The emphasis is on creating ecological, social and economic growth in a balanced manner.

Burkhard Jung
Mayor
From L to R: Ulrich Hörning Deputy Mayor of General Administration / Heiko Rosenthal Deputy Mayor of Environment, Public Order and Sports / Dorothee Dubrau Deputy Mayor of Urban Development and Construction / Uwe Albrecht Deputy Mayor of Economics, Labour and Digital Affairs / Torsten Bonew Deputy Mayor of Finance / Prof Dr Thomas Fabian Deputy Mayor of Youth, Social Affairs, Health and Education / Dr Skadi Jennicke Deputy Mayor of Culture / Burkhard Jung Mayor of the City of Leipzig
Work programme 2023 - Leipzig is sustainably growing.

Our city is undergoing rapid change. A mere 15 years ago Leipzig was a city in decline, the unemployment rate was over 20%, many buildings remained dilapidated and tens of thousands of flats as well as many commercial areas lay fallow. This has visibly changed. For several years now we have been the fastest-growing city in Germany, and are once again the eight-largest city in the country. There are no longer as many vacant flats and the high unemployment rate has turned into a sought-after labour market. The Hamburg Institute of International Economics recently ranked us as having the second-best future prospects of any of Germany’s 30 largest cities - only Munich is more dynamic. Our strategies for the sustainable growth of our city are bearing tangible fruit.

Our Integrated Urban Development Concept (INSEK) Leipzig 2030 is a strategy for the future development of our city over the next 10 years. In order to cope with the predicted growth in terms of Leipzig's sustainable development and at the same time maintain the quality of life, we have derived a spatial urban development strategy based on the city's overall goals and key areas of action. It sets out the different opportunities and challenges of the individual areas in Leipzig, including their contribution to solving city-wide tasks. It also provides a framework for a broad distribution of the benefits and costs of growth. As 2030 is still a ways away, the Work Programme 2023 being presented is an intermediate step that outlines 30 specific and key projects for the coming years enabling us to continue along this path of sustainable city growth. The new city district Heiterblick-Süd, the Parkbogen Ost, the new technology centre or a "village" for seniors are all projects that will strengthen our city in the future:

Leipzig is worth loving and living in, it is sustainable and green, social and inclusive, diverse and international, as well as being dynamic and prosperous. We are shaping change together not only with our active citizenship but also with a dynamic economy.

Burkhard Jung
Leipzig Work Programme 2023

**LEIPZIG STANDS FOR HIGH QUALITY OF LIFE**
1. Leipzig's Greens and Blues
2. Climate Neutral City Administration
3. Unveiling Pleiße
4. The New Natural History Museum
5. Heiterblick-Süd
6. Parkbogen Ost
7. Design Stadium Surroundings
8. Sustainable Mobility

**LEIPZIG SUCCEEDS IN COMPETITION**
1. Digital Schools
2. Digital City
3. Smart Infrastructure Hub
4. Rethink Land Management
5. Lignite Structural Change

**LEIPZIG INCREASES ITS INTERNATIONALITY**
1. New Large Sports Hall
2. Matthäikirchhof
3. Festival Landscape
4. Forum Recht
LEIPZIG BUILDS SOCIAL STABILITY

1. Emergency Response Master Plan 33
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3. Robert-Koch-Area 35
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The Strategic Vision 2030

The Work Programme 2023 (AP2023) projects will be presented on the following pages. These are derived from the Strategic Vision of the Integrated Urban Development Concept 2030 (INSEK).

The guiding principle "Leipzig is sustainably growing!"
"Leipzig is sustainably growing!" is the maxim at the centre of the Strategic Vision. It reflects the basic attitude and determination of urban players to shape the challenges of growth in a sustainable way. This impacts all Strategic Goals and Priority Fields of Action.

The inner ring
Basis for creative urban development: The inner ring contains the principles of creative urban development. A stable economy, solid finances, natural resources, as well as a vibrant democracy are the cornerstones of the city’s development.

Strategic Goals and Priority Areas of Action
These four goals show the paths that will lead to sustainable growth. They are the result of the diverse challenges facing a growing city. For each goal, six areas of action were formulated which further combine the large number of specific goals and cross-cutting issues.

The outer ring
Stakeholders in urban development: Leipzig should be a city capable of devising and implementing intelligent, forward-looking concepts that benefit the community. The outer ring exemplifies the fundamental mindset of a holistic approach and its main stakeholders.

Direct service companies: The aim is for our direct service companies to be able to continue to offer their basic services, specifically public services, at the highest quality while keeping prices reasonable.

Modern administration: The goal is a modern, city-wide oriented administration with a flexible, adaptive organisation that focuses its actions on strategic goals, current action necessities and future financial resources.

You can read about the complete Strategic Vision 2030 at https://www.leipzig.de.

LEIPZIG STANDS FOR HIGH QUALITY OF LIFE
+ Balance between densification and open space
+ Quality in public spaces and construction practices
+ Sustainable mobility
+ Future-oriented climate and energy strategy
+ Maintaining and improving environmental quality
+ Neighbourhood-based cultural, sports and leisure facilities

LEIPZIG SUCCEEDS IN COMPETITION
+ Positive environment for skilled employment
+ Attractive environment for innovation, start-ups and qualified employees
+ Diverse and resilient economic structure
+ Future-oriented land and property management
+ Efficient technical infrastructure
+ Networks between education, research and industry
Leipzig Work Programme 2023

LEIPZIG INCREASES ITS INTERNATIONALITY
+ Open-minded / cosmopolitan city
+ Diverse, vibrant cultural and sports sector
+ Interdisciplinary science and outstanding research
+ Attractive convention and tourism destination
+ Major image-shaping events
+ Global thinking, responsible local action

LEIPZIG BUILDS SOCIAL STABILITY
+ Equity in an inclusive city
+ Collaborative neighbourhood development
+ Affordable housing
+ Future-oriented facilities for childcare and schools
+ Lifelong learning
+ Safe city
Leipzig stands for high quality of life
LEIPZIG’S GREENS AND BLUES – OPEN SPACES, QUALITY OF LIFE

Leipzig is blue like its big lakes, like the Lake Cospuden and Lake Kulkwitz as well as the rivers Weiße-Elster, Pleiße, Luppe and Parthe; green like its meadows, its forests, parks and gardens. Leipzig’s greens and blues have to be maintained, protected, and developed. Green spaces close to the neighbourhood, city squares, green streets and paths are being added and connected to each other. To do this, we need a green master plan and digital green space management.

