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CITY OF NOVI SAD

Assembly

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Pursuant to the Article 39, Item 6 of the Articles of Association of the City of Novi Sad ("The Official Gazette of the City of Novi Sad", Number 11/19), at the XLVI meeting held on 7th December 2023, the Assembly of the City of Novi Sad enacts

THE DEVELOPMENT PLAN OF THE CITY OF NOVI SAD FOR THE PERIOD 2023–2030

1. INTRODUCTION

The Development Plan of the City of Novi Sad for the Period 2023–2030 (hereinafter referred to as the: Development Plan) is an umbrella document that is aimed at making the City of Novi Sad (hereinafter referred to as the: City), the same as in previous years, one of the most developed cities in the Southeast Europe, smart and prosperous, with efficient administration. As it has been done since 2012, it is also aimed at taking care of healthcare, birth rate, social protection, education, culture and accessibility and at presenting a modern and attractive place for living and working by cherishing and protecting its environment. The Development Plan has been prepared in order to define key development directions, corresponding priority objectives, measures and mechanisms for their successful implementation, and all that for the purpose of achieving better conditions for the life of citizens and visitors of Novi Sad.

The Development Plan represents the most important development and strategic document at the level of the City and the basis for the allocation of resources in order to carry out defined measures that will lead to the implementation of priority objectives and contribute to the fulfilment of the City's vision. Novi Sad is the city with a good standard of living. It is economically developed and prosperous. It has modern infrastructure, safe environment, secure energy supply and it is tailor-made for its citizens. Novi Sad is the city of responsible modern and transparent administration, sustainable entrepreneurship, new and innovative technologies, the city of the future and knowledge. It is the centre of healthcare, sports, tourism and culture. And, the most important this is that it is the city tailor-made for children and families.

The Development Plan is oriented towards the creation of a sustainable model that improves the quality of life of citizens and that meets social and economic requirements of the community. At the same time, it significantly reduces harmful effects on the environment and natural resources. The Development Plan contains an overview and analysis of the existing situation, the vision, that is, a desired situation, priority objectives of

development to be achieved, as well as the overview and short description of adequate measures, which are further elaborated in documents of public policies and in the medium-term plan of the local self-government unit. Urban development is directly related to the sustainable economic growth and advancement, rational use of land, demographic changes and housing, traffic and utility infrastructure, environment, cultural heritage and all other areas that are within competences of the City. Therefore, it is particularly important for the Development Plan to be complied with the Spatial Plan.

During the preparation of the Development Plan, care has been taken to comply with documents of public policies at national and provincial levels, as well as with sustainable development goals of the Agenda 2030, which includes key aspects of sustainable development, such as economic growth, social inclusion and environmental protection.¹ Starting from the significance of all 17 sustainable development goals, among the main priorities are solving problems of the most sensitive and vulnerable groups, strengthening economy, eradication of poverty, quality education, youth issues, gender equality and women's empowerment, healthy environment and strengthening institutions, as well as making maximum efforts to strengthen respect for human rights and the rule of law.

Taking into account the fact that the Development Plan represents the development planning document of the widest scope and the highest importance for the City, it also represents the basis for the preparation of documents of public policies and other planning documents of the City of Novi Sad. It has been devised in such a way to define the most effective model for creating and continuing the coordination of development policies and measures that should lead to further improvement of social, economic and living standards of all residents of the City. It is also based on the objective assessment of the situation and resources in the local community, then on the assessment of real possibilities with full respect for competencies and authorities of the City of Novi Sad, as well as on the participatory approach, that is, on comprehensive consultations with all stakeholders at the local level.

The basis for the preparation of the Development Plan is fundamental research and analysis of the existing situation. It is established on the broad consensus of all relevant actors and stakeholders at the local level (public sector, business representatives, citizens, non-governmental and non-profit organisations). The best guarantee for good understanding of the desired position of the City of Novi Sad at the end of 2030 is the respect of the principle of participation in the preparation of the Development Plan, that is, in the process of planning the future development, defining development directions, priority objectives and measures for their achievement, in which not only citizens, but also representatives of the economy and the local public sector are involved. With the support of the Local Economic Development Office, the Coordination Team has coordinated the process of the preparation of the Development Plan, and four thematic work groups (economic development, social development, urban development and environmental protection and good governance) are responsible for the direct preparation of the document. Representatives of the public sector, economic sector, political groups in the Assembly of the City of Novi Sad, associations of citizens, representatives of relevant republic and provincial institutions, as well as other institutions and organisations of importance for the development of the City of Novi Sad have taken part in the preparation of the Development Plan. Also, consultations are carried out with interested citizens and business entities by means of opinion polls.

The Local Economic Development Office has provided administrative support in the process of the

¹ The 2030 Agenda was adopted at the United Nations Summit held in 2015. It represents a unique strategy that includes the mobilisation of resources of all countries in order to achieve objectives until 2030. The Agenda consists of 17 goals, and within them 169 sub-goals measured by means of 231 indicators that provide guidance to all countries, which should adopt and adapt them to their own priorities. The goals of sustainable development are implemented not only at national, but also at regional and local levels, and the adaptation of global goals to lower levels of planning is observed as the "localisation of goals of sustainable development". The localisation refers to the need for local authorities to support the goals of sustainable development with bottom-up actions in the process of planning and to localise global goals together with representatives of civil and private sectors and put them in the local context, that is, integrate them into the development plans of their local communities.

preparation of Development Plan, and the Development Plan is prepared with the financial support of the Provincial Secretariat for Regional Development, Interregional Cooperation and Local Self-Government and with the methodological support of the Public Policy Secretariat of the Republic of Serbia.

The comprehensive analysis of the existing situation is the prerequisite for the next step - defining the vision, priority objectives and measures.

The vision, which represents the statement of the desired situation in the future is obtained through the process of consultations at meetings of the Coordination Team. It is defined in such a way to be concise, inspiring and ambitious on the one hand, but also achievable and useful for the next step that is defining priority objectives of the development.

Priority objectives are projections of the desired situation that contribute to the realisation of the vision and they are achieved by implementing measures and/or the group of measures whereby each measure and/or the group of measures has to be connected with the concrete, specific objective. Priority objectives are determined in such a way to be specific, measurable, achievable, realistic and time limited, and the indicators of the outcome are defined at the level of every objective. Also, the connection is made with the Objectives of Sustainable Development, that is, the localisation of objectives and indicators of objectives of sustainable development is done.

Measures represent activities that are planned for the purpose of achieving priority objectives, that is, achieving the predetermined vision. They can be different in type and method of action and for the implementation of the predetermined objective, it is necessary to realise one or more measures, which can be mutually conditioned and connected. In the short description of measures, the expected time limit for the implementation of measures, as well as the party responsible for the implementation of the measures are determined. Also, expected sources for financing measures are determined where possible.

Defining the framework for the implementation of the Development Plan, monitoring, evaluation and reporting with the accountability structure is the final step in the preparation of the document. This implies defining activities and determining accountability for the implementation of the Development Plan. This also includes processes of monitoring implementation, reporting on the implementation process and evaluating implementation of the Development Plan.

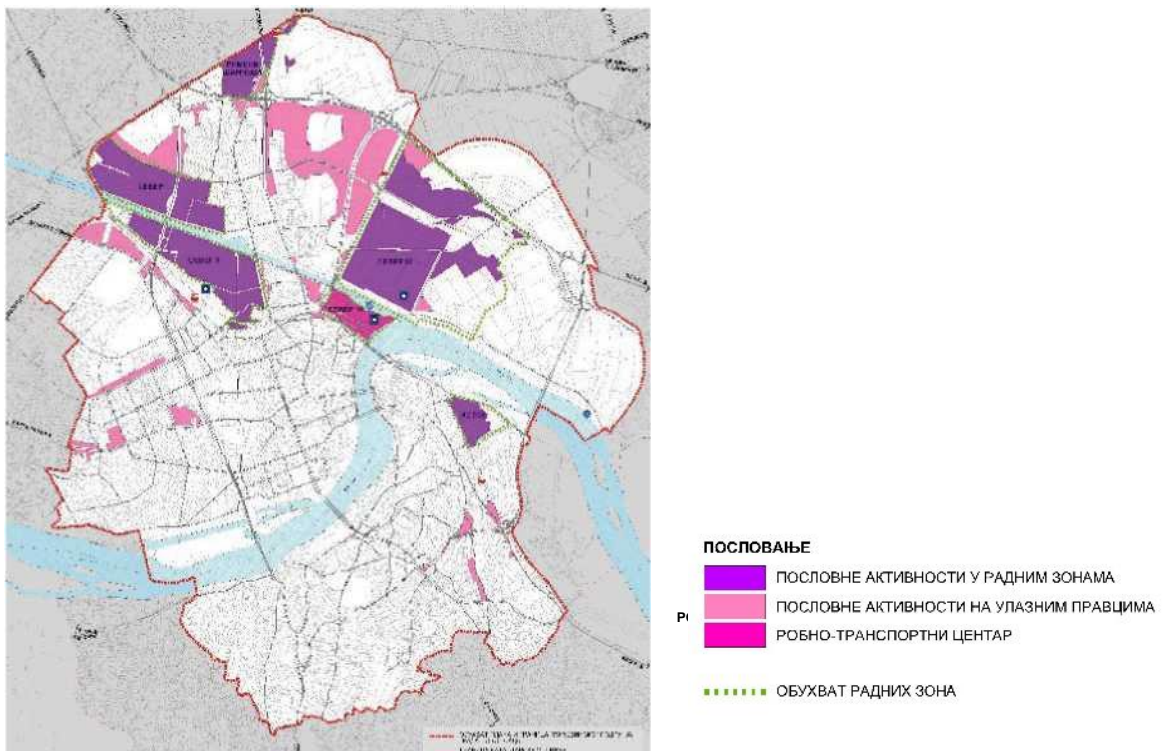
2. OVERVIEW AND ANALYSIS OF THE EXISTING SITUATION AND THE POSITION OF THE DEVELOPMENT OF THE CITY OF NOVI SAD – SUMMARY

The City of Novi Sad is the main administrative centre of the Autonomous Province of Vojvodina and the seat of the South Bačka District. It is in the group of the Danube river cities.

Novi Sad is the second largest city in the Republic of Serbia and important scientific, development and research and professional organisation for encouraging development and strong production capacities in industry and business services are located there. Institutions for higher education, health institutions for superior medicine and specialised services, institutions in the field of culture and social protection are present there.

Thanks to its geographic position at the intersection of important international roads, the City of Novi Sad has great potentials for development as a macro-regional centre within a wider gravitational area.

For the development of the economy in Novi Sad, the largest areas are planned in Work Zones (about 1,100 ha). They are concentrated in the northern part of the city around the Danube-Tisa-Danube Canal. There are totally six Work Zones - five in the Bačka part of the city (Work Zones I to IV and the Work Zone “Roman Trenches”) and one in Petrovaradin (the Work Zone “East”). Because of its position and significant residential buildings, the Work Zone “West” has changed its purpose into commercial activities at city entry routes. In this zone, spatial and content transformations are expected due to its location in the city and the proximity of residential buildings and new general city centres. On free areas, the development of tertiary and quaternary sector activities is planned. While economic activities of the secondary and tertiary sectors are implemented in Work Zones, in commercial zones at city entry routes, tertiary sector and production crafts of limited capacity are carried out. The Business Zone along the A1 Highway represents a significant capacity for making the area purposeful by constructing infrastructure.



(Prevod teksta na slici: BUSINESS ACTIVITIES IN WORK ZONES, BUSINESS ACTIVITIES AT CITY ENTRY ROUTES, GOODS AND TRANSPORT CENTRE, VOLUME OF WORK ZONES)

In addition to business facilities within the City, there are also capacities for economic activities in surrounding settlements. The settlement Kać has the greatest potentials for development and some business facilities have already been constructed and a large number of companies operate there. However, there are potentials for further development in other settlements such as Futog, Veternik, Rumenka, Kisač and Kovilj.

The social and economic development of the City of Novi Sad in the previous decade is characterised by the stable economic growth, continuous implementation of economic reforms and increased standard of living. The biggest macroeconomic stabiliser in the past period is the continuous inflow of Foreign Direct Investments (FDI), which, among other things, has led to the growth of average net earnings, significant decrease of unemployment, thus, the increase of the number of employees.

In the period from 2015 to 2022, the growth of average net earnings amounted to 76.81%.

Average Earnings in Novi Sad, 2015–2022

	Unit of Measure	2015	2016	2017	2018	2019	2020	2021	2022
Average Earnings without Taxes and Contributions	RSD	50,441	52,799	54,357	54,075	60,466	67,957	75,773	88,932
Average Earnings with Taxes and Contributions	RSD	69,224	72,538	74,720	74,846	83,433	93,766	104,290	122,396

Source: Statistical Office of the Republic of Serbia

The number of unemployed persons at the territory of the City of Novi Sad is reduced by as much as 56.62%.

Structure of Unemployed Persons, 2015–2022

	Unit of Measure	2015	2016	2017	2018	2019	2020	2021	2022
Men	Number	11,714	9,520	7,362	6,326	5,562	5,047	5,164	4,568
Women	Number	14,692	11,981	9,412	8,282	8,370	7,967	7,806	6,888
Total	Number	26,406	21,501	16,774	14,608	13,932	13,014	12,970	11,456

Source: National Employment Service

The registered unemployment rate has decreased from 17.3% to 6.5%. At the same time, the unemployment is significantly lower in comparison to levels in districts, the Province and the Republic.

Registered Unemployment Rate, 2015–2022

	Unit of Measure	2015	2016	2017	2018	2019	2020	2021	2022
Novi Sad	%	17.3	13.6	10.9	9.3	8.9	7.9	7.6	6.5
South Bačka District	%	23.4	20.4	17.4	15.2	13.8	12.3	11.9	10.6
AP Vojvodina	%	26.4	23.8	20.8	17.9	16.3	15.3	14.7	13.1
Republic of Serbia	%	27.9	25.8	23.5	21.1	19.7	18.4	17.7	15.8

Source: National Employment Service

By observing the period from 2015 to 2022, it can be noticed that there is the growth trend of the total annual average of registered employment, which is also characteristic at the level of the AP Vojvodina and the Republic of Serbia. The number of employees at the territory of the City of Novi Sad is increased by 24.80%.

Number of Employees in the City of Novi Sad, 2015–2022

	Unit of Measure	2015	2016	2017	2018	2019	2020	2021	2022
Legal Entities	Number	116,026	116,496	119,678	124,685	125,869	132,498	138,307	141,401
Entrepreneurs	Number	17,999	20,228	21,904	24,116	25,651	25,578	26,311	26,577
Individual Farmers	Number	1,033	887	838	777	711	664	616	578
Total	Number	135,058	137,611	142,420	149,578	152,231	158,740	165,234	168,556
Number of Employees as % of the Total Population	%	38.48	38.92	39.99	41.71	42.18	43.77	45.42	45.68

Source: *Statistical Office of the Republic of Serbia*

In the structure of employees, sectors with the largest share in percentages are wholesale and retail sale and the repair of motor vehicles, manufacturing industry, education and healthcare and social protection. When we talk about the category of hard-to-employ people, social entrepreneurship represents a significant development opportunity for their engagement.

The City of Novi Sad is one of the most industrially developed areas in the Republic of Serbia with the level of development of the first group. It generates the level of the gross domestic product per capita that is higher than the republic average but taking into account resources that are available to the City, primarily in the area of manufacturing industry, there is still a lot of room for the improvement of economic and industrial development.

Farmers in the City of Novi Sad have similar problems as farmers in other parts of the Republic of Serbia such as small farms, low level of knowledge and skills of farmers in the field of new technologies for agricultural production however, huge potentials for the development of organic and controlled production, as well for animal husbandry and beekeeping.

In the period from 2015 to 2022, the growth of the number of active registered agricultural farms amounted to 67.48%.

Basic Data about the Sector of Agricultural Production

	Unit of Measure	2015	2016	2017	2018	2019	2020	2021	2022
Number of Active Registered Agricultural Households	Number	4,231	4,385	6,293	6,031	6,045	6,240	7,081	7,086
Number of Active Business Entities	Number	259	259	253	265	245	257	266	265
Number of Active Entrepreneurs	Number	64	71	74	82	75	80	90	95

Source: *Directorate for Agricultural Land and Serbian Business Registers Agency*

By analysing labour market at the territory of the City of Novi Sad, the main deficit is stated in IT university degree professions. In the period from 2015 to 2022, the number of active business entities in the sector of information and communication technologies is increased by 165.52%, and exports on the basis of computer services related to software is increased by 459.77%. This growth trend is also expected in the next period.

