustainable urban development across the EU.	(2) Housing (12) Sustainable use of land (13) Safe public spaces (14) Culture / Cultural heritage
CO 6. Enhancing the administrative capacity for an integrated development	PO 5. A Europe closer to citizens, by supporting locally-led development strategies and sustainable urban development across the EU.	(7) Digital transition (11) Responsible and innovative public procurement

SECTION 3. FORMULATION OF DEVELOPMENT POLICIES AND PROGRAMS

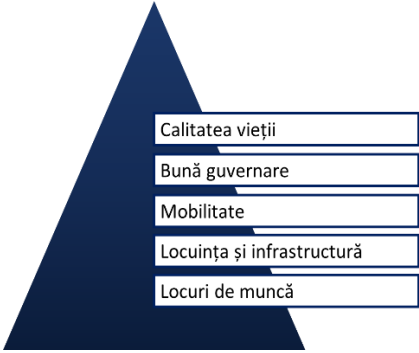
3.1. Key aspects in formulating policies and programs

The sectoral policies are developed based on the needs identified during the public consultation process. A number of target groups were considered, split into three distinct categories:

1. city residents (pensioners, parents, vulnerable groups, high school students, university students)
2. private sector/economic activity representatives, both residents and attracted from outside Bucharest (employees, entrepreneurs, commuters, artists and creators, investors)
3. tourists.

Each group's specific needs are ranked based on Abraham Maslow's hierarchy of needs, supported by the questionnaire results and the conclusions of the focus groups organized in Q4 2019. While at the level of the population as a whole, the pyramid of citizens' needs looks like in the figure below, the following boxes show the specific needs and aspirations, broken down by groups. Likewise, the general needs of the private sector will be nuanced, given the particularities of the various groups considered in this category.

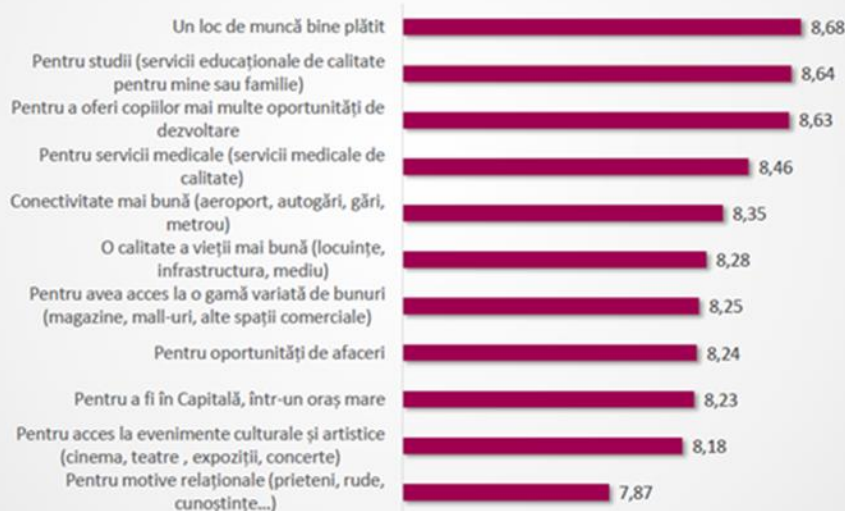
Table 7. The private sector and citizens' pyramid of needs

The citizens' pyramid of needs	The needs of the existing citizens, or of those who can be attracted, are grouped into the following categories:
	<ul style="list-style-type: none"> • Job opportunities • Basic housing and infrastructure (public utilities), supported by quality education and health services, social services • Connectivity - accessibility and mobility in the territory by different means of transport and means of communication • Good governance and effective and efficient administration, providing high quality public services, effectively responding to local needs, maintaining open channels of communication and involving the population in the public interest decision. • Quality of life - clean environment, attractive public spaces, good urban design, beautiful buildings, a thriving cultural life, entertainment opportunities, etc.

The citizens' pyramid of needs

The needs of the existing citizens, or of those who can be attracted, are grouped into the following categories:

Care credeți că sunt avantajele de a fi locuitor al Capitalei? (notă de la 1-cel mai puțin important, la 10-cel mai important)



The private sector's pyramid of needs

The needs of businessmen/representatives of private companies can be grouped into the following categories:



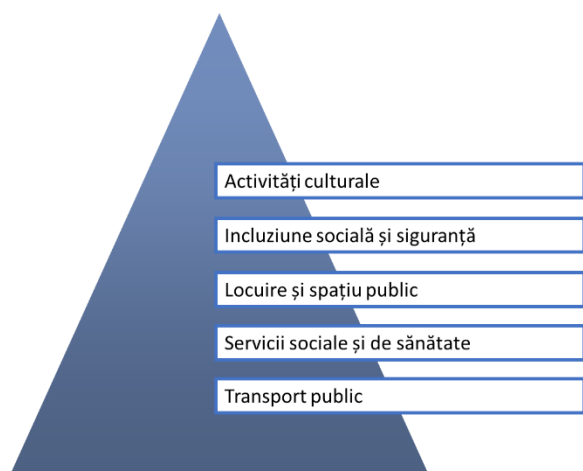
- Qualified workforce - human resource availability, education and qualification level
- Land, office space and basic infrastructure, information on the real estate market, decommissioned industrial land/unexploited land
- Connectivity - well-developed local and regional infrastructure to facilitate commuting and access to markets (modernized highway network, good airport, rail, and naval infrastructures, as well as the availability of an ICT infrastructure).
- Good governance and effective and efficient administration, providing quality public services, clear regulations and timely issued building permits, appropriate fiscal policies.
- Quality of life - clean environment, attractive public spaces, good urban design, beautiful buildings, a thriving cultural life, entertainment opportunities, etc.

Care este principalul motiv pentru care ați ales Bucureștiul ca sediu principal al activității companiei?

	MEDIA	Alte tipuri de firme	Firme valoare adăugată mare	STRĂINE	MIXTE	ROMÂNEȘTI
Domiciliul patronilor/ proprietarilor	35%	47%	33%	12%	19%	42%
Calitatea forței de muncă	15%	6%	17%	24%	16%	14%
Accesul la piața de desfacere națională	15%	23%	14%	20%	21%	13%
Accesul la piața de desfacere locală	12%	6%	13%	10%	10%	13%
Existența unor clienți sau furnizori în zonă	9%	3%	9%	14%	7%	8%
Accesul la piața europeană	4%	3%	4%	6%	3%	4%
Accesul la piața din țările învecinate	3%	5%	2%	4%	3%	2%
Taxe scăzute	2%	2%	2%	2%	12%	0%
Costul redus cu forța de muncă	1%	0%	2%	2%	7%	0%
Alt motiv	4%	5%	4%	6%	2%	4%

Box 2. The pensioners' needs

Focus group conclusion:



The pensioners' general perception of Bucharest is that of a city full of problems. Loneliness stood out as the most serious of all problems, which means it can also be included as a priority in the policies to be developed. The proposals made (for example, the implementation of a monitoring system for the lonely, 50% discounted fares for subway trips, increased transparency and dialogue from the Municipality, clear procedures for solving concrete issues/untidiness, etc.) indicate the pensioners' willingness and capacity to suggest solutions. A proactive (forward-looking) strategy, an approach to the pensioner as a human resource and not as a victim (empowerment), the introduction of facilities for those who support the participation of pensioners in what goes on in the city after their retirement or the operationalization of care and respect policies are just some ingredients to consider.

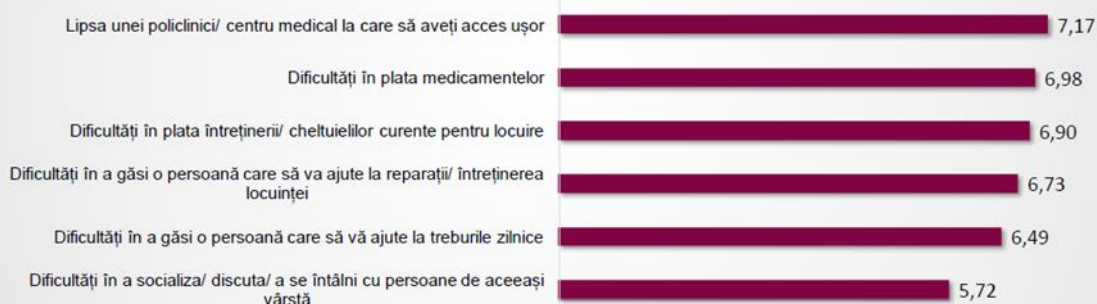
Answers to the questionnaire:

Din perspectiva dvs., de pensionar, care dintre următoarele afirmații descriu situația din București?



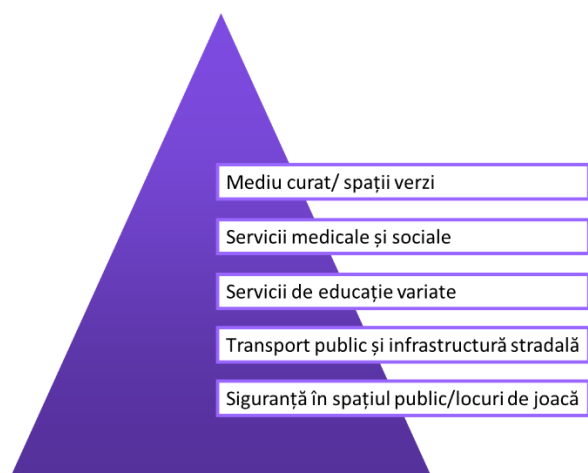
45

Acordați o notă de la 1 (foarte puțin important) la 10 (foarte grav) pentru cât de gravă considerați că este în cazul dvs. fie care dintre următoarele probleme semnalate de către alți pensionari:



Box 3. The needs of parents with minor children:

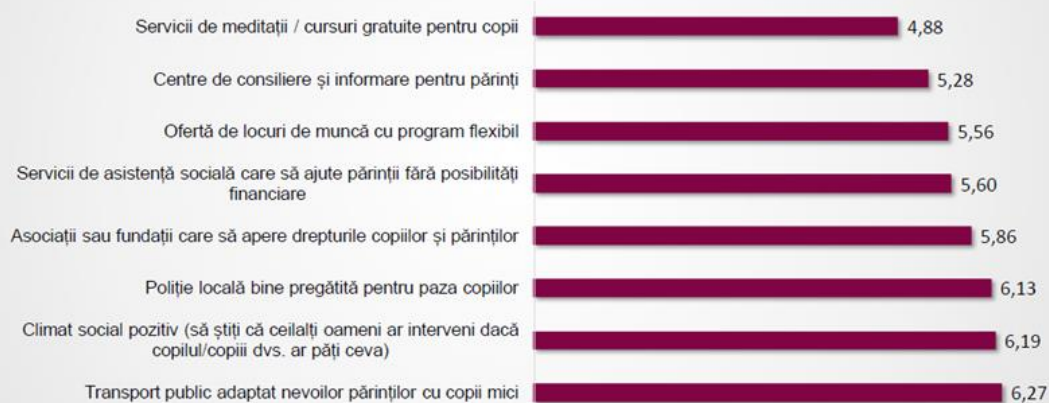
Focus group conclusion:



The discussions addressed some common topics, as follows: (1) motherhood experienced as social isolation, (2) traffic congestion, (3) the need of belonging to a local parents community, (4) the multi-faceted dimension of local safety and (5) an environmentally-friendly city as a perspective for the future. It is worth noting the parents' attachment to the city they live in and their wish to get involved in its development, two ingredients that could be capitalized on by inviting the parents' representatives to participate in the local decisions and by a greater involvement of the parent groups in the management of public resources. The parents say that they want to have a future in Bucharest (both for themselves and for their children) insofar as the city will develop to ensure a healthy living environment.

Answers to the questionnaire:

Acordați o notă de la 1 la 10 Bucureștiului în ceea ce privește fiecare dintre următoarele aspecte, unde 1 înseamnă „foarte slab”, iar 10 „foarte bun”

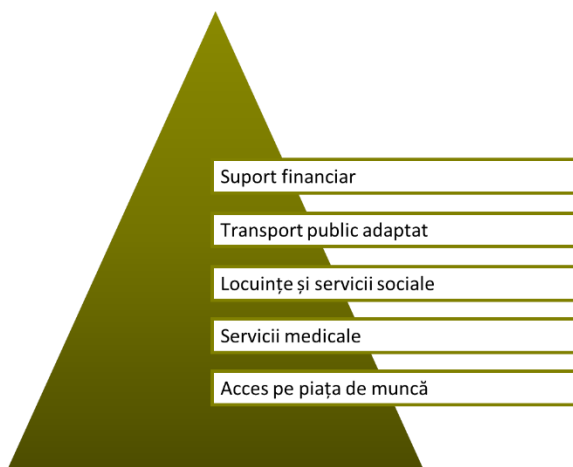


Acordați o notă de la 1 la 10 Bucureștiului în ceea ce privește fiecare dintre următoarele aspecte, unde 1 înseamnă „foarte slab”, iar 10 „foarte bun”



Box 4. The vulnerable groups' needs:

Focus group conclusion:

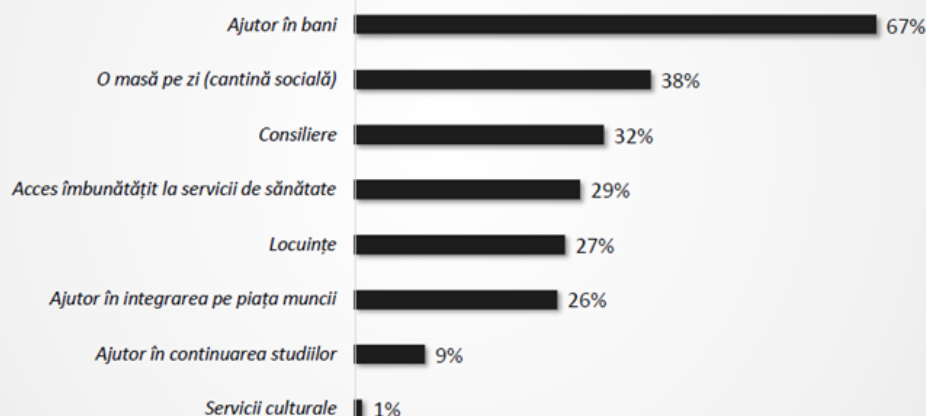


This group's representatives belong to different environments and have different characteristics and needs. However, they generally spoke of the following main problems: the lack of social housing and the quality of housing, the quality of health and education services, access to jobs, but also the difficult physical access to buildings and means of public transport (for people with disabilities), the lack of financial resources for a decent living, the lack of protection against discrimination and abusive behavior. They see the Municipality as the institution that can help them with many of the problems they face. At the same time, they complain about an unfriendly attitude of the civil servants. They are equally affected by the roadway quality, pollution or congested traffic, and the most pressing problem to be addressed by the Municipality is, in their opinion, the improvement of housing conditions.

Answers to the questionnaire:

	Aparțineți grupului ...	In cartierul Dvs. sunt....	Credeți că sunt un grup vulnerabil?
Mame singure	5%	77%	72%
Tineri care au părăsit centrele de plasament	1%	60%	64%
Persoane fără loc de muncă	59%	85%	71%
Persoane cu dizabilități	10%	66%	73%
Copii aflați în grija statului		54%	60%
Victime ale violenței în familie	3%	64%	64%
Persoane aflate în sărăcie	28%	78%	74%
Persoane fără adăpost	1%	67%	70%
Imigranți		34%	47%
Rromi	48%	90%	83%
Persoane care locuiesc în condiții inadecvate	20%	61%	62%
Persoane dependente de alcool, droguri		55%	59%
Mame minore		50%	55%
Persoane care au ieșit din penitenciar	1%	50%	56%
Copii aflați în dificultate (copii separați de părinți, copii părăsiți în unități sanitare, copii abuzați, neglijanți sau supuși exploatarei, copii delincvenți, copii cu tulburări de comportament).		55%	57%
Tineri aflați în situații de risc (tinerii care părăsesc sistemul de protecție socială, tinerii beneficiari ai unei măsuri de protecție socială)	1%	49%	57%
Persoane adulte în situații de vulnerabilitate (victime ale traficului de ființe umane. Persoane infectate/ bolnave HIV/SIDA, șomerii, refugiați/ azilanți)	1%	44%	62%
Persoane vârstnice neinstituționalizate, fără grade de dependență, fără îngrijitori tradiționali, singuri	5%	57%	65%

De ce tipuri de ajutor credeți că au nevoie persoanele care aparțin unui grup vulnerabil?



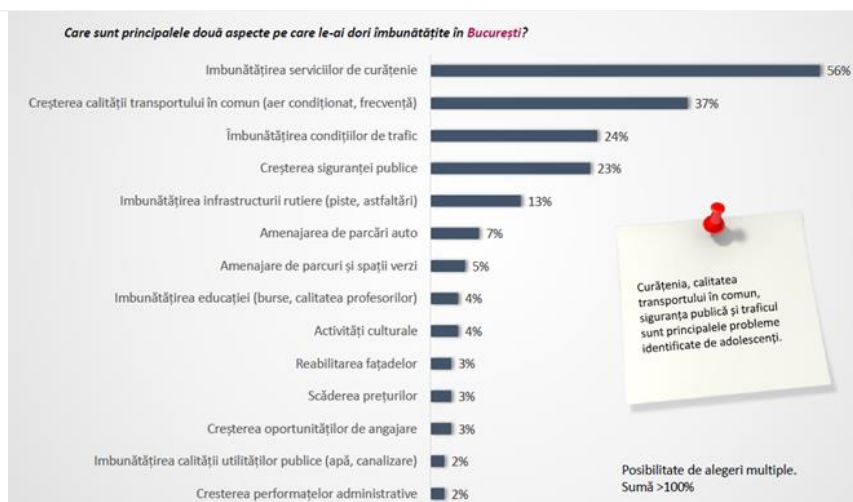
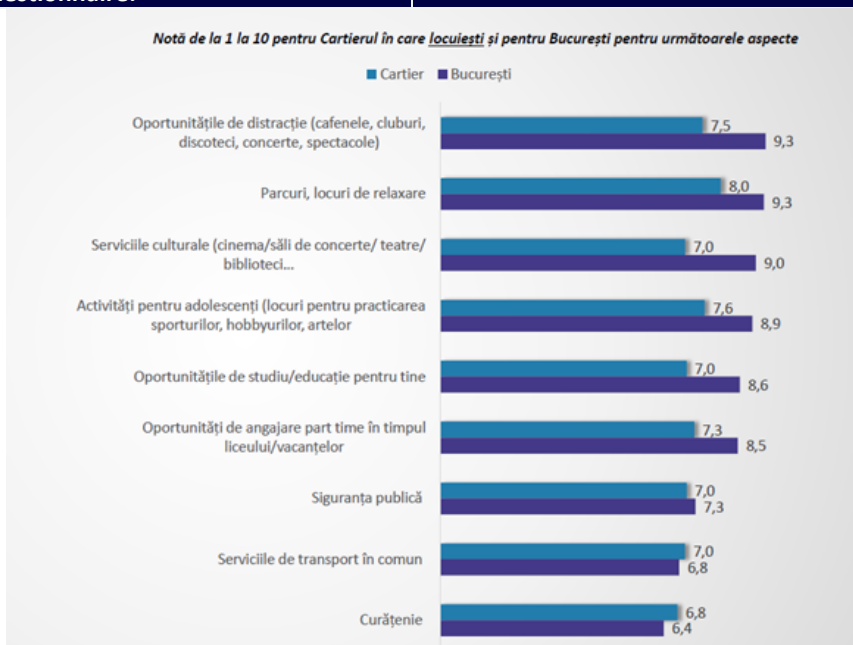
Box 5. The high school students' needs

Focus group conclusion:

- Spații verzi
- Infrastructura de transport (biciclete)
- Facilități sportive /agrement
- Oportunități de angajare (part-time)
- Oportunități de educație/studiu

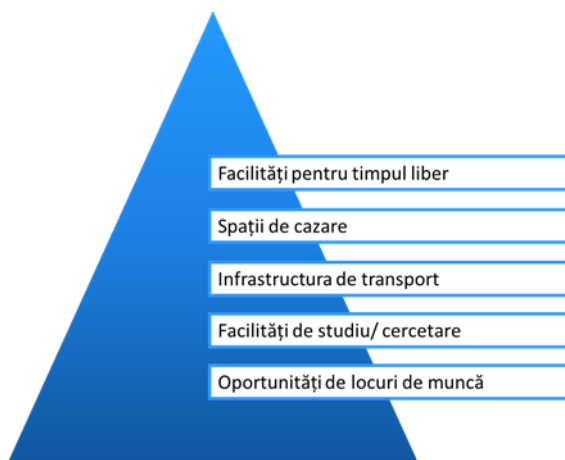
In the students' opinion, the main problems in Bucharest are: pollution, public safety, public transport, lack of green areas, state of cleanliness and the advanced state of degradation of many old buildings. The most important sources of discomfort are: certain types of behavior in public spaces (littering on the streets, the persistent and aggressive behavior of some beggars, on the street and in the means of public transport), the way in which public peace and safety are ensured (lack of a prompt intervention by the community police, when needed), the long time spent waiting in the bus stations, the destruction of urban furniture, the citizens' indifference and lack of involvement in the city care and sanitation, the monotonous Bucharest landscape judging by the appearance of most building façades.

Answers to the questionnaire:



Box 6. The university students' needs

Focus group conclusion:



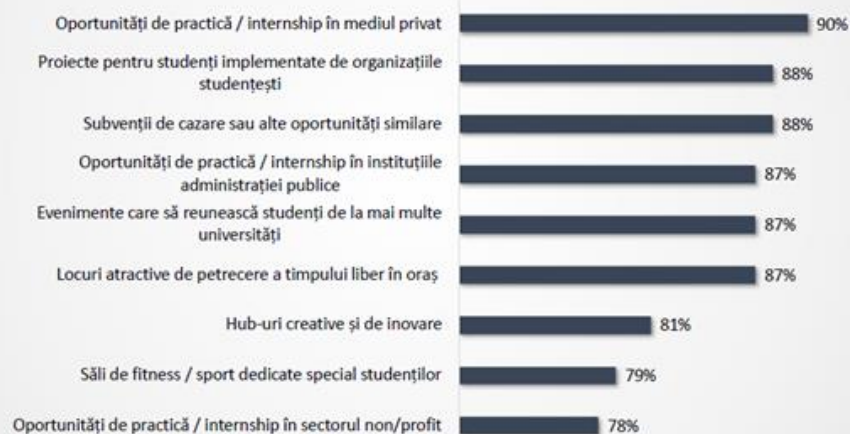
The discussions focused on the following main topics: (1) the lack of job opportunities resulting from a mismatch between the educational offer and the labor market requirements, (2) the lack of learning and teamwork spaces for students, (3) the university environment enclavization and the poor intra-/inter-university collaboration in the implementation of student programs and (4) the poor involvement of students in the decision-making process. In this context, the measures that the Municipality could take are aimed at organizing some activities to actively support the strengthening of practice communities made up of students from different universities and faculties. The dynamism derived from the activities carried out by such communities could be used as an identity landmark and would bring added value to Bucharest City as a university center.

Answers to the questionnaire:

Vă rugăm evaluați prin note de la 1 (foarte slab) la 10 (foarte bine) viața de student în București din punctul de vedere al....

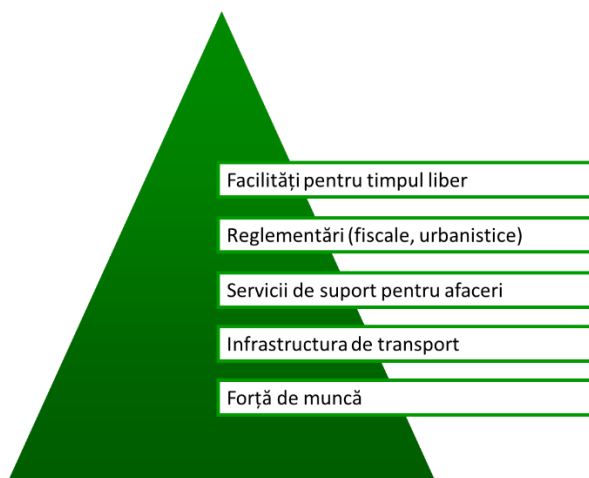


Care dintre următorii factori considerați că ar face Bucureștiul un oraș mai atractiv pentru studenți, dacă s-ar investi mai mult în el?