**Project goals**
The Master Plan Green Leipzig 2030 has been developed to maintain and improve the bodies of water and green spaces in Leipzig. In the plan:

- Priorities are defined
- Development opportunities are identified
- Spatial development guidelines for municipal action are developed and priorities are set for their implementation
- A database for the digital management of the areas is established
- Key projects are subsequently implemented and accelerated

**Milestones**

- Implementation of participation concept, infrastructure analysis: 2019
- Development concept, substantiation of instruments and projects for implementation, development of a digital management system; City Council resolution for Master Plan Green: 2020
- Adoption of the City Council resolution, implementation of exemplary projects to strengthen the open space network and multifunctional open space development: 2021

**Committee participation**

- Participation concept for the integrated development process of the “Master Plan Green Leipzig 2030” (City Council resolution VI-DS-05528)

**Responsible Parties & Participants**

- Responsible Parties: Department for Environment, Public Order and Sports
- Participants: Department for Youth, Social Welfare, Health and Education; Department for Urban Development and Construction; direct service companies (L-Gruppe, city-owned institutions)

**External partners**

- Federal Office for Building and Regional Planning, Federal Agency for Nature Conservation, Environmental Associations & Initiatives, Housing Co-operatives, Environmental Research Centre, Leipzig University

**Public participation**

- Citizens, City Council, committees, district advisory councils/local councils, nature conservation advisory council, allotment garden advisory council, cycling working group, healthier environment working group, neighbourhood management, citizens’ associations

**Foreseeable costs**

- A total of €5.2 million has been estimated up to the end of 2022, of which €2.5 million will come from subsidies.
CLIMATE NEUTRAL CITY ADMINISTRATION — FURTHER DEVELOP CLIMATE PROTECTION STRATEGY(S)

By signing the Paris Climate Agreement, the international community agreed to ambitious climate protection goals. The City of Leipzig’s current goal is to reduce CO₂ emissions to 2.5 tonnes per inhabitant by 2050. That is not enough. Despite being awarded the European Energy Gold Award in 2017, the municipal CO₂ footprint shows that the climate strategy must be evaluated and realigned.

**Project goals**
The city administration has an action programme that defines ways in which the city administration’s actions will become climate neutral in the near future. In addition to measures to reduce CO₂ emissions, compensation measures are named if this becomes necessary. The city administration is also updating the Energy and Climate Protection Programme, which identifies the short-, medium- and long-term need for action for the city as a whole.

**Milestones**
- Evaluation and reorientation of the Energy and Climate Protection Programme in cooperation with the Advisory Council for a Sustainable Leipzig and with the participation of citizens and experts: 2019
- Climate Neutral City Administration Action Programme: 2020
- City Council resolution on the Energy and Climate Protection Programme 2030: 2020
- Developing scenarios for a climate neutral City of Leipzig 2050: 2023

**Committee participation**
The City Council will be continuously involved.

**Responsible Parties & Participants**
Responsible: Department for Environment, Public Order and Sports
Participants: Advisory Council for a Sustainable Leipzig, Department for Urban Development and Construction, Department for General Administration Matters, Department for Economy, Labour and Digital Affairs, Mayor’s Department

**External partners**
Advisory Council for a Sustainable Leipzig and Coordination Committee, direct service companies

**Public participation**
Formal and informal public participation.

**Foreseeable costs**
Results from the programme planning for the continuation of the Energy and Climate Protection Programme 2014-2020.
UNVEILING PLEISSE – RESIDENTIAL SURROUNDING AREA AND FLOOD PROTECTION

Rivers and water are essential for a high quality of life, especially in the big city. Over the next few years, plans will be specified and construction projects started to ensure that the Pleißemühlgraben can be completely opened by 2030. This realisation will have a variety of effects on water management, tourism, ecology and urban development.

Project goals
The Integrated Water Concept is still taking shape. Important flood protection measures for the City of Leipzig have been established with individual construction phases. These fit into urban development. The Water Framework Directive adopted by the EU in 2000 has been implemented.

Milestones
» Phase Käthe-Kollwitz-Straße to Ranstädtener Steinweg continuing to Parthe/Zoo
  Start Planning: 2019, Construction period: 2023–2028
» Phase Simson-Lampe-Straße
  Planning start: 2021, Construction period: 2024–2026
» Phase Wundtstraße
  Planning start: 2022, Construction period 2025–2027

Committee participation
» Integrated Water Concept according to the resolution dated 18.02.2004 (Nr. RBIII-1563/2004)

Responsible Parties & Participants
Responsible Parties: Department for Environment, Public Order and Sports
Participants: Department for Urban Development and Construction

External partners
Allianz-Umweltstiftung, Förderverein Neue Ufer Leipzig e. V., Wasser-Stadt-Leipzig e. V., Bürgerverein Waldsträßenviertel e. V., Grüner Ring Leipzig

Public participation
There will be public participation in every phase of construction. The district advisory council and the committees will be kept up to date.

Foreseeable costs
Overall, €10.4 million will be required by the end of 2023, of which €7.7 million will consist of subsidies.
THE NEW NATURAL HISTORY MUSEUM – ENTERTAINMENT, EDUCATION, SCIENCE

The Leipzig Natural History Museum can only be partially operational at its current location (Lortzingstraße 3) due to building regulations and insufficient space. Its heritage as a public archive of biodiversity, a repository of a unique scientific history, and a central institution of intergenerational scientific education requires an appropriate and contemporary exhibition of its internationally renowned collections. Among other things, this includes an expansion of the exhibition and repository holdings, as well as new exhibition concepts and educational programmes. The deepening of cooperation with the German Centre for Integrative Biodiversity Research, the Helmholtz Centre for Environmental Research and the Senckenberg Natural History Collections in Dresden will also enable new scientific strategies and research frameworks to be developed at the museum. To meet these challenges, the further development of the current location is being assessed as well as new locations being sought.

Project goals
The Leipzig Natural History Museum is the most attractive, important and popular natural history museum in Central Germany and is a recognised part of international biodiversity research. It is the most important scientific educational institution in Leipzig and the conservator of regional biodiversity. The institute has a finger on the pulse of the present era and acts as a centre for civic education and scientific research. The Natural History Museum is a centre for many generations, a trademark and a major attraction for visitors.

Milestones
» Site investigation: by 4th quarter 2019
» Finalise planning approval: 2020
» Finalise construction and financing resolutions: 2021
» Building phase: 2022–2023
» Opening: 2024

Committee participation
The City Council will be continuously involved.

Responsible Parties & Participants
Responsible Parties: Department for Culture and Arts
Participants: Department for Urban Development and Construction

External partners
none

Public participation
A "children's supervisory board" accompanies the further development of the museum concept. Further participations as project progresses.

Foreseeable costs
In the 2019/2020 budget, €1.7 million was earmarked for site investigation and further development of the museum concept regardless of its location.
HEITERBLICK-SÜD —
A NEW NEIGHBOURHOOD FOR LEIPZIG

By 2030, the growing City of Leipzig will need about 50,000 additional flats. The undeveloped and mainly city-owned areas in Heiterblick-Süd, are ideally suited for new development. These areas have already been designated as residential areas and have easy access to public transport. In Heiterblick-Süd environmental and ecological aims are combined with various forms of affordable housing. By selling municipal land in connection with conceptual targets, exemplary projects with innovative stakeholders can be developed and transferred to other neighbourhoods.

Project goals
Heiterblick will be a new residential area that all people will appreciate: young and old, all income levels, with or without children, people of every background will live here together. There is no financial strain on anyone, whether in cooperative projects, building associations or social housing. The residential area is attractive, the area environmentally friendly, airy and green. Public transport is not far away, nor are the kindergartens and schools. Heiterblick-Süd is synonymous with exemplary living.

Milestones
» Decision on the design and density of the area: Mid 2019
» Cost and efficiency estimation: End 2019
» City Council resolution on area development, including funding body and organisational structure
» Preliminary planning approval on the development plan: Mid 2020
» Urban planning competition and master planning: End of 2020
» City Council resolution regarding development plan and charter: End of 2022
» Architectural competitions and implementation: starting 2023

Committee participation
The City Council will be continuously involved.