Exports on the Basis of Computer Services Related to Software

	Unit of Measure	2015	2016	2017	2018	2019	2020	2021	2022
Export of IT Services	EUR Million	70.1	108.7	172.8	260.9	320.1	216.2	286.4	392.4

Source: National Bank of Serbia

A favourable circumstance for the City of Novi Sad is continuous cooperation between the economy and educational and scientific institutions in creating entrepreneurial environment for the faster development of innovations and *start-up* ecosystems and for the use of the principle of “*Smart City*” that will ensure sufficient number of educated young people for meeting the requirements of the labour market.

The positive image of the City of Novi Sad and the titles of the Youth Capital of Europe in 2019, the Most Creative Tourist Destination of 2021 in the Region of the Southeast Europe and the European Capital of Culture in 2022 represent an additional connection between culture and tourism and the basis for future growth and development of the City of Novi Sad.

According to the results of the last population census, which was conducted in 2022, the City of Novi Sad had 368,967 inhabitants. In relation to the previous population census from 2011, the number of inhabitants of the City of Novi Sad was increased by 8%. The activities of the City of Novi Sad for the purpose of making this percentage higher in the next period are reflected in processes that are started in order to improve the population policy by the implementation of several pro-natalist policy measures, strengthening healthcare support system and provision of affordable and comprehensive social security of the population.

The continuous growth of the number of inhabitants in the last decade, individually the largest in relation to other cities and municipalities in the Republic of Serbia, has had positive effect on building construction activities in Novi Sad. Observing the period from 2015 to 2022, the number of issued building permits was increased by 284.69%, while the number of built apartments was increased by as much as 530.78%.

Building Permits, Real Estate Transactions and Number of Constructed Flats

	Unit of Measure	2015	2016	2017	2018	2019	2020	2021	2022
Total Value of Performed Construction Works	000 RSD	13,219,432	18,161,068	20,655,292	27,151,665	28,325,741	30,237,577	40,355,128	50,210,734
Total Number of Issued Building Permits	Number	529	834	1,249	1,353	1,355	1,424	1,753	2,035
Number of Constructed Flats	Number	705	1,291	2,440	2,515	3,282	4,130	4,795	4,447
Number of Constructed Flats per 1000 Inhabitants	Number	2.0	3.6	6.8	7.0	9.1	11.4	13.2	12.0

Source: Statistical Office of the Republic of Serbia

The budget of the City of Novi Sad in the observed period is stable with obvious growth trend, so that the realisation of revenues and receipts in 2022 in relation to 2015 is almost doubled (growth of 93.07%). This trend is even more evident when the expenditure side of the budget is observed, that is, the realisation of expenditures and expenses (growth of 99%). All this has contributed to the

improved quality of life in the City primarily by means of the implementation of numerous investments and by the improvement of the system of utility facilities in the city, increased investments in education, healthcare, culture, sports, as well as by the implementation of greater rights of citizens in the field of social and child protection. Therefore, the implementation of numerous capital projects has created a solid foundation to continue with a strong investment cycle in the next period, that is, to continue with investments in the development of infrastructure and public services in order to meet the requirements of the growing population.

Implementation of the Budget of the City of Novi Sad, 2015–2022

	Unit of Measure	2015	2016	2017	2018	2019	2020	2021	2022
Implementation of the Budget of the City of Novi Sad	Thousand RSD	20,977,055	23,931,732	25,376,162	29,190,994	29,948,583	30,437,930	34,008,603	40,501,430

Source: Annual Financial Statement of the Budget of the City of Novi Sad, 2015–2022

Implementation of the Budget of the City of Novi Sad, 2015–2022

	Unit of Measure	2015	2016	2017	2018	2019	2020	2021	2022
Implemented Expenditures and Expenses of the City's Budget	Thousand RSD	18,402,429	19,318,088	18,702,368	23,003,923	25,008,165	26,519,880	30,231,216	36,621,457

Source: Annual Financial Statement of the Budget of the City of Novi Sad, 2015–2022

Capital Consumption of the City of Novi Sad, 2015–2022

	Unit of Measure	2015	2016	2017	2018	2019	2020	2021	2022
Capital Consumption of the City of Novi Sad	Thousand RSD	5,602,816	6,882,156	5,804,180	7,780,147	8,149,021	8,481,641	9,506,837	12,131,400

Source: Annual Financial Statement of the Budget of the City of Novi Sad, 2015–2022

Note: Capital consumption of the City of Novi Sad includes expenditures for nonfinancial assets (Class 5), capital subsidies (Account 4512), capital transfers (Account 4632), capital grants (Account 4642) and other capital grants and transfers (Account 4652).

The utility sector is well developed at the territory of the City of Novi Sad. Due to intensive housing construction in Novi Sad and in surrounding settlements, both collective and individual housing, the number of consumers who are legally connected to the water supply system and to the sewerage system is increasing. The current rate of connection to the water supply system is about 95%, and to the sewerage system about 90%. Some problems related to the water supply system are illegal connections and network losses, which will be reduced to a minimum in the next period by means of activities that are currently underway.

As opposed to the water supply system, the sewerage system at the territory of the City of

Novi Sad is not physically unique system because of the topographic and hydrographic conditions of the territory covered by the City. The City of Novi Sad has adopted the concept with the central wastewater treatment plant and five small wastewater treatment plants in suburban settlements at the edges of the system, which are not connected to the central plant. Four out of five small wastewater treatment plants are in Kovilj, Rumenka, Stepanovićevo and Begeč. It still remains to build wastewater treatment plant in Čenej, the implementation of which is anticipated by the “Clean Serbia” Project, which is underway, and therefore the construction of this wastewater treatment plant is expected in the near future. Also, the central wastewater treatment plant is anticipated in the “Clean Serbia” Project, and its construction will be financed from the budget of the Republic of Serbia.

The municipal waste collection service covers 100% of households. The construction of a regional centre for waste management has started with the preparation of technical documentation for waste management in the City of Novi Sad and in Municipalities of Bačka Palanka, Bački Petrovac, Beočin, Žabalj, Srbobran, Temerin and Vrbas in order to establish the regional system and waste management. For the purpose of establishing a sustainable waste management system at the territory of the City of Novi Sad and in compliance with the Regional Waste Management Plan for the City of Novi Sad and for Municipalities of Bačka Palanka, Bački Petrovac, Beočin, Žabalj, Srbobran, Temerin and Vrbas in the Period 2019-2028², the Local Waste Management Plan for the City of Novi Sad in the Period 2023–2032³ and established measures, activities and deadlines in the Action Plan for the Implementation of the Waste Management Plan, the City of Novi Sad has started activities on the introduction of primary and secondary separation by placing containers for the collection of recyclables (paper, glass, PET) in the collective type of housing, and the establishment of a recycling yard is expected, as well. Also, for recycling of construction waste, the design and technical documentation have been prepared and the construction of the plant is planned in 2023 and 2024.

In order to meet the requirements of citizens, the City of Novi Sad takes special care of the production, distribution and supply of heat energy. The district heating system in Novi Sad covers 76% of the territory of the City, that is, it supplies heat energy to 109,700 dwellings and business premises or over 7,000,000 m² of heating surface and/or the total of 922 MW of heat consumption. The total efficiency of the district heating system in Novi Sad in the previous five years is at the level of 89%. According to data from the World Bank for the indicator of productivity - the amount of delivered energy per one employee (3.1 GWh/employee), the Novi Sad Heating Plant is among the most productive European companies for district heating.

The City of Novi Sad has recognised the improvement of the environment as one of important segments for increasing the quality of life of the citizens of Novi Sad. In accordance with that, special attention is given to monitoring the state of the environment by means of checking the quality of air, airborne pollen, noise levels, surface water and soil.

For the purpose of efficient management of the quality of air at the territory of the City of Novi Sad, a unique functional system for monitoring and controlling the degree of air pollution (air quality monitoring) has been established. The air quality monitoring system has been devised on the basis of expert analysis, according to which, the air quality monitoring is carried out at two automatic measuring stations within the network of the Republic, one automatic measuring station under the jurisdiction of the Province and five measuring stations under the jurisdiction of the City of Novi Sad.

² “Official Gazette of the City of Novi Sad”, Number 29/20

³ “Official Gazette of the City of Novi Sad”, Number 21/23

In order to improve the quality of air and on the basis of the assessment of the state of the quality of air in Novi Sad, the Air Quality Plan has been adopted, which includes all main polluting substances and main sources of pollution that affect the state of the quality of air and measures and activities are proposed for enhancing and improving the quality of air. Further development of the air quality monitoring system has been recognised through the improvement and optimisation of the network of measuring points under the jurisdiction of the City.

When we speak about the principle of good governance as measured in terms of the “Good Governance Index”, although the City of Novi Sad is rated “above average”, in the next period, this area will continue to be improved, particularly with reference to the improvement of transparency and participation

In the next period, the City of Novi Sad will implement activities in order to comply with documents of public policies at the national and provincial level and with key international initiatives such as the Sustainable Development Goals of the 2030 Agenda and the Green Agenda for the Western Balkans.

2.1. SWOT ANALYSIS

The SWOT analysis is a methodological tool that is used during self-assessment, that is, when determining competitive position of the local community, and it is the basis for determining priority objectives. Factors that affect the development of the City can be internal and external. Internal factors are factors that can be influenced by the local community and these are *strengths* and *weaknesses*, while external factors are factors that cannot be influenced by the local community and these are *opportunities* and *threats*.

By observing comprehensive elements of the SWOT analysis, *strengths* are factors that give the advantage to the City, while *weaknesses* are factors that create obstacles in the development. *Opportunities* represent external chances that have to be recognised and used, while *threats* represent negative external factors that have to be neutralised, that is, their influence has to be minimised.

Fields that are Included in the SWOT Analysis



(Prevod teksta na slici: Urban Development and Environmental Protection, Good Governance, SWOT Analysis, Social Development, Economic Development)

SWOT Analysis for the Field of Urban Development and Environmental Protection

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Centre of functional urban area of international importance • Developed utility, traffic and energy infrastructure • Strong financial position of the City • Developed district heating system • Existence of locations for brownfield, greenfield and greyfield investments • Professional capacities, highly educated staff and cooperation with high technology scientific institutions • Existence of planning documents, analyses and studies for the improvement of certain fields • Systematic management of building land and existence of the Catalogue of Locations • Environmental Protection Programme for the City, Strategy for Development of Green Areas of the City, 2015-2030, Air Quality Plan in the “Novi Sad” Agglomeration, 2022-2026 and the support of the local community for the green agenda and the preservation and development of green areas • Nonexistence of large industrial pollutants • Existence of the Local Energy Agency with the established energy management system • Favourable business climate that contributes to the arrival of investors from the region and wider • High and growing participation of cyclists in traffic (>10%) and proactive cycling community • Leader in Serbia in terms of innovating and developing cycling infrastructure and affirming cycling as the form of transport a • Bicycle rental system - NS Bike 	<ul style="list-style-type: none"> • Insufficient use of devastated and neglected urban areas • Insufficient wastewater treatment • Lack of parking spaces and high level of motorisation • Insufficient awareness of the importance of organic agriculture for life and health, that is, insufficient knowledge of manufacturers about its economic advantages • Lack of capacity for waste treatment in order to reduce the amount of waste that is disposed of in accordance with modern principles of waste management - insufficiently developed waste separation • Unequally developed system of public lighting and signalling at the territory of the City • Growth of the number of motor vehicles and the lack of incentive measures • Insufficient branching of the network of bicycle paths in urban and suburban settlements and the lack of bicycle paths on bridges • Insufficiently developed watering system of green areas
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Favourable geographic position (Corridor X, proximity of Corridor IX, Corridor VII, EuroVelo 6 – Cycling Route, proximity of the airport) • Republic of Serbia – candidate for the European Union, availability of European Union funds 	<ul style="list-style-type: none"> • Acts of god, natural disasters and climate change • Growth of prices of energy and energy carriers • Environmental pollution • Increased motorisation and negative impact on the environment

<ul style="list-style-type: none"> • Compliance of regulations in the field of utility services with regulations of the European Union • Cooperation with other cities and municipalities • Cooperation with scientific institutions in order to improve business operations • Public and private sector partnership • Energy efficiency and better use of renewable energy sources primarily solar, biomass, geothermal and hydropower (on the average, the City of Novi Sad has about 2,100 hours of sunshine per year, the City is situated on thermal waters, which is the potential for the construction of a hydro power plant) • Issuing energy passports • Determination of financial and other incentives for the implementation of energy efficiency projects and the use of renewable energy sources • Novi Sad is a leader in information and communication technologies in the Republic of Serbia and this enables the inclusion of the City in the network of smart cities • Membership of the City of Novi Sad in the network of cities and regions for cyclists within the European Cyclists' Federation and the International Cycling EuroVelo 6 Route • Attractive location for holding international cycling events • Development of organic and controlled agricultural production • Introduction of the regional waste management system with prior selection and recycling • Introduction of European Union standards that ensure the quality of the environment • Stimulation of ecological building and ecological individual transport • Support of the Ministry for the implementation of measures and for the improvement of the environment • Participation at environmental fairs and the promotion of the importance of the environment and of the use of renewable energy sources • Use of obtained compost to maintain the City's green areas and to save costs of waste disposal at the landfill • Improvement of the GIS system (Geographic Information System) and the improvement of the video surveillance system in the City 	<ul style="list-style-type: none"> • Negative impact of the world energy and economic crisis on the improvement of energy efficiency • Disruptions at world markets and/or breaking of supply chains, which makes it difficult to purchase equipment for the utility sector • Disbalance between the economic growth and the preservation of natural and cultural heritage • Growth of economic activities that contribute to environmental pollution • Irrational consumption of energy • Illegal dumping of waste • Information security of the City of Novi Sad
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SWOT Analysis for the Field of Social Development

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Administrative, economic, tourist, commercial, healthcare, cultural, educational and sports centre • Existence of the Strategy for Cultural Development of the City of Novi Sad, 2016–2026, and strategic plans for all cultural institutions for the period 2020-2024. • Significant number of cultural institutions founded by the City and the existence of a large number of cultural institutions founded by higher levels of authorities and non-institutional entities • Capital of culture, rich cultural tradition and multiculturalism, rich production, the City of festivals • Improvement of existing and opening of new cultural facilities • Cultural heritage of Novi Sad is the great potential of the City together with the Petrovaradin Fortress and the Lower Town (Podgrađe), which represent a unique complex of cultural heritage at the territory of the Republic of Serbia • Provision of the free of charge stay of children in preschool institutions and refunding children's stay in private preschool institutions • Wide library network and availability of materials and information with a significant number of users and a large number of associates, as well as rich publishing activities • Available and affordable primary healthcare with a well-developed network of healthcare institutions • Developed network of tertiary level healthcare institutions that are also teaching basis of the Faculty of Medicine of the University of Novi Sad • Numerous programmes and projects in the field of healthcare that are continuously implemented in order to promote health, prevent and suppress diseases, developed civil sector and involvement of healthcare institutions in prevention activities 	<ul style="list-style-type: none"> • Nonexistence of the Cultural Tourism Strategy and insufficient connection between culture and tourism • Lack of work premises for independent artistic production of creative industries - workshops, ateliers, technical studios and co-working spaces • Nonexistence of common library information system and mutual cataloguing, systemic solution for the purchase and borrowing of e-books and digitalisation • Insufficient number of healthcare workers in healthcare institutions • Insufficient intersectoral cooperation in terms of the improvement of sports • Insufficiently developed sports infrastructure for certain sports and uneven coverage

<ul style="list-style-type: none"> • City of Novi Sad is a member of the European Healthy Cities Network of the World Health Organisation • Developed system of social protection and child protection and good cooperation with higher levels of authorities, twin cities and non-governmental organisations • Good intersectoral cooperation in the field of social protection and child protection at the level of the City (cooperation of healthcare, education and judicial systems, social protection system, police, etc.) and good cooperation of institutions with the City • Innovative social protection and child protection services adapted to the requirements of users and continuous provision of services from birth to late age to children and youth with developmental disabilities and to adult and elderly users with difficulties • Developed sports infrastructure with a significant number of sports clubs • Support to sports organisations and sustainable system of the youth policy and reliable partnership between the City of Novi Sad and the local youth civil sector 	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • European integrations, availability of funds and projects financed by the European Union and other donors • Regional connection with related cultural, historical and educational institutions and cooperation with cities from the European Healthy Cities Network • UNESCO Creative Cities Network with material and non-material heritage • Increased interest in electronic operations and digitalisation at the national level is an opportunity for the standardisation of digitalisation processes in cultural institutions • Establishment of the Council for Creative Industries and greater interest of young people in volunteering in culture • University city with about 50,000 students with a large number of available educational institutions and wide coverage of the City's territory 	<ul style="list-style-type: none"> • The issue of evaluation of projects in culture by external evaluators has not been legally resolved • Insufficient compliance of existing education profiles in the education system with the requirements of the labour market and the economy • Reorientation of foreign donors in the field of social services to other countries with greater needs • Crisis caused by the pandemic and geopolitical tensions • Absence of family care and concern, growing number of people suffering from dementia and other mental disorders, as well as other problems in the family that require interventions of the system • Growing number of users of healthcare and social protection services and increasing need for these services