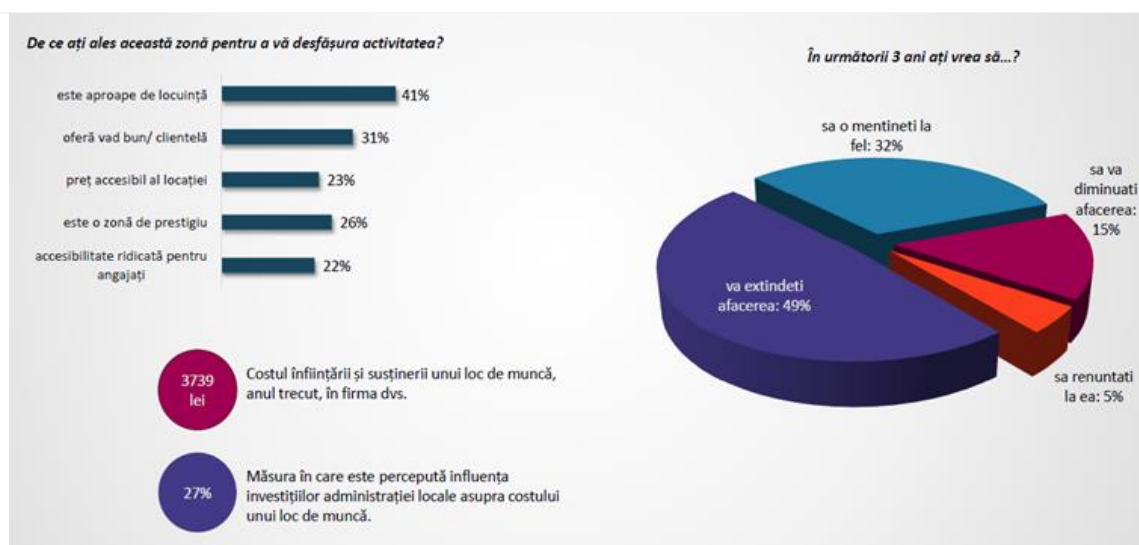
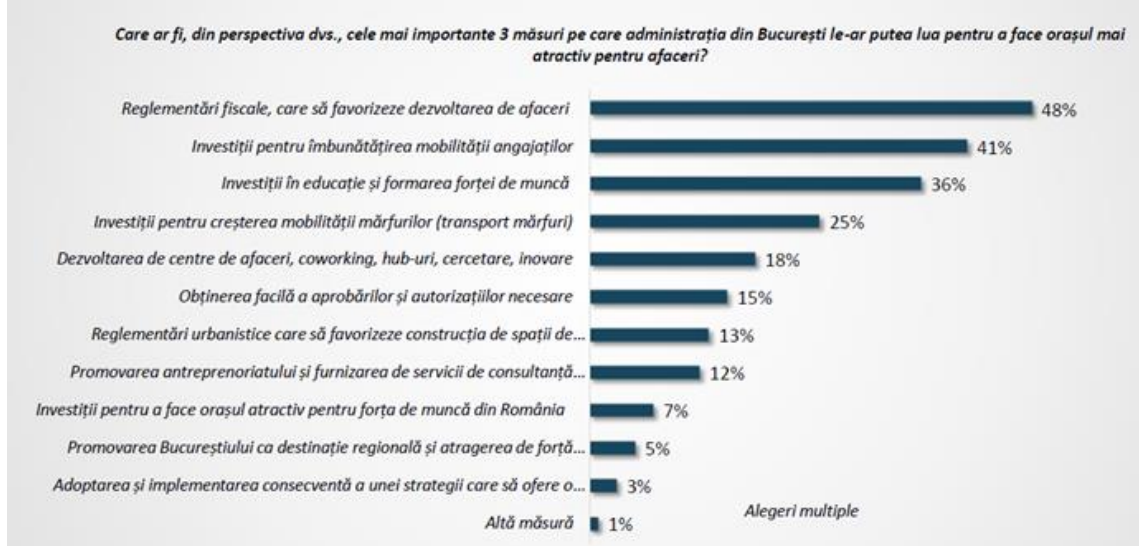
Box 7. The entrepreneurs' needs (SMEs)

Focus group conclusion:



About 700,000 people are working in small and medium enterprises (SMEs) in Bucharest. Starting or developing new businesses is hampered by bureaucracy, high cost of bank loans, high taxes. The lack of labor force and developed infrastructure leads to a low life expectancy for SMEs, of about 5 years. The Municipality is not sufficiently involved in supporting and stimulating entrepreneurship, in terms of communication and interaction, and in some cases its institutional incapacity gives rise to illegal (or barely legal) parallel networks to perform the services that the Municipality cannot provide. Under these circumstances, small investors venturing into such an environment see entrepreneurship more as a “guerrilla struggle” and tend to focus more on the share capital than on the financial one.

Answers to the questionnaire:



Box 8. Employees:

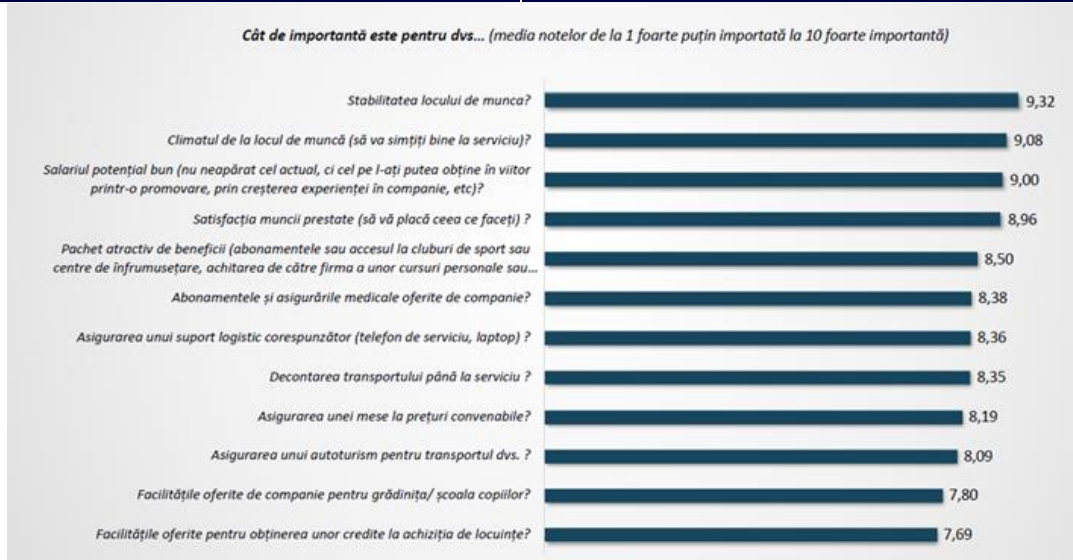
Focus group conclusion:

- Facilități pentru timpul liber
- Servicii medicale
- Servicii de educație pentru copii
- Infrastructura de transport (public)
- Locuri de muncă

The main daily concerns of the employees in the public sector are: "the quality of tomorrow", "job", "working conditions", "health", "traffic", "education". The concerns of the employees in the private sector are: traffic congestion, the appearance of the streets, green areas, the shortage of parking spaces, street cleaning and public safety in the Bucharest urban space.

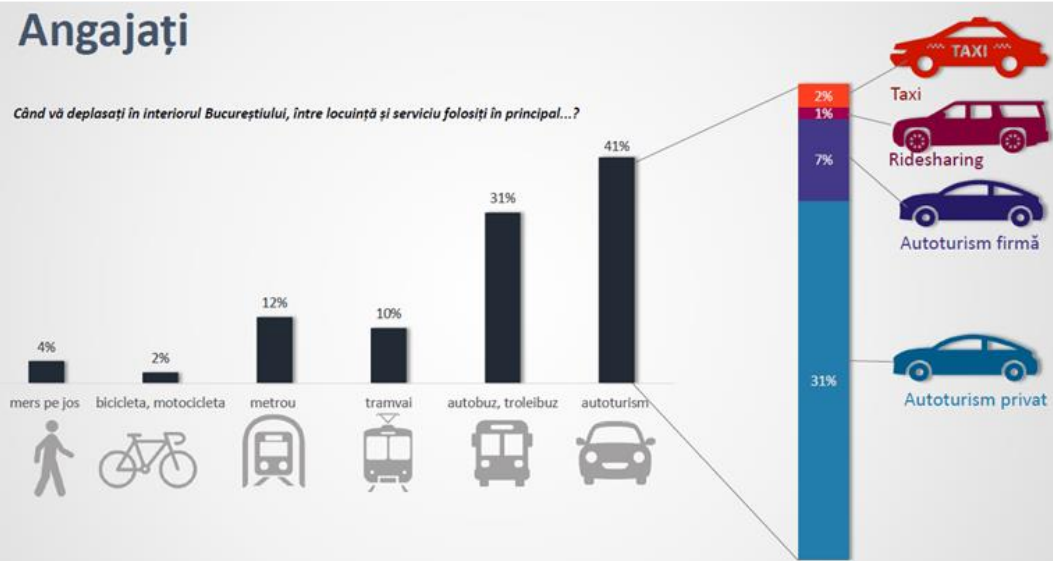
The positively assessed elements in Bucharest are: the large number of museums, parks, good schools, lakes, the Unirii Square fountains. The unpleasant issues/experiences are related to: the city mess, the low capacity of emergency hospitals, the damaged streets, the delay in completing public works in the city, the crowded means of public transport, the old and unconsolidated buildings, pollution.

Answers to the questionnaire:



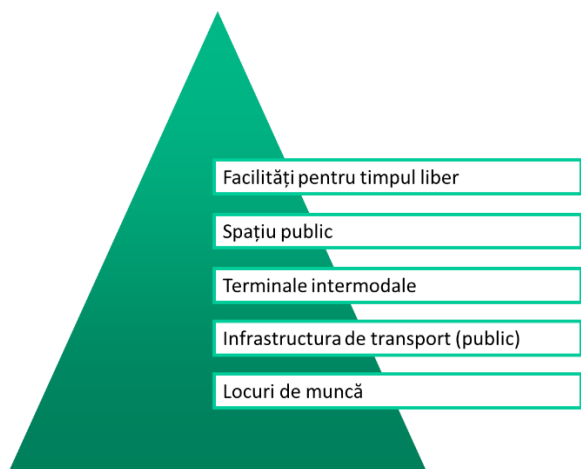
Angajați

Când vă deplasați în interiorul Bucureștiului, între locuință și serviciu folosiți în principal...?



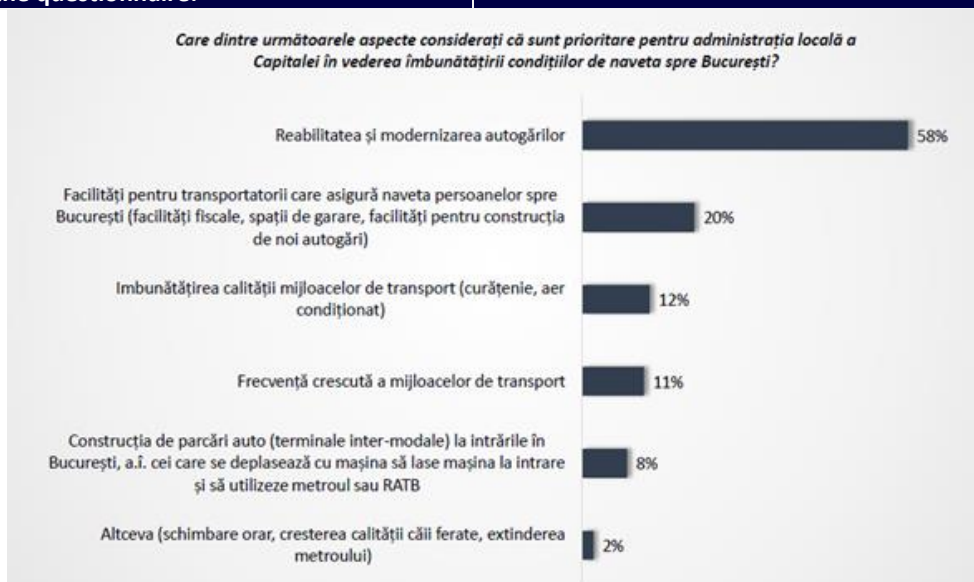
Box 9. Commuters

Focus group conclusion:

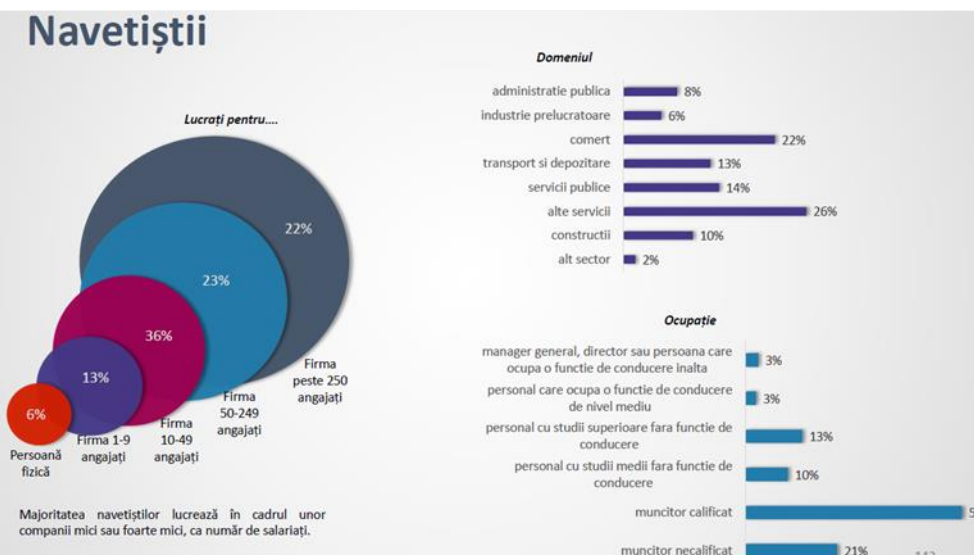


The main problem for commuters is the time spent in traffic. They would rather use the means of public transport, but this is not a viable solution due to the low bus frequency and the equally congested traffic, since there is no dedicated lane for buses to travel on. The main solutions proposed were the introduction of a greater number of buses and easing the traffic flow, the building of parking lots at the entrances to the city and encouraging the use of bicycles and scooters. Even if these solutions reduced the time spent in traffic, some commuters would still be using their cars for several reasons (convenience, education, the need to transport children to school, others). However, the use of public transport is a cost-efficient solution (the cost of a pass is RON 85/month), which also eliminates the driver's daily fatigue.

Answers to the questionnaire:

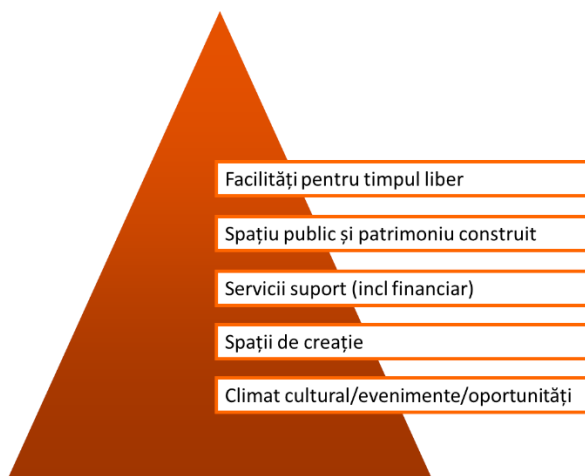


Navetiștii



Box 10. Artists and creators

Focus group conclusion:



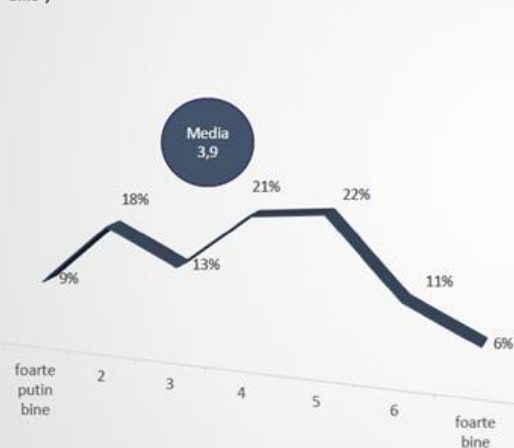
The cultural potential of Bucharest City is not sufficiently exploited. The artists, who are able to produce culture in Bucharest, feel marginalized and are not supported in producing their art. The financial resources dedicated to culture are very limited and the existing resources are not used in a transparent manner. The cultural infrastructure, budgeting, but most of all, the lack of vision are the main flaws identified by the focus group participants, artists and cultural managers in Bucharest. Programs for the reconversion of spaces managed by the Municipality into cultural hubs, a fair budgeting of artistic fields with a greater emphasis on supporting the creative sectors, with a strategy for the promotion and purchase of contemporary art, developed by competent and upstanding teams, increasing the city's cultural capacity to deal with diversity, but also to offer cultural diversity, are some of the suggestions made.

Answers to the questionnaire:

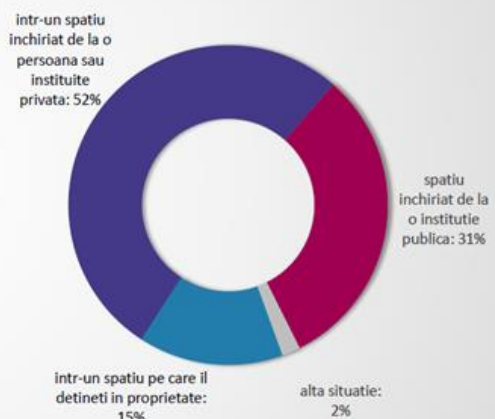
În ce măsură considerați că, într-un oraș ca Bucureștiul, activitatea artistică/creativă este încurajată prin următorul set de factori?

	În foarte mică măsură	În mică măsură	Nici în mică, nici în mare măsură	În mare măsură	În foarte mare măsură
Acesul la fonduri în domeniu	21%	22%	16%	26%	15%
Schimburi de experiență cu artiști din alte țări	17%	22%	26%	13%	22%
Organizarea spațială a resurselor culturale	20%	16%	20%	18%	26%
Existența unei comunități de artiști care se sprijină reciproc	9%	24%	22%	23%	22%
Spații de creație puse la dispoziție de autoritățile locale	18%	23%	19%	23%	17%
Alte facilități puse la dispoziție de autoritățile locale (locuințe convenabile, facilități fiscale)	23%	18%	27%	14%	18%
O scenă culturală incitantă, vie, dinamică	21%	23%	15%	23%	17%
Acesul la locuri de muncă în domeniu	24%	14%	23%	20%	19%
Remunerarea corespunzătoare a muncii artistice/creative	28%	15%	23%	16%	18%
Oportunități de dezvoltare profesională	19%	25%	31%	9%	15%
Relația bună cu autoritățile locale	20%	17%	26%	20%	17%
Un public receptiv la artă (care participă, consumă artă)	16%	14%	22%	29%	19%
Existența unor programe de incluziune prin cultură, a grupurilor defavorizate	24%	16%	23%	19%	18%

În general, cât de bine vă simțiți ca artist/creator într-un oraș ca Bucureștiul? Vă rugăm, acordați o notă de la 1 la 7 (unde 1 înseamnă „foarte puțin bine” și 7 înseamnă „foarte bine”)



În ce fel de spațiu creați?



Box 11. Investors

Focus group conclusion:



Bucharest is one of the most congested cities in Europe in terms of traffic, which makes it less attractive for new private investments and for attracting talents. The Romanian and foreign employees of foreign capital companies in Bucharest put a lot of pressure on the capital city's transport infrastructure, also due to the low number of travel alternatives (e.g. bicycle lanes, efficient public transport). Many private companies complain about the high level of bureaucracy related to the issuance by the local authorities of the authorizations, permits, approvals, etc. required for new investments. There is a limited interaction between the foreign capital business environment and the local authorities, especially regarding the decision-making process (finding solutions for issues that impact their activity - from labor force to public transport, bureaucracy, etc.).

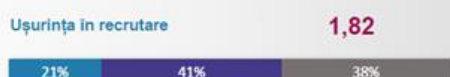
Answers to the questionnaire:

Care ar fi cele mai importante trei măsuri pe care administrația din București le-ar putea lua pentru a face orașul mai atractiv pentru afaceri?

	MEDIA	AT	VAM	STRĂINE	MIXTE	ROMÂNEȘTI
Investiții în educație și formarea forței de muncă	48% ①	67% ①	45% ①	50% ①	42% ①	48% ①
Reglementări fiscale care să favorizeze dezvoltarea de afaceri și inovare	40% ②	43% ②	39% ②	35% ③	30% ②	42% ②
Investiții în infrastructură și servicii publice de calitate pentru a face orașul atractiv pentru forța de muncă din România	34% ③	36% ③	34% ③	43% ②	26% ③	34% ③
Obținerea facilă a aprobărilor și autorizațiilor necesare	30%	33%	29%	30%	30% ②	30%
Reglementări urbanistice care să favorizeze dezvoltarea infrastructurii de afaceri și inovare	26%	30%	26%	35% ③	17%	27%
Promovarea Bucureștiului ca destinație regională și chiar globală de investiții și atragerea de forță de muncă din străinătate	22%	22%	23%	9%	30% ②	23%
Investiții pentru creșterea mobilității bunurilor	21%	21%	21%	20%	23%	20%
Investiții pentru îmbunătățirea mobilității angajaților	19%	18%	19%	35% ③	21%	16%
Promovarea antreprenoriatului și furnizarea de servicii de consultanță pentru întreprinzătorii locali	19%	23%	18%	19%	23%	18%
Adoptarea și implementarea consecventă a unei strategii de specializare inteligentă care să ofere o viziune de dezvoltare orașului.	15%	21%	14%	9%	9%	15%
Altă măsură	1%	1%	1%		1%	1%

Cum apreciați forța de muncă din București prin raportare la următoarele caracteristici?

■ nivel ridicat (3) ■ nivel mediu (2) ■ nivel scăzut (1)

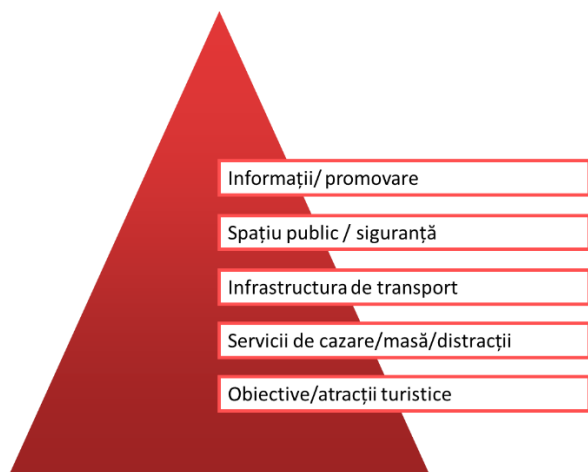


32% dintre cei care apreciază că așteptările salariale sunt ridicate consideră că acestea sunt justificate de nivelul ridicat de disciplină a muncii, fidelitatea și pregătirea teoretică și practică a angajaților.

32%

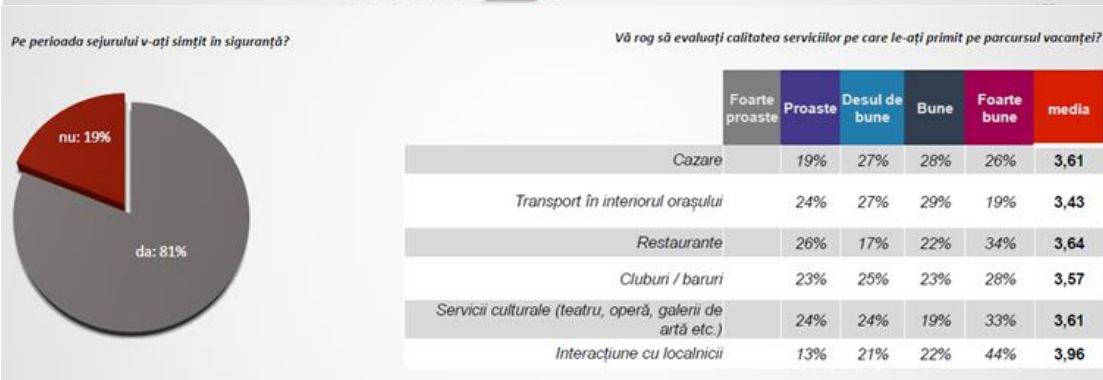
Box 12. Tourists

Focus group conclusion:



Tourism in Bucharest is mostly a business type of tourism that generates lower profits than other types of tourism. The analysis of tourist types highlighted the lack of important categories of tourism: cultural, educational, health, wellness, etc. However, tourism is a developing sector, with a growing number of tourists. Hotels are being built, tourist areas that were not taken into consideration for tourism purposes a few years ago are now being developed, the offer of tourist services and attractions is currently improved and diversified. However, these are only small improvements, especially when considering the major tourism potential of the capital city. The whole country is poorly promoted in terms of tourism potential and the little information about Romania also reflects in the small number of tourists visiting the capital city. There are no international promotion campaigns, the city is not being promoted in transit areas (airports, means of transport, streets, etc.).

Answers to the questionnaire:



3.2. List of development policies and programs

3.2.1. Sectoral policies and programs

The public consultation results corroborated with the conclusions of the sectoral diagnostic analyses reveal a complex image of the problems identified for each development sector and of the lines of action required to achieve the previously formulated specific objective. These lines of action represent the package of sectoral policies and programs that will guide the development process over a time horizon of 10-15 years.