Responsible Parties & Participants
Responsible Parties: Department for Urban Development and Construction
Participants: Department of Environment, Public Order and Sports, Department of Youth, Social Affairs, Health and Education, Department for Economy, Labour and Digital Affairs, Leipziger Wohnungs- und Baugesellschaft mbH, LESG GmbH, L-Gruppe

External partners
Housing co-operatives, joint building venture

Public participation
» Formal participation in the development plan procedure
» Further informal participation planned

Foreseeable costs
The budget 2019/2020 includes €50,000 for preparing the basic decision. The subsequent costs will depend on the nature of the process.
PARKBOGEN OST –
A GREEN RIBBON FROM EAST TO CENTRE

The Parkbogen Ost will surround eastern Leipzig on the decommissioned inner railway-ring - with an approx. 5 km long, green park and footpath. It will link green and open spaces as well as important buildings like the Grassimuseum, the "Old Firehouse" and the Sellerhäuser Viaduct. Pedestrians and cyclists will be able to travel to the city centre along a beautiful route separate from road traffic. Connections to supra-regional cycle and footpath networks are available.

Project Description
East Leipzig will be more attractive, greener and more connected to the city centre. Bike paths and footpaths link parks and important buildings and these are enriched by leisure areas.

Milestones
» Acquisition of railway land (section Sellerhäuser Bogen): 2nd Quarter 2019
» Development of a Network for "Green Stakeholders": 2nd Quarter 2019
» International competition: 4th Quarter 2019
» Implementation start of the 1st section Sellerhäuser Bogen: 2021
» Restoration of the historically listed stone arch bridges and viaduct: 1st quarter 2021
» Implementation start of the 2nd section Sellerhäuser Bogen: 2023

Committee participation
» "Master Plan Parkbogen Ost" (City Council resolution VI-DS-03178)
» "Purchase land from Deutsche Bahn for Parkbogen Ost – second submission" (VI-DS-06876)

» "Development Plan No. 435 "Parkbogen Ost – Area between Eisenbahnstraße and Zweinaundorfer Straße", Eastern district, Anger-Crottendorf and Sellerhausen-Stünz districts, Preliminary planning approval" (VI-DS-03754)

Responsible Parties & Participants
Responsible Parties: Department for Urban Development and Construction
Participants: Department for Environment, Public Order and Sports, Department for Economy, Labour and Digital Affairs

External partners
Federal and state ministries, "Green Stakeholders" such as allotment garden associations, citizens and local stakeholders from eastern Leipzig

Public participation
Workshops and interactive activities, informational tours and events

Foreseeable costs
» €8.9 million by 2023
Design Stadium Surroundings - Accessibility, Sports Museum, Aesthetics

For many people, RB Leipzig plays an important role in their identification with Leipzig. The whole city benefits from the team’s spirit. Attending the football matches should be an unforgettable experience for the numerous visitors, and the Sports Forum as a whole should be part of a functioning and exciting district. A master plan for Leipzig’s Sports Forum integrates various components: the RB Leipzig administration building, the city’s sports museum, efficient public transport as well as cycling infrastructure and the opening of the Alte Elster. Environmentally friendly transportation will play a major role in the journey of visitors to and from the event and additional measures in the overall transportation plan will support the connection of public transport.

Project Goals
The surroundings of the stadium will be upgraded and will also be a popular, easily accessible meeting point outside of the season. In terms of its collections’ quality and quantity, the Sports Museum of Leipzig is one of the three largest sports museums in Germany. The history and aesthetics of sport are conveyed in a scientifically sound, interactive and entertaining way. The demands and requirements of the elite sports clubs must be considered. Public transport is an excellent means of getting to and from the stadium and arena, providing the framework for major sporting and cultural events.

Milestones
» Outline plan: by 1st Quarter 2020
» Implementation of the individual projects: starting in 2nd Quarter 2020

Committee Participation
» Concept for the use of public space in the vicinity of the Sports Forum (City Council resolution: RBV-1312/12)
» City Council resolution: VI-A-06222-VSP-02

Responsible Parties & Participants
Responsible Parties: Department for Urban Development and Construction
Participants: Department for Environment, Public Order and Sports, Department for Culture and Department for Economy, Labour and Digital Affairs, LVB GmbH and numerous specialist agencies

External Partners
RB Leipzig and the State Reservoir Administration

Public Participation
Comprehensive public participation is planned. A concept is being developed for this.

Foreseeable Costs
» €65,000 in 2019/2020 for the preparation of the Master Plan
SUSTAINABLE MOBILITY – GROWTH- AND CITIZEN-ORIENTED

Mobility design is one of the most important future topics for the growing City of Leipzig. An intelligent mobility strategy has to take population and economic interests, environmental, social and urban issues into account. In 2018, the City Council decided in favour of a sustainable mobility strategy. The challenge now is to present the necessary measures designed to increase the appeal of public transport, cycling and pedestrian traffic and innovative models for individual transport (car-sharing, e-mobility). The city centre as well as the surrounding areas are particularly relevant for the traffic systems. A viable concept will be developed for this area.

Project goals
The Mobility Strategy 2030, which was approved by the City Council, is the basis for a timetable and action plan which prioritises the necessary city-wide investments in public transport, the road network and for pedestrian and cycling traffic. In this context, one important project is the Urban Space Concept for the Extended Inner City, which connects the areas of the inner city and the surrounding quarters to form a unified public space. This area is designed in accordance with the sustainable Mobility Strategy.

Milestones
» Timetable and action plan for the implementation of the sustainable Mobility Strategy: 4th Quarter 2019
» Update Local Transport Plan: 3rd Quarter 2019
» Urban Space Concept Extended Inner City: 3rd Quarter 2021
» Concept development: 4th Quarter 2019
» Implementation of public participation: 3rd Quarter 2020
» City Council resolution: 1st Quarter 2021
» Informing citizens about the results of the Urban Space Concept: 3. Quarter 2021

Committee participation
The City Council will be continuously involved.

Responsible Parties & Participants
Responsible Parties: Department for Urban Development and Construction
Participants: L-Gruppe

External partners
Mitteldeutscher Verkehrsverbund GmbH, Association for Leipzig’s public transport system, The Free State of Saxony

Public participation
In the context of the Urban Space Concept, a participation procedure with numerous formats will be carried out starting in 2020.

Foreseeable costs
Project costs can only be estimated once the time frame and action plan, as well as the Urban Space Concept, have been submitted and approved.
Leipzig Work Programme 2023
LEIPZIG SUCCEEDS IN COMPETITION
**DIGITAL SCHOOLS — BECAUSE CHILDREN ARE LEARNING FOR A MODERN WORLD**

We want our children to be ready for the future. This requires using modern technology in schools. Every student should have the opportunity to learn in a contemporary way. Our equipment initiative is coupled with the federal programme "DigitalPakt Schule" ("Digital Pact School") and the directive of the Saxon State Ministry for Culture "Digitale Schule" ("Digital School").

**Project goals**
Every school is connected to the broadband network. 130 schools are equipped with WLAN infrastructure. All schools and after-school centres have interactive displays and mobile devices (e.g. notebooks or tablets). At the same time, the structure of support has to be further developed and expanded.