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| <ul style="list-style-type: none">• Availability of dormitory accommodation for all educational categories of school children and students who are not from Novi Sad• Introduction of new education profiles in the education system in accordance with the requirements of the labour market• University is a source of good ideas, innovations, creativity not only in professional but also in humanistic respect and transfers knowledge to the wide social community• Introduction of new types of public-private partnerships• Expansion of capacities of social protection institutions for providing services of social protection at the level of the City• Favourable configuration of the territory of the City for the implementation of the accessibility strategy for the movement of persons with disabilities• Improvement and development of existing social protection services and introduction of new ones• Educational and social inclusion of children and youth with developmental disabilities and adult and elderly users with difficulties• Information centre on the availability of services in the field of social protection and child protection• Possibility of developing palliative care services and development of respite care services for adults and elderly• Constructed Covid hospital that has potentials for becoming a general hospital or to take over palliative care capacities• Organisation of important sports events• Potentials of non-governmental organisations | |
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SWOT for the Field of Economic Development

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Administrative, economic, tourist, commercial, healthcare, cultural, educational and sports centre • Rich natural resources (available agricultural land, the river Danube, Fruška Gora, Kovilj-Petrovaradin Swamp, Begeč Pit, Fishermen's Island) • Attractiveness and size of the market - the largest city in the Province of Vojvodina, the second largest city in the Republic of Serbia • Locations equipped with utilities at main infrastructure routes • Availability of primary, secondary and university education • Educated workforce. University centre, developed network of higher education institutions with about 50,000 students • High employment rate • Institutional support for the development of businesses and workforce (support for networking, services of scientific and research centres) and efficient incentives and support for employment and self-employment • Seat of a large number of economic entities and agricultural households • Developed tertiary sector and the network of trade chains • Long tradition of entrepreneurship • Developed sector of information technologies, highly competent workforce, strong contribution to exports • Developed various forms of tourism, strong identity of the Petrovaradin Fortress, rich cultural and historical heritage • High level and coverage of tax collection with strong financial position and favourable credit rating that contribute to the implementation of large capital infrastructure projects • Intensive development of building construction sector and substantial areas of business premises and production halls owned by the City that can be leased 	<ul style="list-style-type: none"> • Slightly lower level of competitiveness of small and medium-sized enterprises • Non-compliance of the supply and demand of brownfield locations and high quality business premises (offices, industrial, logistic) • Low level of knowledge and skills of farmers with reference to new technologies for agricultural production, legality and market trends, insufficient information, connection and organisation of primary agricultural producers • Unfavourable age structure of farmers

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Favourable geographic position (Corridor X, proximity of Corridor IX, Corridor VII with two international ports, EuroVelo 6 – Cycling Route, proximity of the airport) • Republic of Serbia – candidate for the European Union, availability of European Union funds and projects • Cooperation with other cities and municipalities • Involvement of the University in economic flows • Free trade agreements and existence of the free zone • Interest for the arrival of foreign investors • Partnership between public and private sectors and the potential for cooperation on the construction and development of business zones • Free space for economic development in existing work zones • Strategic decision at the national level towards the development of small and medium-sized enterprises (SMEs), knowledge economy and information society • Support to and incentives for startup companies • Development of cluster policy • Cooperation and joint planning of public institutions with business and civil sectors • Development of the information industry, high technologies and creative industry • Increasing the number of students of information technologies • Increasing energy efficiency and better use of renewable energy sources • Organic production and products with a protected designation of origin • Development of female entrepreneurship and innovative female entrepreneurship • Law on Social Entrepreneurship • Development of air transport – Čenej Airport • Existence of Novi Sad Youth Forum is an important resource in the process of reducing unemployment among young people at the territory of the City of Novi Sad 	<ul style="list-style-type: none"> • Geopolitical challenges • Climate changes, pandemics, natural disasters • Small farms • Inflationary pressures and raising interest rates

SWOT Analysis for the Field of Good Governance

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Existence of key documents of public policies and planning of development • Existence of the institutional framework for development management • Responsible management of public resources • Established mechanism for determining responsibility of officials and public servants (public accountability) • Highly educated employees with significant work experience in the City's Administration • Developed network of electronic communications - developed optical infrastructure owned by the City • Strong financial position, favourable credit rating and room for financing capital expenditures • Protection of human and minority rights and freedoms • Protection and improvement of rights of national minorities and encouraging national identity • Promotion of gender equality • Significant support to civil society organisations 	<ul style="list-style-type: none"> • Spatial distance of buildings used by the City Administration • Nonexistence of a unique software system adapted to the requirements of users • Insufficient motivation and information of citizens to participate in the processes of the preparation of policies and in the decision making process
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Interregional and intermunicipal cooperation and donor programmes and projects • Smart City Strategy • Adopting achievements of a modern administration from countries in the region and from the European Union • E-office and single administrative point with reporting on the course of a case • Access to the Service Bus • Mechanism of open parliament and direct participation of citizens in its work • Improving cooperation between public and private sectors • Established office for cooperation with the civil society, increasing capacity of the civil society and its contribution • Analysis of sensitive groups requirements 	<ul style="list-style-type: none"> • Outflow of good quality personnel from the field of information and communication technologies (ICT) • Natural disaster risk management • Information security of the City of Novi Sad

3. VISION

Novi Sad is one of the most developed cities in the Southeast Europe. It has rich culture, tradition and urban contents. It is recognised as a very convenient and stimulating place to live, work and invest.

Novi Sad is a city of approachable and solidary people who respect diversity and thus make everyone feel welcome in Novi Sad.

Elements of the vision as priorities of development:

- Efficient administrative centre of Vojvodina with electronic local government
- Urbanistically and utility developed and well connected by traffic
- Smart City that stimulates and supports the development of the economy and the society by respecting principles of sustainable development, environmental protection and care about people
- Modern educational, university, scientific and research centre of the region and the source of economy and knowledge
- Leader in the sector of information technologies, development of healthy food and eco-sector, distribution and logistics
- Cultural, tourist, fair and healthcare centre of the region.

4. PRIORITY OBJECTIVES OF DEVELOPMENT AND MEASURES FOR THE IMPLEMENTATION OF THE DEVELOPMENT PLAN OF THE CITY OF NOVI SAD FOR THE PERIOD 2023–2030

After comprehensive analysis of the existing situation and defining desired vision of development, the definition of priority objectives and measures for the implementation of the Development Plan of the City of Novi Sad for the Period 2023-2030 has started.

Balanced and sustainable social and economic development of the City of Novi Sad is anticipated within four priority objectives:

- “SMART CITY” – Strengthening resilience through the concept of developed utility facilities and the “Smart City”
- HUMAN RESOURCES – Capacity building for development through human resources strengthening
- SUSTAINABLE ECONOMY – Innovation and knowledge based economy
- GOOD GOVERNANCE – Inclusive and accessible administration available to all citizens

4.1. PRIORITY OBJECTIVE 1: SMART CITY – STRENGTHENING RESILIENCE THROUGH THE CONCEPT OF DEVELOPED UTILITY FACILITIES AND “SMART CITY”

The use of the “Smart City” concept will enable more efficient provision of public services, such as traffic management, waste management, energy savings in various types of consumption, improvement of the quality of housing, improvement of monitoring the quality of the environment, development of “smart” services in various economic activities accompanied by data availability to all interested users.

“Smart” and sustainable development of the City will ensure better quality of life, greater social cohesion, safety of citizen, healthy environment and sustainable economic development.

The improvement of the quality of life of citizens will be achieved by means of “smart” **urban planning**, which should improve the quality of public space. In the process of planning the use of space, requirements of the community are recognised, ideas are explored, participation in mutual decision-making is encouraged in order for the result of the urban design to be healthy surroundings that improve well-being and access to every individual.

In spatial and urban plans, more **green areas** will be planned with proper maintenance of existing, which will contribute to the improvement of the quality of air, reduce noise level, preserve biodiversity, protect against natural disasters and reduce effects of heat islands in urban parts of the City, reduce energy consumption in buildings, improve the aesthetics of open spaces, etc.

Traffic, as the system of vital importance for the economic growth, the improvement of the quality of life and the increase of the sustainability of the community, will get significantly better by promoting and improving environmentally friendly modes of transport, such as pedestrian and bicycle traffic supported by urban planning in order to overcome numerous challenges that exist because of the constant growth of the number of vehicles and rising complexity of everyday activities. It has also been planned to resolve parking in the City by the construction of **multistorey car parks or garages for public use**. The priority in implementation is, of course, the completion of the construction of public garages in Modena Street and Vladika Platon Street (Banovina Palace), but also the construction of new garages at locations at the Republic Square and at the corner of Uspenska Street and Šafarikova Street, which are also the part of the Concession Agreement. In the next period, the construction of a garage next to the railway station, at the corner of Josif Runjani Street and Miloš Hadžić Passage is also planned, as well as at several other locations.

Having in mind the fact that due to its geographic position the City is located at the crossroads of important international roads, on the important European river, the Danube, which represents the European Corridor E VII, on the important railway route (Istanbul-Athens-Budapest), as well as on the route of the Highway E-75, which represents the European Corridor X. The existing traffic connections will, with the implementation of a new infrastructure corridor, that is, the fast road Novi Sad-Ruma (“Fruška Gora Corridor”), the fast railway on the Belgrade-Budapest route and the new bridge over the Danube in the extension of Bulevar Europe Street will enable the role of Novi Sad to be realised in wider surroundings and the City **will become a macro-regional centre** within a wider gravitational area. In this way, the City's economy will be integrated into the road network of the region and ensure balanced development and give equal opportunities (according to the EU standards, an area should not be at the distance exceeding 50 kilometres, that is, at the distance that cannot be covered in 45 minutes, to the connection to a highway or to a railway station for high-speed rail lines).

The City has opted for a “green” transition in the supply and consumption of energy by using more affordable and healthier ways of producing and using energy by means of the increase of **energy efficiency** and the **increase of energy production from renewable sources**, not only in the public sector (heat energy production, public lighting, public buildings, etc.), but also in the private sector (primarily residential buildings).

Challenges facing the City in the connection with **the clean water supply**, as the most sensitive resource affected by various factors, are caused by the rapid development of the City and by the population growth. Additional pressure on water resources is the consequence of climate changes, which will become more evident in the future. Therefore, basic infrastructure solutions will continue to be developed as the priority in the form of the expansion of the water supply and sewerage systems, as well as by the reduction of losses in the water supply network. Then, these systems will be upgraded with more advanced and “smart” solutions in order to achieve the most rational use of this resource.

Efficient **treatment of wastewater** generated in households and industry will be provided, which will create conditions to reuse purified water, as well as to protect ground and surface water on a wider area than the area that includes the territory of the City.

Good **management of all types of waste** generated in households and industry at the territory of the City is a potential for smart and sustainable development through **circular economy**, which implies the reduction of the amount of generated waste and reuse and recycling of waste. This will be the priority in the establishment of the waste management system, which will significantly save natural resources and reduce energy consumption.

More obvious impact of climate changes increases risks of the loss and damage of property and degradation of the environment, which can significantly affect overall social and economic development of the City. Therefore, the focus of the future development of the City is to increase readiness for **response** and quick recovery **after natural disasters** and catastrophes. The first step in achieving adequate protection is adequate planning of land use and construction, which will take into account all aspects of risks mapped in the form of a cadastre, and then an alarm and protection system based on relevant data will be established. Abandoned animals cause great problems for the safety of citizens. This will be resolved by increasing awareness of pet owners and citizens about the well-being of animals in general.

In addition to identified priority measures, the City will, within its competences, also prepare other planning documents with specified other measures and indicate activities for the implementation of key and other measures in accordance with the already established priorities and the commitment to the development of the “Smart City” for the purpose of implementing this priority objective.

Performance Indicators at the Level of the Priority Objective 1	Unit of Measure	Beginning Value (Base Year)	Target Value (2030)	Verification Source
Primary Energy Consumption *	GWh	1,420 (2022)	1,272	Energy balance for the production of thermal energy for the district heating system, electricity for waterworks and sewerage (WandS), public buildings, public lighting and energy for public transport
CO ₂ ** Emissions	Ton	332,8335 (2022)	302,000	Energy balance for the production of thermal energy for the district heating system, electricity for WandS, public buildings, public lighting and energy for public transport

Average energy consumption in public buildings	m ² /kWh year	141.55 (2021)	129.31	ISEM – Information System for Energy Management of the City of Novi Sad
Air quality at the territory of the City of Novi Sad	Class	3 rd Class (2021)	1 st Class	Annual Report on the Air Quality of the Environmental Protection Agency

* The performance indicator includes consumption of primary energy for the production of thermal energy for the district heating system, electricity consumption for the district heating system, electricity consumption for waterworks and sewerage system, electricity consumption in public buildings and for public lighting, and consumption of fuel for the public transport.

** The performance indicator includes CO₂ emissions for the production of thermal energy for the district heating system, CO₂ emissions for the production of electricity for the district heating system, CO₂ emissions for the production of electricity for waterworks and sewerage system, CO₂ emissions for the production of electricity for the requirements of public buildings and public lighting and CO₂ emissions in the public transport.

KEY MEASURES FOR ACHIEVING PRIORITY OBJECTIVE 1	
4.1.1.	Improvement of Public Space Quality by Applying “Urban Design” Concept
4.1.2.	Implementation of Housing Support in Order to Resolve Housing Requirements of Citizens
4.1.3.	Industrial Innovations/Smart Specialisations with Reference to <i>Brownfield, Greenfield and Greyfield</i> Locations
4.1.4.	Fostering Environmental and Sustainable Building Construction
4.1.5.	Establishment of New and Preservation of Existing Green Areas at the Territory of the City of Novi Sad
4.1.6.	Modernisation of the Public Transport
4.1.7.	Improvement of Pedestrian and Bicycle Traffic
4.1.8.	Integration of Renewable Energy Sources in the District Heating System of the City of Novi Sad
4.1.9.	Modernisation of the Public Lighting System
4.1.10.	Fostering Improvement of Energy Efficiency at the Territory of the City of Novi Sad
4.1.11.	Fostering the Use of Renewable Energy Sources at the Territory of the City of Novi Sad
4.1.12.	Providing all Citizens of the City of Novi Sad with Sufficient Quantities of Drinking Water and with Appropriate System for Safe Collection, Drainage and Treatment of Wastewaters
4.1.13.	Establishment of Sustainable Waste Management System
4.1.14.	Prevention and Mitigation of Landslide Effects, Reducing Impacts of Soil Erosion and Recovering Contaminated Sites and Endangered Areas
4.1.15.	Improvement of Emergency Management System
4.1.16.	Repair and Renovation of Existing Substandard or Undeveloped and Illegally Built Residential Settlements and Dwelling Units and Providing Locations for the Construction of Affordable and Appropriate Housing Facilities
4.1.17.	Fostering Responsible Behaviour of Dogs/Cats Owners

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 1. No Poverty, 3. Good Health and Well-Being, 6. Clean Water and Sanitation, 7. Affordable and Clean Energy, 8. Decent Work and Economic Growth, 9. Industry, Innovation and Infrastructure, 10. Reduced Inequalities, 11. Sustainable Cities and Communities, 12. Responsible Consumption and Production, 13. Climate Action, 16. Peace, Justice and Strong Institutions)



4.1.1. IMPROVEMENT OF PUBLIC SPACE QUALITY BY APPLYING “URBAN DESIGN” CONCEPT

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

Urban design is aimed at improving the quality of public space. Its concepts and methods make it possible to examine and devise the use of public space in the best possible way.

Every activity that is undertaken in order to implement this measure has to recognise requirements of the community, explore ideas and encourage participation in the mutual decision making process so that the result of urban design is healthy environment that improves well-being and access for every individual. Urban design has to involve local community by means of opinion polls and campaigns, as well as professional people by means of urban and architectural competitions.

Urban design should include projects of renovation, reconstruction and revitalisation of public spaces, residential blocks, urban matrix and urban structure, as well as rehabilitation and maintenance of the superstructure, renovation and modernisation of traffic and technical infrastructure, prevention of gentrification, aesthetic interventions, improvement of conditions for the construction of new flats and houses, construction and renovation of public service buildings (especially facades, landscaping of undeveloped part of the plot), etc.

Key activities for measure implementation:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Setting up main objectives of the design and integral planning	Clear definition of tasks and responsibilities, defining acquisition strategy (public procurement) and the mechanism for the implementation of the design. Recognition of limitations, potentials and realistic implementation of the design, assessment of the state of the environment, analysis of movements and the use of the public space, publication of the urban and architectural competition (optional). The concept of integral planning of the development of the city is an innovative approach to planning and opposed to partial planning and it implies the approach to planning that respects all development components of the community (economic, social, environmental and cultural).	Within integral planning, economic, social, cultural and environmental factors (components) are considered together and combined in such a way that process of decision making related to the use of land and facilities is in the direction of sustainable spatial development. Maximum utilisation of urban areas, revitalisation of devastated and neglected ones, innovative solutions by means of the connection with traffic (pedestrian, bicycle, public and road).