Table 8. Formulation of development policies and programs based on the sectoral problems

Problems and challenges stemming from the diagnostic analysis and the public consultation process	Sectoral policies and programs
SO 1 Connected city: Promoting sustainable urban mobility and increasing the accessibility to transport, energy and communications networks	
<ul style="list-style-type: none"> • The Bucharest road traffic network is still incomplete, especially in terms of circular connections. • The Bucharest ring road is overcrowded and causes a considerable part of the transit traffic to cross the city, while the middle ring is incomplete, making it difficult to connect the neighborhoods in the southern and the western part of the capital city. 	<p>1.1. INCREASING THE ROAD ACCESSIBILITY</p> <ul style="list-style-type: none"> • Developing the bypass network and new road connections, penetration roads and major corridors • Reconfiguration, rehabilitation and modernization of the existing street network • Reconfiguration/consolidation of road traffic in the expansion areas • Modernization of bridges and under/overpasses
<ul style="list-style-type: none"> • The ring railway is not used for passenger transport and is in an advanced state of degradation. Segments of the southern railways leading to the Filaret, Progresul and Cotroceni train stations still exist. • Connections with the Henri Coandă International Airport are limited to public transport lines travelling to the historic center or to the North Railway Station. Passengers need to change the public transport line to get to any other area. 	<p>1.2. INCREASING THE RAIL/AIR ACCESSIBILITY</p> <ul style="list-style-type: none"> • Modernization of the existing railway stations and turning such stations into intermodal nodes • Revitalizing regional and metropolitan rail transport • Increasing the operating capacity of the capital city's airports • Improving the connections between the capital city and the "Henri Coandă" International Airport
<ul style="list-style-type: none"> • There are still developing residential areas not served by public transport • The tram network is undersized and is not adapted to the new residential developments on the outskirts, while 33 % of the tramway tracks are in a state of degradation, experiencing problems especially with the switch points. • The underground transport network is stretched to the limit and it does not yet serve densely populated areas (Drumul Taberei - works in progress, Rahova/Progresul - feasibility study, Berceni and Casa Presei Libere/Airport), which puts significant pressure on the surface transport system. 	<p>1.3. IMPROVING THE PUBLIC TRANSPORT</p> <ul style="list-style-type: none"> • Expansion, rehabilitation and modernization of the subway network and rolling stock • Expansion and rehabilitation of the electric public transport network (tram, trolleybus) • Expansion and modernization of the public transport fleet • Modernization of public transport stations and depots

Problems and challenges stemming from the diagnostic analysis and the public consultation process	Sectoral policies and programs
<ul style="list-style-type: none"> • The network of bicycle lanes and related facilities is still underdeveloped in Bucharest, although the number of cyclists has increased, especially with the introduction of bicycle courier services and scooters. • The EV charging station network can hardly cover the needs of the growing number of registered electric vehicles. 	<p>1.4. PROMOTING SUSTAINABLE URBAN MOBILITY</p> <ul style="list-style-type: none"> • Development and modernization of the pedestrian traffic infrastructure • Developing the cycling and micromobility infrastructure and services • Developing the electric vehicle infrastructure and services
<ul style="list-style-type: none"> • Bucharest hasn't got a well-defined multimodality policy yet, with a still low level of integration between the underground and the surface transport, the network of transfer parking areas and the private mobility services. • The Bucharest residents do not have easy access to sufficient information about the mobility services, while the ride-sharing concept is in an early stage of implementation. • Since the need for residential parking areas cannot be satisfied, parking on the sidewalk, on raw lands or even on the green areas is quite common in the collective housing neighborhoods in Bucharest. 	<p>1.5. IMPROVING THE TRAFFIC MANAGEMENT</p> <ul style="list-style-type: none"> • Developing the network of intermodal centers/nodes and transfer parking areas • Improving the parking system • Improving the access of people with disabilities to urban mobility infrastructure and services • Increasing traffic safety • Common tariff system for public transport services and operationalization of the GPS fleet monitoring system and of the e-ticketing system • Improving the regulatory and planning framework concerning the transport infrastructure and services
<ul style="list-style-type: none"> • Most of the network elements are over 35 years old, which leads to the technical depreciation of materials, under standard conditions or at the end of life of assets in electricity networks. A small part of the total energy capacity has been rehabilitated or modernized. • There are still areas/neighborhoods not served by the Bucharest's underground telecommunications network (optical fiber cables). 	<p>1.6. EXPANSION AND MODERNIZATION OF THE ELECTRICITY SUPPLY INFRASTRUCTURE AND FACILITATING ACCESS TO TELECOMMUNICATIONS</p> <ul style="list-style-type: none"> • Covering the electricity needs of Bucharest and its functional urban area from the National Energy System • Improving the electricity distribution system to consumers • Developing the broadband internet infrastructure
SO 2 Innovative city: Supporting the transition to a smart, competitive, talent-oriented economy in a global context	
<ul style="list-style-type: none"> • The in-out ratio or private environment effervescence versus foreign capital companies ending their operations is higher for 2018 – 1.43 %. • There are a lot of de-registrations of companies with foreign equity ownership, which could mean that those companies did not manage to grow on the national market and ended their activities. 	<p>2.1. ATTRACTING INVESTMENT IN AREAS OF SMART SPECIALIZATION</p> <ul style="list-style-type: none"> • Developing new business poles at local and metropolitan level • Promoting the image of Bucharest and its functional urban area as an economic hub of European importance

Problems and challenges stemming from the diagnostic analysis and the public consultation process	Sectoral policies and programs
<ul style="list-style-type: none"> • Most entrepreneurs are facing financing problems and difficulties in the process of internationalization, due to the lack of knowledge, connections or information on the target market. • The infrastructure and support services for SMEs must be diversified and improved. 	<p>2.2. ENCOURAGING ENTREPRENEURSHIP AND SUPPORTING ACTIVE SMEs</p> <ul style="list-style-type: none"> • Developing the infrastructure and support services for entrepreneurs • Stimulating entrepreneurship through local measures • Providing financial support for SMEs for development and internationalization, as well as overcoming the effects of the crisis caused by Covid 19 • Digitization of the SME sector, in line with global trends
<ul style="list-style-type: none"> • The lack of personnel with product management skills is an obstacle to the development and the effort of attracting tech investors. • The insufficient specialized workforce, especially in terms of STEM personnel (science, technology, engineering, mathematics) is one of the main problems reported by investors, especially by foreign investors. 	<p>2.3. ENSURING THE SKILLS MATCHING THE LABOR MARKET REQUIREMENTS</p> <ul style="list-style-type: none"> • Encouraging the attraction of skilled workforce (from Romania and from abroad) • Adapting the education and training offer to the new labor market dynamics
<ul style="list-style-type: none"> • Although Bucharest City is the main national competitiveness pole in research, development and innovation, the local RDI ecosystem is rather poorly developed, with a low degree of RDI cooperation and intensity, as well as with a modest quality of research institutes. • The cooperation between innovation actors (ideally a quadruple helix: public authorities, academia, the business environment, and the civil society) is relatively low, with organizations/institutes carrying out their own projects. 	<p>2.4. SUPPORTING THE DEVELOPMENT OF THE RDI SECTOR, THE TRANSFER OF KNOW-HOW AND ADVANCED TECHNOLOGY</p> <ul style="list-style-type: none"> • Supporting the creation and development of the public and private RDI infrastructure • Supporting the technology transfer for trading in RDI results • Supporting the functioning and development of clusters in areas of smart specialization
<ul style="list-style-type: none"> • There is no active and constant cooperation between the business environment and the local administration, for the implementation of joint development projects or in public-private partnership. 	<p>2.5. ENHANCING THE COOPERATION BETWEEN THE BUSINESS ENVIRONMENT AND THE LOCAL PUBLIC ADMINISTRATION</p> <ul style="list-style-type: none"> • Strengthening the dialogue between the business environment and the local administration • Encouraging the corporate social responsibility activities of local companies
SO 3 Sustainable city: Conserving the natural heritage, reducing pollution, greenhouse gas emissions, and mitigating the effects of natural hazards	
<ul style="list-style-type: none"> • Increasing the energy efficiency of (public and private) buildings is a priority in the context of EU 	<p>3.1. IMPROVING THE ENERGY EFFICIENCY OF PUBLIC AND PRIVATE BUILDINGS</p>

Problems and challenges stemming from the diagnostic analysis and the public consultation process	Sectoral policies and programs
<p>regulations on reducing greenhouse gas emissions and energy consumption.</p>	<ul style="list-style-type: none"> Increasing the energy efficiency of residential buildings Increasing the energy efficiency of public buildings
<ul style="list-style-type: none"> The district heating system in Bucharest is oversized, physically and morally worn out, most of the production capacities and networks date back to the period 1960-1989, with network losses of about 30 %, both for heat and water. The 4 big public CHP plants that serve the capital city are operating based on derogations with deadlines in 2020 and 2023, conditional upon investments for ensuring compliance with the environmental requirements. 	<p>3.2. REHABILITATING AND INCREASING THE ENERGY EFFICIENCY OF THE DISTRICT HEATING SYSTEM</p> <ul style="list-style-type: none"> Developing the heat generation capacities through high efficiency cogeneration or trigeneration and/or based on alternative fuels Modernization/retrofitting of the existing CHP plants to ensure their compliance with the environmental requirements and to cover peak consumption values Reorganization of the way in which the district heating system is managed
<ul style="list-style-type: none"> Regulation (EU) 2019/943 - Clean Energy Package imposes the use of clean energy at European level in order to minimize the impact of harmful emissions caused by electricity generation. Companies need to implement measures to reduce their share of CO2 emissions. 50 % of the electricity consumption must be delivered from renewable sources by 2030. Only approx. 15 % of all public lighting fixtures are currently using LED technology, with a power range between 5 W and 225 W 	<p>3.3. MODERNIZATION AND INCREASING THE ENERGY EFFICIENCY OF THE PUBLIC LIGHTING SYSTEM</p> <ul style="list-style-type: none"> Modernization of the public lighting infrastructure in order to reduce the energy consumption and increase the service quality Expansion and modernization of the architectural lighting infrastructure
<ul style="list-style-type: none"> There is no integrated planning for Bucharest City and Ilfov County, given that a large part of the waste management system components (landfills, sorting stations) serving Bucharest City are located in the administrative territory of Ilfov County. The separate waste collection infrastructure is poorly developed and little used by waste generators (residents). 	<p>3.4. ENSURING THE EFFICIENT WASTE MANAGEMENT AND PROMOTING THE TRANSITION TO A CIRCULAR ECONOMY</p> <ul style="list-style-type: none"> Improving the preparation for reuse and recycling of the collected municipal waste Enhancing the municipal waste treatment capacities Improving the public sanitation services
<ul style="list-style-type: none"> The environmental monitoring network does not provide quality data allowing for a correct assessment of the quality of environmental factors, especially for the air component, which should aim not only for better spatial coverage, but also at 	<p>3.5. REDUCING POLLUTION AND IMPROVING AIR, WATER AND SOIL QUALITY</p> <ul style="list-style-type: none"> Improving the air quality, including indoors, by updating and implementing the plans for

Problems and challenges stemming from the diagnostic analysis and the public consultation process	Sectoral policies and programs
<p>taking into account more relevant substances, many of them emerging.</p> <ul style="list-style-type: none"> • About 34 % of the drinking water distribution network consists of pipes over 50 years old, which should enter a rehabilitation program. • Almost 93 % of Bucharest’s sewerage network operates in a unitary regime. • Over 50 % of the sewerage network is in an advanced state of degradation, requiring frequent interventions to remedy local problems. 	<p>improving and maintain the air quality</p> <ul style="list-style-type: none"> • Improving the surface water and groundwater quality • Preventing and reducing noise pollution, through updating and implementing the Plan for noise prevention and reduction • Improving the drinking water supply, sewerage and wastewater treatment services
<ul style="list-style-type: none"> • Although interesting in terms of dynamics and an urban protected area declared by the Romanian Government, the Văcărești area is not so attractive for Bucharest residents, having a low ecological value and an unclear administration. • The connectivity analysis of the green and blue infrastructure reveals a low level of connectivity, multifunctionality and social management of the green and aquatic areas in Bucharest, both within the city and with the outside components. • Despite their attractiveness for the city residents, green areas have a limited capacity to generate ecosystem services adapted to people communities. 	<p>3.6. CONSERVING THE NATURAL HERITAGE AND DEVELOPING THE GREEN INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Protection and sustainable use of protected natural areas and of degraded ecosystems • Expansion of the network of green areas, including through the reconversion of degraded/abandoned land
<ul style="list-style-type: none"> • The development of the Risk Analysis and Coverage Plans – at municipal and sector level – is not an efficient participatory process involving additional actors (such as NGOs, owners' associations, civic initiative groups, etc.). • There are shortcomings in the population notification, warning, alert infrastructure in emergency situations, especially in terms of the number, type, operating state and geographical distribution. • The main actors involved in the management of emergency situations (Bucharest-Ilfov Inspectorate for Emergency Situations, Bucharest-Ilfov Ambulance Service) are poorly equipped and some of their intervention equipment/resources are in an advanced state of wear and tear. 	<p>3.7. IMPROVING THE CAPITAL CITY’S CAPACITY TO ADAPT TO CLIMATE CHANGE, TO PREVENT RISKS AND TO MANAGE EMERGENCY SITUATIONS</p> <ul style="list-style-type: none"> • Increasing the resilience to extreme weather phenomena due to climate change • Preventing flood risk • Improving the response capacity in emergency situations
<p>SO 4 Inclusive city: Promoting social inclusion and diversity, providing non-discriminatory access to infrastructure and public services</p>	

Problems and challenges stemming from the diagnostic analysis and the public consultation process	Sectoral policies and programs
<ul style="list-style-type: none"> • Despite the implemented rehabilitation programs, a number of educational establishments do not have an operating permit issued by the Inspectorate for Emergency Situations, a sanitary permit or still need rehabilitation. • Special education is insufficiently developed in terms of infrastructure and qualified staff for assistive therapies and counseling. • The number of technical education students has considerably declined between 2012 and 2018, and most technical high schools have a very low graduation rate, from less than 50 % to 4 %, so it is not a viable alternative to theoretical education. • The physical infrastructure of universities is facing a number of problems, such as buildings at seismic risk or in need of rehabilitation and fit-outs, insufficient buildings that allow courses to take place in modern conditions, the lack of advanced technologies that students should benefit from, the lack of materials and modern working techniques. 	<p>4.1. DEVELOPING THE EDUCATION INFRASTRUCTURE AND SERVICES</p> <ul style="list-style-type: none"> • Improving the early education system • Improving the primary and secondary/high school education system • Strengthening technical and vocational education • Improving the educational infrastructure and services for children/young people with disabilities and/or with special educational needs (SEN) • Preventing early school leaving, segregation among students and promoting remedial education • Increasing the participation of adults (over 25 years old) in training and lifelong learning programs • Strengthening the capital city's position as a university center of European importance, with an essential role in maintaining the city's attractiveness for new talents
<ul style="list-style-type: none"> • Poor social infrastructure and services for various categories of vulnerable groups (children in the family, children separated or at risk of being separated from their parents, adults with disabilities, elderly). • Social inclusion means respect for the status and the rights of all people, who should have the opportunity to participate in a relevant manner in what goes on in the city and to enjoy equal treatment with the others. This means a fair and unprejudiced treatment, but also creating the proper conditions to encourage and appreciate diversity, and to promote dignity in the working environment and in society. 	<p>4.2. PROMOTING THE SOCIAL INCLUSION OF DISADVANTAGED GROUPS AND PEOPLE AT RISK OF POVERTY</p> <ul style="list-style-type: none"> • Improving the non-discriminatory access to the labor market for Bucharest residents and commuters attracted by the city • Promoting the social inclusion of children and young people • Promoting the social inclusion of the elderly • Promoting the social inclusion of people with disabilities • Promoting the social inclusion of other disadvantaged groups, including migrants
<ul style="list-style-type: none"> • The health infrastructure is outdated, with fragmented in-hospital circuits, and some of the buildings have not been subjected to a seismic evaluation (according to the information provided by the Bucharest Hospitals and Medical Services Administration, 15 of the 19 hospitals subordinated to the Bucharest Municipality need modernization works, 12 need expansion works and 8 need consolidation works). 	<p>4.3. IMPROVING ACCESS TO MODERN HEALTH INFRASTRUCTURE AND HIGH QUALITY HEALTHCARE SERVICES</p> <ul style="list-style-type: none"> • Developing the hospital infrastructure at national, regional and metropolitan level • Improving the prevention and screening services, as well as the

Problems and challenges stemming from the diagnostic analysis and the public consultation process	Sectoral policies and programs
<ul style="list-style-type: none"> The insufficient capacity of outpatient facilities (and the significant number of people without a health insurance) lead to a large number of patients going to the emergency rooms. 	<p>primary, community and outpatient care services</p> <ul style="list-style-type: none"> Improving the rehabilitation, palliative and long term care services Developing medical research, with an emphasis on modern methods of investigation, intervention and treatment Computerization of the healthcare system and services
<ul style="list-style-type: none"> Many of the city's cultural facilities are facing a number of common challenges, such as the spatial distribution and their capacity to serve the city residents (concentration of cultural life mainly in the city center), attractiveness and visibility of the facilities or their condition, equipment level and financing challenges. The cultural actors do not get enough support, while the collaboration between the cultural actors in Bucharest for diversifying and increasing the added value of the cultural offer is limited. 	<p>4.4. IMPROVING THE CULTURAL OFFER AND THE ARTISTIC CREATION OPPORTUNITIES</p> <ul style="list-style-type: none"> Improving the infrastructure, equipment and facilities for cultural production and consumption Developing an identity cultural offer on the European stage and ensuring the equal access of the capital city residents to such offer Developing the cultural and creative industries sector as a central element of the smart specialization in the Bucharest economy context
<ul style="list-style-type: none"> Besides the lack of a clear record regarding the city's sports infrastructure, Bucharest is also dealing with the lack of major facilities, such as a major sports facility for the organization of indoor and outdoor events dedicated to several sports disciplines, a multi-purpose hall accommodating at least 10,000 people, a stadium with an athletics track or an Olympic-size swimming pool, a sports facility for professional table tennis. 	<p>4.5. DEVELOPING THE SPORTS AND YOUTH INFRASTRUCTURE AND SERVICES</p> <ul style="list-style-type: none"> Developing the youth infrastructure, services and activities Promoting grassroots and professional sports
SO 5 Compact city: Efficient use of land and building stock, highlighting the historical heritage and urban landscape	
<ul style="list-style-type: none"> The lack of a clear coordination role with a strategic approach to seismic resilience, as well as the limited coordination and communication between the different authorities and departments at different levels have led to a poor seismic risk management. 	<p>5.1. INCREASING THE BUILDING STOCK RESILIENCE TO HAZARDS</p> <ul style="list-style-type: none"> Mitigation of building seismic risk Rehabilitation of public buildings and infrastructure at seismic risk Seismic retrofitting of buildings

Problems and challenges stemming from the diagnostic analysis and the public consultation process	Sectoral policies and programs
<ul style="list-style-type: none"> Given the share of housing stock developed during the socialist period out of the total number of available housing, the average living space per person is well below the average of other European capital cities. Low availability of appropriate urban facilities compared to the high population densities in large housing compounds. The social housing stock available for rent is completely insufficient to cover the existing needs. The apportionment of responsibilities between the general municipality and the sector municipalities is unclear when it comes to the social housing stock and management. 	<p>5.2. IMPROVING THE HOUSING STOCK AND THE QUALITY OF HOUSING</p> <ul style="list-style-type: none"> Improving the quality of housing in the old collective and individual housing compounds Improving the quality of housing in the new residential areas Developing the capital city's social and necessity housing sector Ensuring a sustainable development of the housing market
<ul style="list-style-type: none"> The advanced state of deterioration of the built heritage is due to the abandonment of historical buildings, to the erroneous interventions to rehabilitate historical monument buildings, as well as to the failure to respect the character of high historical value areas. There are insufficient financial resources and instruments available for the restoration and consolidation of historical monuments in Bucharest. 	<p>5.3. CONSERVATION, PROTECTION AND SUSTAINABLE EXPLOITATION OF THE CULTURAL HERITAGE</p> <ul style="list-style-type: none"> Conserving the historical monuments and their protection areas Conserving and promoting the intangible cultural heritage
<ul style="list-style-type: none"> The network of public spaces does not generally include large squares or pedestrian areas to support events of interest to the community and visitors Many of the small spaces are only equipped with minimal urban furniture and limited public lighting, which is why they are not attractive to locals. The abandoned lands from within and outside Bucharest City, as well as the lands along the communication routes (especially railways), are areas where there is a high probability of seeing predominantly harmful species. 	<p>5.4. EFFICIENT USE OF URBAN LAND</p> <ul style="list-style-type: none"> Regeneration and expansion of public areas Reducing urban sprawl
CO 6. City management: Enhancing the administrative capacity for an integrated development	
<ul style="list-style-type: none"> In the absence of an updated General Urban Plan, private developments tend to take the lead in the spatial development of the city, generating negative externalities through (1). functional and demographic densities that are not coordinated in terms of spatial distribution, (2). traffic congestion, (3). pressure on the existing public service and utility capabilities and (4). deterioration of the quality and safety of life in the community. 	<p>6.1. ENHANCING URBAN DEVELOPMENT PLANNING AND CONTROL</p> <ul style="list-style-type: none"> Improving the spatial planning framework Strengthening the strategic planning framework with regard to the areas managed by the local administration Increasing the involvement of citizens, business environment and NGOs in the co-decision-making process and in the co-implementation process.

Problems and challenges stemming from the diagnostic analysis and the public consultation process	Sectoral policies and programs
<ul style="list-style-type: none"> • The type of collaboration and the division of roles between the general municipality and the sector municipalities lead to (1). the implementation of uncoordinated, ad-hoc development initiatives, both thematically and spatially, with overlapping competences regarding the provision of public services (e.g. public domain), as well as (2). the inefficient allocation and use of resources. • The Bucharest functional urban area cannot be sustainably managed nor can it contribute to achieving a territorial cohesion in the context of the current organization of Bucharest City. The dispersion of public funds, especially European funds, hinders the achievement of the development objectives. • The Municipality does not have a proactive international cooperation agenda for establishing contacts that can lead to the implementation of projects to the benefit of Bucharest City. This international cooperation is mainly formal. 	<p>6.2. STRENGTHENING THE TERRITORIAL COOPERATION AT LOCAL, METROPOLITAN, EUROPEAN AND GLOBAL LEVEL</p> <ul style="list-style-type: none"> • Improving the coordination and cooperation between the Bucharest Municipality and the sector municipalities • Developing the territorial cooperation at metropolitan/functional urban area level • Improving the territorial cooperation at European/global level
<ul style="list-style-type: none"> • Vacancies exist in almost all Bucharest Municipality departments. The situation is critical with the General Directorate for Public Procurement (65 % vacancies), the Environment Directorate (53 % vacancies), the General Directorate for Infrastructure (46 % vacancies), the General Directorate for Investments (29 % vacancies) and the General Directorate for the Management of Externally Funded Projects (27 % vacancies). • The situation of support working equipment (printers, copy machines, scanners) is problematic - most equipment (65 %) is 5 to 10 years old, 33 % is over 10 years old, and only 2 % is less than 5 years old. • The Bucharest Municipality electronic document management system is only partially operational and it is not used to its full potential by the organizational structures, the documents circulating mainly as hard copies. The currently installed ERP system is only partially used. 	<p>6.3. DEVELOPING THE CAPACITY TO IMPLEMENT INVESTMENT PROGRAMS AND TO PROVIDE PUBLIC SERVICES, INCLUDING IN THE DIGITAL ENVIRONMENT</p> <ul style="list-style-type: none"> • Skills development and efficient human resources management in the local administration • Computerization of local public administration, digitization of public services and implementation of the Smart City concept • Improving the quality of public services, including in terms of ethics, integrity and transparency • Developing the logistics for the provision of public services • Ensuring the necessary financial resources for the implementation of investment policies

3.2.2. An integrated policy

Each identified urban policy is implemented in interdependence with other policies, the set of programs related to each policy directly or indirectly influencing a number of programs related to other complementary policies. A preliminary analysis of the potential impact of a sectoral policy on other development sectors highlights the fact that some of the policies have an exclusive sectoral character (their impact focuses on the area to which they belong), while others have a major influence on other specific objectives. The analysis is not aimed at prioritizing policies (it does not argue that some policies are more important than others), but it does argue for the development of an integrated policy covering several development sectors, addressing the city's multi-sectoral problems, spatially located in identifiable areas.

The following tables illustrate this approach. Table 6 assesses the influence of a sectoral policy on policies related to the other specific objectives, on two levels: important (+) and very important (++), and Table 7 summarizes this assessment.