**Milestones**
- City Council resolution on the Digitalpakt (Digital Pact): Autumn 2019
- Application for funding from Development Bank of Saxony (SAB): by mid-2020
- Connection to broadband network: by the end of 2021
- Provide an active data infrastructure with a WLAN system and a passive LAN network structure in schools: by the end of 2023.
- IT rollout and equipment with interactive displays and mobile devices: by 2022
- Further development of the support structure: 2020

**Responsible Parties & Participants**
Responsible Parties: Department for Youth, Social Welfare, Health and Education
Participants: Department of General Administration Matters, Department of Urban Development and Construction, Department for Economy, Labour and Digital Affairs, Lecos GmbH

**External partners**
Federal Government and Free State of Saxony

**Public participation**
Information from the city's parents' council and student council (StadtSchülerRat)

**Foreseeable costs**
- Federal Digital Pact: approx. €23.9 million
- €2.4 million 2019 Budget
- €3.3 million 2020 Budget
- €4.5 million starting in 2021

**Committee participation**
The City Council will be involved continuously.

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Katja Rahnefeld  
Head of Unit Education, Office for Youth Welfare, Family and Education
**DIGITAL CITY – SHAPING TRANSFORMATION**

Digitisation will shape Leipzig in terms of innovation. To proactively shape the process of digitisation, strategies and cross-institutional cooperation initiatives are needed for a viable, economically attractive and robust city.

**Project goals**
Guidelines for the digitisation process have been developed. All the companies, schools and households in the city have a 50 Mbit connection. Businesses in the logistics and automotive sectors are connected by a 5G radio network in northern Leipzig. A city data portal makes data usable for the common good. Leipzig and the universities are working together to develop an internationally recognised education and research location in the field of digitisation.

**Milestones**
- Establishment of the Office for a Digital City: 2019/2020
- Guidelines for the digitisation process: 2020
- Development of Urban Data Portal: 2019–2022
- Broadband expansion and coordination
  - W-LAN concept: 2019–2022
  - Digital faculty: 2020
- 5G-REALLABOR Trimodal North Leipzig (Tri5G)
- Intelligent energy system pilot project
- Future carrier infrastructure concept for the networks 3rd Quarter 2020

**Committee participation**
- Supervisory board, Shareholders' and City Council meetings
- VI-DS-06537: Establishment of the Office for a Digital City
- VI-DS-06922: EU-Project EfficienCE
- FA-01846: Public and free City WiFi network for Leipzig

**Responsible Parties & Participants**
Responsible Parties: Department for Economy, Labour and Digital Affairs
Participants: Department for Urban Development and Construction, Mayor's Office, Department for General Administrative Matters, L-Gruppe,
Depending on individual projects: all departments, LECOS GmbH

**External partners**
Scientific institutions, partners from business and civil society, e.g. DHL/airport, Porsche/GVZ, BMW

**Foreseeable costs**
- Start Digital City 2019: €300,000; 2020: €500,000
- Broadband expansion: €29 million
- EU-Projects, e.g. EU-Project EfficienCE:
  - Municipal contribution €133,000 (period 3 years)
  - EU-Project SPARCS €1.23 million (100% funding; period 5 years) and additional funding if necessary
SMART INFRASTRUCTURE HUB – INCREASING THE ECONOMIC DIGITALISATION

Rather than relying on its successes, Leipzig is planning for the future. Founders and small and medium-sized enterprises (SMEs) as well as researchers and end-users should come together in a technology/start-up centre and implement their ideas for and with the city. In 2019, the city intends to find a suitable property for this purpose either by expanding an existing property or constructing a new one.

Project goals
Digital innovations are supported by setting up an innovation fund/budget. The Technology and Start-Up Centre improves strategic partnerships with companies. Arrangements for the 5,500 sqm of space required will be made before the end of 2019, preferably in Hall 7 of the Baumwollspinnerei. This is based on a contractual right of use for the next 15 years and the operation of the property by LGH GmbH und Co. KG.

Milestones
» Conceptual content for the technology/start-up centre, tenant structure/operator model: December 2019
» Define standards for the digitalisation of medium-sized businesses: December 2019
» Resolution of subsidy issues for the continued use of Hall 7, Baumwollspinnerei: December 2019
» Examination of support eligibility in the context of structural change: December 2019
» Completion and use of Hall 7 as a business incubator: June 2021
» Launch of the technology/start-up centre

Committee participation
The City Council will be continuously involved.

Responsible Parties & Participants
Responsible Parties: Department for Economy, Labour and Digital Affairs
Participants: Department for Culture and Arts, Department for Urban Development and Construction, LGH Leipziger Gewerbehof GmbH, L-Gruppe

External partners
Spinlab Accelerator, HHL Leipzig Graduate School of Management, Leipzig University, Leipzig University of Applied Sciences (HTWK Leipzig), companies

Public participation
The public will be regularly updated.

Foreseeable costs
» €2 million 2019 Budget
» €5 million 2020 Budget
RETTHINK LAND MANAGEMENT – PROACTIVE, PRECAUTIONARY, INTEGRATED

When a city grows, space becomes scarce. This leads to competition for a scarce commodity. Not only do schools have to be built, but new residential areas, industrial areas and green spaces must also be created. The administration needs to make smart decisions about what is most needed and where. In order for decisions to be made transparently and effectively, while keeping the interests of the city at the forefront, management needs to be further developed.

Project goals
The city will organise an optimal provision of land under the general conditions of the growing city. This involves two main tasks: the search for suitable locations for specific projects as well as the ideal allocation of land. A suitable IT infrastructure must also be implemented.

Milestones
» Organisational changes have been completed:
  by March 2020
» Establishment of the IT infrastructure:
  by December 2021

Committee participation
The City Council will be continuously involved.

Responsible Parties & Participants
Responsible Parties: Department for Economy, Labour and Digital Affairs
Participants: Mayor’s Office, Department for General Administrative Matters, Department for Environment, Public Order and Sports, Department for Urban Development and Construction, Lecos GmbH, direct service companies

External partners
none

Public participation
No involvement of the public is required.

Foreseeable costs
The costs will only be determined after the planning phase.
LIGNITE STRUCTURAL CHANGE – INNOVATIVE, SUSTAINABLE, EMPLOYMENT- AND FUTURE-ORIENTED

By phasing out the use of lignite to generate electricity, a significant step will be made towards achieving Germany’s climate targets. The aim is that suitable steps will be taken to help shape and manage the resulting structural change in the Central German lignite mining area. The regional master plan to be developed is to establish the transformation process from lignite use to sustainable value creation and economic growth in the region. The city will play an active role in the development and implementation to ensure that the urban region benefits in the long term.

**Project goals**
The Federal Government’s decision to phase out the use of lignite to generate electricity will not put the affected areas, which have contributed to the country’s prosperity for decades, at a disadvantage. Financial support will also be used for innovative, sustainable, employment- and future-oriented projects as part of a (jointly) growing urban region.

**Milestones**
- Presentation of an internal city strategy: October 2019
- Regional master plan for the Central German Region as part of the special purpose agreement with the local authorities concerned: End 2020
- Implementation of projects within the framework of the existing special purpose agreement, e.g. technology field analysis for the region
  - Implementation of 3D printing centres in the region: 2022
- Implementation of the Federal Government’s Structural Strengthening Act: 2020-2038

**Committee participation**
- Dedicated agreement finalised with the nine regional authorities in the Central German mining area (City Council resolution VI-DS-04870-NF-01)

**Responsible Parties & Participants**
**Responsible Parties:** Department for Economy, Labour and Digital Affairs  
**Participants:** Department for Environment, Public Order and Sports, Department for Culture and Arts, Department for Youth, Social Welfare, Health and Education, Department for Urban Development and Construction, the metropolitan region as well as L-Gruppe.

**External partners**
In addition to the federal government and the Free State of Saxony, the metropolitan region, the local authorities in the area and companies are external stakeholders.

**Public participation**
Across the metropolitan region, a broad participation process involving, among other things, competitions and district newspapers will be implemented.