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Raising the level of the awareness of citizens by means of their participation in fields that are important for the control of development of the territory of the city	<p>Information - continuous delivery of information to citizens by means of different media and channels of communication, organisation of informative panel discussions and gatherings in local communities, etc.</p> <p>Organisation of public hearings and enabling public inspection.</p> <p>Education – learning and training by means of media campaigns and presentations of good practice. Printing flyers, visual media promotions, door-to-door campaigns, setting up stands, etc.</p> <p>Campaign - organisation of various forums and events in local communities, educational centres, etc.</p>	<p>Transparency, understanding human needs, encouraging citizens to take part in decision making processes and drafting of plans. The design that is available for review in an early stage, raising awareness of citizens and of other interested parties in order to awaken people's enthusiasm for a certain perspective and for the change of policy. Sublimation of multiple perspectives of the public into neutral, non-ideological one in order to allow an individual and/or a community to make correct assessment.</p>
Planning, preserving and improving the quality of the open public space	<p>Urban design deals primarily with the design and control of the public space, as well as with the way in which public places are used and experienced.</p> <p>Public space includes total area that is freely used on a daily basis by general public, such as streets, squares, parks and public infrastructure.</p> <p>Resolving ownership and legal matters and utility equipping (or utility revitalisation) of the space is a prerequisite for the realisation of any urban design.</p>	<p>Maximum utilisation of urban areas, reconstruction of devastated and neglected ones, innovative solutions by means of the connection with traffic (pedestrian, bicycle, public and road).</p>
Detailed elaboration and preparation of technical documentation	<p>Defining specific guidelines for the design and construction at specific locations (streets, footpaths, parks, gardens, coastlines, land along public service facilities, etc.).</p>	<p>The control of public spaces as the key to preserve physical and social quality of the environment. The creation of contents with quality landscaping (sports and tourism, cultural, educational, etc.).</p>

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Monitoring	Contracting the project that is accompanied by continuous participation of the local community and interests of media. Monitoring implementation of the project in relation to principles, objectives and purposes of the specific project.	Transparency and efficiency
Maintenance	Monitoring, occasional review by means of comparison with the best practice and compliance with it.	Improved awareness of citizens. Togetherness and social sustainability.

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 11. Sustainable Cities and Communities, 16. Peace, Justice and Strong Institutions)



11. Sustainable Cities and Communities – Make cities and human settlements inclusive, safe, resilient and sustainable.

11.3. By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

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.

16.6. Develop effective, accountable and transparent institutions at all levels.

16.7. Ensure responsive, inclusive, participatory and representative decision making at all levels.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Construction Land and Investments, City Administration for Utilities, City Administration for Economy, City Administration for Urban Planning and Construction, City Administration for Healthcare, City Administration for Sports and Youth, City Administration for Social and Children Protection, City Administration for Regulations, City Administration for Education, City Administration for Culture, City Administration for Environmental Protection, Energy Agency, City Administration for Property and Property Rights Affairs, City Administration for Inspections, Public Utility Company (PUC) “City Greenery” Novi Sad, PUC “City Roads” Novi Sad and Public Company (PC) “City Planning” Novi Sad.

Estimated Value: RSD 3,268,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators

- Area of urban space intended for public use (Source: Map of Intended Purpose of Land),
- Number of implemented projects,
- Number of meetings with citizens and representatives of institutions/organisations during the preparation of the urban/spatial plan or strategic document (publicly announced meetings), as well as on the occasion of adopting regulations within the competences of the City with reference to management of construction land, utility services and infrastructure, housing, hazards, protection, planning and promotion of cultural and architectural heritage, etc.

4.1.2. IMPLEMENTATION OF HOUSING SUPPORT IN ORDER TO RESOLVE HOUSING REQUIREMENTS OF CITIZENS

Type of Measure: Motivating

Description of Measure:

The Law on Housing and Maintenance of Buildings prescribes housing support as the form of any housing assistance for persons that due to their social, economic or other reasons are not able to solve required housing according to market conditions for themselves and for their family households with their own funds.

In compliance with the Law, the City undertakes certain types of housing support such as purchase or other way of acquiring property rights over flat or family house or as assistance for flat or family house legalisation.

The procedure for the implementation of the housing support is regulated in compliance with the Law and the Decisions of the Assembly of the City of Novi Sad (the Decision on the Purchase of Flat in Public Ownership of the City of Novi Sad as the Type of Housing Support, the Decision on Allocation of Flat or Family House as the Type of Housing Support, the Decision on Assistance for Flat or Family House Legalisation as the Type of Housing Support), which govern terms and conditions and procedure for awarding specified types of housing support.

The procedure for awarding housing support is initiated by the Decision of the City Council of the City of Novi Sad, and it is implemented by the Commission formed and appointed by the Mayor of the City of Novi Sad, which announces Public Call. Applications to the Public Call are to be submitted to the City Administration for Property and Property Rights Affairs, which is in charge of professional and administrative matters required by the Commission.

After the procedure has been carried out, the Proposal of the Priority List shall be published and applicants shall be entitled to file their objections with reference to this List. After making the Decision relevant to all objections, the Priority List shall be published and, on that basis, the Assembly of the City of Novi Sad shall decide about the allocation of housing support. After that, the City of Novi Sad and the beneficiary of the housing support shall conclude the Contract.

The City shall also provide housing as the type of housing support prescribed by the Law on Housing and Maintenance of Buildings in the manner and under terms and conditions in line with the procedure prescribed by the Decision on Housing at the Territory of the City of Novi Sad⁷.

⁴“Official Gazette of the City of Novi Sad”, No. 20/23

Key activities for measure implementation:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
<p>Establishing unique evidence of flats and residential family houses in public ownership of the City of Novi Sad, keeping evidence on concluded contracts and realisation of planned revenues</p>	<p>Establishing and keeping unique evidence of flats and residential family houses in public ownership of the City of Novi Sad and/or those that are at the disposal of the City, evidence of their users and/or tenants, continuous updating evidence in order to control their use and further disposal in compliance with the Law</p>	<p>Establishing centralised evidence of flats and residential family houses that can be subject matter of housing support and/or keeping records at one place taking into account the fact that some flats are kept in the evidence of the City Administration for Construction Land and Investments, as well as in the evidence of other city administrations, companies, institutions, etc. Updating data for the purpose of registration and harmonisation with the Unique Real Estate Registry of Public Property. Generating revenues from sold flats and residential family houses in public property of the City of Novi Sad and renting flats for non-profit lease, which constitute revenues for the budget of the City</p>

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
<p>Monitoring social position of priority categories of users and introduction of new ones, solving housing requirements of persons with scarce occupations, conducting procedure for the allocation of housing support, implementing procedure for housing support</p>	<p>Providing flats for vulnerable categories of population (disabled war veterans, homeless, victims of domestic violence, persons with scarce occupations, etc.) in accordance with the Law. Implementation of procedure for allocation of housing support prescribed by the Law on Housing and Maintenance of Buildings and the Decisions of the Assembly of the City of Novi Sad, which regulate the procedure for the allocation of housing support. Conclusion of contracts for allocated housing support depending on the type of housing support (purchase, allocation, lease, legalisation, housing care, subsidised rents) and monitoring their implementation</p>	<p>Better coverage of socially disadvantaged categories and persons with scarce occupations and improvement of their position by means of housing support, as well as of other citizens who are not able to solve housing requirements for themselves and for their family household with their own funds according to market conditions. Determination of beneficiaries of housing support and conclusion of contracts for allocated housing support depending on the type of housing support (purchase, allocation, lease, legalisation, housing care). Transfer of the property right to the end user by means of the sale of flats in public property of the City of Novi Sad. Renting flats for non-profit lease, temporary solution to housing requirements of end users by means of housing care. Assistance in the preparation of technical documentation for the legalisation of the end user's flat or family house and subsidising rents</p>
<p>Increasing the volume of the housing stock and sustainability of the housing support</p>	<p>Increasing the volume of the housing stock by means of the construction of flats, exchange with the investor, acquisition in public ownership of the City of Novi Sad taking into account the fact that funds generated from the housing support are intended for the further realisation of the housing support</p>	<p>Increasing the volume of the housing stock</p>

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 1. No Poverty, 10. Reduced Inequalities, 11. Sustainable Cities and Communities)



1. No Poverty – End poverty in all its forms everywhere

1.4. By 2030, ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance.

10. Reduced Inequality – Reduce inequality within and among countries

10.2. By 2030, empower and promote social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

11. Sustainable Cities and Communities – Make cities and human settlements inclusive, safe, resilient, and sustainable

11.2. By 2030, ensure access for all to adequate, safe and affordable housing and basic services, and upgrade slums.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Property and Property Rights Affairs, City Administration for Social and Children Protection, Housing Agency of the City of Novi Sad

Estimated Value: RSD 524.000.000,00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2023-2030

Performance Indicators:

- Area of constructed facilities – flats,
- Number of constructed flats,
- Number of beneficiaries and/or households that are covered by the housing support.

4.1.3. INDUSTRIAL INNOVATIONS / SMART SPECIALISATION WITH REFERENCE TO BROWNFIELD, GREENFIELD AND GREYFIELD LOCATIONS

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

The economic development of the City will be realised either through the revitalisation and technological improvement of economic activities at existing locations, or by the construction of new economic facilities and complexes in accordance with environmental requirements, regulations and laws of the Republic of Serbia, as well as in accordance with European standards. This especially refers to new business park in the domain of *greenfield* investments on the basis of the principle of BAT (*Best Available Techniques*) technologies. The business park represents modern form of organising space for technologically, economically and environmentally advanced branches and units of the economy, business operations and applied science within special production complex. Economic parks include various types of organised production complexes and with them compatible

contents in the form of technological and business parks, scientific and research centres, free zones, etc. Within the framework of economic parks, it is recommended to have minimum participation of housing for official requirements or organisation of these complexes in line with the “*Live and Work*” concept. The latter implies optimally balanced proportion of residential space, commercial contents, mandatory accompanying basic and primary contents of social infrastructure with large share of green, recreational and free areas, which are aimed at establishing high quality urban surroundings. This proportion enables long term quality development, sustainability and positive impact on the environment and the wider social community.

Key activities for measure implementation:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Updating Location Catalogue (brownfield, greenfield and greyfield)	Continuous acquisition of data and classification by potentials, purpose, equipping, site development criteria, measures for reactivation and elimination of harmful impacts (remediation, rehabilitation, decontamination of parts of polluted brownfield locations, etc.).	Presentation of potential location and attracting investors.
Preparation and equipping of locations, modernisation and revitalisation of existing and construction of new capacities of the public infrastructure network	Resolving property and legal matters. Utility equipping with connections to utility infrastructure networks by means of revitalisation and technological improvement in accordance with environmental requirements, regulations and laws of the Republic of Serbia and European standards.	Revitalisation of existing and construction of modern and sustainable facilities - technological and business parks, scientific and research centres, industrial zones, etc.
Handing over locations and their utilisation	Selling or leasing localities in accordance with modern forms for spatial organisation of technologically, economically and environmentally advanced branches and units of the economy, business operations and applied science.	Construction of modern and environmentally sustainable facilities - technological and business parks, scientific and research centres, industrial zones, etc.

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 8. Decent Work and Economic Growth, 9. Industry, Innovation and Infrastructure)



8. Decent Work and Economic Growth – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

- 8.1. Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries.
- 8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 8.6. By 2020, substantially reduce the proportion of youth not in employment, education or training.

9. Industry, Innovation and Infrastructure – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovations

- 9.1. Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Construction Land and Investments, City Administration for Urban Planning and Construction, City Administration for Utilities, City Administration for Economy, City Administration for Property and Property Rights Affairs, PUC “City Greenery”, PUC “City Roads” Novi Sad, PUC “Waterworks and Sewerage” and PC “City Planning” Novi Sad.

Estimated Value: RSD 877,900,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Number and area of revitalised greenfield and brownfield areas (ha, m²) per year.

4.1.4.

FOSTERING ENVIRONMENTAL AND SUSTAINABLE BUILDING CONSTRUCTION

Type of Measure: Motivating

Description of Measure:

This measure includes implementation of several activities aimed at fostering overall greening of the city and the creation of as many green areas as possible in Novi Sad.

Key activities for measure implementation:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Fostering installation and implementation of roof gardens and green walls and/or roofs on newly designed and reconstructed buildings by means of subsidies	This activity implies providing benefits for investors and/or building owners, as well as other participants who are somehow involved in devising, designing, installation and execution of roof gardens and green walls and/or roofs on newly designed and reconstructed buildings. Benefits can be obtained through competition, by adopting local documents that will define subsidies by the City. It is necessary to ensure the control of the condition after the works are carried out, and/or establish obligation to maintain green roofs. Also, in planning documentation, it is possible to define urban zones (or individual buildings of significant importance in the City) for which it will be required to install green roofs and/or walls on buildings (within rules for architectural design of buildings).	Fostering overall greening of the City and the creation of a larger number of green areas in Novi Sad.

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 7. Affordable and Clean Energy, 11. Sustainable Cities and Communities)



7. Affordable and Clean Energy – Ensure access to affordable, reliable, sustainable and modern energy for all

7.3. By 2030, double the rate of improvement in energy efficiency globally

11. Sustainable Cities and Communities - Make cities and human settlements inclusive, safe, resilient and sustainable

11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Construction Land and Investments, City Administration for Environmental Protection, City Administration for Urban Planning and Construction, City Administration for Inspections, City Administration for Economy and PC “City Planning” Novi Sad.

Estimated Value: RSD 80,000,000.00

Sources of Financing: Budget of the City of Novi Sad, domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Surfaces under green roofs and green walls in m².

4.1.5. ESTABLISHING NEW AND PRESERVING EXISTING GREEN AREAS AT THE TERRITORY OF THE CITY OF NOVI SAD

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

In the process of intensive urbanisation, it has become increasingly more important to improve the quality of life in urban areas. One of the ways to realise this objective is to improve the quality of existing green areas (spaces) and to build or develop new ones. The purpose of developing new green areas (spaces) at the territory of the whole City is better availability and accessibility of green areas to all citizens of the City.

The greenery, by means of its biological and/or environmental importance in urban areas, directly contributes to the improvement of the quality of the environment and to the regulation of microclimate conditions.

This measure implies determination and implementation of several activities aimed at preserving and improving existing public green areas, building of new public green areas, strengthening capacities of the Public Utility Company “City Greenery” Novi Sad in order to improve the quality and functionality of public green areas.

Key activities for measure implementation:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Establishing the Cadastre of Public Green Areas at the territory of the City	Modern and efficient management of public green areas requires accurate information about green areas, their content and activities that are performed thereon	Establishing the Cadastre (preparation of the database) will enable insight into the condition of green areas, more efficient planning and control of maintenance works, as well as planning and control of funds allocated for maintenance.
Protection and development of protected natural goods	The protection and development of protected natural goods as the activity is financed by the Programme for the Use of Budget Funds for Environmental Protection of the City of Novi Sad on a regular basis and on the basis of specific projects offered by the Manager in accordance with the law and annual programmes.	Financing or co-financing specific projects contributes to preservation, improvement and promotion of protected natural resources and/or to the increase of areas under protection.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Growing melliferous plants	Growing melliferous plants will be done by establishing cooperation between City of Novi Sad and the Beekeeping Society	The goal is to increase areas of melliferous plants bearing in mind the fact that there is mutual dependence and connection between environmental protection and the development of beekeeping
Planting of protective greenery around the regional sanitary landfill	In accordance with technical documentation for the construction of regional sanitary landfill with accompanying facilities for waste management in the City of Novi Sad and for Municipalities of Bačka Palanka, Bački Petrovac, Beočin, Žabalj, Srbobran, Temerin and Vrbas, the regional waste management system will be established. This activity will also imply planting protective greenery around the regional sanitary landfill	Mitigation of negative effects on environmental factors
Planting protective green belt along traffic routes and/or erecting vertical green walls along traffic routes	Planting green belt, as well as vertical green walls along traffic routes will reduce negative effects (noise and polluted air)	Improvement of greenery in the function of environmental protection
Construction of Botanical Gardens	Activities on the construction of Botanical Gardens began in 2021 with the adoption of the Decision on the Acquisition of Real Estate for Public Ownership of the City of Novi Sad by means of the construction of public purpose facility of special importance for the City of Novi Sad - Botanical Gardens in Novi Sad and with the preparation of design and technical documentation.	Botanical Gardens is supposed to have the main role in preserving plant genetic resources, in serving as a base for research and in enabling professional cooperation with other institutions both in the country and abroad. As complementary content, it will complete general offer of the Petrovaradin Fortress
Improvement of the existing process for the maintenance of green areas	Improvement of the existing process of maintenance of green areas is reflected in the expansion and improvement of the infrastructure of existing compost field, which will significantly reduce total amount of waste to be deposited in landfills and/or increase the production of compost, useful material created from green waste.	Reducing the amount of green waste deposited at landfills. Reducing the emission of gases that cause greenhouse gas effect. Using compost as the means for improvement of soil quality (alternative for mineral fertilisers).