Table 9. Possible influence of a sectoral policy on policies related to the other specific objectives

POLICIES	SO1. Connecte d city	SO2. Innovativ e city	SO3. Sustaina ble city	SO4. Inclusive city	SO5. Compact city
1.1. INCREASING THE ROAD ACCESSIBILITY		++	++	+	+
1.2. INCREASING THE RAIL/AIR ACCESSIBILITY		++	+		
1.3. IMPROVING THE PUBLIC TRANSPORT		++	++	++	
1.4. PROMOTING SUSTAINABLE URBAN MOBILITY		+	++	+	+
1.5. IMPROVING THE TRAFFIC MANAGEMENT		+	+	+	
1.6. EXPANSION AND MODERNIZATION OF THE ELECTRICITY SUPPLY INFRASTRUCTURE AND FACILITATING ACCESS TO TELECOMMUNICATIONS		++	++	+	+
2.1. ATTRACTING INVESTMENT IN AREAS OF SMART SPECIALIZATION	+		+	++	++
2.2. ENCOURAGING ENTREPRENEURSHIP AND SUPPORTING ACTIVE SMEs	++		++	+	+
2.3. ENSURING THE SKILLS MATCHING THE LABOR MARKET REQUIREMENTS				++	
2.4. SUPPORTING THE DEVELOPMENT OF THE RDI SECTOR, THE TRANSFER OF KNOW-HOW AND ADVANCED TECHNOLOGY	++		++	++	+
2.5. ENHANCING THE COOPERATION BETWEEN THE BUSINESS ENVIRONMENT AND THE LOCAL PUBLIC ADMINISTRATION	+		+	+	+

POLICIES	SO1. Connecte d city	SO2. Innovativ e city	SO3. Sustaina ble city	SO4. Inclusive city	SO5. Compact city
3.1. IMPROVING THE ENERGY EFFICIENCY OF PUBLIC AND PRIVATE BUILDINGS	+	+		+	+
3.2. REHABILITATING AND INCREASING THE ENERGY EFFICIENCY OF THE DISTRICT HEATING SYSTEM	+	+		+	++
3.3. MODERNIZATION AND INCREASING THE ENERGY EFFICIENCY OF THE PUBLIC LIGHTING SYSTEM	++	+		+	++
3.4. ENSURING THE EFFICIENT WASTE MANAGEMENT AND PROMOTING THE TRANSITION TO A CIRCULAR ECONOMY		+		++	
3.5. REDUCING POLLUTION AND IMPROVING AIR, WATER AND SOIL QUALITY	++	+		+	+
3.6. CONSERVING THE NATURAL HERITAGE AND DEVELOPING THE GREEN INFRASTRUCTURE		+		+	++
3.7. IMPROVING THE CAPITAL CITY'S CAPACITY TO ADAPT TO CLIMATE CHANGE, TO PREVENT RISKS AND TO MANAGE EMERGENCY SITUATIONS				+	+
4.1. DEVELOPING THE EDUCATION INFRASTRUCTURE AND SERVICES		++	+		
4.2. PROMOTING THE SOCIAL INCLUSION OF DISADVANTAGED GROUPS AND PEOPLE AT RISK OF POVERTY	+	+	+		+
4.3. IMPROVING ACCESS TO MODERN HEALTH INFRASTRUCTURE AND HIGH QUALITY HEALTHCARE SERVICES		++	+		
4.4. IMPROVING THE CULTURAL OFFER AND THE ARTISTIC CREATION OPPORTUNITIES		++	+		
4.5. DEVELOPING THE SPORTS AND YOUTH INFRASTRUCTURE AND SERVICES		+	++		
5.1. INCREASING THE BUILDING STOCK RESILIENCE TO HAZARDS		+	+	+	
5.2. IMPROVING THE HOUSING STOCK AND THE QUALITY OF HOUSING	+	++	++	+	

POLICIES	SO1. Connecte d city	SO2. Innovativ e city	SO3. Sustaina ble city	SO4. Inclusive city	SO5. Compact city
5.3. CONSERVATION, PROTECTION AND SUSTAINABLE EXPLOITATION OF THE CULTURAL HERITAGE	+	+	++	++	
5.4. EFFICIENT USE OF URBAN LAND	+	++	++	+	

Table 10. Possible influence of a sectoral policy on policies related to the other specific objectives – conclusions

POLICIES	SO1. Connected city	SO2. Innovative city	SO3. Sustainabl e city	SO4. Inclusive city	SO5. Compact city
1.1. INCREASING THE ROAD ACCESSIBILITY	An increased road accessibility has a major influence on economic development (business location, labor mobility, tourism), while also having an impact on the environmental quality (by reducing the time spent in traffic, the pollution and the CO2 emissions). It also has a significant impact on access to services, and the street layout development also influences the priority development of some lands inside the city.				
1.2. INCREASING THE RAIL/AIR ACCESSIBILITY	An increased rail and road accessibility has a major influence on economic development (business location, tourism and labor mobility), while also having an impact on the environmental quality (by offering a less polluting mobility alternative, in relation to the functional urban area territory).				
1.3. IMPROVING THE PUBLIC TRANSPORT	Improving the public transport has a major impact on labor mobility, on environmental quality (discouraging the use of personal cars and reducing pollution), and on access to services.				
1.4. PROMOTING SUSTAINABLE URBAN MOBILITY	The environmentally-friendly transport plays a decisive role in improving the environmental quality by reducing pollution and the CO2 emissions, and facilitates access to jobs, to public services and spaces and to cultural heritage.				
1.5. IMPROVING THE TRAFFIC MANAGEMENT	The development of the integrated tariff system, of intermodality and the management of parking lots encourage the labor mobility, the use of public transport (and implicitly the reduction of pollution) and facilitate access to services.				
1.6. EXPANSION AND MODERNIZATION OF THE ELECTRICITY SUPPLY INFRASTRUCTURE AND FACILITATING ACCESS TO TELECOMMUNICATIONS	The energy and communications policy affects all areas and is very important for the economic development and the reduction of CO2 emissions.				
2.1. ATTRACTING INVESTMENT IN AREAS OF SMART SPECIALIZATION	Attracting investments and developing the entrepreneurial/SME sector will influence the traffic demand and the environmental factors				

POLICIES	SO1. Connected city	SO2. Innovative city	SO3. Sustainable city	SO4. Inclusive city	SO5. Compact city
2.2. ENCOURAGING ENTREPRENEURSHIP AND SUPPORTING ACTIVE smes	(depending on the specific type of investment), but will also have a major impact on education services, on workforce retraining and on the use of the real estate heritage (land and buildings).				
2.3. Ensuring the skills matching the labor market requirements	Ensuring the skills matching the labor market requirements will influence the education infrastructure and services, but may also have an impact on the anti-discrimination policy for vulnerable groups.				
2.4. Supporting the development of the rdi sector, the transfer of know-how and advanced technology	The development of the RDI sector will influence the traffic demand and the environmental factors (depending on the specific type of investment), but will also have a major impact on the university education services.				
2.5. Enhancing the cooperation between the business environment and the local public administration	The cooperation between the local administration and the business environment influences all development sectors where projects can be implemented in public-private partnership.				
3.1. Improving the energy efficiency of public and private buildings	Energy efficiency improvement policies are aimed at reducing the CO2 emissions and harnessing the renewable energy resources, and have an impact on all areas.				
3.2. Rehabilitating and increasing the energy efficiency of the district heating system					
3.3. Modernization and increasing the energy efficiency of the public lighting system					
3.4. Ensuring the efficient waste management and promoting the transition to a circular economy	A lower level of pollution has a positive impact on increasing the city attractiveness for tourists, residents and the private sector, as well as on reducing the pollutants that affect the building stock and the biodiversity.				
3.5. Reducing pollution and improving air, water and soil quality	By its contribution to the environmental quality, natural capital increases the city attractiveness for tourists, residents and the private sector, and leads to the development of recreational/leisure activities.				
3.6. Conserving the natural heritage and developing the green infrastructure					
3.7. Improving the capital city's capacity to adapt to climate change, to prevent risks and to manage emergency situations					
4.1. Developing the education infrastructure and services	The entire package of policies regarding the public services will have an impact on economic activities, and on reducing the CO2 emissions and harnessing the renewable energy resources. The rehabilitation / modernization / equipping / construction works will create jobs and will be aligned with the energy efficiency objectives.				
4.2. Promoting the social inclusion of disadvantaged groups and people at risk of poverty					
4.3. Improving access to modern health infrastructure and high quality healthcare services					
4.4. Improving the cultural offer and the artistic creation opportunities					
4.5. Developing the sports and youth infrastructure and services					
Moreover, the anti-discrimination policy for vulnerable groups also covers the connectivity area (transport and communications), as it will have to ensure the access of certain categories of people with disabilities to public services, leisure facilities, public space, etc.					

POLICIES	SO1. Connected city	SO2. Innovative city	SO3. Sustainable city	SO4. Inclusive city	SO5. Compact city
5.1. Increasing the building stock resilience to hazards	The rehabilitation of the building stock, by improving the quality of housing and rehabilitating buildings and infrastructure at seismic risk, will have an impact on the economic/construction sector, on environmental quality/energy efficiency and on vulnerable groups/accessibility.				
5.2. Improving the housing stock and the quality of housing					
5.3. Conservation, protection and sustainable exploitation of the cultural heritage					
5.4. Efficient use of urban land					
	Both the capitalization on the built heritage and the functional redevelopment of land and buildings have an impact on all the other sectors, especially on the policies aimed at attracting investment (by increasing the supply of business spaces) and at reducing soil pollution (by clearing the land parcels and bringing them into the economy).				

The analysis of the potential impact and its overlapping with the territorial issue identified in the diagnosis stage highlight the opportunity to develop an integrated urban regeneration policy for the capital city, supported by a set of programs with a spatial dimension, which in turn integrate a number of sectoral programs identified in table 5. Therefore, an integrated urban regeneration policy will be made up of a series of programs, whose location proposal - potential location of programs on the territory of Bucharest City - is shown schematically in Figure 12.

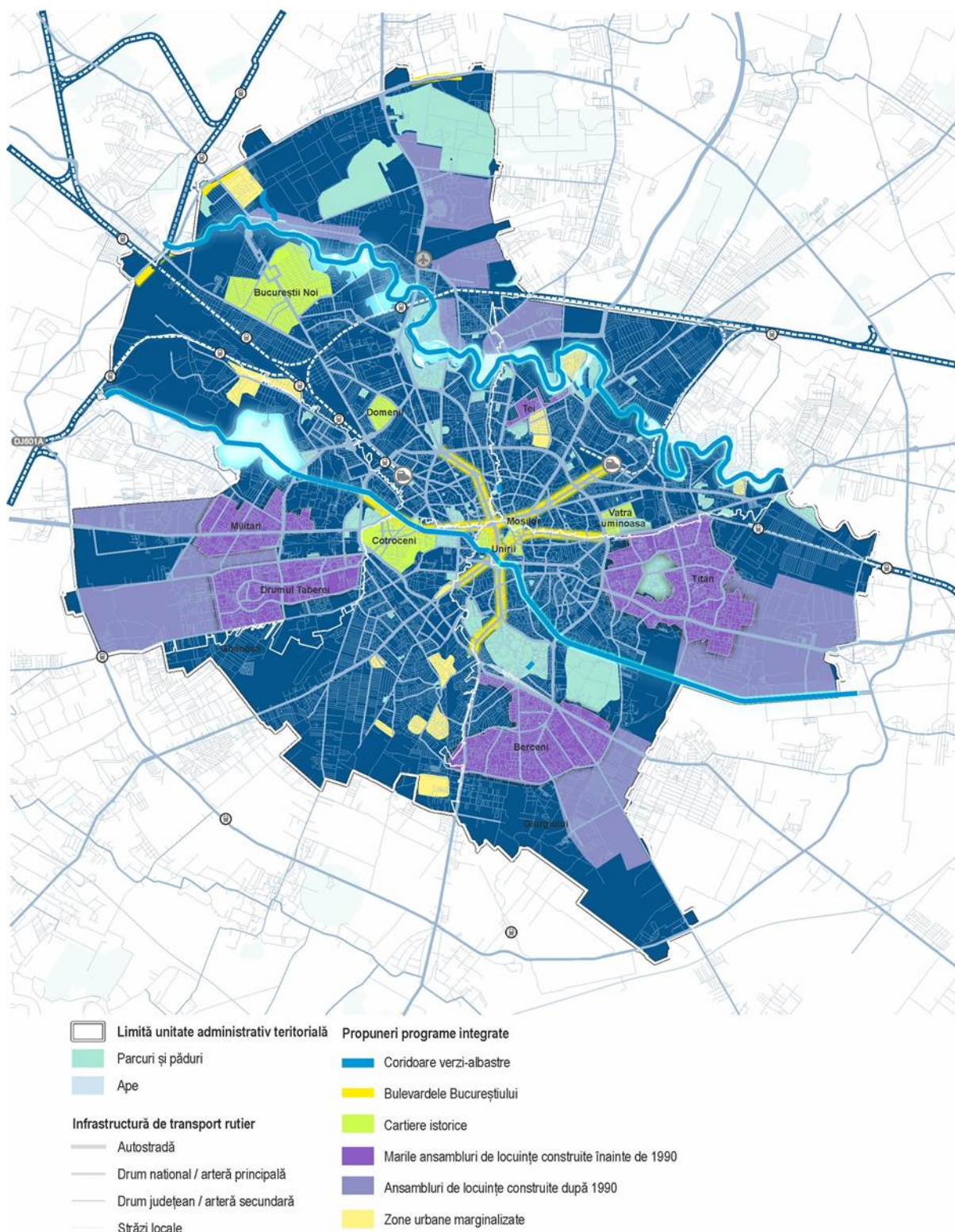
Table 11. Integrated urban regeneration policy

INTEGRATED PROGRAMS	LOCATION PROPOSALS
Green and blue corridors	<ul style="list-style-type: none"> • Morii Lake area • Embanked course of Dâmbovița River • Văcărești Natural Park • Lake chain on Colentina River
Bucharest boulevards	<ul style="list-style-type: none"> • Prof. Dr. Gheorghe Marinescu – Eroilor Sanitari Blvd. and Eroilor Blvd. • Mihail Kogălniceanu Blvd. – Regina Elisabeta Blvd. • Universității Square – Carol I Blvd. – Ferdinand I Blvd. – Obor Railway Station • George Coșbuc Blvd. – Calea Rahovei – Șos. Alexandriei • Șos. Colentina – Calea Moșilor – Carol • Alba-Iulia Square – Calea Dudești – Camil Ressu Blvd. – Nicolae Grigorescu Blvd. • Unirii Square - Dimitrie Cantemir Blvd. – Tineretului Park – Calea Șerban Vodă – Șos. Giurgiului • Splaiul Unirii – Morii Lake Street • Calea 13 Septembrie • Calea Văcărești • Calea Griviței (North Railway Station – Calea Victoriei) • Liniei Street – Anghel Mihai Street – Progresului Street – Încalinată Street – Cladova Street – Brăniștari Street – Șinei Street
Historic neighborhoods	<ul style="list-style-type: none"> • Sfântul Gheorghe area – Moșilor Vechi, Icoanei Garden / Ioanid Park • I.C. Brătianu, C. Coposu, Carol I and Traian

INTEGRATED PROGRAMS	LOCATION PROPOSALS
	<ul style="list-style-type: none"> • Extension of the Old Town towards the Domnița Bălașa church and subsequently to the Antim Monastery (including pedestrian bridges over Dâmbovița River) • “Brătianu Boulevard” Protected Built Area (PBA 04); • “Regina Elisabeta Boulevard and Mihail Kogălniceanu Boulevard” Protected Built Area (PBA 06); • “Lascăr Catargiu Boulevard” Protected Built Area (PBA 12); • “Calea Victoriei” Protected Built Area (PBA 16); • “Carol Boulevard” Protected Built Area (PBA 05).
<p>Large housing compounds built before 1990</p>	<ul style="list-style-type: none"> • Obor area (Colentina, Mihai Bravu, Chiristigiilor, Ziduri Moși). • Rahova, Drumul Taberei, Militari, Giulești, Balta Albă, Berceni, Titan neighborhoods etc.
<p>Housing compounds built after 1990</p>	<ul style="list-style-type: none"> • Metalurgiei - IMGB • Prelungirea Ghencea • Titan East (Nicolae Teclu – Anghel Saligny) • Pipera
<p>Marginalized urban areas</p>	<ul style="list-style-type: none"> • Giulești-16 Februarie • Aleea Pantelimon • Aleea Lunca Florilor • Plumbuita-Tei-Toboc • Ferentari (Iacob Andrei, Aleea Livezilor, Zăbrăuți, etc.) • Giulești-Sârbi

Each program will be made up of a combination of sectoral programs, bringing together decision-makers in the public, private or non-governmental sector, and coordinating interventions in different areas. Table 8 details the composition of the integrated programs.

Figure 11. Spatial dimension of the integrated urban regeneration policy



Source: Authors


Table 12. Composition of the urban regeneration programs


INTEGRATED PROGRAMS	Sectoral programs that may be combined within an integrated program
Green and blue corridors	<ul style="list-style-type: none"> • Reconfiguration, rehabilitation and modernization of the existing street network • Modernization of bridges and under/overpasses • Expansion and rehabilitation of the electric public transport network (tram, trolleybus) • Development and modernization of the pedestrian traffic infrastructure • Developing the cycling and micromobility infrastructure and services • Improving the parking system • Improving the access of people with disabilities to urban mobility infrastructure and services • Modernization of the public lighting infrastructure in order to reduce the energy consumption and increase the service quality • Improving the surface and groundwater quality • Protection and sustainable use of protected natural areas and of degraded ecosystems • Expansion of the network of green areas, including through the reconversion of degraded/abandoned land • Preventing flood risk • Developing the youth infrastructure, services and activities • Promoting grassroots and professional sports • Regeneration and expansion of public areas
Bucharest boulevards	<ul style="list-style-type: none"> • Reconfiguration, rehabilitation and modernization of the existing street network • Modernization of bridges and under/overpasses • Expansion and rehabilitation of the electric public transport network (tram, trolleybus) • Modernization of public transport stations and depots • Development and modernization of the pedestrian traffic infrastructure • Developing the cycling and micromobility infrastructure and services • Improving the parking system • Improving the access of people with disabilities to urban mobility infrastructure and services • Modernization of the public lighting infrastructure in order to reduce the energy consumption and increase the service quality • Expansion and modernization of the architectural lighting infrastructure • Expansion of the network of green areas, including through the reconversion of degraded/abandoned land • Conserving the historical monuments and their protection areas • Regeneration and expansion of public areas
Historic neighborhoods	<ul style="list-style-type: none"> • Reconfiguration, rehabilitation and modernization of the existing street network • Development and modernization of the pedestrian traffic infrastructure • Developing the cycling and micromobility infrastructure and services • Improving the parking system


INTEGRATED PROGRAMS	Sectoral programs that may be combined within an integrated program
	<ul style="list-style-type: none"> • Improving the access of people with disabilities to urban mobility infrastructure and services • Modernization of the public lighting infrastructure in order to reduce the energy consumption and increase the service quality • Expansion and modernization of the architectural lighting infrastructure • Expansion of the network of green areas, including through the reconversion of degraded/abandoned land • Rehabilitation of public buildings and infrastructure at seismic risk • Seismic retrofitting of buildings • Conserving the historical monuments and their protection areas • Conserving and promoting the intangible cultural heritage • Regeneration and expansion of public areas
<p>Large housing compounds built before 1990</p>	<ul style="list-style-type: none"> • Reconfiguration, rehabilitation and modernization of the existing street network • Expansion and rehabilitation of the electric public transport network (tram, trolleybus) • Expansion and modernization of the public transport fleet • Modernization of public transport stations and depots • Development and modernization of the pedestrian traffic infrastructure • Developing the cycling and micromobility infrastructure and services • Developing the electric vehicle infrastructure and services • Improving the parking system • Improving the access of people with disabilities to urban mobility infrastructure and services • Modernization of the public lighting infrastructure in order to reduce the energy consumption and increase the service quality • Increasing the energy efficiency of residential buildings • Improving the public sanitation services • Improving the air quality, including indoors • Preventing and reducing noise pollution, by updating and implementing the Action Plan for noise prevention and reduction • Expansion of the network of green areas, including through the reconversion of degraded/abandoned land • Promoting the social inclusion of disadvantaged groups and people at risk of poverty • Developing the youth infrastructure, services and activities • Improving the quality of housing in the old collective and individual housing compounds • Regeneration and expansion of public areas
<p>Housing compounds built after 1990</p>	<ul style="list-style-type: none"> • Reconfiguration, rehabilitation and modernization of the existing street network • Expansion and rehabilitation of the electric public transport network (tram, trolleybus) • Expansion and modernization of the public transport fleet • Modernization of public transport stations and depots • Development and modernization of the pedestrian traffic infrastructure • Developing the cycling and micromobility infrastructure and services • Developing the electric vehicle infrastructure and services • Improving the parking system

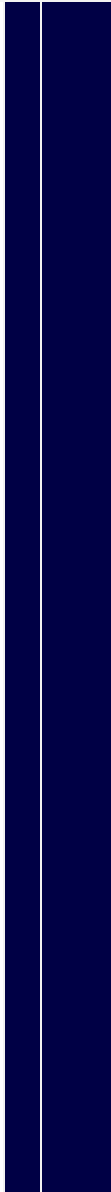

INTEGRATED PROGRAMS	Sectoral programs that may be combined within an integrated program
	<ul style="list-style-type: none"> • Improving the access of people with disabilities to urban mobility infrastructure and services • Modernization of the public lighting infrastructure in order to reduce the energy consumption and increase the service quality • Improving the public sanitation services • Improving the air quality, including indoors, by updating and implementing the plans for improving and maintaining the air quality • Preventing and reducing noise pollution, through updating and implementing the Action Plan for preventing and reducing ambient noise • Expansion of the network of green areas, including through the reconversion of degraded/abandoned land • Improving the early education system • Improving the primary and secondary education system • Developing the youth infrastructure, services and activities • Improving the quality of housing in the new residential areas • Regeneration and expansion of public areas
Marginalized urban areas	<ul style="list-style-type: none"> • Reconfiguration, rehabilitation and modernization of the existing street network • Expansion and rehabilitation of the electric public transport network (tram, trolleybus) • Expansion and modernization of the public transport fleet • Modernization of public transport stations and depots • Development and modernization of the pedestrian traffic infrastructure • Developing the cycling and micromobility infrastructure and services • Improving the access of people with disabilities to urban mobility infrastructure and services • Modernization of the public lighting infrastructure in order to reduce the energy consumption and increase the service quality • Improving the public sanitation services • Improving the air quality, including indoors, by updating and implementing the plans for improving and maintaining the air quality • Improving the drinking water supply, sewerage and wastewater treatment services • Expansion of the network of green areas, including through the reconversion of degraded/abandoned land • Improving the early education system • Improving the primary and secondary education system • Improving the early education system • Improving the primary and secondary education system • Promoting the social inclusion of disadvantaged groups and people at risk of poverty • Improving the prevention and screening services, as well as the primary, community and outpatient care services • Developing the capital city's social and necessity housing sector, including through the improvement and efficient exploitation of the existing public real estate fund • Regeneration and expansion of public areas

3.3. Matrix for the coordination of policies and programs with specific development objectives

SPECIFIC OBJECTIVES	SECTORAL POLICY	SECTORAL PROGRAMS			
SO 1 Connected city: Promoting sustainable urban mobility and increasing the accessibility to transport, energy and communications networks	1.1. INCREASING THE ROAD ACCESSIBILITY	<ul style="list-style-type: none"> • Developing the bypass network and new road connections, penetration roads and major corridors • Reconfiguration, rehabilitation and modernization of the existing street network • Reconfiguration/consolidation of road traffic in the expansion areas • Modernization of bridges and under/overpasses 		INTEGRATED PROGRAMS: Green and blue corridors Bucharest boulevards Historic neighborhoods Large housing compounds built before 1990 Housing compounds built after 1990 Marginalized urban areas	INTEGRATED URBAN REGENERATION POLICY
	1.2. INCREASING THE RAIL/AIR ACCESSIBILITY	<ul style="list-style-type: none"> • Modernization of the existing railway stations and turning such stations into intermodal nodes • Revitalizing regional and metropolitan rail transport • Increasing the operating capacity of the capital city's airports • Improving the connections between the capital city and the "Henri Coandă" International Airport 			
	1.3. IMPROVING THE PUBLIC TRANSPORT	<ul style="list-style-type: none"> • Expansion, rehabilitation and modernization of the subway network and rolling stock • Expansion and rehabilitation of the electric public transport network (tram, trolleybus) • Expansion and modernization of the public transport fleet • Modernization of public transport stations and depots 			
	1.4. PROMOTING SUSTAINABLE URBAN MOBILITY	<ul style="list-style-type: none"> • Development and modernization of the pedestrian traffic infrastructure • Developing the cycling and micromobility infrastructure and services • Developing the electric vehicle infrastructure and services 			