**Foreseeable costs**
- €40,000 in the 2019/2020 budget for the implementation of the special-purpose agreement plus 10% equity in the implementation of projects
LEIPZIG INCREASES ITS INTERNATIONALITY
NEW LARGE SPORTS HALL — FUNCTIONAL, DEMAND-ORIENTED, INTERNATIONAL

National and international sporting events increase the city’s overall appeal and image as a sporting destination in Central Germany. The new event and competition centre at the Alte Messe (“Old Trade Fair Grounds”) will be used for popular and competitive sports, professional and high-level sports as well as for national and international sporting events, including the future e-Sport category. Above all, the large new sports centre offers the most modern facilities for athletes and guests. This should benefit the entire region of Central Germany.

Project goals
Central Germany will become an important international venue for major sporting events. The new event and meeting place will unite the collective resources of sport. In particular, e-Sport is a unique selling point in the region due to its economic and political role in sport. New future-proof jobs will be created. As a result of 15,000 spectator seats, the deficit of sports hall space in the city as a whole has been significantly reduced.

Milestones
» Drafting of a proposal for the City Council on the status and further procedures of the project including commitment of funds: 4th Quarter 2019
» Commission of a market and competition analysis (including potential analysis) as well as a profitability analysis by an external partner: 4th Quarter 2019
» Initiate notification procedure based on the above analyses: 3rd Quarter 2020
» Preparation of the planning approval: 1st Quarter 2023
» Preparation of a construction and financing resolution: 1st Quarter 2025
» Finalisation and commissioning: 2027

Committee participation
The first draft of a feasibility study was prepared for the project in early 2019; a subsequent revision with regard to a notification procedure is necessary. The City Council will receive a planning, construction and financing resolution. Voting will take place in cooperation with the Free State of Saxony.

Responsible Parties & Participants
Responsible Parties: Department for Environment, Public Order and Sports
Participants: Department for Urban Development and Construction, EVG Leipziger Entwicklungs- und Vermarktungsgesellschaft mbH & Co KG

External partners
The Free State of Saxony, LEVG, external sport self-government partners, experts for (sports) business analyses, Technical Committees of the Leipzig City Council, district advisory council

Public participation
Honorary and full-time sports organisations (Olympic base, umbrella and trade associations, etc.) and civic associations will be continuously updated.

Foreseeable costs
» Estimated budget of €6 million for 2020
» The total cost of the project is approx. €88.1 million
MATTHÄIKIRCHHOF – FORUM FOR FREEDOM AND CIVIL RIGHTS AND SITE DEVELOPMENT

The branch office of the Federal Commissioner for the Records of the State Security Service of the former GDR, the "Museum in der Runden Ecke" at the site of the former Stasi district administration and other relevant institutions provide Leipzig with excellent potential for developing a "Forum for Freedom and Civil Rights". The area of Matthäikirchhof, with 1.6 ha to be developed, has space available for the Forum. The National Urban Development Project includes an exemplary participation process and an international urban development and architecture competition.

Project goals
There is a concept for the development of the Matthäikirchhof (St. Mathew's courtyard) as a whole, and also for the implementation of the "Forum für Freiheit und Bürgerrechte" (Forum for Freedom and Civil Rights) in terms of content and construction. Both the urban development and the architectural form combine the various demands of the City of Leipzig on the site. The project will create a lively place where knowledge can be shared, democracy discussed and meetings held in an urban, lively inner-city district. The Forum enables Leipzig to be seen internationally as the "City of the Peaceful Revolution".

Milestones
- Establishment and staffing of the Forum administrative office: second half of 2019
- Conceptual forum measures (financing, commissioning study on the historical development of the Matthäikirchhof, establishing an international scholarly advisory board, discussion objectives): second half of 2021
- Urban planning competition: 2nd half of 2021-2nd half of 2022
- Architecture Competition: 2nd half of 2022-2nd half of 2023
- Construction: starting 2024

Committee participation
The City Council will be continuously involved.

Responsible Parties & Participants
Responsible Parties: Department for Culture and Arts (Forum for Freedom and Civil Rights), Department for Urban Development and Construction (Development of the whole Matthäikirchhof area)
Participants: Department for Youth, Social Welfare, Health and Education, Mayor’s Department

External partners
The Federal Commissioner for the Records of the State Security Service of the former GDR, BStU Berlin and the Leipzig office, Citizens Committee of Leipzig Association (e.V.) custodian of the Museum in der Runden Ecke" memorial museum, Archiv Bürgerbewegung e. V., Stiftung Friedliche Revolution, HTWK Leipzig, Leipzig University, the federal government as a funding agency

Public participation
A model participation procedure is being planned.

Foreseeable costs
- €2.25 million from 2019 to 2023 for the development of content, the preparation of urban development measures and the participation processes.
- The costs for construction and implementation of the Forum can only be determined as the project progresses.
**FESTIVAL LANDSCAPE – MAJOR EVENTS, TOURISM MAGNET, CULTURAL HOTSPOT**

The City of Leipzig has a great musical tradition and a rich, lively music scene. That being said, there is still great potential for the international marketing of "Leipzig, the City of Music". As part of this, Leipzig's festival landscape will be redesigned and restructured in the field of classical music and the "Leipzig, the City of Music" brand and its new festivals will be marketed internationally.

**Project goals**
The fundamental decisions for the reorganisation of the Leipzig festival landscape have been made. In the classical music scene, there is an annual Bach Festival in Leipzig, which draws more and more attention each year. The "Gewandhaus Festival" and the "Opera Festival" will be held alternately every year, with changing themes. Every year the Leipzig Gewandhaus dedicates concerts and events to the music of Felix Mendelssohn Bartholdy. The trademark "Leipzig, the City of Music", has reached international acclaim. At the same time, the City of Leipzig will focus on its anniversary and themes of the year.

**Milestones**
- The campaign for the overall brand "Leipzig, the City of Music" gets presented: 2nd half of 2019
- The Mahler Festival 2021 will be staged by the Leipzig Gewandhaus: May 2021
- Leipzig Opera will organise the festival "Wagner 22": June/July 2022
- The Gewandhaus organises the festival "Leipziger Romantik" (Leipzig Romanticism): May 2023
- Leipzig Bach Festival and concerts at the Gewandhaus Leipzig focusing on Felix Mendelssohn Bartholdy will take place annually.

**Committee participation**
- "Further Improvement of the Leipzig Festival Landscape" (VI-DS-06656)
- "Continued refinement of anniversaries and special theme years of the City of Leipzig from 2021 onwards" (VI-DS-07998)

**Responsible Parties & Participants**
Responsible Parties: Department for Culture and Arts

**External partners**
Private companies of the festival scene

**Public participation**
Further information is provided through press releases.

**Foreseeable costs**
- €300,000 in 2019 for the development of the "Leipzig, the City of Music" brand
- €250,000 per year starting in 2021 for "Opera Festival" or "Gewandhaus Festival" as well as Mendelssohn Highlights
- approx. €200,000 in 2019/2020 for Festivals of private bodies
FORUM RECHT – CREATING A PUBLIC PLACE FOR THE RULE OF LAW

The peaceful revolution in Leipzig is inextricably linked with human rights and the rule of law. In October 2018, the German Bundestag declared its intention to establish a Forum Recht in Karlsruhe and Leipzig. In Leipzig, a Forum Recht is to be erected on Wilhelm-Leuschner-Platz, which is to be closely linked in planning and conceptual terms to the new building of the Leipzig University’s Faculty of Law.