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Improvement of machinery necessary for the work in the process of maintaining green areas	Procurement of modern machinery necessary for the work on maintaining green areas.	The most significant effects of the implementation of activities on the improvement of technical equipment will be reflected in the more efficient performance of work on ongoing maintenance of greenery, increased reception of planting material, better maintenance of trees and other units for maintenance.
Expanding capacities of the plant nursery for nurtured planting material	Planting material used for landscaping public urban green areas requires production process lasting several years. The existing production capacities of the PUC “City Greenery” in the open field do not meet requirements for the production of planting material that is planted in the area of maintenance units. The measure includes finding suitable location for agricultural production, providing necessary funds for solving property and legal matters, preparation of necessary planning and/or design and technical documentation, as well as equipping the plot with appropriate infrastructure for the needs of nursery production.	The most important effects will be reflected in the provision of quality planting material from the local origin. By using planting material produced in the nursery at the place of origin at the territory of the City in appropriate location microclimate conditions that are identical or very similar to conditions prevailing at the site of permanent planting will ensure better growing of planting material and reduce plant stress when changing growing zone, thus ensuring improved quality of functional green areas at the territory of the City.
Construction of watering systems on public green areas	Construction of watering systems on public green areas at the territory of the City.	Providing regular watering by means of watering systems contributes to preservation and improvement of greenery, particularly in the context of climate changes.
Building new parks	Landscaping and equipping new park areas at the territory of the City	Taking into considerations the importance of green areas, particularly in intensively urbanised parts of the City, it is necessary to build new green park areas in order to make park areas equally accessible to all citizens.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 11. Sustainable Cities and Communities)

11. Sustainable Cities and Communities - Make cities and human settlements inclusive, safe, resilient and sustainable

11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management.

11.7. By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

Measure beneficiaries are all citizens of the City of Novi Sad, as well as many tourists.

Organisational Units Responsible for Measure Implementation: City of Novi Sad – competent city administrations, public companies and public utility companies.

Estimated Value: RSD 5,426,000,000.00

Sources of Financing: Budget of the City of Novi Sad, Budget of the Province of Vojvodina, Budget of the Republic of Serbia, EU Funds and other domestic and foreign sources

Implementation Period: 2023-2030.

Performance Indicators:

- Development new parks and other public green areas (pcs/m²),
- Number of planted trees (pcs),
- Constructed watering system network (m or m²).

4.1.6. MODERNISATION OF THE PUBLIC TRANSPORT

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

It is necessary to ensure further increase of the share of public transport of passengers by means of modernisation of existing and by planning new subsystems. The development of existing system should be followed by the development of subsystems and by introduction of a new system in order to ensure greater capacity of passenger transport, by continued introduction of more environmentally friendly transportation of passenger, such as electric buses, as well as by continued improvement of effectiveness and efficiency of the public transport. It will be ideal to aim for a visual distribution with the share of 30% of the public transport, 30% of passenger cars and 40% of pedestrians and cyclists.

In the last 11 years, the road network of the City has been significantly improved and become more efficient due to the construction of as many as five boulevards, construction of new traffic routes, and reconstruction of existing ones. The greatest contribution in the following period will be the completion of the construction of the new bridge in the extension of the Europe Boulevard and the bridge within the Fruška Gora Corridor. In the following period, the plan is to continue with further improvement of the road network, which will become even more functional in order to further increase safety of all traffic participants and to continue with even better organisation and full utilisation of space within the regulatory width of the traffic route on the one hand, and to discourage transportation by passenger car, on the other hand, all in compliance with the requirements of the City.

Key activities for measure implementation:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Further improvement of the quality of provided public transport services	Installation of shelters and electronic information displays at all bus stops at the territory of the City.	Improving services and increasing the number of passengers using public transport.
Further procurement of environmentally friendly buses	Purchase/replacement of 10% of the total number of vehicles on annual basis involving environmentally friendly vehicles and/or CNG run or electric vehicles.	Reducing vehicle maintenance costs, providing better quality services, improving air quality by reducing emission of harmful gases and by increasing traffic safety.
Further improvement and constant maintenance of the Novi Sad Transport Model (NOSTRAM)	Continue with the improvement and constant care for already established Novi Sad Transport Model (NOSTRAM), which serves as comprehensive database about traffic in Novi Sad and, at the same time, tries to implement conclusions presented in the SMART PLAN - the second phase.	Using data for continuous improvement of traffic.
Maintenance and modernisation of existing traffic routes	Providing separate traffic lanes for buses, indicating them with colours and by installing curbs, pillars and other low and vertical elements to avoid conflicting traffic, introducing one way traffic in streets to increase comfort and construction of islands for boarding on buses.	Improving safety, efficiency and comfort of public transport. Using separate traffic lanes for emergency vehicles, as well as for cyclists and scooters in controlled conditions and increasing accessibility for people with special needs.
Preparation of strategy for the development of the public transport in the City	Preparation of strategy with the focus on the development of more efficient subsystem of public transport and on reconstruction of existing bus transport. Involving the European Union and establishing cooperation at the international level in order to or for the purpose of strategy preparation.	Development of new more efficient public transport and improvement of existing public transport system. Harmonisation with regulations and standards of the European Union in the initial phase of the project.
Preparation of a preliminary Feasibility Study for the development of a new system and subsystem of public transport in the City and preparation of the Main Design	Preparation of terms of reference and preliminary feasibility study in order to determine spatial, environmental, social, financial, market and economic feasibility of the investment in accordance with the Law.	Environmentally acceptable public transport as the form of daily transport in the City can resolve problems related to energy, environment, economic, health and other problems, etc.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Equipping bust stops of the new system and subsystem of the public transport with communal infrastructure	Resolving property and legal matters, preparation of Terms of Reference and technical documentation, obtaining necessary permits for the execution of construction works on the preparation and equipping of sites.	Preparation for the establishment of more efficient public transport in the City. Higher initial infrastructure costs combined with lower planned maintenance costs will result in long term economic sustainability.
Providing infrastructure for “Park and Ride” sites	Introducing “Park and Ride” concept (known as incentive parking, that is, parking linked to public transport).	Introduction of this concept will enable passengers who are moving to the city and local centres to leave their vehicles in parking lots and transfer to city or suburban public transport.

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 11. Sustainable Cities and Communities)



11. Sustainable Cities and Communities – Make cities and human settlements inclusive, safe, resilient and sustainable.

- 11.2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
- 11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Construction Land and Investments, City Administration for Traffic and Roads, City Administration for Environmental Protection, City Administration for Inspections – Traffic Inspection of the City of Novi Sad, PU Company “City Roads” Novi Sad, Public Transport Company “Novi Sad”, PUC “Parking Services”, PC “City Planning” Novi Sad and Faculty of Technical Sciences – Department of Traffic Engineering, University of Novi Sad.

Estimated Value: RSD 12,147,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030.

Performance Indicators:

- Number of purchased environmentally friendly buses,
- Accuracy and reliability of the system (average travel time in the system, ratio of planned/realised departures, percentage of delays, etc.).

4.1.7. IMPROVEMENT OF PEDESTRIAN AND BICYCLE TRAFFIC

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

Pedestrian traffic is the most dominant mode of movement in the current situation. It accounts for 40% of all movements in the city. The objective is to keep the share of this type of movement at the current level. In order to achieve that, it is necessary to keep all existing pedestrian zones and to expand them with new ones accompanied by the increase of their accessibility.


Bicycle traffic, as well as traffic with scooters and tricycles is not sufficiently represented in the visible distribution although over 100 km of bicycle paths have been built in the City. This participation should be significantly higher, considering favourable terrain configuration and relatively favourable characteristics of the climate.

Key activities for measure implementation:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Improvement of the network of pedestrian paths at the territory City of Novi Sad.	Keep all existing pedestrian zones and expand them with new ones and increase their accessibility. On the occasion of the preparation of the design, it is necessary to achieve an “integrated type of street” (a street that at the same time encourages pedestrian traffic but does not completely exclude vehicular traffic but limits maximum speed of vehicle movement). The construction of dense network of paths so that walking is short (all for maximum 20 minutes) and accessible. Separation of bicycle lanes within the surface of the pavement or footpaths at different levels from the roadway and the pavement or placing some kind of obstacle between the roadway, bicycle lanes and the pavement.	Development of surroundings that promote walking by making pedestrian paths safe, accessible, comfortable, marked with colours or separated by different materials from the roadway and bike paths.
Construction of bicycle parking areas.	Construction of parking areas for bicycles in collective residential buildings, public institutions, companies, as well as at public areas in by means of the urban design.	Reduction of air pollution and traffic load caused by passenger cars.
Expansion of the “NS Bike” system.	Construction of new stations, as well as purchase of new bicycles and electric scooters for rental purposes.	Better tourist offer of the City and the reduction of air pollution.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Improved bicycle network at the territory of the City.	<p>The existing network of bicycle paths is retained and it will be accompanied by the construction of new bicycle infrastructure. It is necessary to anticipate bicycle traffic routes that will connect suburban settlements with the City in directions where there are spatial, traffic and technical conditions for implementation.</p> <p>In addition, the construction of new and improvement of existing network of bicycle paths is planned, which will connect central zone with other parts of populated areas within the territory of the City.</p>	<p>The increase of urban mobility. The development of bicycle traffic as the most environmentally friendly mode of transport.</p>
Introduction of bicycle traffic on bridges over the Danube.	<p>Construction of pedestrian and bicycle bridge on the pillars of the former Franz Joseph Bridge and the introduction of bicycle traffic on the Bridge of Freedom.</p>	<p>By the construction of new bridge, new continuous pedestrian and bicycle path will be traced. Access to the bridge from all directions in the immediate vicinity will be solved by traffic loops, which will enable comfortable movement of users.</p> <p>The introduction of bicycle traffic on the Bridge of Freedom will enable continuous bicycle traffic between Bačka and Srem sides of the City and encourage the use of bicycles as transportation means. This will lead to the reduction of carbon dioxide emissions, noise and energy required for transportation that will also have positive impact on environmental protection.</p>

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Development of bicycle tourism	The construction of so called “green roads” (Project for Public Space and Greenways), “bicycle paths along the Danube” (GTZ-Program für Wirtschafts- und Beschäftigungsförderung in Serbien - WBF) and the “European Bicycle Routes Network” (EuroVelo Number 6 “Atlantic Ocean Black Sea” and 11) as the part of the European network of bicycle routes. Equipping with amenities adapted for trips lasting longer period of time.	Connecting natural and historical sights of the City of Novi Sad and neighbouring regions and countries.

Connection and Contribution to the UN Sustainable Development Goals	
	
<p style="text-align: center;">(Prevod teksta na slici: 11. Sustainable Cities and Communities)</p> <p>11. Sustainable Cities and Communities - Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management.</p>	

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Construction Land and Investments, City Administration for Traffic and Roads, City Administration for Environmental Protection, Energy Agency, PUC “City Roads” Novi Sad and PC “City Planning” Novi Sad.

Estimated Value: RSD 5,206,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030.

Performance Indicators:

- Length of developed bicycle paths,
- Average number of cyclists on the network,
- Number of implemented parking lots, spaces or garages for bicycles.

4.1.8. INTEGRATION OF RENEWABLE ENERGY SOURCES IN THE DISTRICT HEATING SYSTEM OF THE CITY OF NOVI SAD

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

This measure implies that by the end of 2028, heat source(s), which will use one of technologies of renewable energy sources, will be integrated into the District Heating System (DHS) of the City. The project includes integration of a new base source of thermal energy for the district heating system in the existing hot water infrastructure, with the capacity of about 100 MWt by implementing some of technologies of renewable energy sources.

The district heating system of the City has to be adapted in a timely manner to the new reality regarding the use of fossil fuels (natural gas) by introducing modern, highly efficient energy technologies, with the integration of locally available and renewable energy sources. Currently, the thermal energy production system of the district heating system in the City is dominantly based on the use of natural gas as the primary energy source.

In accordance with objectives that are defined in the Development Strategy of the District Heating System in Novi Sad until 2030 (Faculty of Technical Sciences Novi Sad, 2021), the existing concept of heating has to be gradually upgraded by the integration of modern energy technologies, primarily by using locally available and renewable energy sources with the system for energy accumulation and heat sources that provide cogeneration of heat and electricity.

The technical concept implies integration of a larger capacity solar thermal system into the existing district heating system. The solar thermal technology implies the collection of solar energy during summer by means of solar collector fields, energy storage in seasonal storages and the use of thermal energy for district heating by means of heat pumps. This technology is experiencing great expansion in the world because of its positive environmental, energy and economic effects.

The preliminary feasibility study of the solar thermal plant in Novi Sad (*SOLID Solar Energy Systems*, 2020) gives as a result an optimum scenario according to which 200,000 m² of solar collector fields via seasonal storage with the volume of 1,000,000 m³, heat pump with the capacity of 80 MW and the existing hot water infrastructure, about 140,000 MWh of clean renewable solar energy can be used for heating and reduce CO₂ emissions by 40,000 tons per year.

With the implementation of this project, the City of Novi Sad will permanently obtain about 20% of thermal energy requirements for heating purposes from solar energy, which is a long-term strategic objective defined in the Development Strategy of the District Heating System in the City.

Key activities in the process of this measure implementation are:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Preparation of the feasibility study and environmental impact assessment for the integration of renewable energy sources into the district heating system of the City	After the preparation of the preliminary feasibility study for the large solar thermal plant in Novi Sad (SOLID, Solar Energy Systems, 2020), it is necessary to elaborate technically and economically selected optimal scenario for the large solar thermal plant as renewable energy source for the district heating system of the City, and/or prepare the Feasibility Study and the Environmental Impact Assessment of this plant.	Defining technical solution for the plant, preparation of conceptual design, precise assessment of the investment value of the project, preparation of cost benefit analysis for the project, providing necessary documentation that is required for the application for investment grants.
Resolving property and legal matters on the part of plots where the construction of the future plant is anticipated	The key activity in the process of the implementation of this project is resolving property and legal matters on certain plots in the sanitary protection zone of the source of drinking water for the water supply system of Novi Sad, which is also intended for the solar thermal plant.	Ensuring conditions for obtaining location conditions.
Preparation of conceptual design of renewable energy sources for the district heating system of the City	Taking into account the fact that the area where the construction of the solar thermal power plant is planned is specific, it is necessary to determine whether special environmental impact assessment and special permits are also required. This can prove to be a critical point in the implementation of the project.	
Providing financial sources for the implementation of the project	Deciding about the implementation of the project and securing sources of financing for the implementation. Application for and the provision of investment grants and incentives from funds for the integration of clean energy technologies.	Ensuring conditions for financing the project.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Obtaining location conditions	Standard procedure for obtaining location conditions for the plant defined in the Preliminary Design.	Ensuring conditions for the implementation of the project according to the design and build principle.
The procedure for contracting, designing and building the solar thermal plant - integration of the renewable energy source into the district heating system of the City according to the design and build system.	The procedure for contracting implementation of the project according to the design and build principle/Yellow FIDIC.	Contract for the construction of the plant.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
<p>Implementation of the project: design and construction of the solar thermal plant in Novi Sad</p>	<p>Implementation of the project, execution of works according to the turnkey system, obtaining permits and approvals, preparation of design and technical documentation, delivery of equipment, execution of construction, mechanical, electrical and preparatory and finishing works, testing and commissioning, technical acceptance of the facility and obtaining exploitation permit.</p>	<p>The construction of the solar thermal plant enables transformation of the district heating system by the introduction of renewable source of thermal energy in such a way that there is no price increase of delivered thermal energy to end users.</p> <p>Diversification of the energy mix of the primary fuel (100% natural gas), which enables better security and reliability in the production and delivery of thermal energy in the event of any problems with the natural gas supply (imported fuel is a risk in itself).</p> <p>Reducing the impact of changes in the price of natural gas on the cost of thermal energy for heating delivered to end users (citizens).</p> <p>Introduction of sustainable energy technology and the use of renewable energy source for the production of thermal energy for heating. The share of natural gas (energy + costs) and CO₂ emissions are reduced. In addition, the perspective for long term trading with CO₂ emissions is enabled, which can bring significant income on the basis of the reduction of emissions caused by the solar thermal plant.</p> <p>Seasonal storage, which primarily serves to store solar thermal energy, also enables the use of larger quantity of thermal energy from the Thermal Power and Heating Plant “Novi Sad” (due to the impossibility to take over thermal energy at night in the available capacity). It will be possible to have economical, fast, reliable and energy efficient beginning of the heating season.</p>

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 7. Affordable and Clean Energy, 11. Sustainable Cities and Communities, 12. Responsible Consumption and Production)



7. Affordable and Clean Energy - Ensure access to affordable, reliable, sustainable and modern energy for all

- 7.1. By 2030, ensure universal access to affordable, reliable and modern energy services.
- 7.2. By 2030, increase substantially the share of renewable energy in the global energy mix.
- 7.3. By 2030, double the rate of improvement in energy efficiency globally.
- 7.6. By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing states, and land-locked developing countries, in accordance with their respective programmes of support.