	<p>1.5. IMPROVING THE TRAFFIC MANAGEMENT</p>	<ul style="list-style-type: none"> • Developing the network of intermodal centers/nodes and transfer parking areas • Improving the parking system • Improving the access of people with disabilities to urban mobility infrastructure and services • Increasing traffic safety • Common tariff system for public transport services and operationalization of the GPS fleet monitoring system and of the e-ticketing system • Improving the regulatory and planning framework in the field of transport infrastructure and services 			
	<p>1.6. EXPANSION AND MODERNIZATION OF THE ELECTRICITY SUPPLY INFRASTRUCTURE AND FACILITATING ACCESS TO TELECOMMUNICATIONS</p>	<ul style="list-style-type: none"> • Covering the electricity needs of Bucharest and its functional urban area from the National Energy System • Improving the electricity distribution system to consumers • Developing the broadband internet infrastructure 		<p>INTEGRATED PROGRAMS:</p>	
<p>SO 2 Innovative city: Supporting the transition to a smart, competitive, talent-oriented economy in a global context</p>	<p>2.1. ATTRACTING INVESTMENT IN AREAS OF SMART SPECIALIZATION</p>	<ul style="list-style-type: none"> • Developing new business poles at local and metropolitan level • Promoting the image of the Capital and its functional urban area as an economic hub of European importance 		<p>Green and blue corridors</p>	
	<p>2.2. ENCOURAGING ENTREPRENEURSHIP AND SUPPORTING ACTIVE SMEs</p>	<ul style="list-style-type: none"> • Developing the infrastructure and support services for entrepreneurs • Stimulating entrepreneurship through local measures • Providing financial support for SMEs for development and internationalization, as well as overcoming the effects of the crisis caused by Covid 19 • Digitization of the SME sector, in line with global trends 		<p>Bucharest boulevards</p> <p>Historic neighborhoods</p>	
	<p>2.3. ENSURING THE NECESSARY SKILLS ON THE LABOUR MARKET</p>	<ul style="list-style-type: none"> • Encouraging the attraction of skilled workforce from the country and from abroad • Adapting the education and training offer to the new labor market dynamics 		<p>Large housing compounds built before 1990</p> <p>Housing compounds built after 1990</p>	

	2.4. SUPPORTING THE DEVELOPMENT OF THE RDI SECTOR, THE TRANSFER OF KNOW-HOW AND ADVANCED TECHNOLOGY	<ul style="list-style-type: none"> Supporting the creation and development of the public and private RDI infrastructure Supporting the technology transfer for trading in RDI results Supporting the functioning and development of clusters in areas of smart specialization 		Marginalized urban areas
	2.5. ENHANCING THE COOPERATION BETWEEN THE BUSINESS ENVIRONMENT AND THE LOCAL PUBLIC ADMINISTRATION	<ul style="list-style-type: none"> Strengthening the dialogue between the business environment and the local administration Encouraging the corporate social responsibility activities of local companies 		
SO 3 Sustainable city: Conserving the natural heritage, reducing pollution, greenhouse gas emissions, and mitigating the effects of natural hazards	3.1. IMPROVING THE ENERGY EFFICIENCY OF PUBLIC AND PRIVATE BUILDINGS	<ul style="list-style-type: none"> Increasing the energy efficiency of residential buildings Increasing the energy efficiency of public buildings 		INTEGRATED PROGRAMS: Green and blue corridors Bucharest boulevards
	3.2. REHABILITATING AND INCREASING THE ENERGY EFFICIENCY OF THE DISTRICT HEATING SYSTEM	<ul style="list-style-type: none"> Developing the heat generation capacities through high efficiency cogeneration or trigeneration and/or based on alternative fuels Modernization/retrofitting of the existing CHP plants to ensure their compliance with the environmental requirements and to cover peak consumption values Reorganization of the way in which the district heating system is managed 		
	3.3. MODERNIZATION AND INCREASING THE ENERGY EFFICIENCY OF THE PUBLIC LIGHTING SYSTEM	<ul style="list-style-type: none"> Modernization of the public lighting infrastructure in order to reduce the energy consumption and increase the service quality Expansion and modernization of the architectural lighting infrastructure 		
	3.4. ENSURING THE EFFICIENT WASTE MANAGEMENT AND PROMOTING THE TRANSITION TO A CIRCULAR ECONOMY	<ul style="list-style-type: none"> Improving the preparation for reuse and recycling of the collected municipal waste Enhancing the municipal waste treatment capacities Improving the public sanitation services 		

	<p>3.5. REDUCING POLLUTION AND IMPROVING AIR, WATER AND SOIL QUALITY</p>	<ul style="list-style-type: none"> • Improving the air quality, including indoors, by updating and implementing the plans for improving and maintaining the air quality • Improving the surface water and groundwater quality • Preventing and reducing noise pollution, by updating and implementing the Action Plan for preventing and reducing ambient noise • Improving the drinking water supply, sewerage and wastewater treatment services 		<p>Historic neighborhoods</p> <p>Large housing compounds built before 1990</p> <p>Housing compounds built after 1990</p> <p>Marginalized urban areas</p>	
	<p>3.6. CONSERVING THE NATURAL HERITAGE AND DEVELOPING THE GREEN INFRASTRUCTURE</p>	<ul style="list-style-type: none"> • Protection and sustainable use of protected natural areas and of degraded ecosystems • Expansion of the network of green areas, including through the reconversion of degraded/abandoned land 			
	<p>3.7. IMPROVING THE CAPITAL CITY'S CAPACITY TO ADAPT TO CLIMATE CHANGE, TO PREVENT RISKS AND TO MANAGE EMERGENCY SITUATIONS</p>	<ul style="list-style-type: none"> • Increasing the resilience to extreme weather phenomena due to climate change • Preventing flood risk • Improving the response capacity in emergency situations 			
<p>SO 4 Inclusive city: Promoting social inclusion and diversity, providing non-discriminatory access to infrastructure and public services</p>	<p>4.1. DEVELOPING THE EDUCATION INFRASTRUCTURE AND SERVICES</p>	<ul style="list-style-type: none"> • Improving the early education system • Improving the primary and secondary/high school education system • Strengthening technical and vocational education • Improving the educational infrastructure and services for children/young people with disabilities and/or with special educational needs (SEN) • Preventing early school leaving, segregation among students and promoting remedial education • Increasing the participation of adults (over 25 years old) in training and lifelong learning programs • Strengthening the capital city's position as a university center of European importance, with an essential role in maintaining the city's attractiveness for new talents 			

<p>4.2. PROMOTING THE SOCIAL INCLUSION OF DISADVANTAGED GROUPS AND PEOPLE AT RISK OF POVERTY</p>	<ul style="list-style-type: none"> • Improving the non-discriminatory access to the labor market for Bucharest residents and commuters attracted by the city • Promoting the social inclusion of children and young people • Promoting the social inclusion of the elderly • Promoting the social inclusion of people with disabilities • Promoting the social inclusion of other disadvantaged groups, including migrants 			
<p>4.3. IMPROVING ACCESS TO MODERN HEALTH INFRASTRUCTURE AND HIGH QUALITY HEALTHCARE SERVICES</p>	<ul style="list-style-type: none"> • Developing the hospital infrastructure at national, regional and metropolitan level • Improving the prevention and screening services, as well as the primary, community and outpatient care services • Improving the rehabilitation, palliative and long term care services • Developing medical research, with an emphasis on modern methods of investigation, intervention and treatment • Computerization of the healthcare system and services 		<p>INTEGRATED PROGRAMS:</p> <p>Green and blue corridors</p> <p>Bucharest boulevards</p> <p>Historic neighborhoods</p> <p>Large housing compounds built before 1990</p>	
<p>4.4. IMPROVING THE CULTURAL OFFER AND THE ARTISTIC CREATION OPPORTUNITIES</p>	<ul style="list-style-type: none"> • Improving the infrastructure, equipment and facilities for cultural production and consumption • Developing an identity cultural offer on the European stage and ensuring the equal access of the capital city residents to such offer • Developing the cultural and creative industries sector as a central element of the smart specialization in the Bucharest economy context 		<p>Housing compounds built after 1990</p> <p>Marginalized urban areas</p>	
<p>4.5. DEVELOPING THE SPORTS AND YOUTH INFRASTRUCTURE AND SERVICES</p>	<ul style="list-style-type: none"> • Developing the youth infrastructure, services and activities • Promoting grassroots and professional sports 			

SO 5 Compact city: Efficient use of land and building stock, highlighting the historical heritage and urban landscape	5.1. INCREASING THE BUILDING STOCK RESILIENCE TO HAZARDS	<ul style="list-style-type: none"> • Mitigation of building seismic risk • Rehabilitation of public buildings and infrastructure at seismic risk • Seismic retrofitting of buildings 		INTEGRATED PROGRAMS: Green and blue corridors Bucharest boulevards Historic neighborhoods Large housing compounds built before 1990 Housing compounds built after 1990
	5.2. IMPROVING THE HOUSING STOCK AND THE QUALITY OF HOUSING	<ul style="list-style-type: none"> • Improving the quality of housing in the old collective and individual housing compounds • Improving the quality of housing in the new residential areas • Developing the capital city's social and necessity housing sector • Ensuring a sustainable development of the housing market 		
	5.3. CONSERVATION, PROTECTION AND SUSTAINABLE EXPLOITATION OF THE CULTURAL HERITAGE	<ul style="list-style-type: none"> • Conserving the historical monuments and their protection areas • Conserving and promoting the intangible cultural heritage 		
	5.4. EFFICIENT USE OF URBAN LAND	<ul style="list-style-type: none"> • Regeneration and expansion of public areas • Reducing urban sprawl 		

										Marginalized urban areas	
CO 6. City management: Enhancing the administrative capacity for an integrated development	6.1. ENHANCING URBAN DEVELOPMENT PLANNING AND CONTROL	<ul style="list-style-type: none"> Improving the spatial planning framework Strengthening the strategic planning framework with regard to the areas managed by the local administration Increasing the involvement of citizens, business environment and NGOs in the co-decision-making process and co-implementation process 									
	6.2. STRENGTHENING THE TERRITORIAL COOPERATION AT LOCAL, METROPOLITAN, EUROPEAN AND GLOBAL LEVEL	<ul style="list-style-type: none"> Improving the coordination and cooperation between the Bucharest Municipality and the sector municipalities Developing the territorial cooperation at metropolitan/functional urban area level Improving the territorial cooperation at European/global level 									
	6.3. DEVELOPING THE CAPACITY TO IMPLEMENT INVESTMENT PROGRAMS AND TO PROVIDE PUBLIC SERVICES, INCLUDING IN THE DIGITAL ENVIRONMENT	<ul style="list-style-type: none"> Skills development and efficient human resources management in the local administration Computerization of local public administration, digitization of public services and implementation of the Smart City concept Improving the quality of public services/ ethics, integrity and transparency Developing the logistics base for the provision of public services Ensuring the necessary financial resources for the implementation of investment policies 									

SECTION 4. PROJECT PORTFOLIO

4.1. Long list of projects

The selection of a list of projects leading to the implementation of the sectoral development policies and programs prepared previously and responding to the needs of the consulted target groups starts from a series of possible interventions for each program. These interventions were identified both in the public consultation process and in the proposals of specialists who studied the sectoral issues of the capital in the analysis phase of the existing situation. The following table summarizes the types of interventions recommended for all sectoral development programs.

The projects to be proposed will sort and/or combine a series of these interventions, thus resulting in a long list of projects for Bucharest that cover the entire spectrum of the city's issues and implementation responsibilities. This long list shall include project proposals for all sectoral policies and programs, the responsibility of which rests both on the Bucharest Municipality (PMB) and the sector municipalities, as well as the private and non-governmental sectors, other public institutions of the central administration etc.²⁰. (see annex 4.1. *Lista lungă de proiecte.xls*).

Table 13. Types of possible interventions for sectoral development programs

Programs	Types of interventions
POLICY 1.1 INCREASING ROAD ACCESSIBILITY	
1.1.1. Developing the network of bypasses and new road connections, entering routes and major corridors	<ul style="list-style-type: none"> Design and execution works for the construction of new bypassing roadways, entering routes, major corridors, including the construction of road passages, penetrations and extensions (e.g. DNCB upgrade and extension to 4 lanes - to the south, including the construction of passages - Domnești, Berceni, Popești Leordeni, Cernica, Mogoșoaia; Petricani road bridge; middle ring closure - Andronache road node; entering route on Bd. Timișoara - extension to the intersection with DJ 602; etc.)
1.1.2. Reconfiguring, rehabilitating and upgrading the existing street network	<ul style="list-style-type: none"> Works for the reconfiguration, rehabilitation and upgrade of the existing street network (e.g. upgrade of Bd. Dimitrie Pompei; upgrade of Bd. Basarabia; upgrade of Str. Barbu Văcărescu, etc.)
1.1.3. Reconfiguring/enhancing road traffic in the expansion areas	<ul style="list-style-type: none"> Multi-annual plans to complete the street network in the expansion areas (streets in category I, II and III) based on sector PUZs and/or PUZs and/or directly on feasibility studies, with priority interventions in partially developed areas.
1.1.4. Bridges and passages upgrading	<ul style="list-style-type: none"> Rehabilitation and consolidation works at the Opera, Timpuri Noi, Eroilor, Ciurel, Fundeni bridges and rehabilitation works at the Unirii passage and floor etc.
POLICY 1.2 INCREASING RAIL AND AIR ACCESSIBILITY	
1.2.1. Upgrading the existing railway stations and turning them into intermodal nodes	<ul style="list-style-type: none"> Upgrading/consolidating/rehabilitating the North Railway Station - railway node of European importance and main intermodal hub of the Capital Upgrading the Obor Railway Station (also increasing the frequency of metropolitan trains) - intermodal node with bus terminal, railway station, bike sharing, car sharing, scooter sharing, public transport. Rebuilding the Progresul Railway Station as an intermodal node with Park&Ride facility (bus terminal, local public transport station - including expansion of tramway tracks, regional public transport station, etc.). Revitalizing the Titan Railway Station – as an intermodal node with Park&Ride facility

²⁰ For integrated programs, the types of possible interventions represent the sum of the interventions specific to the sectoral programs participating in each integrated program, according to Table 8.

Programs	Types of interventions
	<ul style="list-style-type: none"> Optimizing the local public transport connections with the Obor, Titan and Progresul railway stations.
1.2.2. Revitalizing regional and metropolitan rail transport	<ul style="list-style-type: none"> Upgrading the Bucharest North - Giurgiu North railway, including setting up of new stations (Domnești, IFA-Laser Măgurele, Măgurele, Jilava, A1 Highway, Bragadiru and Chiajna) and link to the Progresul station. Upgrading the ring railway (western part) and setting up intermodal stations/local railway stations Upgrading the 901 Bucharest North - Pitești railway and using it for metropolitan transport (Săbăreni - Ciocănești - Bâldana - Răcari - Ghergani - Titu). Capitalizing on the 800 line for metropolitan transport, by setting up new stations on the route Bucharest North Railway Station – Basarab Railway Station – Aurel Vlaicu Railway Station – Pipera Railway Station – Dragonul Roșu – Dobroești Pantelimon – Brănești – Fundulea (new stations in Pipera – intermodal node, Aurel Vlaicu, Dragonul Roșu, Dobroești and Pantelimon).
1.2.3. Increasing the operating capacity of the Capital's airports	<ul style="list-style-type: none"> Expanding the “Henri Coandă” Airport (new passenger terminal, multimodal cargo platform, multi-story parking area, technology park and shopping area) – according to the Henri Coandă International Airport Strategic Development Program Recommissioning of the Băneasa Airport (potential for national flights)
1.2.4. Improving the connections between the Capital and the Henri Coandă International Airport	<ul style="list-style-type: none"> Railway Connection Gara de Nord – Otopeni Airport (under construction) Dedicated public transport line on DN1 – Piața Presei Libere – Aviatorilor Expressway Henri Coandă International Airport – A3
POLICY 1.3 IMPROVING PUBLIC TRANSPORT	
1.3.1. Expanding, rehabilitating and upgrading the subway network and rolling stock park	<ul style="list-style-type: none"> Construction of M6 Bucharest North Railway Station – Henri Coandă International Airport Construction of M4 Bucharest North Railway Station – Progresul Railway Station Completion of M5 Eroilor – University – Piața Iancului Extension of M2 towards DNCB (Berceni), including intermodal terminal Extension of M2 towards Petricani, of M3 towards DNCB, including intermodal terminal Extension of M4 towards Mogoșoaia Extension of M1 towards A1, including intermodal terminal Building of the M8 subway line Bragadiru - Voluntari Upgrading of stations, improving public passenger subway transport services
1.3.2. Expanding and rehabilitating the electric public transport network (tram, trolleybus)	<ul style="list-style-type: none"> Upgrading and expanding (including recommissioning) tram lines Reconfiguring the Piața Unirii to connect the tram lines on the Colentina - Rahova route Including tram lines in the projects completing the middle ring (especially on the route Str. Doamna Ghica – Bd. Chișinău – Bd. Nicolae Grigorescu – Str. Iuliu Hațieganu). Supplementing the trolleybus network on the sections: Str. Sibiu-Bd. 1 Mai - Drumul Taberei - Valea Argeșului; Bd. Regina Elisabeta - Bd. M. Kogălniceanu
1.3.3. Expanding and upgrading public transport fleet	<ul style="list-style-type: none"> Upgrading and reconvertng the old bus fleet into electric or low-emission transport vehicles (e.g. trolleybuses, CNG buses) Upgrading and converting buses into trolleybuses (100 Euro 3 buses)

Programs	Types of interventions
	<ul style="list-style-type: none"> Purchasing electric/small CNG buses (8-9 m/10-20 seats) for the developing areas and less used routes in Ilfov County – can be correlated with a DRT (Demand Responsive Transit) service.
1.3.4. Upgrading public transport stations and depots	<ul style="list-style-type: none"> Upgrading the Dudești, Colentina, Titan, Berceni, Bujoreni, Bucureștii Noi depots Upgrading public transport stations in order to transform them into intermodal nodes/points (covered station, benches, digital display indicating public transport arrival time/digital map, point of sale, bicycle/scooter parking facility, etc.).
POLICY 1.4 PROMOTING SUSTAINABLE URBAN MOBILITY	
1.4.1. Developing and upgrading the infrastructure for pedestrian traffic	<ul style="list-style-type: none"> Rehabilitating and expanding the pedestrian area in the historic center Setting up new pedestrian areas/neighborhood centers in large housing compounds Developing new pedestrian mobility corridors (e.g. Calea Griviței between the North Railway Station and Calea Victoriei) Setting up pedestrian bridges in high-risk intersections (Șos. Mihai Bravu, Șos. Alexandriei, Calea Griviței, Bd. Doamna Ghica, Șos. Pipera, Str. Liviu Rebreanu, Bd. Iuliu Maniu, Laborator tram station on Șos. Mihai Bravu, Fântâna Miorița, Politehnică – Regie Complex etc.)
1.4.2. Developing the infrastructure and services for bicycle traffic and micromobility	<ul style="list-style-type: none"> Setting up bicycle tracks on the routes already designed Setting up bicycle tracks (including secure parking lots, self-care stations, counting devices, etc.) on radial roads connecting the center and the collective housing neighborhoods Setting up bicycle tracks as part of projects reconfiguring certain streets in corridors of sustainable mobility (e.g. Str. Șinei, Str. Liniei) Developing the bike-sharing system (in PPP, after the completion of the works on the track network) Installing bicycle racks along the bicycle tracks and near or in public institutions yards (especially high-schools) Setting up secured bicycle parking facilities (“bicycle lockers”) in railway stations and at the subway terminal stations (correlated with the intermodal node/Park&Ride projects). Setting up secondary connections for cyclists, at the level of streets managed by the sector municipalities, by implementing traffic calming measures and using the “sharrows” sign - suggested routes for bicycles Program for setting up bicycle garages in the collective housing areas (can be coupled with multi-story residential parking areas) Information campaigns on the benefits of using alternative means of transport
1.4.3. Developing the infrastructure and services for bicycle traffic and micromobility	<ul style="list-style-type: none"> Developing the electric vehicle charging station network correlated with those already installed by the private sector. Installing electric vehicle charging stations in collective housing areas (especially in dormitory neighborhoods – Drumul Taberei, Titan, Militari, etc.) Supporting the transition to electric vehicles with vouchers for the purchase of electric vehicles
POLICY 1.5 IMPROVING TRAFFIC MANAGEMENT	
1.5.1. Developing the intermodal centers/nodes network and transfer parking areas	<ul style="list-style-type: none"> Setting up Park&Ride facilities correlated with the expansion of tram and subway lines Upgrading, expanding and optimizing bus stations Reconfiguring the intersections with large pedestrian flows and multiple means of transport (e.g. Victoriei, Eroii Revoluției, etc.).

Programs	Types of interventions
1.5.2. Improving parking system	<ul style="list-style-type: none"> • Expanding the paid parking space network • Reconfiguring parking spaces to encourage low-emission means of transport: delimitation of parking spaces reserved for electric vehicles, parking lots (subject to a charge) reserved for car sharing services, free of charge/reserved parking lots for people with disabilities and bicycle parking facilities. • Revising parking fees and clearly regulating the management of parking lots in the Capital • Developing the parking app (subsequently, integration into the single mobility app) by including all private parking areas accessible to the public
1.5.3. Increasing the access of people with disabilities to urban mobility infrastructure and services	<ul style="list-style-type: none"> • Providing accessibility of public transport stations for people with disabilities • Providing accessibility of subway stations for the visually impaired • Applying the beaconing Wi-Fi technology to direct the blind people via Bluetooth to public transport stations • DRT (Demand Responsive Transit) service for people with disabilities • Issuing permits for accessible taxis for the transport of people with disabilities (especially space for wheelchairs and dogs for the blind)
1.5.4. Increasing traffic safety	<ul style="list-style-type: none"> • Reconfiguring traffic in collective housing neighborhoods: one-way streets, traffic calming measures (grade-separated intersections, alignment vegetation, widened sidewalks) • Smart pedestrian crossing system (with night light adjustment for pedestrian traffic; push-button traffic lights for pedestrians on major traffic arteries, etc.) • Redesigning and monitoring the main high-risk intersections (black spots) • Road safety campaigns
1.5.5. Implementing an integrated tariff system for public transport services and operationalizing the GPS fleet monitoring and e-ticketing system	<ul style="list-style-type: none"> • Implementing a correlated STB-Metrorex e-ticketing system, plus CFR in the long term (for metropolitan transport). • Developing the integrated tariff system in Bucharest (Metrorex + STB) and Ilfov County (including regional CFR) • Equipping the fleet with passenger counting instruments (cameras, sensors or fare depending on the length of the journey) and making them functional
1.5.6. Improving the regulatory and planning framework in the field of transport infrastructure and services	<ul style="list-style-type: none"> • Developing, approving and implementing a street design guide at the level of the Capital (PMB and sector municipalities) • Updating and implementing studies to optimize the use of the street layout • Logistics strategy for streamlining the capital's supply system • Mobility plans/mobility studies for the new developments of over 250 jobs/dwellings located in areas with limited infrastructure capacity (e.g. Calea Floreasca, central ring, etc.) • Implementing one-way streets (e.g. Barbu Văcărescu - Calea Floreasca: east-west connections need to be supplemented; Bd. Tudor Vladimirescu - Str. Progresul: additional north-south connections are needed) • Setting up dedicated lanes for public transport, on the main boulevards, but also on the secondary streets • Reconfiguring streets from 2 lanes in each direction to 1 lane in each direction + bicycle lanes + 1 lane for left turns (pilot-projects Șos. Antiaeriană and Șos. Andronache) • Collecting, analyzing and publishing annual mobility statistics (Bucharest mobility sheet/bulletin) • Expanding the traffic management system (acquisition of new cameras, push-button traffic lights for pedestrians, sensors and equipment for measuring flows,