Project goals
The Forum Recht (Law Forum) is a forum for all social groups and aims to present the importance of democracy as a civilisation standard. The Forum Recht is a centre for information, documentation and exchange. It is an open and public facility. Together with its counterpart in Karlsruhe, the Forum Recht emphasises the legal history of Central Germany (from the Sachsenspiegel magazine to the role of law in the GDR).

Milestones
» The German Bundestag established the Forum Recht with locations in Karlsruhe and Leipzig: first half of 2019
» The City of Leipzig becomes a member of the "Stiftung Forum Recht" board of trustees and of the "Forderverein Forum Recht": 2nd half of 2019.
» Conducting a feasibility study in Leipzig: second half of 2019
» Decision of the Leipzig City Council on a site for the Forum Recht: second half of 2019

Committee participation
The City Council will be continuously involved.

Responsible Parties & Participants
Responsible Parties: Mayor
Representative: Deputy Mayor for General Administrative Matters
Participants: Department for General Administrative Matters, Department for Urban Development and Construction, Department for Economy, Labour and Digital Affairs

External partners
» City of Karlsruhe
» Saxon State Ministry of Justice
» Leipzig University, Law Faculty
» Forum Recht Leipzig’s initiative group (e.g. Federal Administrative Court, Constitutional Court of the Free State of Saxony, Leipziger Anwaltsverein e. V. (Leipzig Lawyers Association))

Public participation
Event formats are to be developed to inform and involve the Leipzig public, fulfilling the intention of the Forum – to be a public arena and place of discussion about law.

Foreseeable costs
Currently, it is to be expected that the Federal Government will provide overall financing for the two Forum Recht locations in Karlsruhe and Leipzig.
LEIPZIG BUILDS SOCIAL STABILITY
EMERGENCY RESPONSE MASTER PLAN – FIRE PROTECTION, RESCUE SERVICE, INTEGRATED REGIONAL CONTROL CENTRE

As the city grows, the demands on fire, emergency and ambulance services increase. Well-equipped and coordinated emergency response prevents serious incidents and increases residents’ sense of security. For this reason, it is necessary to develop a master plan which will serve the needs and coordination efficiency of the various full-time and volunteer emergency responders.

Project goals
Safety requirements are adapted to meet the needs of the growing city. Emergency response planning for the Division for Operative Planning, Control and Emergency Management, rescue services and fire brigades will be coordinated. The requirements are coordinated through comprehensive monitoring.

Milestones
» Development of standardised monitoring: 3rd quarter 2019
» Supporting academic research about the growing city: 2019
» Checking whether municipal concepts can be coordinated with concepts from neighbouring districts to save costs: 2021
» Further development of actual planning: implementation of strategic planning and location optimisation, alignment of project durations: 2021
» Monitoring and continuance of existing measures (implementation of the results of scientific monitoring, impact of the growing city on emergency responses): 2023

Committee participation
The City Council, the Rescue Services Division Committee and the Fire Department Committee shall be continuously involved and informed of proposed resolutions.

Responsible Parties & Participants
Responsible Parties: Department for Environment, Public Order and Sports
Participants: Department for General Administrative Matters, Department for Urban Development and Construction, Department for Economy, Labour and Digital Affairs, Staff Council, L-Gruppe, district councils

External partners
Landesdirektion Sachsen (Regional Directorate of Saxony), Counties, Feuerwehrwissenschaftliches Institut (Fire Service Research Institute), Rescue Service Planning Experts, Universitätsklinikum Leipzig (University Hospital), Helios Klinken Leipzig (Helios Clinics), St. Elisabeth Hospital, Ev. Diakonissenkrankenhaus (Hospital), Klinikum St. Georg (Hospital), financial sponsors (health insurance companies), service providers in the rescue sector

Public participation
The Fire Protection Office will report to the committees, advisory boards and local councillors in the City of Leipzig as well as to the district assemblies of the districts of North Saxony and Leipzig.

Foreseeable costs
» €180,000 for project support Appraisal €130,000, scientific support €50,000
» approx. €3 million for the construction of new emergency stations
"WE’LL JOIN IN" – ORDER AND CLEANLINESS INCREASE THE QUALITY OF LIFE IN LEIPZIG

The urban green areas and the public streets, footpaths and public squares are popular places for spending time. As the use of these spaces increases so does the amount of rubbish. A lack of or insufficient waste management decreases people’s sense of well-being and security. More frequent cleaning and increased citizen responsibility will help to maintain clean parks and green spaces. The new cleanliness concept is designed for this purpose.

**Project goals**
The recreational value and quality of the urban green spaces will be preserved. Visitors must be mindful of the city’s greenery. Principal and volunteer offices will complement each other in their effectiveness.

**Milestones**
- A clean cityscape for Leipzig’s population: 3rd Quarter 2019
- Set up structures and select personnel: 4th Quarter 2019
- Human resources development concept for the funded employees: 1st Quarter 2020
- Developing communication (city internal/city external) and public relations: 1. Quarter 2020
- Evaluation and decision about permanently establishing an organisational unit "Stadtsauberkeit" (urban cleanliness) at the Leipzig’s city sanitation offices: 2020/2021

**Committee participation**
The City Council will be continuously involved.

**Responsible Parties & Participants**
Responsible Parties: Department for Environment, Public Order and Sports, City Sanitation Office Participants: Department for Economy, Labour and Digital Affairs, Direct Service Company Leipzig/Engelsdorf

**External partners**
Business people, civic associations, municipal councils, local councils

**Public participation**
Sponsorships, communication, evaluation

**Foreseeable costs**
- €3.7 million in project costs until the End of 2023
ROBERT-KOCH-AREA GRÜNAU – SOCIO-CULTURAL CENTRE, ATTRACTION, LANDSCAPED PARK

The Robert-Koch-Park is a historical landscape park with historic buildings. The Klinikum St. Georg would like to give the area back to the city and make it available for wider public use. The park needs to be renovated urgently and the buildings repurposed. Meanwhile, the independent sponsor “Haus Steinstraße e.V.” is looking for a new location for its socio-cultural centre. It needs more space to offer new activities. Relocating from the south of Leipzig to Grünau means bringing two things together: The preservation of the park and a socio-cultural enrichment of the Grünau neighbourhood.

Project goals
In the Robert Koch Park are socio-cultural centres, e.g. the "Haus Steinstraße e. V.", and other cultural or social facilities. At the same time, the park has been preserved as a monument to the Robert Koch Museum and has been carefully opened up to the public. The educational and social facilities as well as the public green spaces in the Grünau district are thus improved and the overall appeal of Grünau strengthened.

Milestones
» Creation of a cross-department work group: from second half of 2019 onwards
» Study of suitability and refurbishment of buildings, further inventory, analysis, working hypotheses, SWOT: starting 2nd half of 2019
» Wrapping up work packages, distribution of responsibilities for work packages: from 2nd half of 2019 onwards
» Development of an integrated framework plan for the use of land and buildings: starting in 2nd half of 2019
» Definition of measures, use, operation, cost and financing plans for buildings and parking areas: starting 2nd half of 2019
» Clarification of ownership and development structure, transfer and acquisition of land: starting 2nd half of 2019
» Renovation of buildings and parks: expected in 2020/2021

Committee participation
The City Council will be continuously involved.

Responsible Parties & Participants
Responsible Parties: Department for Urban Development and Construction
Participants: all departments and the St. Georg Group.

External partners
Among others Haus Steinstraße e. V.

Public participation
Information and participation depends on the progress of the project.