11. Sustainable Cities and Communities - Make cities and human settlements inclusive, safe, resilient and sustainable.

- 11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management.

12. Responsible Consumption and Production - Ensure sustainable consumption and production patterns.

- 12.2. By 2030, achieve sustainable management and efficient use of natural resources.

For this investment, significant incentives are expected with reference to investments in clean energy technologies from the following mechanisms:

- CDM (Clean Development Mechanism), which is based on CER (Certified Emission Reduction) trading and/or trading for the reduction of CO₂ emissions
- Green Agenda Declaration and EU Green Deal objectives, that is, Economic and Investment Plan for the Western Balkans, which is worth EUR 9 billion with the mechanism of co-financing for this type of projects.

This measure is implemented by the PUC "Novi Sad Heating Plant" Novi Sad in cooperation with the Ministry of Mining and Energy of the Republic of Serbia.

Organisational Unit Responsible for Measure Implementation: PUC "Novi Sad Heating Plant" Novi Sad

Estimated Value: RSD 11,127.837,500.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- The share of thermal energy for heating purposes of the City produced from renewable energy sources
- Efficiency degree of the system for the production of thermal energy for heating purposes

4.1.9. MODERNISATION OF THE PUBLIC LIGHTING SYSTEM

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

By replacing existing streetlamps in the public lighting system with modern lamps with energy efficient light sources and better optical characteristics, better efficiency of the public lighting will be achieved.

Key activities for measure implementation:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Replacement of remaining energy inefficient light sources with new energy efficient LED lamps	Replacement of existing streetlamps in the public lighting system with modern lamps with energy efficient light sources and better optical characteristics.	Better efficiency of public lighting, which is reflected in better quality lighting and savings in electricity consumption.
Adaptation of existing and construction of new public lighting system at the territory of the City	Construction of public lighting and installation of modern LED lighting at the territory of the City.	Increasing the safety of citizens and traffic participants and providing basic infrastructure elements for all citizens at the territory of the City.
Replacement of old and worn out poles and installations of public lighting	Installation of new poles and replacement of underground and overhead public lighting installations.	There will be better reliability of the public lighting system, fewer breakdowns and reduced maintenance costs and increased safety of citizens.
Relocation of public lighting blocks from transformer stations to free standing distribution cabinets of public lighting	Purchase of equipment and installation of free standing distribution cabinets for public lighting outside transformer stations.	More reliable functioning of the public lighting, easier maintenance without the need to enter transformer stations during manipulations and troubleshooting.
Development of a system of automatic surveillance and control of the public lighting	Preparation of designs, purchase and installation of equipment for remote surveillance and control of public lighting operations (in lamps themselves or in distribution cabinets).	Possibility of knowing the state of the public lighting in real time, faster response in case of failure and more efficient maintenance.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 7. Affordable and Clean Energy)

7. Affordable and Clean Energy - Ensure access to affordable, reliable, sustainable and modern energy for all

- 7.1. By 2030, ensure universal access to affordable, reliable and modern energy services
7.3. By 2030, double the rate of improvement in energy efficiency globally

The most significant effects of the implementation of these activities are reflected in the effectiveness of works on the maintenance of public lighting and in the increase of energy efficiency.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Environmental Protection, City Administration for Utilities, City Administration for Construction Land and Investments, Public Utility Company for Maintenance of Housing and Business Facilities “Stan”.

Estimated Value: RSD 5,113,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2027

Performance Indicators:

- Number of new installed lamps
- Number of relocated public lighting blocks from transformer stations.

4.1.10. FOSTERING IMPROVEMENT OF ENERGY EFFICIENCY AT THE TERRITORY OF THE CITY OF NOVI SAD

Type of Measure: Motivating

Description of Measure:

This measure includes various types of support for the improvement of energy efficiency at the territory of the City in compliance with the Law on Energy, Law on Energy Efficiency and Rational Use of Energy, Programme and Plan of Energy Efficiency of the City of Novi Sad. These laws and strategic documents in the field of energy and energy efficiency define legal framework for the future course of actions of the City in this field.

Activities for measure implementation are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Energy renovation of houses, flats and buildings at the territory of the City by means of subsidising works	Works on energy renovations include: - Replacement of windows and doors - Repair of building envelope, - Installation of heat and circulation pumps - Replacement of existing boilers with more efficient ones, etc.	Reduced consumption of energy, reduced CO ₂ emissions and financial savings

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Energy renovation of public buildings at the territory of the City of Novi Sad	Improvement of energy efficiency by energy renovation of public buildings at the territory of the City with the emphasis on preschools and educational institutions.	Reduced consumption of energy, reduced CO ₂ emissions and financial savings.
Conducting energy audits, preparation of energy efficiency reports and certificate on energy properties of public building	Preparation of documents that are the basis for the implementation of energy efficiency of buildings of public importance.	Creating preconditions for further energy renovation of public buildings.
Raising awareness of citizens about the implementation of measures for the energy efficiency increase	Holding training courses and workshops, observing energy efficiency day, preparation and distribution of brochures about the importance and the use of RES. Promotion in public media.	Application of the acquired knowledge.

Connection and Contribution to the UN Sustainable Development Goals	
(Prevod teksta na slici: 7. Affordable and Clean Energy, 12. Responsible Consumption and Production)	
<p>7. Affordable and Clean Energy - Ensure access to affordable, reliable, sustainable and modern energy for all. 7.3. By 2030, doubling the rate of improvement in energy efficiency globally.</p> <p>12. Responsible Consumption and Production - Ensure sustainable consumption and production patterns 12.2. By 2030, achieve sustainable management and efficient use of natural resources. 12.8. By 2030, ensure that people everywhere have relevant information and awareness for sustainable development and lifestyles in harmony with nature.</p>	

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Environmental Protection - Energy Agency of the City of Novi Sad

Estimated Value: RSD 2,645,000,000.00

Sources of Financing: Budget of the City of Novi Sad, Budget of the Province of Vojvodina, Budget of the Republic of Serbia, Ministry of Mining and Energy and other domestic and foreign sources

Implementation Period: 2023-2030

Performance Indicators:

- Number of energy renovated houses, flats and buildings,
- Number of energy renovated public buildings,

- Number of conducted energy audits, energy efficiency reports and energy passports,
- Number of citizens educated about possibilities for energy efficiency improvement.

4.1.11. FOSTERING THE USE OF RENEWABLE ENERGY SOURCES AT THE TERRITORY OF THE CITY OF NOVI SAD

Type of Measure: Motivating

Description of Measure:

According to the National Renewable Energy Action Plan of the Republic of Serbia for the use of renewable energy sources (hereinafter referred to as: RES), the obligation of the Republic of Serbia is to reduce the level of harmful gas emissions by 20%, as well as to increase the share of energy from RES by 20%. The City of Novi Sad has potentials for the use of RES, especially biomass, solar energy, and geothermal energy. According to the Study on RES at the area of the City of Novi Sad from 2014, Novi Sad and its wider surroundings can become a leader in the use of RES at the territory of the Republic of Serbia.

Activities for the implementation of this measure are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Energy renovation of houses, flats and buildings at the territory of the City by subsidising works	Works on energy renovation include the following - Installation of solar panels, - Installation of solar collectors, - Installation of heat pumps, etc.	Reduction of energy consumption, reduction of CO ₂ emissions and financial savings.
Energy renovation of buildings at the territory of the City by the installation of systems with renewable energy sources	Improvement of energy efficiency by the renovation of public buildings at the territory of the City of Novi Sad and by installation of RES systems with the emphasis on preschools and educational institutions.	
Raising awareness of citizens about greater use of RES	Printing brochures and other publications. Polling of citizens. Organisation of educational workshops, seminars and public presentations. Filed visits and direct contact with the citizens. Distribution educational materials.	Application of the acquired knowledge.

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 7. Affordable and Clean Energy, 12. Responsible Consumption and Production)



7. Affordable and Clean Energy - Ensure access to affordable, reliable, sustainable and modern energy for all

7.3. By 2030, doubling the rate of improvement in energy efficiency globally

12. Responsible Consumption and Production - Ensure sustainable consumption and production patterns

12.2. By 2030, achieve sustainable management and efficient use of natural resources

12.8 By 2030, ensure that people everywhere have relevant information and awareness for sustainable development and lifestyles in harmony with nature.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Environmental Protection - Energy Agency City of Novi Sad

Estimated Value: RSD 2,595,000,000.00

Sources of Financing: Budget of the City of Novi Sad, Budget of the Province of Vojvodina, Budget of the Republic of Serbia, Ministry of Mining and Energy and other domestic and foreign sources.

Implementation Period: 2023-2030

Performance Indicators:

- Number of energy renovated houses, flats and buildings by installation of RES systems
- Number of energy renovated public buildings by installation of RES systems
- Number of citizens educated about possibilities for larger use of RES.

4.1.12. PROVIDING ALL CITIZENS OF NOVI SAD WITH SUFFICIENT QUANTITIES OF DRINKING WATER AND WITH APPROPRIATE SYSTEM FOR SAFE COLLECTION, DRAINAGE AND TREATMENT OF WASTEWATERS

Type of Measure: Delivery of goods and provision of services by participants in the planning system


Description of Measure:

Public investments affect the choice of the place of living and working, the nature and location of private investment, and the quality of life. Public investments can stimulate the growth and provide adequate infrastructure to promote private investments. One of the carriers of the urban development of the City is the share of utility equipment at the site/street/block/place. Treatment of all wastewaters at the territory of the City is planned with the construction of the Central Wastewater Treatment Plant in Rokov Potok, which will be implemented through the Project "Clean Serbia" as early as in 2024.

Activities for the implementation of this measure are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Preparation of the Revised Development Plan of the Water Supply System in the City of Novi Sad	<p>Revision of the development of the water supply system is usually done every ten years with anticipated development for the next 20 years.</p> <p>The PUC “Waterworks and Sewerage” has agreed the preparation of the Revised Development Plan of the Water Supply System of the City of Novi Sad. It is necessary to take into account the whole system from water sources to consumers in order to anticipate further activities on the development of the system. The preparation of this document is expected in the near future.</p>	<p>The Revised Plan is an umbrella document that will define the current state of the system, new requirements, directions of development, introduction of new technologies and it will also assess requirements for the next 20 years.</p>
Reconstruction and construction of the water supply network at the territory of the City of Novi Sad with accompanying facilities	<p>Reconstruction of the water supply network implies the replacement of old worn-out asbestos cement pipes. Also, due to the expansion of the City, it is necessary to construct new water supply network and water supply facilities, reservoirs, pump stations, especially on the Srem side of the City. It is planned to construct the water supply network in the parts of settlements Veternik, Klisa, Futog, Sremska Kamenica, Petrovaradin, which are not covered by the water supply network, as well as to reconstruct the network at Podbara, Detelinara, parts of Petrovaradin, Begeč and in other parts of the City.</p> <p>It is planned to construct 7 kilometres of water supply pipes and 217 kilometres of the water supply network.</p>	<p>Regular water supply of all parts of the city and reduction of network losses.</p>
Performing works on repairing and reconstructing wells at water sources of the City	<p>Operation of wells over time leads to the process of their “aging” which causes reduced yields. In this respect, it is necessary to perform periodic reconstruction and repair of wells so that proper water supply is not disturbed. It is planned to repair and reconstruct 21 wells and to drill 2 new ones with horizontal drains.</p>	<p>Regular repair and reconstruction of wells will provide sufficient quantity of raw water for the requirements of the City's water supply system. It will also prolong exploitation life of water sources, reduce possibilities for pollution, and all that in order to provide inhabitants with necessary quantities of drinking water.</p>

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Construction of a new infiltration-type water source in the hinterland of Ratno Ostrvo	Infiltration basins will be formed in the hinterland of the source, which will be filled with water from the Danube. After that, water will be filtered through formed layers and pumped and distributed to the water factory.	This water source will provide additional quantity of 1200 l/s, which will satisfy water requirements of neighbouring municipalities, as well.
Preparation of the Study for Wastewater and Stormwater Drainage on the Srem Side of the City of Novi Sad	Preparation of the Study for Wastewater and Stormwater Drainage on the Srem side, which currently has expansion of construction and increasing number of inhabitants, is underway.	The Study for Wastewater and Stormwater Drainage on the Srem Side should resolve the concept of water drainage. In the last four years, the construction of the Covid hospital, the construction of individual family and multi-family buildings in accordance with the planning documentation, has opened issues of water drainage, existing and planned capacities and has caused the need to cover the whole area in one single study that will define directions of the system's development in this part of the City.
Reconstruction and construction of the sewerage network at the territory of the City of Novi Sad	<p>The City is expanding and it is necessary to construct new sewerage network. There are some parts of the city that have old and worn-out sewerage system and its reconstruction is necessary. The reconstruction of the sewerage network is underway and it is financed by the Project "Clean Serbia", which involves the replacement of asbestos cement pipes at the following locations: Liman 1 and Liman 2, Podbara, collector routes along streets Kralja Petra, Bul. Mihajla Pupina, Maksim Gorki and Rumenačka. The construction of the new network in accordance with urban plans, which is financed from the City's budget is carried out in the settlement Gornje Livade.</p> <p>Laying pipes in the canal T-800 and laying pipes in the canal S-800 is underway.</p> <p>It is planned to reconstruct 78 km of the sewerage network and 9.5 km of sewer collectors in total.</p>	<p>Reconstruction of the old and the construction of the new sewerage network will increase the quality of wastewater drainage, reduce the risk of flooding of the City after heavy rainfall, and effects of environmental protection will also be achieved by wastewater treatment.</p> <p>Laying pipes in the canal T-800 in the length of about 3.5 km will enable the construction of the collector route for stormwater drainage at the territory of Telep, Adice and Veternik. Laying pipes in the canal S-800 will enable bringing the Work Zone "North 1" to its purpose specified in the Plan, prevent further soil erosion of the surrounding terrain and increase the safety of existing facilities.</p>

Connection and Contribution to the UN Sustainable Development Goals	
	
<p>(Prevod teksta na slici: 6. Clean Water and Sanitation)</p> <p>6. Clean water and sanitation - Ensure availability and sustainable management of water and sanitation for all</p> <p>6.1. By 2030, achieve universal and equitable access to safe and affordable drinking water for all.</p> <p>6.2. By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.</p> <p>6.3. By 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.</p> <p>6.4. By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.</p> <p>6.6. By 2030, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.</p>	

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Construction Land and Investments, City Administration for Utilities, City Administration for Environmental Planning, City Administration for Urban Planning and Construction, City Administration for Property and Property Rights Affairs, PUC “Waterworks and Sewerage”, PC “City Planning” Novi Sad.

Estimated Value: RSD 43,376,423,000.00

Sources of Financing: Budget of the City of Novi Sad, Programme “Clean Serbia” and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Length of constructed and reconstructed water supply network (km)
- Length of constructed and reconstructed sewerage network (km)
- Constructed Central Wastewater Treatment Plant (CWWTP) Novi Sad
- Constructed raw water well.

4.1.13. ESTABLISHMENT OF SUSTAINABLE WASTE MANAGEMENT SYSTEM

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

This measure implies organisation of sustainable waste management system in order to improve the existing system at the local level and to establish regional waste management system.