Programs	Types of interventions
	<p>traffic control machines, etc.), including prioritization of public transport at traffic lights.</p> <ul style="list-style-type: none"> Developing a “Mobility as a Service” application (including by developing the existing applications at STB level) in order to integrate all mobility services at Bucharest-Ilfov level.
POLICY 1.6 EXPANDING AND UPGRADING THE ELECTRICITY INFRASTRUCTURE AND PROVIDING ACCESS TO TELECOMMUNICATIONS	
1.6.1. Ensuring the supply from SEN (National Energy System) of the necessary energy for the Capital and its functional urban area	<ul style="list-style-type: none"> Ensuring the flexibility of the 220/110 kV Fundeni substation, installing a new AT 220/110 kV 200 MVA and a new 400/110 kV 250 MVA transformer in the Substation Bucharest South. Building a new 400 kV or 220 kV power station and 400 kV overhead/underground power lines
1.6.2. Improving the system for the distribution of electricity to consumers	<ul style="list-style-type: none"> Replacing the 110 kV UPL with increased capacity cables (such as on the route București Nord-Centru, Militari-Răzoare, Militari-Grozăvești, Răzoare-Grozăvești, etc.) Performing preventive maintenance works and investments in network elements to reduce the number of interruptions and upgrading the installations
1.6.3. Developing the broadband internet infrastructure	<ul style="list-style-type: none"> Setting up free Wi-Fi hotspots in public areas Developing the underground metropolitan fiber optic network of Bucharest (NetCity) Supporting private investment to expand 5G infrastructure
POLICY 2.1 ATTRACTING INVESTMENTS IN SMART SPECIALIZATION FIELDS	
2.1.1. Developing new business poles at local and metropolitan level	<ul style="list-style-type: none"> Appropriately regulating urban areas (PUG, PUZs) and providing support infrastructure (access infrastructure, public transport, utilities, etc.) for new business areas (office buildings, mixed projects, logistics, commercial and industrial spaces, coworking spaces, etc.) - e.g. Rocar area, Trafic Greu area, IMGGB area, Chimopar-Policolor, Titan-Faur-Republica, Promenada, Obor Railway Station, Romexpo, Timișoara-Preciziei, etc. Collaborating with the Ilfov County Council and TAUs in Ilfov County in order to develop new economic poles in the complementary area around the Capital (e.g. Măgurele, Moara Vlăsiei, Brănești, etc.) Overtaxing of vacant/abandoned land plots in order to include them in the economic circuit.
2.1.2. Promoting the image of the Capital and its functional urban area as an economic hub of European importance	<ul style="list-style-type: none"> Establishing promotional partnerships with catalyst organizations to attract and support investors (e.g. bilateral chambers of commerce, embassies and consulates, employers' organizations, etc.) Participating with own stand or in partnership with the Ilfov County Council/RDA BI and private companies at major investment fairs in Europe (Munich, Cannes, etc.) and around the world Developing a WEB portal designed to attract investors <p>Creating a network of “economic ambassadors” of the Capital (successful businessmen, managers, performance athletes, young people with outstanding educational performances, etc.)</p>
POLICY 2.2 ENCOURAGING ENTREPRENEURSHIP AND SUPPORTING ACTIVE SMEs	
2.2.1. Developing the infrastructure and	<ul style="list-style-type: none"> Creating/developing business incubators/accelerators Creating/developing industrial and logistics parks for SMEs

Programs	Types of interventions
support services for entrepreneurs	<ul style="list-style-type: none"> Supporting the activity and programs carried out by the entities that offer support to entrepreneurs (such as business hubs, fablabs, makerspaces, coworking spaces, etc.) Creating/expanding new exhibition and product/service testing facilities.
2.2.2. Stimulating entrepreneurship through local measures	<ul style="list-style-type: none"> Adopting de minimis schemes to provide tax facilities for entrepreneurs Upgrading agri-food markets in order to expand and improve the exhibition spaces of small traders Organizing flying markets in public spaces to sell local products Developing an online platform to sell products made in Bucharest Implementing a local brand (such as “Made in Bucharest”) and applying the logo on locally made products.
2.2.3. Providing financial support for SMEs for development and internationalization, as well as overcoming the effects of the crisis caused by Covid 19	<ul style="list-style-type: none"> Financing investments in tangible and intangible assets of micro-enterprises Financing the implementation of new business models in order to internationalize enterprises Supporting the transition of enterprises from start-up to scale-up Providing grants and other financial instruments to overcome the effects of the Covid 19 crisis.
2.2.4. Digitizing the SME sector in order to align it with global trends	<ul style="list-style-type: none"> Implementing technologies, tools, solutions for automation, robotics, artificial intelligence, customization, IoT etc. at the level of SMEs in the Capital Establishing/developing digital innovation hubs
POLICY 2.3 ENSURING THE NECESSARY SKILLS ON THE LABOUR MARKET	
2.3.1. Encouraging the attraction of skilled workforce from the country and from abroad	<ul style="list-style-type: none"> Organizing professional integration courses for the workforce in the country and abroad Supporting the network of international schools teaching in different foreign languages in order to increase the attractiveness of the Capital for the workforce from abroad Developing the information infrastructure (e.g. in the public transport system, in local administration, etc.) in international languages (minimum English) for the foreign workforce
2.3.2. Adapting the education and lifelong learning offer to the new dynamics of the labor market	<ul style="list-style-type: none"> Developing the vocational education infrastructure, especially in dual system, in partnership with economic agents Providing appropriate endowment of school laboratories and workshops in the Capital in order to encourage the practical training of students, especially in the STEM (science, technology, engineering and mathematics) field Developing new facilities and camps for non-formal education of children in STEM system (following the model of Științescu HUB in Sibiu) Encouraging initiatives for formal and informal lifelong learning (e.g. in the IT field) of adults, to help them adapt to the new global trends, especially in terms of automation/robotization/digitization/artificial intelligence
POLICY 2.4 SUPPORTING THE DEVELOPMENT OF THE RDI SECTOR, KNOW-HOW TRANSFER AND ADVANCED TECHNOLOGY	
2.4.1. Supporting the creation and development of public and private RDI infrastructure	<ul style="list-style-type: none"> Creating/developing the RDI infrastructure at the level of research institutes/centers, including those within universities Creating/developing SMEs' own RDI infrastructure Supporting the establishment of innovative start-ups and spin-offs

Programs	Types of interventions
	<ul style="list-style-type: none"> Supporting the participation of local public and private RDI entities in European networks and projects
2.4.2. Supporting technology transfer in order to market the results of RDI activity	<ul style="list-style-type: none"> Creating/developing the innovation and technology transfer infrastructure (e.g. science and technology parks) Supporting partnerships between innovation and technology transfer entities and SMEs for the implementation of applied research results
2.4.3. Supporting the operation and development of clusters in the fields of smart specialization	<ul style="list-style-type: none"> Supporting measures to animate the infrastructure and RDI services, at international level, and capacity building Supporting training and skills development of actors in a quadruple helix regional innovation system (universities, RDI and technology transfer entities, catalyst organizations, administration, companies).
POLICY 2.5 STRENGTHENING THE COOPERATION BETWEEN BUSINESS COMMUNITY AND THE LOCAL PUBLIC ADMINISTRATION	
2.5.1. Strengthening the dialogue between the business community and the local administration	<ul style="list-style-type: none"> Establishing an Advisory Council for economic development and dialogue with the private sector at PMB level Establishing an office for the relationship with the business community within the PMB and each sector municipality Organizing an annual award ceremony for the legal entities that contribute the most to the PMB/sector budget
2.5.2. Encouraging the corporate social responsibility activities of local companies	<ul style="list-style-type: none"> Adoption by Bucharest companies of public spaces (e.g. squares, roundabouts, playgrounds, mini-green areas etc.) and their maintenance in exchange for promoting their image through customized mini-totems (following the model of other cities in the country)
POLICY 3.1 IMPROVING ENERGY PERFORMANCE OF PUBLIC AND PRIVATE BUILDINGS	
3.1.1. Increasing the energy efficiency in residential buildings	<p>Performing interventions at residential buildings (blocks of flats) covering:</p> <ul style="list-style-type: none"> the elements that make up the building envelope; the heat transfer fluid distribution installation and the heating system in the condominium; the lighting installation integrated in the building; the intelligent systems for the management and administration of electricity consumption the space heating and domestic hot water supply installation the air conditioning installation the mechanical ventilation and/or natural ventilation installation the active/passive solar systems and other heating and/or cooling systems, including electric, based on renewable energy sources the consolidation measures, depending on the risks identified the heating plants other activities/measures that increase the energy efficiency or that are required by specific legislation in the field of energy efficiency.
3.1.2. Increasing the energy efficiency in public buildings	<p>Performing interventions at public buildings (educational, health, social, administrative, cultural units, etc.) covering:</p> <ul style="list-style-type: none"> the elements that make up the building envelope; the heat transfer fluid distribution installation and the heating system in the condominium; the lighting installation integrated in the building;

Programs	Types of interventions
	<ul style="list-style-type: none"> the intelligent systems for the management and administration of electricity consumption the space heating and domestic hot water supply installation the air conditioning installation the mechanical ventilation and/or natural ventilation installation the active/passive solar systems and other heating and/or cooling systems, including electric, based on renewable energy sources consolidation measures, depending on the risks identified the heating plants other activities/measures that increase the energy efficiency or that are required by specific legislation in the field of energy efficiency. the installation of recharging points for electric vehicles and embedded piping for electric cables in buildings with more than 10 parking spaces.
POLICY 3.2 REHABILITATING AND INCREASING ENERGY EFFICIENCY OF THE CENTRALIZED THERMAL ENERGY SYSTEM	
3.2.1. Developing thermal energy production capacities through high efficiency cogeneration or trigeneration and/or based on alternative fuels	<ul style="list-style-type: none"> Establishing/upgrading heating/cooling power plants at area/neighborhood/district or block/condominium level (e.g. Băneasa, Pipera, Titan, Militari, Casa Presei) Ensuring seismic consolidation of assets related to the central heating system Rehabilitating/upgrading the primary and secondary heat transmission and distribution network, including the related technical infrastructure Setting up cogeneration units
3.2.2. Upgrading/refurbishing the existing thermal power plants in order to comply with environmental requirements and to ensure peak consumption	<ul style="list-style-type: none"> Refurbishing/implementing thermal energy generation capacity at peak mode of approx. 100-200 Gcal/in existing thermal power plants
3.2.3. Reorganizing the administration of centralized heat supply system	<ul style="list-style-type: none"> Gradually settling the distribution operator's/PMB's debts to the main producer - ELCEN (either by mutual agreement or following a lawsuit), so that the latter in turn honors its outstanding payment obligations to suppliers, creditors, etc. Making a decision on the system management, especially considering the approval of ELCEN's restructuring plan, which provides the transfer of the producer's assets by the end of 2020, either by the municipality or by the Ministry of Economy in the form of a new entity, or to any private investor.
POLICY 3.3 UPGRADING AND INCREASING THE ENERGY EFFICIENCY OF THE PUBLIC LIGHTING SYSTEM	
3.3.1. Upgrading the public lighting infrastructure in order to reduce energy consumption and increase service quality	<ul style="list-style-type: none"> Replacing all existing sodium or metal-halide luminaires with LED technology, which will result in an increase in energy efficiency. Implementing night-time dimming solutions in low-traffic areas at certain timeframes Using photovoltaic lighting systems in parks and parking lots, which would lead to a decrease in the total electricity consumption of the public lighting system of Bucharest
3.3.2. Expanding and upgrading the architectural lighting infrastructure	<ul style="list-style-type: none"> Making an inventory of buildings and public spaces that could benefit from architectural lighting Developing partnership schemes between owners and local public administration and lighting projects

Programs	Types of interventions
	<ul style="list-style-type: none"> Installing LED lighting systems
POLICY 3.4 ENSURING EFFICIENT WASTE MANAGEMENT AND PROMOTING THE TRANSITION TO A CIRCULAR ECONOMY	
3.4.1. Improving the preparation for reuse and recycling of collected municipal waste	<ul style="list-style-type: none"> Developing the Municipal Waste Management Plan (in correlation with the Ilfov County Waste Management Plan) Developing the separate collection system for recyclable waste, biowaste, textile waste and hazardous household waste (mobile collection equipment, separate collection machines, support infrastructure for collection, transport and temporary storage, collection centers, etc.) Expanding the system of buried garbage bins all over the capital in order to avoid olfactory pollution and even the risk of the population getting sick in the hot season. Building waste sorting, separate collected bio-waste treatment, anaerobic digestion and waste composting facilities Developing sorting and crushing capacities for construction waste
3.4.2. Developing municipal waste treatment capacities	<ul style="list-style-type: none"> Developing mechanical-biological waste treatment facilities Setting up waste incineration units with energy recovery Expanding the waste storage capacities Closing of non-compliant landfills
3.4.3. Improving public sanitation services	<ul style="list-style-type: none"> Sweeping the crowded areas twice a day, the central area and the main arteries daily and once every 2-3 days for the rest of the streets Daily washing of arteries/crowded areas/markets/fairs in the central area and 1-3 times a week for the rest of the streets Replacing used brushes/brooms with vacuum equipment Upgrading and equipping with GPS systems the sanitation vehicle fleet Implementing the “Pay as you throw” concept regarding the frequency of collection and the type of containers used Implementing the 5-fraction (or 2-fraction + subsequent sorting) waste collection: biodegradable waste, paper/cardboard waste, plastics, glass/metal waste and residual waste Concluding contracts for the transport of construction/demolition/renovation waste and upgrading works by all natural and legal persons carrying out such works Composting of vegetable waste in parks, yards and gardens Performing monthly collection (and additional on request) of bulky waste Ensuring minimum quarterly collection of WEEE Prohibiting waste abandonment on public and private domain
POLICY 3.5 REDUCING POLLUTION AND IMPROVING AIR, WATER AND SOIL QUALITY	
3.5.1. Improving air quality, including indoors	<ul style="list-style-type: none"> Updating and implementing the Integrated Air Quality Plan, and the Air Quality Maintenance Plan in Bucharest Controlling road traffic in areas where the maximum permitted concentrations for ozone precursors are exceeded (consider also traffic-free areas). Introducing an alert system that allows the promotion measures in real-time in the event of problems related to ozone concentrations. Discouraging the use of dark and asphalt/bitumen-based materials to reduce the incidence of heat island and volatile organic compounds Improving the quality of green areas by reconsidering the introduction of grass and shrubs layer, including in the area of street lines and gardens of residential buildings

Programs	Types of interventions
	<ul style="list-style-type: none"> • Controlling the use of fuels in residential areas that are not connected to the central heating network, especially in winter • Controlling the decomposition gas discharges from the box culverts of Bucharest City • Monitoring the compliance with the environmental conditions imposed on construction sites • Improving the environmental auditing of economic operators that hold environmental permits, in order to improve compliance with the environmental legislation requirements • Organizing a quality monitoring system for the indoor environment of the population • Implementing measures from the Rules governing the organization and operation of the public sanitation services (sweeping, vacuuming, street washing, public spaces) • Reconfiguring and expanding the environmental quality monitoring network in Bucharest City by considering new measurement points and new relevant substances (e.g. benzene for urban air). • Decreasing the number of non-Euro, Euro 1 and Euro 2 vehicles in the car fleet by introducing adequate legislative and tax provision.
<p>3.5.2. Improving the quality of surface and ground water</p>	<ul style="list-style-type: none"> • Ensuring the renewal and/or eutrophication combating flows on the course of Colentina and Dâmbovița rivers • Ensuring total coverage of Bucharest City by water supply and sewer services • Completing the extension of the Bucharest treatment plant • Reconfiguring and expanding the environmental quality monitoring network of Bucharest City by considering new measurement points and new relevant substances (pesticides, biocides and medicines for wastewater).
<p>3.5.3. Noise pollution prevention and reduction</p>	<ul style="list-style-type: none"> • Updating the strategic noise maps and implementing the measures in the Action Plan for the prevention and reduction of environmental noise at the level of the Capital, Otopeni and Băneasa airports and of the CFR network • Implementing sound barriers by raising green areas and installing green barriers with vegetation • Enveloping buildings' facades with special insulation material • Installing special insulation windows • Installing sound-absorbing panels along the railway lines • Reducing the time of use of industrial noise-generating equipment and gradually replacing them with quiet equipment
<p>3.5.4. Improving drinking water supply, sewerage and wastewater treatment services</p>	<ul style="list-style-type: none"> • Implementing the Master Plan for the water supply and sewage system in Bucharest City, more precisely of the investments provided in the Mandatory Investment Program (MIP) assumed by the concession contract of the private operator for the period 2020-2031 • Completing the works for the extension and rehabilitation of water and wastewater infrastructure in Ghidigeni, Olteniței, Cheile Turzii and Henri Coandă areas • Completing the works for the extension of the Glina Wastewater Treatment Plant (capacity of 2.5 million population equivalent and 8.3 m³/s biological treatment), including a sludge incinerator • Completing the rehabilitation works of the main collectors and the Dâmbovița collector channel (Box) - Stage II • Adapting the sewerage system to a calculation frequency, in case of rains, of 1:10. • Building retention basins and setting up green areas to allow rainwater storage

Programs	Types of interventions
	<ul style="list-style-type: none"> • Rehabilitating and upgrading the stormwater drainage facilities from the underground passages Mărășești, Lujerului, Jiului, Victoriei and Unirii • Expanding the separate rainwater collection network, directing them directly to the outflows after pre-treatment, where this is possible (for example, along the Colentina river valley) • Providing alternative sources of electricity for all wastewater pumping stations • Resizing the sewerage network in the areas of Cotroceni, Regina Maria, Tineretului and Slobozia street • Expanding the sewerage network in the areas located at the administrative limit of the city, as well as in the areas Luncilor, Gurilor, Dealurilor, Giulești-Sârbi or Lacul Morii • Completing the Ogrezeni Accumulation and raw water transport boxes to Crivina treatment plant • Expanding the rainwater and household sewerage network and increasing the transport capacity of the existing network in case of extreme rainfall events • Resizing the drinking water distribution system

POLICY 3.6 PRESERVING THE NATURAL HERITAGE AND DEVELOPING THE GREEN INFRASTRUCTURE

<p>3.6.1. Ensuring the protection and sustainable use of protected natural areas and degraded ecosystems</p>	<ul style="list-style-type: none"> • Creating facilities for the management of visitors, but also of biodiversity in the area of the Văcărești Natural Park, in order to increase its attractiveness and to ensure a better focus on social capitalization jointly with nature conservation • Maintaining the structural and functional integrity of Băneasa Forest and developing minimal infrastructures for visitors (sports infrastructures, bicycle tracks, alleys, spaces for creative activities)
<p>3.6.2. Expansion of the network of green areas, including through the reconversion of degraded/abandoned land</p>	<ul style="list-style-type: none"> • Rehabilitating parks, both by gradually replacing aged or affected vegetation by various infrastructures, but also by rehabilitating outdated or insufficient infrastructure • Performing operations aimed at restoring the delimitation of the herbaceous vegetation and the trees in the gardens of residential buildings • Expanding the functional green areas in the floodplain areas • Setting up public green spaces in residential areas with low accessibility to such functions (including through expropriations or urban planning regulations) • Ensuring a temporary minimal management of abandoned spaces, including the removal of invasive species (varnish tree, ragweed etc.) and of species that pose a risk to the health of the population (rats, ticks). • Preserving the diversity of the tree stock in Bucharest City by introducing mainly native species, especially in parks (e.g. ash, linden, oak, elm) and non-native species that have proven viable over time (e.g. American red oak, American maple)

POLICY 3.7 IMPROVING THE CAPITAL'S CAPACITY TO ADAPT TO CLIMATE CHANGE, TO PREVENT RISKS AND TO MANAGE EMERGENCIES

<p>3.7.1. Increasing the resilience to extreme weather events associated with climate change</p>	<ul style="list-style-type: none"> • Setting up a permanent advisory committee/working group on climate change at metropolitan level (Bucharest and Ilfov), respectively, with its help, developing, implementing and monitoring a Regional Action Plan for Climate Change Adaptation. • Implementing warning and alert codes adapted to the temperature and rainfall extremes in the urban environment, with the help of the National Meteorological Administration and other entities in the field of emergency situations. • On the occasion of the adoption of the new PUG, the inclusion of urban regulations stipulating clear requirements for the developers for combating the urban heat island effect and adapting to climate change.
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Programs	Types of interventions
	<ul style="list-style-type: none"> • Implementing measures to educate the population and raise awareness about the city impact on temperature extremes and the need to adapt the lifestyle. • Using satellite images in combination with surface data to perform a detailed analysis, on an intra-urban scale (neighborhood, census district, etc.), being able to capture all the complexity of the urban heat island phenomenon (day-night, clear sky - cloudy sky, etc.) in order to prioritize public interventions (e.g. green areas, shaded pedestrian areas, drinking water fountains, grass-covered parking lots, etc.) • Making and broadcasting weather forecasts that are customized for the characteristics of different blocks, neighborhoods or census districts • Setting up permanent first-aid facilities in all neighborhoods of the Capital Supporting the operation of continuous medical care facilities • Planting trees to provide shaded pedestrian routes • Monitoring weather parameters in detail in order to timely capture the local impact of climate evolution, by installing mini-weather stations/sensors (possibly integrated with those measuring pollution levels) in as many areas of the Capital as possible and connecting them to a monitoring center • Informing the population more efficiently on the forecast weather hazards (e.g. by using the Ro-Alert model) • Expanding the network of street taps and fountains • Setting up rainwater retention basins for more frequent irrigation of planted areas, street spraying etc. Implementing automated irrigation systems for green areas, based on humidity sensors.
<p>3.7.2. Flood risk prevention</p>	<ul style="list-style-type: none"> • Carrying out an updated basin study (for the Argeş, Dambovița, and Colentina rivers) to identify the actions necessary for flood protection, including a detailed institutional analysis of the land and assets, necessary expropriations, rehabilitation, etc. • Developing the drainage systems administrated by ANIF to discharge water by pumping it from the Giulești polder and carrying out works to discharge excess natural water naturally/gravitationally – a solution study will be initiated (Conceptual Note) followed by a (Pre-)Feasibility Study • Evaluating the operation and safety of the Morii Lake drain and rehabilitating it so as to ensure proper drainage of the waters infiltrated in the lateral dams • Using the Dâmbovița River as a receiver for rainwater in a separate system and for water coming from the sewerage network, the latter being diluted to such a degree as to fall within the limits provided in the regulations in force • Redeveloping the Dâmbovița riverbed in order to adapt it to the dynamic process, by creating community recreation areas that would also serve as floodplains during periods of high water • Using the valley of Colentina River and the related chain of lakes as a receiver for rainwater in a separate system and for water coming from the sewerage network, the latter being diluted to such a degree as to fall within the limits provided in the regulations in force • Carrying out works to increase the capacity of the evacuators for the dams on Colentina river downstream of the Buftea development according to the norms in force, complying with the technical assessments for safe operation and with the operating rules • Changing the dry weather flow section of the main collectors of domestic sewage and rain waters • Deviating flows in dry weather so as to increase flow rates and prevent deposit formation • Limiting the negative effects on water quality in the collector by creating a side accumulation (polder) downstream SEAU Glina, in the Bălăceana area, to take

Programs	Types of interventions
	<p>over flood peaks and retain the sediments (controlled process of natural treatment/settling)</p> <ul style="list-style-type: none"> • Using the Văcărești Lake to take up exclusively rainwater and discharge it according to the legislation in force • Setting up the Dâmbovița, Mangu, Cânic and Ciorogârla rivers, the Pasărea valley and the Mogoșoaia and Cernica lakes, also rehabilitating the ANIF canals, in order to take over the rainwater from the metropolitan area • Operationalizing the Ogrezeni Accumulation (on the Argeș River), including with the aim of ensuring the water supply for the Capital
<p>3.7.3. Improving the response capacity in case of emergency</p>	<ul style="list-style-type: none"> • Transforming the process of preparing the Risk Analysis and Coverage Plan into a participatory planning process and submitting the document for public debate (at least online, but also by organizing meetings with other local stakeholders - e.g. NGOs, civic initiative groups at sector level, owners' associations, private companies, etc.) • Introducing in the Risk Analysis and Coverage Plan the areas most affected by climate risks, especially by urban heat islands during hot periods • Updating the analysis of the flood lines for the two watercourses (Dâmbovița and Colentina), since the Risk Analysis and Coverage Plan includes some studies that are 28-33 years old. • Updating the list of accommodation and food units for potential victims, so as to ensure a unified approach at the level of all sectors, since currently the methodology used for their mapping varies greatly • Carrying out detailed studies on the resources (human, technical, material, financial, informational, etc.) for intervention in emergency situations available to all organizations that are members of the City and Local Committees for Emergency Situations (e.g. SVSU, Local Police, various utility operators, administrations and municipal companies, etc.) • Mapping of resources made available by various NGOs that could be involved in resolving emergencies • Continuing the process of expanding the number of sirens, but also of modernizing them, by replacing the electric ones with electronic ones, capable of emitting customized sounds depending on the risk and with a high degree of audibility, connected to several electronic alarm control panels and more mobile control points, with at least double control (wire/radio/GSM/Internet), by developing a feasibility study indicating the most suitable solutions and locations • Continuing the investments carried out by IGSU and the Ministry of Health for the complete endowment of ISU "Dealul Spirii", SMURD and of the Bucharest-Ilfov Ambulance Service with complete means, technologies and endowments, according to the needs identified by these institutions • Continuing and disseminating public donation campaigns aimed at raising funds for SMURD endowment • Setting up new fire brigades/SMURD units and rescue substations in areas with high intervention times, in partnership between ISU/SABI, PMB and sector municipalities • Reconstructing, rehabilitating, upgrading, equipping the buildings where the fire brigades and ambulance substations operate, in order to ensure proper working conditions • Expanding the implementation of the traffic management system at the level of intersections yet undeveloped, in order to ensure priority of intervention vehicles in traffic • Continuing the steps for setting up the Metropolitan Hospital, which is planned to have an emergency room, heliport, 1,000 beds etc.