Foreseeable costs
Costs can only be identified after the plan has been submitted.
PLANNING AND OPENING UP SCHOOLS – GRÜNAU CAMPUS AND NEIGHBOURHOOD SCHOOLS

Schools in our city should be increasingly open places for learning and interaction. Multifunctional rooms are being developed for the Grünau education campus and the Ihmelsstrasse neighbourhood school. These schools should be full of life outside school hours and be used by the respective stakeholders in the neighbourhood. Furthermore, rooms are created for whole-day offers, e.g. for courses offered by the community education centre, the music school or independent institutions.

Project goals
The schools can be used outside school hours too: for example, for public counselling services, such as family counselling, or for cultural events. The sports facilities on the site also provide opportunities for athletic and fun activities. These schools will open up to the whole neighbourhood and will become a popular attraction.

Milestones
» Concept development will open to the neighbourhood: continuation of the working group on children and youth participation as well as parental participation in the school construction measure
» Structural execution at the model locations:
  » Grünau campus completed: by 2022
  » Completion and opening of Ihmelsstraße neighbourhood school: by 2023
» Management of multifunctional infrastructure: Agreement between the stakeholders on how to organise the use (including ancillary and management costs) of multifunctional spaces: by 2020

Committee participation
The City Council will be continuously involved.

Participations: Department for Finances, Department for Environment, Public Order and Sports, Department for Culture and Arts, Department for Urban Development and Construction, Leipziger Kinderbüro (Leipzig Children’s Office)

External partners
State Department of Education, Leipzig

Public participation
» Students’ participation workshop on Grünau Campus operated by Leipziger Kinderbüro
» Information and participation events with future beneficiaries: School and after-school care, teachers, parents, pupils, trustee representatives, school cooperation partners, music school, community education centre, etc.

Foreseeable costs
Campus Grunau
» City share: €16.6 million
» €35.6 million in subsidies
» €52.2 million total costs

Ihmelsstraße Neighbourhood School
» €48.3 million equity share
» €30.9 million in subsidies
» €79.2 million total costs
The concept of the inclusive kindergarten in Leipzig’s Gohlis district is to give all children the best opportunities right from the beginning, regardless of their abilities. 24 of the 213 kindergarten places are intended for children with therapeutic needs. The students can receive physical therapy, speech therapy, medical care and early childhood intervention. Children with severe disabilities can also attend the school. The need for such offers is growing.

**Project goals**
Children with and without disabilities grow up together. Every child is supported individually at an early age. 189 kindergarten and early-intervention placements, as well as 24 places for therapeutic education, will be created in an area of 1,500 m². The building complex is also suitable for people with disabilities.

**Milestones**
- Application for funding: May 2019
- Conclusion of leasehold/subleasehold contract: June 2019
- Building permit application: June 2019
- Building permit/parallel tendering procedure: December 2019
- Grant approval
- Start of construction: March 2020
- Construction completion: April 2021
- Kindergarten in operation: June 2021

**Committee participation**
The City Council is continuously involved.

**Responsible Parties & Participants**
Responsible Parties: Städtischer Eigenbetrieb Behindertenhilfe (SEB)
Participants: Department for Youth, Social Welfare, Health and Education

**External partners**
Development Bank of Saxony (SAB)
Investors

**Public participation**
Inform the district advisory council

**Foreseeable costs**
- €3.7 million for kindergarten and early intervention
- €1.2 million for therapeutic education (80% funding)
A "VILLAGE" FOR SENIORS – LIVING TOGETHER WITH DIGNITY AND CARE

The number of people suffering from dementia in Germany continues to rise and is currently almost up to 1.6 million people. In Leipzig, it is estimated that of those 65 and older some 12,000 people are affected. They have the right to lead a dignified life and receive appropriate care. When it comes to assuming social responsibility two wonderful examples are the dementia villages De Hogeweyk near Amsterdam or Svendborg on the Danish island of Funen. They have been created for people with dementia. Leipzig should also have such a place.

Project goals
There are services available in Leipzig which are tailored to people suffering from dementia. People with dementia are involved in community housing projects. There will also be small-scale residential facilities with a village character in a safe environment.

Milestones
» Property search: by 2020
» Concept and design: by 2022
» Estimation of costs and clarification of financing: by 2022

Committee participation
Supervisory board, company meetings, City Council

Responsible Parties & Participants
Responsible Parties: Städtische Altenpflegeheime Leipzig gGmbH
Participants: Department for Youth, Social Welfare, Health and Education, Mayor’s Department

External partners
Development Bank of Saxony (SAB), Investors

Public participation
No public involvement planned.

Foreseeable costs
Costs will only be determined after the concept has been developed.
AFFORDABLE HOUSING – INEXPENSIVE RENT, HOUSING, LIVING

The demand for affordable housing is growing as the city grows. The city administration is establishing a municipal support programme for inexpensive housing. Priority will be given to apartments for large and single occupancy households. Here the Saxon promotion programme funds for rent and occupancy controlled housing are being used and added to with municipal funds, thereby increasing the subsidies from the state.

Project goals
People can live in Leipzig at affordable prices, regardless of how large their family is, what they earn and where they come from. Affordable living space is available all over the city. As a result, social stabilisation is promoted in all districts. Leipzig stands for good and inexpensive housing.

Milestones
» On a trial basis, the refurbishment of large apartments is subsidised and pilot projects are initiated; in addition, municipal subsidies are advertised to the housing market stakeholders: until 4th quarter 2019.
» The test phase is evaluated: 4th quarter 2019
» The subsidy will be adjusted, partly on the basis of the new Saxon state guideline for rent-controlled housing: effective 2020
» A municipal guideline for supporting low-cost housing is developed: as of 2020

Committee participation
» VI-DS-06397 (City Council resolution from 12.12.2018)

Responsible Parties & Participants
Responsible Parties: Department for Urban Development and Construction

External partners
Saxon State Ministry of the Interior, Development Bank of Saxony, private developers, cooperatives

Public participation
Detailed information will be available about all phases of the project.

Foreseeable costs
» €900,000 in 2019 for pilot project large apartments
» €1.5 million in 2020

Heike Will
Head of Housing Division, Office for Housing and Urban Recreation

Affordable Housing – Inexpensive Rent, Housing, Living

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» A municipal guideline for supporting low-cost housing is developed: as of 2020

Committee participation
» VI-DS-06397 (City Council resolution from 12.12.2018)
LEIPZIG ENSURES SUSTAINABLE PUBLIC SERVICES
MOBILITY, ENERGY AND WATER SUPPLY – THE LEIPZIGER GRUPPE

The Leipziger Gruppe guarantees the city’s fulfilment of its public service obligations. It is synonymous with energy security and performs tasks of considerable strategic importance for the city, particularly in the areas of "mobility", "climate protection" and the associated infrastructure. As a result, it contributes significantly to the quality of life and to overcome the challenges of a growing city and its competitiveness.

Project goals
- High-quality services provided at reasonable prices
- Strategic refocus on environmentally friendly energy generation and heat procurement strategies
- Implementation of the sustainable Mobility Strategy 2030
- Ecological and climate-change-resistant drinking water supply and waste-water management
- Contributions to strategic urban development in the Smart City/Digitalisation
- Further development of the LVV Gruppe as a management holding company
- Unscheduled repayment of shareholder loans in the amount of € 5 million both in 2019 and 2020
- Optimisation of Group management instruments
- Converting the circa €237 million shareholder loan into equity: 2020 (VI-A-06703)

Committee participation
Supervisory board, shareholder meetings, City Council

Responsible Parties & Participants
Responsible Parties: Mayor, management of the L-Gruppe
Participants: Deputy mayor of the respective project area(s), co-partner Leipziger Wasserwerke, etc.