Activities for the implementation of this measure are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Establishment of the regional waste management system for the City of Novi Sad and Municipalities of Bačka Palanka, Bački Petrovac, Beočin, Žabalj, Srbobran, Temerin and Vrbas with the construction of the regional waste management centre for waste management at the territory of the City of Novi Sad	Planned activities represent the continuation of the implementation of started activities that will create conditions for the establishment of the regional waste management system and include the following: - Preparation of the part of remaining design and technical documentation with obtaining the construction permit, - Construction of the regional sanitary landfill with accompanying facilities (sanitary cassettes, plant for treatment of mixed municipal and biodegradable waste, plant for wastewater treatment, etc.), - Construction of two transfer stations, - Strengthening administrative capacities at the level of the City and at the level of the whole region in the field of waste management, - Strengthening capacities and improvement of education and information of the population about the importance of adequate waste management.	Establishment of the regional waste management system and improvement of the waste collection system. Expansion of the scope of collection and establishment of separate waste collection system. Reusing and recycling of waste. Establishment of the system for hazardous waste collection. Expansion and strengthening of administrative capacities at the level of the City in the field of waste management. Improvement of the information of the population about the importance of adequate waste management.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Construction of recycling yards at the territory of the City of Novi Sad	<p>In accordance with the law and with reference to the number of inhabitants, it is determined that for the City of Novi Sad it is necessary to construct recycling yards at three locations. For the first location at the Landfill in Novi Sad, it is planned to construct the recycling yard, while for other two locations, it is planned to prepare design and technical documentation for the construction of recycling yards. Funds for the implementation are allocated in the Budget of the City of Novi Sad. Citizens bring furniture and kitchen appliances, waste suitable for recycling, including hazardous household waste to the recycling yard. At that area, in addition to taking over special waste flows from households, waste is also treated, that is, it is prepared for reuse.</p>	<p>Improved system for the collection of special waste flows from households. Waste treatment, that is, its preparation for reuse.</p>
Construction of the plant for disposal and recycling of construction debris	<p>Construction of the plant for disposal of construction debris and its preparation for reuse, as well as other operations related to the treatment of construction debris and its reuse.</p>	<p>Established sustainable system for construction debris management in compliance with the law.</p>
Procurement of containers for waste collection	<p>Activities are planned for the procurement of containers for waste collection which will improve the existing and establish sustainable system for waste collection accompanied by the introduction of primary separation in the regional waste management system.</p>	<p>Effects of measure implementation will be reflected in the improved waste collection system, expansion of the scope of collection and in the establishment of the system for separate collection of household waste flows in compliance with the law.</p>
Procurement of vehicles for collection and transportation of waste	<p>Activities are planned for the procurement of vehicles for waste collection. This will improve existing and establish sustainable waste collection and transportation system in the regional waste management system.</p>	<p>Effects of the implementation of the measure will be reflected in the establishment of the regional system of waste collection and transport, as well as in the improved existing system of waste collection and transport for members that are participating in the regional waste management system in compliance with the law.</p>

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 11. Sustainable Cities and Communities, 12. Responsible Consumption and Production)

11. Sustainable cities and communities - Make cities inclusive, safe, resilient and sustainable

11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

12. Responsible consumption and production - Ensure sustainable consumption and production patterns

12.4 By 2030, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.8. By 2030, ensure that people everywhere have relevant information and awareness for sustainable development and lifestyles in harmony with nature.

Target group are citizens of the City of Novi Sad and of the Municipalities of Bačka Palanka, Bački Petrovac, Beočin, Žabalj, Srbobran, Temerin and competent utility companies, media, educational institutions, non-governmental organisations in the field of environmental protection.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Utilities, City Administration for Environmental Protection, PUC "Čistoća" Novi Sad and the Municipalities of Bačka Palanka, Bački Petrovac, Beočin, Žabalj, Srbobran, Temerin and Vrbas.

Estimated Value: RSD 14,494,319,975.00

Sources of Financing: Budget of the City of Novi Sad, Fonds of the European Union, etc.

Implementation Period: 2023-2030

Performance Indicators:

- Established sustainable regional waste management system,
- Constructed regional landfill in the City of Novi Sad with accompanying facilities,
- Constructed recycling yards at the territory of the City,
- Constructed plant for recycling construction debris.

4.1.14. PREVENTION AND MITIGATION OF LANDSLIDE EFFECTS, REDUCING IMPACTS OF SOIL EROSION AND RECOVERING CONTAMINATED SITES AND THREATENED AREAS

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

This measure includes implementation of a series of activities aimed at reducing the risk of soil erosion and preventing landslides, as well as rehabilitation of sites in threatened areas in order to adapt to effects of climate change and to establish a response system in risky and emergency situations in urban parts of settlements.

Soil as a natural resource implies its use in accordance with its natural properties, according to which the purpose of a surface is determined, that is, rules for building construction and land development are defined.

On the basis of engineering and geological suitability of the terrain and pedological and hydrological characteristics of the relevant area, limiting and guiding factors for the construction are determined and incorporated as guidelines in the new General Urban Plan of the City of Novi Sad until 2030⁵ as reference rules that will be followed during the preparation of planning documentation of a lower order for the requirements of a more detailed urban development of the area.

Key activities for the implementation of the measure are:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Preparation of the cadastre of landslides and unstable slopes at the territory of the City	Preparation of the cadastre of landslides in accordance with principles of engineering and geological research with as uniform as possible contents and details taking into account the fact that certain micro locations have different levels of threat.	Establishing an accessible database required for the preparation of planning documentation, design documentation and other documentation required for the implementation planned contents. In this way obtained, shaped and easily accessible data will be the basis for organising activities related to the establishment of a response system in risky and emergency situations in the form of indicators for potentially dangerous locations that should be under the highest degree of supervision according to the criterion of danger against negative impacts and effects of landslides, erosion, filling up of urban waterflows, earthquakes, etc.

⁵ "Official Gazette of the City of Novi Sad", Number 33/22

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 11. Sustainable Cities and Communities)

11. Sustainable cities and communities - Make cities inclusive, safe, resilient and sustainable

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.

Organisation Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Construction Land and Investments, City Administration for Urban Planning and Construction, PC "City Planning" Novi Sad

Estimated Value: RSD 2,500,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Prepared complete cadastre of landslides and unstable slopes at the territory of the City of Novi Sad.

4.1.15. IMPROVEMENT OF EMERGENCY MANAGEMENT SYSTEM

Type of Measure: Institutional, managerial and organisational

Description of Measure:

This measure implies the improvement of the existing public alert and warning system at the territory of the City. The number and spatial distribution of newly installed alarm stations are defined in the prepared Acoustic Study for the territory of the City of Novi Sad. It is necessary to connect alarm stations with the Operational Centre 112 of the South Bačka District.

Target groups in the implementation of this measure are citizens, business entities, city administration, public utility companies, Ministry of the Interior, Firefighters Association of the City of Novi Sad.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Enactment of the General Regulation Plan	Implementation of legally prescribed procedure that will result in the adoption of the General Regulation Plan for the Construction of the Public Warning System at the territory of the City	Enabling prerequisites for issuing approval for carrying out works on the construction of the public warning system at the territory of the City
Preparation of design documentation and the construction of the public warning system at the territory of the City	Preparation of design documentation which will specify exact location and the construction of 112 alarm stations at the territory of the City, of which 43 are planned to be installed on newly built poles and 69 on existing buildings, and 48 existing micro locations will be retained.	Preparation of design documentation will specify exact location of alarm stations with detailed technical characteristics, which will create preconditions for the construction of the public warning system at the territory of the City. The construction of the public warning system will enable more efficient implementation of the civil protection measures (warning, evacuation, sheltering, taking care of endangered and injured, etc.), strengthening prevention and reducing disaster risks.
Formation of specialised civil protection units for alerting	Preparation of a normative document for the formation of specialised civil protection units for alerting.	Reducing disaster risks, strengthening prevention, resilience and readiness of individuals and local communities to disaster consequences, improvement of protection and rescue of people, material, cultural and other assets.
Enacting a document on recruiting for specialised civil protection units for alerting and programmes for their financing, equipping and training	After the formation of specialised civil protection units for alerting in cooperation with the competent ministry, the method of recruiting for and activities related to these units will be defined and the programme of financing, equipping and training will be prepared.	Defining methods of recruiting, activities, financing, equipping and training of specialised civil protection units in order to achieve more efficient implementation of civil protection measures (alerting, evacuation, sheltering, taking care of the endangered and injured, protection and rescue of people, material and cultural assets from dangers caused by disasters, radiological, chemical and biological protection, protection from technical and technological accidents, protection and rescue from ruins).

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Enacting documents with financing, equipping and training programmes for the Firefighters Association of the City of Novi Sad in order to implement measures of civil protection at the territory of the City of Novi Sad	Decision on the number of members and formations within the Firefighters Association of the City of Novi Sad who will participate in the implementation of measures of the civil protection at the territory of the City of Novi Sad. Decision on the programme of financing, equipping and training of the Firefighters Association of the City of Novi Sad in order to implement measures of civil protection at the territory of the City of Novi Sad.	Established system for the implementation of measures of civil protection at the territory of the City, that is, reducing the risk of disasters, strengthening prevention, resilience and readiness of individuals and local communities with reference to consequences of disasters, improvement of protection and rescue of people, materials, cultural and other goods.

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 1. No Poverty, 3. Good Health and Well-Being, 11. Sustainable Cities and Communities, 13. Climate Action)



- 1. No poverty - End poverty in all its forms everywhere**
1.5. By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.
- 3. Good health and well-being – Ensure healthy lives and promote well-being for all at all ages**
3.9. By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.
- 11. Sustainable cities and communities - Make cities inclusive, safe, resilient and sustainable**
11.4. By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.
- 13. Climate action – Take urgent action to combat climate change and its impacts.**
13.1. Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Utilities

Estimated Value: RSD 564,370,000.00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2023-2025

Performance Indicators:

- Constructed and improved public warning system at the territory of the City of Novi Sad,
- Organised and equipped general purpose civil protection units through by means of voluntary firefighters' associations,
- Formed and equipped specialised civil protection units for public warning.

4.1.16. REPAIR AND RENOVATION OF EXISTING SUBSTANDARD OR UNDEVELOPED AND ILLEGALLY BUILT RESIDENTIAL SETTLEMENTS AND DWELLING UNITS AND PROVIDING LOCATIONS FOR THE CONSTRUCTION OF AFFORDABLE AND APPROPRIATE HOUSING FACILITIES

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

This measure includes the implementation of a series of activities that are aimed at increasing the quality of development and accessibility of urban space by providing sustainable housing to all citizens. Repair of the parts of populated areas that have not been planned, that are substandard or that are not suitably developed parts of populated areas by means of providing infrastructure, construction of public facilities and improvement of the quality, accessibility and safety. The provision of infrastructurally equipped locations for the construction of affordable and suitable housing facilities for users of housing support (social housing) by means of the construction and other ways of obtaining new flats in the public ownership of the City intended for lease under favourable conditions.

The main directions of activities are preparation, review and updating urban plans and programmes for the consolidation and repair of illegally built zones and the parts of urban settlements, as well as the provision of infrastructurally equipped locations for the construction of affordable and suitable residential buildings.

At the territory of the City, it is possible to identify several localities of substandard or not developed settlements, that is, units, parts of settlements, within which the process of the implementation of mentioned measures has been intensively started, and where the implementation of these measures is planned to continue. Primarily, these are settlements Šangaj, Bangladeš, as well as parts of the settlement Mali Beograd - Veliki Rit.

The most important effect of the implementation of specified measures is developed urban construction land – prepared for planned urban purpose in accordance with all applicable standards, which primarily implies the provision of the planning basis for the implementation, solved property and legal relations, constructed utility infrastructure, and all that will contribute to the improved quality of development and accessibility to the urban space by providing sustainable housing for all citizens and the rehabilitation of parts of settlements in the City and in suburban settlements that have not been built according to the plan while raising the culture of residing. The effect of this measure is certainly reflected in the improvement of the social and economic situation, accessibility, increase of the volume, quality and variety of housing solutions for beneficiaries of the housing support. This extremely complex task requires the involvement of the wider social community, and above, the involvement of all the relevant institutions in the City.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Preparation of planning documentation	Preparation of the planning basis and programme for the consolidation and rehabilitation of existing substandard and not developed and illegally built residential areas and units.	Improvement of inclusive and sustainable urbanisation and creating preconditions, planning basis, for implementation.
Construction of infrastructure for the requirements of equipping social housing facilities in substandard and unregulated parts of the urban settlement	Construction of traffic surfaces, water supply, sewerage and public lighting for equipping social housing facilities.	Access to proper, safe and affordable housing and basic services while improving conditions in these settlements.
Specifying locations for affordable and suitable residential buildings	Allocation of locations at the territory of the City where residential buildings will be built.	Equal rights to economic resources, as well as access to basic services, land ownership and management, to the poor and members of vulnerable groups.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 1. No Poverty, 6. Clean Water and Sanitation, 11. Sustainable Cities and Communities)

1. No poverty - End poverty in all its forms everywhere

1.4. By 2030, ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance.

6. Clean water and sanitation - Ensure availability and sustainable management of water and sanitation for all

6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.

11. Sustainable cities and communities - Make cities inclusive, safe, resilient and sustainable

11.1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

- 11.3. By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Construction Land and Investments, City Administration for Urban Planning and Construction, PC "City Planning" Novi Sad, City Administration for Property and Property Right Affairs, City Administration for Social and Children Protection, Social Work Centre of the City of Novi Sad

Estimated Value: RSD 3,500,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Repaired and renovated existing substandard and not appropriately and illegally built residential areas and dwelling units,
- Prepared planning bases and programmes for their consolidation and repair,
- Provided locations for the construction of affordable and appropriate housing facilities.

4.1.17. FOSTERING RESPONSIBLE BEHAVIOUR OF DOGS/CATS OWNERS

Type of Measure: Informative and educational

Description of Measure:

This measure includes co-financing of promotional programmes and projects that will contribute to strengthening awareness of the need to have responsible approach towards keeping animals as pets in urban areas.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Organisation and implementation of educational and promotional events and programmes aimed at fostering responsible ownership of dogs/cats	Preparation of publications and other educational materials, organisation of educational and promotional events, organisation of exhibitions of abandoned dogs.	Raising awareness, popularisation, promotion and fostering responsible dog/cat ownership as the most important factor in the control and reduction of the population of abandoned dogs and cats at the territory of the City of Novi Sad.

Organisational Units Responsible for Measure Implementation: PUC "Animal Hygiene and Veterinary Medicine" Novi Sad, City of Novi Sad - City Administration for Utilities

Estimated Value: RSD 15,599,759.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Number of implemented projects / programmes,
- Number of educational and promotional events per year.

4.2. PRIORITY OBJECTIVE 2: HUMAN POTENTIAL - CAPACITY BUILDING FOR DEVELOPMENT BY STRENGTHENING HUMAN RESOURCES

The quality of life of every resident is in the centre of the concept of development of a local community. Opportunities for personal development are affected not only by economic factors, but also by a wide range of social factors. Availability and development of educational, healthcare and child protection systems, high quality cultural and sports contents, as well as contents for young people, are considered to be a very important indicator and requirement for social development. For years, starting in 2012, we have been intensively working on and striving for uniform development of urban and suburban areas by means of the development of social infrastructure and the availability of high quality services and contents for all residents of the City. The city has been striving to plan taking care of the most important segments of social life and to develop systems for the support to young people, social and healthcare, as well to constantly foster the enrichment of the culture.

High quality **education** increases the possibility of achieving the full potential of every resident of the City. Furthermore, the development of the system should be directed towards meeting requirements of children and families, that is, it should enable the development of competencies for the purpose of being included in the social life and employment.

The process of improving the infrastructure of education and upbringing institutions implies not only the construction of new ones, but also the increase of capacities of existing preschool institutions, primary and secondary schools. This requirement is dictated by the increase in the number of inhabitants at the territory of the City. The City of Novi Sad will continue with activities of equipping facilities in the future, as well as with all other activities on the modernisation and digitalisation of educational infrastructure. This will, as in the previous period, primarily refer to furnishing computer cabinets, provision of teaching aids, furniture for classrooms and offices, as well as procurement of public security equipment and other equipment.

Local self-government will, as in the previous period, ensure the continuity in supporting development of the dual education model in which students have an opportunity to acquire knowledge and skills that will prepare them for performing chosen profession in accordance with the requirements of the economy.

The higher quality of education and upbringing will be ensured by improving conditions of education in primary and secondary schools in terms of space, equipment and teaching aids for the implementation of programmes that are not the main activity of the institution, by supporting organisation of activities in the fields of culture, security, as well as educational workshops and lectures devised as the upgrade of regular curriculum.

Culture, together with other factors, represents significant resource for improving the quality of life of citizens.

The City of Novi Sad is an important national and regional centre of cultural production. It is the founder of fourteen institutions of culture, so improving work conditions in these institutions, which deal with the protection of intangible and material cultural goods and contemporary creativity, is a prerequisite for further social development.

International cooperation and the process of European integrations in the field of culture will result in the greater presence of our culture in the world, its more adequate representation and increased international cooperation in all areas. With the declaration of the City of Novi Sad as the European Capital of Culture for 2022, many opportunities for the development of international cooperation have been opened up for the City.

Just as in the previous period, the City will strive to lead cultural policy that includes presence of as many interested parties as possible, by means of mutual connection of cultural sectors with different systems such as education, science, economy, tourism, creative industry, environmental protection, etc., and by including public, private and civil sectors in the decision-making process related to strategic directions of cultural development and to ways of its accomplishment and encouragement. In this way, the preparation of the cultural policy that is suitable for the social community will be

ensured.

The protection of cultural heritage and preservation of cultural and historical identity has been one of the strategic development priorities for the last 11 years since Novi Sad has rich cultural heritage. The City will intensify activities on the restoration and protection of buildings that are located in cultural and historical units such as the Petrovaradin Fortress and the Almaš Neighbourhood.