Programs	Types of interventions
	<ul style="list-style-type: none"> Investing in the expansion, upgrade and endowment of all emergency rooms in Bucharest hospitals (both subordinated to PMB and the Ministry of Health)
POLICY 4.1 DEVELOPING THE EDUCATIONAL INFRASTRUCTURE AND SERVICES	
4.1.1. Improving the early education system	<ul style="list-style-type: none"> Drafting a unitary plan for the development of educational infrastructure by identifying spaces available for the establishment of new school units, identifying areas where kindergartens/nurseries are needed, identifying new residential areas (or future residential areas) and ensuring school infrastructure Building new nurseries and expanding/ consolidating/ upgrading/ rehabilitating/ equipping the existing ones, especially in the case of examined buildings classified as posing seismic risk Building new kindergartens and expanding/ consolidating/ upgrading/ rehabilitating/ equipping the existing ones, especially in the case of examined buildings classified as posing seismic risk Refurbishing the indoor space of the existing kindergartens, including through design competitions, to adapt them to new trends in education (e.g. circular kindergartens) Setting up playgrounds, toy libraries and spaces for outdoor activities related to kindergartens Adopting urban regulations requiring the construction of nurseries/kindergartens in new authorized residential and/or mixed compounds, including their potential transfer to local administrations for operationalization
4.1.2. Improving the primary and secondary/high school education system	<ul style="list-style-type: none"> Creating modular constructions in the already existing units accommodating 2-3 shifts and identifying buildings in the patrimony of the public administration that can be transformed into educational units, in the medium term Building new junior high schools and extending/ consolidating/ upgrading/ equipping the existing ones, especially in the case of units accommodating 2-3 shifts and the examined buildings classified as posing seismic risk Rearranging and equipping, including through architectural solutions contests, the indoor spaces of educational units in order to encourage learning, interaction, mobility, satisfaction of the individual needs of the students etc. Building new school gyms and upgrading/rehabilitating/equipping the existing ones Creating new sports fields in the courtyards of schools/high schools and upgrading/rehabilitating/equipping the existing ones Building new teaching swimming pools Setting up and equipping school laboratories, in order to strengthen STEM education Setting up and equipping school libraries and information/documentation centers for students Supporting private investment in schools/high schools, especially those in foreign languages Expanding and equipping the student school transport system Expanding video surveillance systems to prevent violence in schools and connecting them to police dispatchers Ensuring the minimum hygiene conditions in all schools in the Capital and monitoring their implementation Developing the digital learning (e-learning) infrastructure and systems; digitizing classrooms, beyond the presence of smart boards and computers at the classroom level, and the educational process, by creating highly interactive

Programs	Types of interventions
	<p>systems capable of changing the paradigm in the provision of education services to an intelligent, student-centered environment.</p> <ul style="list-style-type: none"> • Ensuring the infrastructure for spending free time so that students can use the school space even after the classes • Developing a complex offer of volunteering programs where students and teachers can get involved • Setting up associative structures such as Neighborhood Centers or Community Centers for Lifelong Learning following the quadruple-helix model, which, in addition to carrying out social, cultural and educational activities at the community level, also function as “grassroots” platforms for debate and lobby for improvements or changes in the educational process in the community • Adopting the “Learning City” concept by Bucharest, joining a global network of cities aimed at “ensuring quality, inclusive and fair education and promoting lifelong learning opportunities for all”. • Digitizing some aspects related to the administration of educational institutions (schools to report their problems online through a digital platform that is connected to the public administration and network operators) • Developing, reviewing and adapting the curriculum by the decision of the school and school curricula • Developing, piloting and implementing innovative teaching strategies, methods and techniques, especially in clusters, focusing on adapting to the requirements and needs of the new generations, inclusive education etc. • Developing the initial and continuous training system for teaching staff, including teacher mentoring, especially in areas such as digital skills, personal development, socio-emotional skills, preventing and fighting against segregation, working with children/students with special educational needs (SEN)/disabilities, children/student rights, online working mechanisms, participatory democracy, inclusion, equal opportunities, communication, public speaking, etc. • Setting up and developing centers of excellence for gifted children • Supporting the international mobility of teachers, management staff and students • Developing and operationalizing assessment systems for key competencies of students (e.g. entrepreneurial, digital, etc.)
<p>4.1.3. Strengthening technical and vocational education</p>	<ul style="list-style-type: none"> • Rehabilitating/upgrading/equipping boarding schools and cafeterias of technological high schools • Setting up new campuses for technical and vocational education, including by the conversion of existing underused buildings • Transforming high schools that do not have a large number of students into intensive vocational/dual education centers (e.g. Dacia Technological High School). • Rehabilitating/upgrading and equipping school laboratories and workshops in each technological high school, including in PPP with partner companies • Supporting economic agents to provide spaces, equipment and qualified personnel for on-the-job learning activities • Developing mechanisms to ensure and monitor the quality of learning in the workplace (e.g. quality monitors) • Carrying out student traineeships in enterprises • Teachers training in the field, especially in the field of digital and entrepreneurial skills • Training of management staff, especially in the field of institutional marketing, communication with economic agents and social partners, attracting external resources, strategic institutional planning etc. • Organizing study visits and productive traineeships in a dual system to familiarize students and families with the activity in companies

Programs	Types of interventions
	<ul style="list-style-type: none"> • Involving companies and NGOs in counselling and career guidance activities for students • Developing educational software and open educational resources in digital format, in partnership with the economic environment and the social partners • Organizing entrepreneurial competitions for students, based on practical applications, together with economic agents
<p>4.1.4. Improving the educational infrastructure and services for children/young people with disabilities and/or special educational needs (SEN)</p>	<ul style="list-style-type: none"> • Building new special schools/high schools and expanding/consolidating/upgrading/equipping the existing ones with equipment adapted to the type and degree of disability • Equipping educational units with specific infrastructure for children and young people with disabilities • Training of teaching and support staff involved in the education of children/young people with disabilities/SEN • Training of school management staff in the field of inclusive education • Adapting teaching-learning-assessment techniques to the specific needs of children/young people with disabilities/SEN • Developing/acquiring support materials, software, equipment, assistive techniques, different learning means adapted to the categories of disability/needs of children/young people • Developing sheltered workshops for students/young people with disabilities/SEN.
<p>4.1.5. Preventing early school leaving, segregation among students and promoting remedial education</p>	<ul style="list-style-type: none"> • Implementing “Hot Meal” measures, including benefits on the nutrition and health of students • Extending the “School after School” program to as many schools as possible, including for children from low-income families • Carrying out recreational and social activities for students • Developing counselling services, personal and socio-educational skills development, coaching etc. • Implementing a student-centered approach, in the case of young people at risk of school leaving (counselling and school and professional guidance, individualized support for the transition from lower secondary education to high school/vocational school, boarding costs, transportation, scholarships, supplies, etc.) • Developing counselling and career guidance services for students at risk (e.g. low-income families, single parents, parents abroad etc.) • Providing continuous training of teachers in order to manage the risk of school leaving, especially in the case of vulnerable students, but also for the implementation of remedial programs • Carrying out information/training programs for parents (parental education) and community actors in order to prevent school leaving • Developing the network of school mediators at the level of marginalized/disadvantaged communities • Developing and expanding “Second Chance” programs, through information, counselling and guidance to potential beneficiaries, enrollment and participation in flexible programs, customized support services, counselling and school and professional guidance • Supporting schools with low-performing students to implement measures to improve support services for them • Supporting students with low school performance through integrated additional training programs (educational support, counselling and recreational activities, networking, etc.) • Implementing peer-learning and peer-mentoring between educational units etc., as well as developing thematic learning communities

Programs	Types of interventions
	<ul style="list-style-type: none"> Developing support materials for the development of students' skills, including the digital ones
<p>4.1.6. Increasing the participation of adults (over 25 years) in training and lifelong learning programs</p>	<ul style="list-style-type: none"> Developing and strengthening effective systems for anticipating the skills needed in the future and adapting the training offer to them Developing lifelong guidance services in support of the professional transition Adapting postgraduate training, continuing professional development and upgrading programs to the needs of the society and of the labor market Continuous training of trainers, instructors, apprenticeship coordinators, including through internships with employers Assessing and recognizing the skills acquired by adults in non-formal and informal ways Providing financial support for adult participation in lifelong learning programs Carrying out flexible “Second Chance” programs, including vocational training modules, customized support for trainees to prevent school leaving, including information, counselling and career guidance Setting up community centers for lifelong learning Developing partnerships between high schools/universities and companies for carrying out continuing education programs, assessment and certification of non-formal and informal skills Supporting international mobility for adult education Carrying out activities aimed at acquiring digital skills
<p>4.1.7. Consolidating the Capital as a university center of European importance, with an essential role in maintaining the city attractiveness for new talents</p>	<ul style="list-style-type: none"> Creating an association between higher education institutions, Bucharest Municipality and other institutions and private companies, following a quadruple helix model, in order to jointly promote Bucharest as a European university center and implementing a common strategy in this regard Building new university campuses (e.g. Smart City), consolidating/expanding/rehabilitating/upgrading the existing ones (Politehnică, Tei) Building new student dorms, consolidating/extending/rehabilitating/upgrading the existing ones Developing/rehabilitating/upgrading sports infrastructure for students Developing/rehabilitating/upgrading university libraries Establishing partnerships with large employers to equip universities with modern equipment that would enable innovative activities Involving students and the academia in proposing or creating public spaces and facilities specific to their cultural life in campus areas Providing support for students with low income and at the risk of school leaving (scholarships, facilitating the access to a part-time job, etc.) Developing and operationalizing centers for monitoring the needs of students, counselling and professional guidance adapted to them, as well as other activities (sessions, camps, trainings, workshops, etc.) Developing tutoring and mentoring services for first year students, including through volunteer student organizations Carrying out specific actions to attract students from disadvantaged areas and groups in higher education (e.g. caravans in high schools, demonstration courses, information and promotion materials and campaigns, etc.) Developing partnerships between universities and high schools to provide educational services (e.g. counselling, additional training) for students at risk of school leaving Supporting excellence in the university field, by awarding PhD and post-PhD grants Supporting student international mobility

Programs	Types of interventions
	<ul style="list-style-type: none"> • Supporting the attraction of students from abroad (development of a Study platform in Romania, presence at specialized international fairs, single presentation film for the university center, etc.) • Cooperating with the private sector in order to expand the university curriculum, create opportunities for traineeships and student transition to the labor market • Designing courses that use technology as an infrastructure for innovative teaching and stimulating the access to various sources of information, thus supporting inventiveness in research • Increasing the number of study programs in English and French • Cutting red tape of enrollment in university institutions • Introducing study programs in Chinese (due to the large influx of Chinese students), Russian and German (due to the market demand for these two languages, but also due to their growing popularity in recent years) • Operationalizing study credits • Establishing partnerships for offering scholarships to foreign students • Merging and digitizing facilities for students, so that there are dedicated unified services at the Capital level (e.g. introducing a single access card for all libraries in the Capital, a single “student card” with discounts on leisure activities, etc.) • Creating partnerships for student free access to debates and conferences of interest in the city • Creating more volunteering opportunities for students (e.g. volunteers at IGSU, SMURD, social NGOs, etc.) capable, up to a point, to fill the staffing need in various fields and through which students can get in direct contact with city problems • Developing applied master's/didactic master's/professional PhD programs • Developing training programs for students in partnership with economic agents, RDI entities • Developing continuing education programs for language, digital, entrepreneurial skills of academic staff • Involving alumni networks in the process of monitoring the insertion of graduates • Developing student entrepreneurial skills (e.g. simulated enterprises, business idea competitions, mentoring, training courses) • Implementing entrepreneurship schemes for students (e.g. financing business plans, start-ups) • Establishing partnerships between economic agents and universities for traineeships, internship programs, on-the-job learning etc. • Developing educational resources open to students (single E-learning platform at city level to stimulate competitiveness in the academia and facilitate interdisciplinarity between universities and fields of study, digitization of university courses and their opening to a larger mass of students) • Creating a research HUB that can serve as good practice and can then be transferred as a working method to several universities (e.g. Living Labs). • Creating a common framework for monitoring student satisfaction (through a single online platform) on university programs and facilities for them as well as for monitoring their career paths to determine the usefulness of study programs and partnerships with the business community
POLICY 4.2 PROMOTING THE SOCIAL INCLUSION OF DISADVANTAGED GROUPS AND PEOPLE AT RISK OF POVERTY	
4.2.1. Improving non-discriminatory access to the labor market for the inhabitants of the Capital and commuters attracted by the city	<ul style="list-style-type: none"> • Providing customized information, counselling and guidance services for people from disadvantaged groups on the labor market (inactive people, young people, long-term unemployed, people with disabilities, people from marginalized communities, people released from detention, young people who have left the protection system, Roma, etc.)

Programs	Types of interventions
	<ul style="list-style-type: none"> • Providing employment, mediation, integration and labor market activation support services for disadvantaged people • Carrying out literacy, “Second Chance”, training, apprenticeship at work programs, internships for people from disadvantaged groups • Providing socio-professional support services, complementary to employment services • Carrying out programs to encourage entrepreneurship among people from disadvantaged groups (training for the development of entrepreneurial skills, specialized tutoring/mentoring, assistance and counselling, financial support for setting up start-ups, post-establishment assistance, including for digitalization, managerial training) • Organizing events to promote the social economy • Developing resource centers for the social economy, networks, consortia, including specialized studies on the potential and the impact of the sector • Supporting social economy units for the insertion of employees • Providing packages to stimulate commuting, including relocation to the Capital • Carrying out detailed studies on the labor force deficit in the Capital and developing support services for remigration, in partnership with the private sector, social partners, diaspora, etc. • Supporting the set-up by employers of spaces for nurseries, in order to ensure a work-life balance for mothers • Developing mechanisms to monitor the labor market, anticipating the need for skills • Strengthening partnerships and dialogue with social partners for employment • Encouraging and supporting flexible forms of employment • Providing accessibility of jobs and conditions offered by employers for people with disabilities • Supporting active aging by involving workers over 60 in guardianship, mentoring, tutoring activities etc. for young workers
<p>4.2.2. Promoting the social inclusion of children and young people</p>	<ul style="list-style-type: none"> • Developing services/day centers and ensuring free access for children in difficult situations, at risk of family separation (child care during the day, counselling, guidance, support for parents) • Developing specialized services/day centers for children and young people with behavioral disorders (violence) • Developing day care/recovery/rehabilitation or palliative services • Developing psychological therapy, speech therapy, psycho-pedagogical therapy, sensory stimulation, physical therapy, adapted sports or counselling and parental education services for the development of specific skills • Developing rehabilitation services at home (in the community), through a mobile team, for non-mobile children with disabilities • Developing psychological intervention services as well as individual and group emotional counselling (cognitive stimulation, play therapy, art therapy), non-formal educational activities correlated with the preschool curriculum, recreation and networking, as well as communication activities, social interaction and group skills, autonomy/personal self-service skills, gross and fine motor skills etc. for children with mental illness • General development of services dedicated to children with disabilities and their families, especially in resting-type centers, day centers, crisis and recovery centers • Developing family-type services or establishing partnerships with other counties where these family-type services are developed • Developing integrated support services in the community for young people who have left/are about to leave the protection system (counselling, career guidance,

Programs	Types of interventions
	<p>personal development, development of independent living skills, vouchers for the rent for a certain period of time, post-intervention monitoring, etc.)</p> <ul style="list-style-type: none"> Organizing creative/sports camps for school children from low-income families
<p>4.2.3. Promoting social inclusion of elderly people</p>	<ul style="list-style-type: none"> Developing residential care and assistance centers (CAC) for the elderly Regulating and monitoring companies offering accommodation services for the elderly Expanding the network of day care centers, senior or retired centers, as well as home care services Piloting and assessing integrated intervention models for home care services as possible intervention models at national level Measures to promote active aging that encourage social participation (volunteering, intergenerational exchanges), maintaining good health (adapted sports, dental treatments, etc.) and independent living
<p>4.2.4. Promoting social inclusion of people with disabilities</p>	<ul style="list-style-type: none"> Developing recovery and resting day services for non-institutionalized people with disabilities Continuing the deinstitutionalization of people with disabilities and building/rehabilitating/upgrading/equipping sheltered housing for them Developing and diversifying social services for people with disabilities, for the specific needs related to different types and degrees of disability Providing access ramps at the entrances in residential buildings and support programs for people with disabilities, aimed at ensuring the accessibility of their houses and cars, as well as assistive equipment and technologies Developing a strategy to create a network of professional personal assistants, including by funding their courses Providing integrated packages for the employment of people with disabilities (assessment of professional and social skills, pre- and post-employment support measures, identification of potential employers and organization of job exchange programs, conducting media campaigns, etc.) Encouraging sustainable social affairs (e.g. sheltered workshops) for people with disabilities Developing mobile teams to provide assistance services to persons with limited exercise capacity or persons under ban
<p>4.2.5. Promoting social inclusion of other disadvantaged groups, including migrants</p>	<ul style="list-style-type: none"> Restructuring the institutional system for addressing disadvantaged groups (adjusting the criteria for access to services/social benefits, the relationship between DGASMB and sector DGASPCs, privatization of services, collection, processing and reporting of statistical data, impact monitoring and analysis) Developing health infrastructure and services for the recovery of war veterans Developing the infrastructure to protect the memory of Holocaust victims Developing a package of integrated services for the inclusion of immigrants and asylum seekers (access to medical services, psychological counselling and guidance, Romanian language courses, guidance and assistance, career counselling and guidance, skills certification, educational services for children etc.) Rehabilitating/upgrading/equipping temporary accommodation spaces for immigrants and integration centers for them Developing services for the inclusion of victims of human trafficking and domestic violence (temporary accommodation centers for victims and their children; rental vouchers; psychological, professional, legal counselling; material support, etc.) Building sheltered housing for victims of domestic violence Developing services for the inclusion of people suffering from alcohol and drug addictions (counselling services, relapse prevention, specific day therapies)

Programs	Types of interventions
	<ul style="list-style-type: none"> • Developing services for the inclusion of people released from detention (social assistance, counselling, support etc.) • Developing services for the inclusion of homeless people (counselling, social and medical assistance, street support, employment counselling and mediation etc.)
POLICY 4.3 IMPROVING THE ACCESS TO MODERN HEALTH INFRASTRUCTURE AND QUALITY MEDICAL SERVICES	
<p>4.3.1. Developing a hospital infrastructure servicing at national, regional and metropolitan level</p>	<ul style="list-style-type: none"> • Making investments in hospital units in accordance with the provisions of the 2018-2020 Health Strategy of the Bucharest City. • Correlating health infrastructure development lines at ASSMB level, with those planned at regional level (but also at the level of neighboring counties) and with adequate funding (from all funding sources), by observing the principle of efficient and effective financial management • Expanding, upgrading, rehabilitating and equipping hospital facilities responsible for taking care and treating critically ill patients, including children (e.g. treatment units for patients suffering from stroke, myocardial infarction, severe burns, polytrauma, premature births; operating rooms, AIC, oxygen stations, medical test laboratories, medical imaging, transport/transfer system, takeover circuits, etc.) • Expanding, upgrading, rehabilitating and equipping structures within the hospitals responsible for taking care of patients with genetic diseases and congenital anomalies, early retinopathy, rare diseases, pediatric neurological diseases, forensic expert evaluation and examinations etc. • Expanding, upgrading, rehabilitating and equipping microbiology laboratories in hospitals • Expanding, rehabilitating, upgrading and equipping blood transfusion centers • Equipping, expanding, rehabilitating, upgrading transplant facilities, including tissues and cells facilities, and those for cell therapies in hematology • Developing the infrastructure for centers of excellence in the detection, diagnosis and treatment of cancer patients • Equipping hospital wards with modern medical equipment, furniture, instruments etc. • Setting up centers of excellence in the field of diagnosis and treatment of prenatal/neonatal/postneonatal critically ill patients • Training of staff in hospital units and local administration with responsibilities in the field of health • Implementing measures for the control of intrahospital infections (protocols, training, plans, computerization) • Remodeling of medical waste circuits in hospital units • Periodic monitoring of patient satisfaction (at least for hospitals managed in the ASSMB network) • Supporting hospitals for the implementation of quality management in health (at least for hospitals managed in the ASSMB network) • Performing an analysis of the response of health units to the 2020 Covid-19 crisis and identifying ways to develop resilience for the next outbreaks
<p>4.3.2. Improving prevention, screening, primary, community and outpatient care services</p>	<ul style="list-style-type: none"> • Equipping/expanding/upgrading/rehabilitating family medicine practices • Building new family medicine practices in deficient areas (e.g. marginalized areas) • Equipping/expanding/upgrading/rehabilitating community health care centers/integrated community centers • Strengthening care at community level (community nurses and health mediators) in correlation with the needs rigorously identified in the marginalized urban areas of Bucharest

Programs	Types of interventions
	<ul style="list-style-type: none"> • Setting up/equipping/expanding/upgrading/rehabilitating school/student and dental healthcare practices • Setting up and equipping mobile units for the provision of primary health care • Setting up and equipping of continuous medical care facilities • Equipping/expanding/upgrading/rehabilitating hospital integrated outpatient facilities • Setting up and equipping screening centers (e.g. for oncological diseases) • Expanding/rehabilitating/upgrading/equipping hospital wards for acute patients for reconversion into spaces with beds for day hospitalization • Developing diagnostic, monitoring and treatment services for the chronic patients in the community • Ongoing training of staff involved in the provision of primary care services, including curriculum development • Developing preventive services for vulnerable people (social workers, children of uninsured parents, Roma, homeless people, dependent elderly people, etc.) • Implementing programs of screening, early diagnosis and treatment of early stages of diseases in vulnerable groups (cancer, hepatitis, HIV/AIDS, metabolic diseases, TB, etc.) • Implementing measures to inform and raise public awareness about the importance of a healthy lifestyle, early detection of diseases, etc. • Implementing nutrition programs in schools supervised by specialists • Setting up public centers for the recovery of children with autism spectrum disorder
<p>4.3.3. Improving rehabilitation, palliative and long-term care services</p>	<ul style="list-style-type: none"> • Carrying out studies for the inventory of public and private providers of physical medicine and recovery services, respectively for estimating the future needs of such services • Equipping/expanding/upgrading/rehabilitating health facilities that provide rehabilitation/recovery services, including medical, neurological and post-traumatic recovery centers • Equipping/expanding/upgrading/rehabilitating health units that provide palliative services and long-term medical care • Expanding/rehabilitating/upgrading/equipping hospital wards for acute patients for reconversion into spaces with beds for palliative and long-term care • Equipping/expanding/upgrading/rehabilitating health and social units • Training of staff in the field of rehabilitation, palliative and long-term care services
<p>4.3.4. Developing research in the medical field, with emphasis on modern methods of investigation, intervention and treatment</p>	<ul style="list-style-type: none"> • Infrastructure development and financial support for research programs in areas such as plasma, vaccines and new pharmaceuticals production, cancer control, genomics etc. • Attracting specialized personnel in the field of medical research from abroad • Developing clusters and networks for research and technological transfer of medical results • Piloting/testing the results of research in the medical field • Ensuring collaboration between health units and universities to train medical staff, promote joint research projects, conduct traineeships in the country and abroad
<p>4.3.5. Computerizing the medical system and</p>	<ul style="list-style-type: none"> • Implementing measures for the digitization/computerization of health units, including telemedicine

Programs	Types of interventions
digitizing medical services	
POLICY 4.4 IMPROVING CULTURAL OFFER AND ARTISTIC CREATION OPPORTUNITIES	
4.4.1. Improving the infrastructure, equipment and facilities for cultural production and consumption	<ul style="list-style-type: none"> • Implementing operations for the seismic examination, strengthening, expansion, rehabilitation, upgrading and equipping of public cultural institutions (theaters, museums, libraries, etc.) so that they ensure safety, allow access to people with mobility difficulties inside them, be more attractive, more interactive, more accessible • Making the best use of abandoned spaces or spaces in an advanced state of degradation in the city to transform them into socio-cultural facilities to serve both the central area, but especially the residential neighborhoods • Ensuring permanent update and promotion of the catalog of abandoned spaces with capitalization potential in Bucharest • Developing new socio-cultural facilities within residential neighborhoods serving as community centers, where activities chosen after consultation with the local community can be carried out • Establishing major areas of cultural interest and supporting the development of their identity - for example, "Cartierul Creativ", the ambiance room, areas dedicated to hubs and creative spaces, as well as new facilities, such as leisure areas or a new cultural district of museums in relation to the Dâmbovița river and the chain of lakes of the Colentina river • Setting up 6 theater clubs in the 6 sectors of the Capital to accommodate internship/project theaters for beginners, as well as artistic residencies. • Developing a setting up guide and for services offered in libraries and museums so that they are more attractive and in line with international standards for the display of materials and information. • Developing a signaling system at city level to promote cultural activities in the city in an attractive and unitary manner • Developing a network of workspaces for actors from the cultural and creative sectors, which can also function as community centers, exhibition spaces, or endowments for research and innovation in the field. • Developing an online platform that brings together and promotes all the activities in the cultural agenda of the Capital during a year
4.4.2. Developing a cultural identity offer on the European stage and proving fair access for the inhabitants of the Capital to it	<ul style="list-style-type: none"> • Organizing cultural events and actions at the level of Bucharest neighborhoods that contribute to strengthening the community spirit and facilitating access to a diversified cultural offer • Carrying out permanent initiatives such as marketing strategies and/or the barometer of cultural consumption to identify trends, motivations and expectations of Bucharest residents regarding the access to cultural activities in the city • Organizing activities of museums and other cultural institutions to attract more users (visiting schedule, adapted rates, etc.) • Organizing itinerant shows and educational activities (e.g. workshops) in school performance/sports halls to decentralize the cultural offer at the level of residential areas • Organizing new events in the public space - for example, performances in subway stations • Supporting cultural institutions in organizing major/international large-scale events
4.4.3. Developing the cultural and creative industries sector as a	<ul style="list-style-type: none"> • Supporting and developing hubs and acceleration programs in the field of cultural and creative sectors to encourage the development of the private sector in these fields