External partners
According to project area: University, HTWK, UfZ, start-ups, private energy companies etc.

Public participation
The participation of the public depends on the project.

Foreseeable costs
- €278 million 2019–2023 Basic financing for LVB transport services
- ca. €1.6 billion 2019–2023 Planned investment volume L-Gruppe
LEIPZIG OPTIMISES ITS ADMINISTRATION
MODERN AND DIGITAL SERVICES - FOR CITIZENS

A modern, friendly and reliable administration with clear service standards is at the heart of the democratic rule of law. Modern, efficient management means that services are electronically accessible around the clock. This is provided with an online service portal (Amt 24). To make the administrative processes more efficient, a wide variety of services will be combined in one citizen service office.

Project goals
Various administration services have been digitalised. Access is available on www.leipzig.de and via amt24.sachsen.de. In order for all citizens to benefit, there are citizen access platforms. Personal devices, such as an eID reader, are not necessary. An IT cooperation has been set up in the Free State of Saxony to support the implementation of the Online Access Act. On behalf of the Citizen Service Centre, a pilot project has been launched with the registry office, citizen's offices, citizen's telephone and residents' registration office.

Milestones

**Amt24**
- Testing of 5–10 online services and provision of service terminals: 2019
- Establishment of IT cooperation in the Free State of Saxony: 2020
- Integration of 75 online administration services: 2021
- Provision and development of online administration services: 2022

**Citizen Service Centre**
- Analysis and decision about pilot service office: 2019
- Decisions regarding further citizen service offices: starting 2020

Committee participation
Information is brought regularly to the Mayor's round table discussion.

Responsible Parties & Participants
Responsible Parties: Department for General Administrative Matters
Participants: Department for Finances, Department for Environment, Public Order and Sports, Department for Culture and Arts, Department for Urban Development and Construction, Department for Economy, Labour and Digital Affairs

External partners
The Free State of Saxony supports further development of Amt24.de

Public participation
No public participation required

Foreseeable costs
- Amt24: €800,000
- Citizen Service Centre: The costs can only be determined after the pilot project.
**INTRANET – DIGITAL COLLABORATION AND COMMUNICATION**

The city administration will introduce a central intranet in 2019 and will expand it step by step. This improves work processes and interdisciplinary cooperation. It will make information more accessible to all employees and improve communication between them.

**Project goals**
There are modern, digital workstations that make efficient work possible. Intranet provides a platform for management tools such as employee surveys, workflows and wikis. All employees who were not previously connected to the city network have personalised access.

**Milestones**
- Service agreements and security concepts
- Roll-out for 4,500 core administration employees: 2019
- Ongoing development of the intranet, incorporating the concepts of "modern administration" and "digitalisation of administration" alongside the departments’ requirements
- Gradual extension of access to the city network to additional employee groups, goal: access for all city employees

**Committee participation**
Information is brought regularly to the Mayor’s round table discussion.

**Responsible Parties & Participants**
Responsible Parties: Mayor’s Department, Department for General Administrative Matters

**External partners**
Jalios SA, Lecos GmbH

**Public participation**
No involvement of the public is required.

**Foreseeable costs**
- ca. €888,000 in 2019
- €230,000 in 2020
- €375,000 in 2021
- €275,000 in 2022/2023
**Project goals**

The introduction of new processes and systems has led to the efficient digitalisation of administration. Digital financial processes minimise the processing time per case, so that rising case numbers are offset while personnel resources remain constant. Digital financial management enables citizens to pay the city using standard means of payment (e.g. credit card, PayPal). Municipal companies and subsidiaries exchange booking data, maintain joint user accounts, and provide citizen-oriented services via SAP.

**Milestones**

Introduction SAP S/4/HANA
- SAP S/4 Hana preliminary project: end of 2020
- Changeover to SAP S/4/HANA: end of 2024

Digitalisation of checkout processes
- Digitisation of the order system: End of 2022
- Optimisation of checkout processes: May 2019

Modern payment systems for citizens
- The changeover over to the basic service payment function enables revenues to be processed with online payment procedures. (such as parking fee payment with modern payment methods)

**Committee participation**

- Fundamental decision on the continued operation of the SAP system (DS-00727/14)
- The history, status and outlook of the introduction of Doppik and SAP as a double financial procedure (VI-DS-03759)
- Optimisation of checkout processes (VI-DS-05587)
- Employment of project managers for digitisation and modernisation of administration (VI-DS-06414)
- Digitisation of the order system (VI-DS-03760/04413)

**Responsible Parties & Participants**

**Responsible Parties:** Department for Finances
**Participants:** Department for General Administrative Matters, Department for Finances, Department for Environment, Public Order and Sports, Department for Culture and Arts, Department for Youth, Social Welfare, Health and Education, Department for Urban Development and Construction, Department for Economy, Labour and Digital Affairs

**External partners**

Lecos GmbH, Administration Unit KISA, GISA GmbH, Iteos Public Law Institution, WMD Group GmbH, SAP SE

**Public participation**

No involvement of the public is required.

**Foreseeable costs**

The costs can only be estimated after the project has been planned further.
CITY OF LEIPZIG – AN ATTRACTIVE EMPLOYER – MODERN LEADERSHIP AND COOPERATION CULTURE

Leipzig is growing, and as a result, the city administration needs more staff. Excellent staff. At the same time, public participation and integrated action by the administration are becoming increasingly important. Demographic change is already making it difficult to recruit and develop qualified specialists. This problem is bound to become worse. Modern management culture and measures for recruiting and developing personnel can counteract this.

Project goals
The City of Leipzig is an appealing employer with an established employer brand. A modern management culture forms the basis for a professional, competent, collegial and INSEK-oriented cooperation of all employees and managers.

Milestones
» Implementation of the results of the employee survey: by the end of 2019, regular employee surveys every two years
» Introduce "leadership with goals" as a key management tool: 4th Quarter 2020
» Implement measures within the framework of the "Modern Administration" concept that promote cooperation: end of 2021
» Implementation of brand strategy: 2nd half of 2022

Committee participation
Information is brought regularly to the Mayor’s round table discussion.

Responsible Parties & Participants
Responsible Parties: Department for General Administrative Matters
Participants: All of the departments and the Mayor’s Office.

External partners
» Leipzig Graduate School of Management – Design phase for the management concept "Leading by Example", evaluation of employee survey
» Academy of Administration – Executive Development Programme
» Subsidiaries and business - management culture

Public participation
No involvement of the public is required.

Foreseeable costs
» €250,000 for development of employer brand
» €25,000 for concept "Leading by Example"
» €560,000 for the executive development programme
Project goals
The forecast of job development, the specifications of building standards and a basic decision of the City Council on administrative accommodation provide a firm basis for further measures and concrete construction projects.

Milestones
» Specifications for building standards: 2nd Quarter 2019
» City Council proposal on methodology and general conditions: 3. Quarter 2019
» City Council resolution on methodology and framework: 3rd Quarter 2019
» Decision about the locations: 1st Quarter 2020
» Fundamental decision on location and strategy: 3rd Quarter 2021
» Specific planning approval: from 1st Quarter 2023

Committee participation
City Council will be continuously informed.

Responsible Parties & Participants
Responsible parties: Department for General Administrative Matters, Department for Urban Development and Construction
Participants: Department for Finances, Department for Economy, Labour and Digital Affairs

External partners
none

Public participation
No involvement of the public is required.

Foreseeable costs
The costs can only be determined after the concept phase.