Programs	Types of interventions
<p>central element of the intelligent specialization of the Capital's economy</p>	<ul style="list-style-type: none"> • Facilitating communication between cultural institutions so that a number of traditional spaces (e.g. museums, libraries, etc.) can be activated through related socio-cultural actions • Correlating and coordinating the activity of institutions such as Creart, Arcub and Expo Arte • Supporting and facilitating the establishment of partnerships with the private sector for the development of the educational offer, both in terms of cultural managers' training, and innovation and interdisciplinarity promotion • Encouraging vocational training and the development of interdisciplinary projects that contribute to the digitization of the cultural offer and the introduction of new media for its presentation • Organizing exchanges of experience between cultural specialists in the Capital and staff involved in successful examples in Europe (both through staff mobility in Bucharest and by the development of artistic residencies) to develop and implement new practices in cultural management and diversification cultural offer • Drafting and implementing a tourism development and marketing strategy to promote cultural tourism within an integrated identity of Bucharest • Developing new financial instruments to support large-scale/multi-annual actions and cultural projects for the independent sector on the basis of a multi-annual financing budget of public authorities • Providing tax facilities for the development of the entrepreneurial sector in the field of culture, especially in areas of interest at the city level • Implementing scholarship programs and artistic residencies • Performing art acquisitions and distribution in galleries
<p>POLICY 4.5 DEVELOPING SPORTS AND YOUTH INFRASTRUCTURE AND SERVICES</p>	
<p>4.5.1. Developing the infrastructure, services and activities for young people</p>	<ul style="list-style-type: none"> • Implementing targeted measures at the level of neighborhoods with a high share of the young population - e.g. investments in education infrastructure (nurseries, kindergartens), playgrounds, sports facilities, accessibility of sidewalks for strollers etc. • Developing social services for young people leaving the protection system, single mothers and the mother-child couple, unemployed young people and those who left school early • Setting up/developing youth centers/clubs at community level, preferably in PPP, offering counselling activities, activity and creativity workshops, measures for the development of entrepreneurial and social entrepreneurship skills, development of social, civic, digital skills, information services, mediation of the relationship with various institutions etc. • Developing a network of youth workers • Implementing programs to stimulate entrepreneurship among young people (training, tutoring, mentoring, assistance, counselling, role models, grants for start-ups, post-setting up consulting) • Supporting social enterprises for the insertion of NEETs (not in education, employment or training), through qualification at work, counselling and career guidance, socio-professional support, job subsidies etc. • Supporting volunteering programs among young people for them to get familiar with the rigors of a job, develop new professional and transversal skills, gain experience, but also solve community problems.
<p>4.5.2. Promoting mass and performance sports</p>	<ul style="list-style-type: none"> • Developing and permanently updating a record of the sports infrastructure in Bucharest City (both in operation and in an advanced state of degradation) containing information on the type, condition, capacity and degree of equipment

Programs	Types of interventions
	<ul style="list-style-type: none"> • Performing sports infrastructure upgrading operations that require rehabilitation/extension/endowment works - e.g. by developing new facilities around the 6 school sports clubs (such as smaller scale multipurpose halls for several sports), new facilities for practicing performance table tennis, by purchasing new sports equipment, by improving the related facilities in the gyms (such as showers, locker rooms, etc.) etc. • Building major sports facilities to ensure the necessary spaces for performance sports, but also for organizing events and competitions of interest at municipal, national and international level (e.g. multipurpose hall, stadium with athletics track, etc.) • Developing financial instruments to support the implementation of sports programs dedicated to the inhabitants of Bucharest • Opening of sports halls and fields within schools to be rented outside of school hours • Implementing a park zoning updating program to differentiate recreational areas from areas dedicated to sports/physical exercises • Supplementing sports clinics and modernizing and equipping the existing clinic • Organizing outdoor sports and recreation activities - e.g. by blocking car access on certain streets in residential neighborhoods weekly/monthly • Diversifying sports infrastructure according to the interests by age groups - e.g. playgrounds for the 0-3 year group, climbing walls and virtual rooms that allow motor activities etc. for older age groups • Setting up metal structures around sports fields in educational institutions to allow their closure depending on the weather • Developing a research institute in the field of sports • Organizing major sporting events - e.g. the World Half Marathon Championship or International Children's Football Tournaments • Developing marketing strategies for various sports/typologies of sports activities identifying the target audience for the sports offer in the Capital and the appropriate ways to address it • Developing an online platform for bringing together and promoting all the activities in the sports agenda of the Capital during a year • Encouraging and supporting employers to develop actions or provide support to employees for the maintenance bonus • Using advertising spaces in public transport to promote sports • Promoting sports in the community through activation campaigns, such as sports simulators or events in shopping malls or in the public space (e.g. sports competitions in shopping malls, boating on the Dâmbovița River, podiums in the public space for gymnastics exercises etc.). • Supporting partnerships with academia to promote sports to both students and parents (e.g. during parent meetings at the beginning of the school year)
POLICY 5.1 INCREASING THE RESILIENCE OF THE BUILDING STOCK TO HAZARDS	
5.1.1. Seismic risk mitigation	<ul style="list-style-type: none"> • Determining the expected seismic response of the lands in Bucharest City in order to achieve seismic microzoning • Developing a database with elements at risk (residential and public buildings, transport infrastructure, utility networks) containing important metadata for seismic risk analysis (e.g. for buildings: the position, year of construction, construction material, load bearing structure, height, intended use). • Carrying out a seismic risk analysis for the Bucharest City, in order to inform the intervention decisions and to prioritize consolidation works according to the available resources

Programs	Types of interventions
	<ul style="list-style-type: none"> • Prioritizing and staging of data collection to determine the vulnerability of the building stock, respectively the need to develop expertise and technical projects and prioritizing intervention works to reduce the seismic risk of buildings • Using co-benefits to combine seismic investments with investments in climate adaptation • Developing a technical and legal framework to introduce and operationalize the concept of seismic resilience of the building stock. • Prioritizing risk mitigation interventions (consolidation, reconstruction/demolition): • Improving the exchange of information on hazard, exposure, vulnerability and risk between the institutional actors and developing a data system that allows for data storage, collection, analysis and dissemination for both public and private assets • Improving inter-sectoral coordination on public awareness, conducting regular awareness campaigns and simulation exercises • Carrying out evaluations to better understand the potential dimension of the impact on Bucharest, as well as the financial risks to which the Municipality could be exposed according to its statutory obligations, and enhancing the opportunities to prevent this through specific instruments and activities • Strengthening the institutional coordination and the analysis of the capacity and technical arrangements at local level, according to the obligations provided by law
<p>5.1.2. Rehabilitation of public buildings and infrastructure at seismic risk</p>	<ul style="list-style-type: none"> • Performing safety implementation works and emergency interventions for public buildings classified in risk class I (health, education, cultural, administrative units etc.) • Performing building examination works (detection of the condition of the structural system and its diagnosis; analysis and estimation of the condition of the materials used; non-destructive or destructive experimental investigation; experimental analysis of the rehabilitated system to determine the efficiency of the chosen solution) • Establishing intervention measures and designing them; Drafting the technical documentation needed to initiate the consolidation process • Structural rehabilitation works carried out by: (i) functional modification of a building and/or (ii) replacement or partial modification of the building, (iii) local structural restoration, (iv) structural modification — introduction of adjacent constructive elements that together with the structure form another structural system; changing the structural concept by other processes that can lead to an increased operational safety • Experimental investigation of the rehabilitated system
<p>5.1.3. Seismic rehabilitation of dwellings</p>	<ul style="list-style-type: none"> • Safety implementation works and emergency interventions for residential buildings in risk class I • Building examination works • Drafting of technical documentation to initiate the consolidation process • Structural rehabilitation works, finishes and installations • Developing financial mechanisms to support homeowners • Tenant relocation operations during consolidation works
<p>POLICY 5.2 IMPROVING THE HOUSING STOCK AND THE QUALITY OF HOUSING</p>	
<p>5.2.1. Improving the quality of housing in the old collective and individual housing compounds</p>	<ul style="list-style-type: none"> • Developing a demographic, social and economic profile of neighborhoods by spatializing – by neighborhoods – the information on residential buildings, correlated with the information on their inhabitants • Performing intervention works on: the use of the terraces of the residential buildings for common outdoor activities, for landscaping, renovation of facades, facilitation of vertical traffic for people with mobility difficulties, etc.

Programs	Types of interventions
	<ul style="list-style-type: none"> • Implementing punitive measures for owners who do not take care of their properties and who thus contribute to the deterioration of the urban image of a neighborhood/decrease its attractiveness • Providing incentives for homeowners' associations/homeowners, helping to the improvement of the urban image of their neighborhood or area
<p>5.2.2. Improving the quality of housing in new residential areas</p>	<ul style="list-style-type: none"> • Reassessing newly built areas deficient in terms of utilities and facilities, in order to identify solutions to increase the quality of housing and to develop the necessary/related facilities – in areas such as Militari, Ghencea or Berceni. • Identifying the needs of the inhabitants, especially in densified areas; developing forecasts of the need for public facilities and services in future developments • Providing incentives for developers who contribute to the creation of quality public spaces, green areas etc., which can be included in the circuit of communities, in new areas of development.
<p>5.2.3. Developing the social and necessity housing sector at the level of the Capital, including the improvement and the efficient exploitation of the existing public real estate fund</p>	<ul style="list-style-type: none"> • Carrying out an audit on the quality of existing public housing, based on which to develop a realistic multi-annual plan for consolidation, renovation, rehabilitation, including measures to ensure the energy independence of buildings in order to reduce maintenance costs incurred by tenants. • Ensuring transparency of essential information on the characteristics of the housing stock • Developing a centralized online system for information on stocks/allocations • Clarifying the situation of the buildings whose legal status is unclear and which can be acquired by actions for the recovery of possession, as well as the legal status of land owned by the municipality that can be built with public housing • Developing the stock of social housing by building, rehabilitating or acquiring buildings to serve as social and necessity housing, including for people who live abusively in municipal buildings, to prevent the situation of reaching the street • Improving the collaboration between sector DGASPCs and Housing departments within the municipalities regarding the allocation and monitoring of social housing • Drafting a clear procedure regarding the obligation of sector DGASPCs and Housing departments/compartments within the municipalities to communicate and collaborate in case of evictions, for the immediate provision of temporary emergency accommodation. • Implement the concept of "shared housing" for people with a low-income.
<p>5.2.4. Ensuring a sustainable development of the housing market</p>	<ul style="list-style-type: none"> • Creating a metropolitan database on the real estate market, which can be made available to investors, but also to buyers/tenants or other categories of interested users • Identifying the demand for affordable housing and creating specific mechanisms to support the categories of citizens or newcomers with below average incomes in the process of purchasing/renting a house • Implementing measures subsumed under the concept of affordable housing, addressed to vulnerable categories (introduction of subsidized rents or rent control, for example). • Negotiating urban indicators for newly built housing in order to sell a number of low-cost housing to encourage social mix. • Identifying possible locations, especially in the southern area, but also in the east or west (e.g. Rahova, Berceni, etc.) in which the construction of new housing should be encouraged - creating strategic partnerships with strategic private investors who have proven to be key players in the

Programs	Types of interventions
	development of areas of attractiveness (whether office, commercial or residential areas)
POLICY 5.3 CONSERVATION, PROTECTION AND SUSTAINABLE EXPLOITATION OF CULTURAL HERITAGE	
5.3.1. Conservation of historical monuments and their protection areas	<ul style="list-style-type: none"> • Setting up a database dedicated to the built heritage of Bucharest and populate it with any additional information available: plans, photographs, 3D and photogrammetric scans, open bibliography, etc.; • Revising and updating B LHM 2015 so as to reflect the current situation on the ground, in particular for the collapsing architectural monuments. Where necessary, the procedure for downgrading monuments should be started; • Making a typological analysis of the architectural monuments in B LHM 2015 and correlate it with LBSR 2020; • Selecting a representative sample of architectural monuments from the typological analysis made at the previous point, which will become the subject of pilot rehabilitation projects. • Building or updating the partnerships of the Municipality of Bucharest and the National Heritage Institute with universities that provide training programs in the field of heritage • Setting up an information group on urban culture and the significance of heritage in the administrative structure of the Municipality of Bucharest or partnering with other organizations that already have considerable experience in the field • Establishing a consultancy center for the inhabitants of Bucharest City, designed to provide technical solutions that are suitable for all types of interventions on buildings and historical areas; • Compiling technically and aesthetically correct guidelines and methodologies or adopting and improving the existing guidelines • Providing incentives for real estate owners registered in B LHM 2015 in order to implement rehabilitation operations.
5.3.2. Preserving and promoting the intangible cultural heritage	<ul style="list-style-type: none"> • Compiling collections of local stories and legends to promote the history of Bucharest through story books, information boards, videos or artistic representations • Supporting and facilitating the conclusion of partnerships for the organization of fairs for local handicrafts • Preparing a strategy for the development and promotion of local gastronomy
POLICY 5.4 EFFICIENT USE OF URBAN LAND	
5.4.1. Regeneration and extension of public areas	<ul style="list-style-type: none"> • Developing a catalogue of technical solutions and execution details, for interventions in public spaces. • Mapping and detailed evaluation of spaces with public access that cover less than 3 hectares (specific spaces); • Organizing sociological surveys in several pilot communities, meant to identify the main activities that take place in public spaces • Regulating street advertising activities and creating a comprehensive database at the municipality level, with the current situation of street advertising elements; • Creating an aesthetic guide for forms of street advertising and other types of commercial presentations for the historic center of the city; • Setting up a dedicated service at the municipality level, to provide advice to economic operators on the shape, size and aesthetics of advertising • Creating a structure for public funding of urban art (similar to the European model “percentage for art”) and occasionally using the urban space for the exhibition of contemporary works of art;

Programs	Types of interventions
	<ul style="list-style-type: none"> Organizing national and international competitions for artists, for well-founded locations in the historic center and neighborhoods, which can help increase the urban image. Designing and testing a budget instrument, dedicated exclusively to art projects, which aim to raise awareness of issues related to the functioning of public space. Developing a differentiated operating regulation for the historic center and secondary recreational areas to encourage the development of entertainment activities or functional mix between leisure, living and working spaces.
5.4.2. Reducing uncontrolled urban sprawl	<ul style="list-style-type: none"> Completing a planning mechanism for the metropolitan area of Bucharest, which would define the strategic intervention areas, through an inter-county zonal spatial plan (PATZ – IJ) or a regional zonal spatial plan (PATZ – R); Encouraging the development of new office and economic activities areas, outside the central and northern areas, mainly to the south and south-west of the city. For instance, the Antiaeriană area (Sector 5) shows a unique potential on a regional level right now, having the possibility of somehow balancing the Capital's polarized north-south development. Increasing the capacity of and developing the utility network - planning urban development, limiting uncontrolled urban expansion, using unused spaces and revitalizing them with new functions. Strengthening public-private partnerships, in which the local administration, through tax stimulation of investors, to contribute to the development of areas of economic or social interest for it, by creating attractive areas in terms of construction quality, urban image and by preserving the public interest (especially in new real estate development areas such as Pipera, Theodor Pallady or Militari) Identifying unused lots/spaces and revitalizing them by inserting new mixed functions. Over-taxing by sector municipalities of the lands abandoned by the owners and of the brownfield ones, in order to stimulate their introduction in the real estate circuit (sale, development, etc.) Adopting densification and greening tools, as a way to combat uncontrolled urban expansion and for a judicious use of land resources.
POLICY 6.1 STRENGTHENING URBAN DEVELOPMENT PLANNING AND CONTROL CAPACITY	
6.1.1. Improving the spatial planning framework	<ul style="list-style-type: none"> Drafting the inter-county zonal spatial plan (PATZ – IJ) / regional zonal spatial plan (PATZ – R) Organizing competitions for solutions, in partnership with the Order of Romanian Architects (OAR), for the regeneration/setting up of public spaces/green areas/new neighborhoods, etc. Drafting, by municipalities, of zonal urban plans for the large areas that are fit for investments. Negotiating urban indicators favorable to a sustainable urban development (functional mix, quality green and public spaces) and the development of the public housing stock Developing and implementing urban regulations stipulating clear requirements for the developers for combating the urban heat island effect and adapting to climate change. Completing the process of estate registration in the cadaster and land registration system
6.1.2. Strengthening the strategic planning framework at the level	<ul style="list-style-type: none"> Developing the Bucharest-Ilfov Housing Strategy Updating the Bucharest City' strategy for social assistance system development and upgrading Updating the Health Strategy of Bucharest City

Programs	Types of interventions
of areas managed by the local administration	<ul style="list-style-type: none"> • Updating the Bucharest-Ilfov Sustainable Urban Mobility Plan • Implementing the Sustainable Development Strategy of Bucharest City • Updating the Risk Analysis and Coverage Plan • Updating and implementing the Integrated Air Quality Plan, and the Air Quality Maintenance Plan • Drafting the Regional Action Plan for Adaptation to Climate Change • Updating the Capital's Register of Green Areas
6.1.3. Increasing the involvement of citizens, business community and non-government sector in the co-decision-making and co-implementation process	<ul style="list-style-type: none"> • Developing a structured and coherent methodology for communicating with the public, including the establishment of participatory budgeting or community consultation tools (like a Civic Consultative Council / online civic platform, consultative working groups composed of representatives of the business, associative, academic environment) in relation to the use of financial or other resources for local public policies or investment. • Regulating the volunteering activity at the level of PMB and of the subordinated institutions to CGMB • Promoting the concept of Corporate Social Responsibility among companies in Bucharest
POLICY 6.2 STRENGTHENING TERRITORIAL COOPERATION AT LOCAL, METROPOLITAN, EUROPEAN AND GLOBAL LEVELS	
6.2.1. Improving the coordination and cooperation between PMB and sector municipalities	<ul style="list-style-type: none"> • Drafting the Capital Law that would allow the regulation of: (1) a new territorial configuration for the city sectors (calibration of their area based on indicators such as the characteristics of public and private built heritage, spatial typology, urban equipment, revenues generated, etc.) and (2) competencies accompanied by financial resources and income/expenses between the Bucharest Municipality and the sector municipalities.
6.2.2. Developing territorial cooperation at metropolitan/functional urban area level	<ul style="list-style-type: none"> • Drafting the Capital Law to allow the definition of the metropolitan area and the regulation of the cooperation mechanisms at metropolitan level • Setting up and operationalizing sectoral IDAs (e.g. in the field of integrated waste management) • Establishing partnerships for the development, financing and implementation of projects of common interest (e.g. Science and Technology Park, new roads connecting Bucharest and Ilfov)
6.2.3. Improving territorial cooperation at European and global level	<ul style="list-style-type: none"> • Establishing twinning/collaboration partnerships with other capital cities in the world, especially with those with relevant expertise in the implementation of IUDS policies • Ensuring the accession and active presence of the Capital in the European and global networks of cities (e.g. Covenant of Mayors on Climate and Energy)
POLICY 6.3 DEVELOPING THE CAPACITY TO IMPLEMENT INVESTMENT AND PUBLIC SERVICE PROGRAMS, INCLUDING IN THE DIGITAL ENVIRONMENT	
6.3.1. Developing skills and efficient human resources management in local administration	<ul style="list-style-type: none"> • Implementing training programs and procedures to stimulate professional performance in line with the level of financial motivation • Renewing the local administration workforce by measures to promote recruitment processes on social networks and in digital media. • Developing a plan to fill in vacancies based on a mechanism for prioritizing critical positions for PMB activity
6.3.2. Computerizing local public administration, digitizing	<ul style="list-style-type: none"> • Expanding the use of the current ERP system to all departments of the municipality, without exceptions, or purchasing a more complete system, corresponding to the current levels of departments.

Programs	Types of interventions
<p>public services and implementing the Smart City concept</p>	<ul style="list-style-type: none"> • Carrying out an analysis of the structure and digitization needs of work processes and developing dedicated systems that better meet these needs • Acquiring auxiliary electronic equipment with a higher level of performance that would reduce the working time for solving some tasks and would contribute to the process of digitization of the work processes as a whole • Developing a PMB Portal where all 49 subordinate institutions would enroll, but also all companies and structures, operationalizing an open-data Platform - where, in addition to providing all information related to the activity of PMB and subordinate organizations, a mechanism for collecting data and contributions/suggestions from users and the public will also be implemented.
<p>6.3.3. Improving the quality of public services, including ethics, integrity and transparency</p>	<ul style="list-style-type: none"> • Carrying out activities to audit the performance of public services that consume the most resources to identify critical points that affect performance. • Coordinating the competencies of the departments involved in the economic development of the city • Introducing the concept of the Bucharest Capital Investment Plan, ensuring the design of the multiannual budget, the preparation of funding sources and the competencies of each component of the operational mechanism of the municipality, from public procurement services to the acceptance of works • Training of local administration staff in the field of corruption prevention • Developing a framework manual containing a set of ethics and integrity procedures and support tools (procedures in the field of ethics and integrity, codes of ethics and integrity, guidelines for conflicts of interest and incompatibilities, etc.) • Developing integrity plans at the level of PMB and subordinate entities
<p>6.3.4. Developing the logistics base for the provision of public services</p>	<ul style="list-style-type: none"> • Carrying out expropriations for public utility purposes (e.g. widening of access roads, landscaping, etc.) • Purchasing new buildings to accommodate public services (e.g. kindergartens, schools, etc.) • Completing the exact inventory of the real estate patrimony of the Capital, including the condition, method of administration, degree of use, etc. • Consolidating, extending, rehabilitating, upgrading and equipping buildings belonging to the city • Continuing the equipping of various entities subordinated to PMB (e.g. administrations, municipal companies) with technical means necessary for current and investment activity
<p>6.3.5. Ensuring the necessary financial resources for the implementation of investment policies</p>	<ul style="list-style-type: none"> • Prioritizing critical investment projects with high projected impact • Performing an analysis of the financial performance of municipal companies and the growth prospects of their activity or the financial return of PMB investments in these companies • Developing investment plans targeting its infrastructure and operation and related public services, gradually reducing the level of subsidies • Intensifying the process of developing funded projects and taking advantage of all the opportunities offered by non-reimbursable programs, both for investment objectives and for the development of public services and the institutional capacity of PMB • Developing and applying a system of prioritization of resources allocated in the field of social assistance according to the magnitude of the impact produced in the community or the urgency of interventions • Developing and implementing a system for co-financing cultural, recreational and religious projects in partnership with private operators or non-governmental

Programs	Types of interventions
	<p>organizations, possibly by promoting a participatory budgeting initiative, leaving the community to decide on funding priorities in the field.</p> <ul style="list-style-type: none"> • Reforming the real estate taxation system, so as to ensure its correlation with the real market value.

4.2. Project prioritization

Considering the large number of identified projects, the project prioritization process aims to obtain a portfolio of priority projects that are implementable during 2021-2030 and financially sustainable. This means a list of priority projects, the estimated value of which should be approximately equal to the investment budget of the Bucharest City and its 6 sectors. The total estimated investment budget for the period 2021-2029 was set by the World Bank, based on a methodology that takes into account the annual operational budgets for the period 2008-2020 and the budget forecasts for the period 2021-2029, and is presented in the following table.

Table 14. 2021-2029 investment budget

Bucharest	€ 3,028,769,156.04
Sector 1	€ 792,305,392.56
Sector 2	€ 462,733,982.67
Sector 3	€ 465,486,609.05
Sector 4	€ 320,136,904.86
Sector 5	€ 287,284,649.80
Sector 6	€ 445,670,016.82

The prioritization methodology comprises two stages:

- Stage 1 - preparation of a short list that should include projects with an estimated value of at least twice the investment budget.
- Stage 2 - selection of priority projects with a value approximately equal to that of the investment budget.

The activities specific to each stage are described below.