The protection of **the population's health potential** is an important resource and prerequisite for social development. In the future, the City will strive to achieve increasingly higher standard in providing healthcare for the population and to ensure all necessary requirements for making healthcare accessible and available with reference to the expected growth of population.

Bearing in mind that the developed of healthcare system is reflected in well-organised institutions, it is of great importance to undertake activities on the improvement of conditions for operations of health institutions in terms of space, equipment and professional staff. Due to the expected further increase in the scope of healthcare requirements of citizens, it is necessary to expand existing capacities of institutions in accordance with the Regulation on the Network Plan of Healthcare Facilities, that is, further investments in their modernisation and new technologies. Financing specialisations in the field of deficient branches of medicine and employment of health workers in publicly owned institutions will also contribute to greater availability and accessibility of healthcare and improvement of services.

The same as in previous years, when it concerns the implementation of social care for public health, the City will continue to improve and develop activities of existing programmes and develop health promotional programmes that are aimed at preserving and improving environmental conditions and work surroundings, healthy lifestyles, and prevention and suppression of risky behaviour, as well as at prevention of primordial, primary, secondary and tertiary infectious diseases, chronic mass non-communicable diseases and rare diseases, injuries and poisoning that will be especially aimed at vulnerable population groups (children and young people, women with reference to reproductive health, people over 65 years of age, disabled persons and population with converging vulnerability factors). At the same time, it will be continued with the use and exchange of resources with the World Health Organisation, which can only be used by cities - members of the European Healthy Cities Network of the World Health Organisation (WHO EHCN), among which is the City of Novi Sad. The support for the fulfilment of the social care for the health of the residents of Novi Sad will be represented by the Public Health Plan, which will further guide policies and practices in this area. Since it has a wider concept than healthcare, the above mentioned document of the public policy should promote interdisciplinarity and multisectoral cooperation. One of the basic principles on which strategic planning in the domain of public health should be based is the principle of equal opportunities. This means ensuring possibilities for using healthcare services by all citizens and all target groups with the same availability in all spheres of the provision of services in the public, private and non-governmental sectors and respecting the possibility of choice.

The implementation of key measures in the area of **social and child protection** should further mitigate the existence of deteriorating material and social situation of the part of the population at the territory of the City, especially of socially vulnerable categories of the population that fall under the priorities of social protection, such as families and children, disabled persons, children and young people with developmental disorder and adults with mental and intellectual difficulties, the elderly, members of the Roma population, as well as members of other marginalised groups.

It is also planned to establish a new specialised institution in the form of a local centre for the provision of social protection services. This will separate activities related to decision making on exercising rights and using services, which will continue to be performed by the Social Work Centre, from activities related to direct provision of services that are under the jurisdiction of the City and which will be carried out within the new institution (such as temporary accommodation in shelters "Safe Children's House" and "Safe Women's House", day care for children and young people from families at risk, Shelter for Street Children, supported housing, counselling and therapeutic and social and educational services). This will lead to direction and specialisation of the new institution in order to provide more efficient and better quality services for the purpose of fulfilling increasingly complex requirements of people who are in the situation that requires social protection.

Also, it is planned to establish a new institution for the provision of social protection services and for the implementation of programmes intended for children and adults with developmental disorder and disabilities that are under the jurisdiction of the City (such as day care services for children with developmental disorder of preschool age and children and young people with developmental disorder, and numerous support programmes for children and families with children and for young people with developmental disorder, adults and elderly persons with disabilities), which will achieve that social protection services will be provided not only by educational institutions, but also by the specialised social protection institution established at the territory of the City. This will create conditions for further development of social protection services at the territory of the City, which will contribute to the improvement of the quality of life of users for the purpose of their successful inclusion in independent life in the community.

Specified measures in the area of social and child protection are of great importance for the local population since the organisation of social protection services within the special institution with the participation of the Social Work Centre of the City of Novi Sad as a guardianship and referral body will enable social inclusion and provision of social protection to every individual or a group in need for that.

In the future, the City will continue to provide normative and financial prerequisites for further regulation of the area of social protection, implementation of programmes and realisation of measures that encourage deinstitutionalisation and social inclusion, provision of special support to socially vulnerable categories of citizens, children and adults with developmental disorder, especially through the implementation of annual programmes for the improvement of social protection and individual programmes in the field of social protection implemented by the citizens' associations and non-governmental organisations, which are financed through a public call.

Further activities to improve the social and children protection system will be elaborated in the Social Protection Development Plan of the City of Novi Sad.

Sport is one of key factors for improving the quality of life and it is essential for the development of personality and healthy lifestyle. Recognising its importance for the overall development, the City will continue to implement activities for the purpose of realising needs and interests of citizens in the field of sports. This measure is recognised as the key one for achieving this priority goal and promotes the development of recreational sports. The improvement and development of sports recreation will contribute to increased inclusion of all citizens, especially children, young people, women and persons with disabilities with the aim to improve individual health protection, prevention of diseases, as well as the development of healthy habits, team spirit and tolerance.

The priority needs of citizens in the field of sports are also the development of preschool and school sports, that is, the improvement of sports infrastructure. In addition to the construction of new facilities, special attention will be paid to the reconstruction and equipping of existing sports facilities. The reconstruction of the Sports and Business Centre "Vojvodina" is a logical step towards the revitalisation of the exceptional sports centre in the City. Its value for the City of Novi Sad is reflected at several levels, primarily in sports, then in typology, architecture and urban, cultural and social. It is also important to mention that the development of the preliminary design for the reconstruction of the facility of the Sports and Business Centre "Vojvodina" worth RSD 150 million is underway, and that the delivery of this part of the design and technical documentation is expected by the Faculty of Technical Sciences at the end of October 2023.

The City will continue to allocate significant funds for financing annual and special programmes of sports organisations in order to meet the requirements and needs and interests of citizens in the field of sports by means of organising sports competitions of special importance for the City, activities of sports organisations at the territory of the city and their participation in domestic and European club competitions, awards and recognitions for achieved sports results and contributions to the development of sports, etc. In addition, for the purpose of rational and purposeful use of sports halls and sports facilities that are the public property of the City, sports organisations will continue to be allowed to use them for sports activities, that is, they will be given free time for training and competitions.

Young people are the most vital part of every population, initiators of economic, social, economic and demographic development and the most valuable resource of every community. Through the Youth Office, the City directs the development of measures in a long-term and in a systematic way, so that young people, the same as in the previous period, are active initiators of positive and innovative changes and in order to ensure conditions for the active role of young people in the society through youth organisations. The implementation of key measures will further contribute to the active participation and improvement of the position of young people in the areas of health, safety, and social policy. In addition, the City will continue to support the implementation of activities that encourage employment, through the development of entrepreneurial competencies of young people. In order to enable implementation of various programmes intended for young people, it will be worked on, as before, the development of infrastructure, in order to meet the requirements for space. Measures anticipate greater inclusion of vulnerable groups of young people in the society and their equal participation in various aspects of social life.

The achievement of this priority goal will be done by activities that are undertaken by the City, which are related to financing programmes and projects that achieve goals and measures defined in local public policy documents, as well as participation in the work of the Scholarship Fund and encouraging the advancement of gifted students and young scientific workers and artist of the University of Novi Sad and providing funds for scholarships for gifted University students,

Performance Indicators at the Level of the Priority Objective 2	Unit of Measure	Beginning Value (Base Year)	Target Value (2030)	Verification Source
Dropout Rate in Secondary Education Stopa	%	0.4 (2021)	0.3	Statistical Office of the Republic of Serbia
Infant Mortality Rate	‰	4.1 (2021)	Rate Maintenance <5	Analysis "Health Status of the Population in the City of Novi Sad"
Groft Rate of Natural Increase	‰	-1.2 (2021)	>0.5	Analysis "Health Status of the Population in the City of Novi Sad"
Life Expectancy	Years of Age	73.9 years of age for men (2021)	77.5 years of age for men	Analysis "Health Status of the Population in the City of Novi Sad"
		79.4 years of age for women (2021)	83.2 years of age for women	

KEY MEASURES FOR ACHIEVING PRIORITY OBJECTIVE 2	
4.2.1.	Development of Infrastructure for the Improvement of Preschool, Primary and Secondary Education at the territory of the City of Novi Sad
4.2.2.	Strengthening Capacities of Cultural Institutions
4.2.3.	Strengthening International Cooperation and the Process of European Integrations in Culture
4.2.4.	Development of Interdepartmental and Intersectoral Cooperation and Civil Participation in Culture
4.2.5.	Improvement of Protection and Valuation of Cultural Goods
4.2.6.	Ensuring Conditions for Better Availability and Accessibility of Healthcare for the Population
4.2.7.	Support for Planning Social Care for Public Health
4.2.8.	Improving Capacities for the Provision of Social Care Services at the Territory of the City of Novi Sad
4.2.9.	Improvement of Capacities for Providing Support to Children, Adults and Elderly Persons with Developmental Disorder
4.2.10.	Improvement and Development of Sports Recreation for all Citizens, Especially Children, Young People, Women, Elderly and Persons with Disabilities
4.2.11.	Support for Young People in the Field of Healthcare and Safety and Social Policy for Young People
4.2.12.	Support for Young People in the Field of Entrepreneurship, Employment and Development of Career Management Skills
4.2.13.	Provision of New Facilities, as well as Better Quality Maintenance of Existing Ones for the Purpose of Fulfilling General Interests

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 1. No Poverty, 2. Zero Hunger 3. Good Health and Well-Being, 4. Quality Education 5. Gender Equality, 8. Decent Work and Economic Growth, 10. Reduced Inequalities, 11. Sustainable Cities and Communities, 16. Peace, Justice and Strong Institutions, 17. Partnership for the Goals)



4.2.1. DEVELOPMENT OF INFRASTRUCTURE FOR THE IMPROVEMENT OF PRESCHOOL, PRIMARY AND SECONDARY EDUCATION AT THE TERRITORY OF THE CITY OF NOVI SAD

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

The measure includes the construction of new, extension, reconstruction and renovation of existing facilities and equipping of educational institutions, as well as the improvement of the quality of education of primary and secondary schoolchildren at the territory of the City.

The construction of facilities implies preliminary analysis of the demographic development of the City and suburban settlements, on the basis of which priority plans will be made in compliance with the development of individual parts of the City and suburban settlements in order to provide available and quality education. Extension, reconstruction and renovation of buildings implies the increase of spatial capacities of existing buildings. This requirement is dictated by the increase of the number of inhabitants at the relevant territory of the City.

Equipping of facilities implies the purchase of necessary equipment for buildings - equipment for offices of school administration and preschool units, equipment for education, science, culture and sports - furniture for classrooms, computers and other equipment and teaching aids, equipment for public security - fire protection systems, video surveillance systems and other equipment.

Upgrading and improving the quality of education and upbringing of schoolchildren in primary and secondary schools at the territory of the City will also be ensured, among other things, by the adoption of the Programme for the Use of Funds for the Higher Quality Education and Upbringing, which will enable the improvement of conditions in relation to prescribed norms in terms of space, equipment, teaching aids, as well as for the implementation of programmes that are not primary activity of educational institutions.

Key activities in order to implement the measure are:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Construction, extension, reconstruction and equipping of preschool facilities	In compliance with the development of certain parts of the city and suburban settlements and in order to provide for high quality education on the basis of requirements and determination of priorities, the construction of several new facilities is planned, such as the facility at Telep, in Petrovaradin at Sadovi, in the Settlement Mišeluk, in Jugovićevo, as well as the extension of several facilities, such as facilities in Kovilj and in Jernej Kopitar Street in Novi Sad, and the reconstruction of one facility (Klisanski Put Street). Additionally, a number of activities has been planned with reference to capital maintenance and equipping of 75 preschool facilities.	The improvement of the quality and availability of preschool, primary and secondary school education.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Construction, extension, reconstruction and equipping of primary school facilities	In compliance with the development of certain parts of the city and suburban settlements and in order to provide high quality education on the basis of requirements and determination of priorities, it is planned to extend several facilities. In the following period, priority facilities will be buildings of the Primary School (PS) "Desanka Maksimović", Futog, PS "Sonja Marinković", and the construction of eight buildings in settlements Jugovićevo, Adice, Sajlovo, Petrovaradin, Adamović Settlement, Petrovaradin - Sadovi, Mišeluk Settlement, Karagača Settlement - Petrovaradin). Also, it is planned to carry out activities on capital maintenance and equipping of 39 facilities.	The improvement of the quality and availability of preschool, primary and secondary school education.
Investment maintenance and equipping of secondary school	It is planned to carry out activities on capital maintenance and equipping of 16 buildings of secondary schools.	
Achievement of the higher quality education and upbringing in the field of primary and secondary education	Implementation of activities on the basis of proposals given by schools will ensure higher quality education of schoolchildren. This will be done by procuring free textbooks for all children enrolled in the first class, organising workshops, training courses and lectures on various current topics, such as ecology and environmental protection, safety of schoolchildren, development of the culture of speech and expression of schoolchildren, going to the theatre, organising visits to the Serbian House at Corfu for the best primary school children.	Improvement of conditions with reference to prescribed norms in terms of space, equipment, teaching aids, as well as for the implementation of programmes that are not the basic activity of educational institutions.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 4. Quality Education)

4. Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- 4.1. By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.
- 4.2. By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.
- 4.3. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.
- 4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
- 4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.
- 4.6. By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.
- 4.a. Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

Beneficiaries of this measure are preschool institution, primary and secondary schools, children of preschool, primary and secondary school age and employees in educational institutions, parents of children and, furthermore, citizens living at the territory of the City of Novi Sad.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Education and City Administration for Property and Property Rights Affairs

Estimated Value: RSD 11,805,423,886.00

Sources of Financing: Budget of the City of Novi Sad, Budget of the Province of Vojvodina

Implementation Period: 2023-2030

Performance Indicators:

- Number constructed, extended, reconstructed and adapted facilities,
- Number of equipped facilities,
- Number of children enrolled in built, extended and reconstructed facilities.

4.2.2 STRENGTHENING CAPACITIES OF CULTURAL INSTITUTIONS

Type of Measure: Institutional, managerial and organisational

Description of Measure:

This measure includes the development of the infrastructure of facilities intended for culture and their equipping with modern technologies in order to ensure their visibility and attractiveness, as

well as the improvement of the information system of the City Administration for Culture and in cultural institutions and activities on education of employees in accordance with new technologies, along with the introduction of new modern services.

In the following period, it is necessary to regularly revise adopted strategic plans of cultural institutions in accordance with the Cultural Development Strategy of the City for the Period 2016-2026, which the City has adopted by observing propositions for applying for the title of the European Capital of Culture. Also, on the basis of recommendations of the Panel of Independent Experts of the European Commission, which has been in charge of controlling successful implementation of the Novi Sad - European Capital of Culture Project, necessary documents have been adopted and legacies defined - the legacy of projects implemented within the framework of the European Capital of Culture, which will be the part of the unique cultural policy of the City.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Harmonisation of operating programmes of cultural institutions with the unique cultural policy of the City of Novi Sad	Harmonisation of strategic plans of cultural institutions with the Cultural Development Strategy of the City for the Period 2016-2026 and with the Decision on Determining Programme and Project Activities as the Legacy of the Novi Sad - European Capital of Culture Project, which will be the part of the unique cultural policy of the City.	Improved and plan driven long term cultural policy.
Development of the infrastructure of facilities intended for culture and their equipping	Mapping of facilities that will be used by cultural institutions and other budget beneficiaries, reconstruction, construction and technical and technological equipping of facilities and their functioning for cultural purposes. Within this activity, among other things, the following is planned: Construction of the museum and the complex of the Memorial Centre dedicated to the victims of the Novi Sad raid in 1942. The complex will include the Museum of Victims of the Raid and outdoor developed area, landscaped area, access pedestrian and bicycle paths and parking lots. Continuation of the reconstruction of facilities within the Creative District located at 5, Bulevar Despota Stefana Street for the requirements of cultural contents of the City. Provision of space for cultural activities in Ledinci and Budisava settlements by the reconstruction of buildings for cultural activities that are under protection regime, and of several other spaces.	Infrastructurally, technically and technologically strengthened facilities of culture.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Improvement of existing and introduction of new information systems in cultural institutions	Improvement and introduction of information systems, establishment and integration of databases and enabling availability of relevant data to citizens by means of the Internet.	Modernised information systems and databases.
Improvement of capacities of human resources in cultural institutions	Modification of existing and introduction of new jobs in compliance with requirements of modern business operations, especially in the field of information technology and management in culture and increasing mobility of employees in cultural institutions in the country and abroad for the purpose of knowledge acquisition and exchange.	Better cultural and artistic programmes and better synchronisation of actions within the implementation of the cultural policy.
Introduction of new services	Development of digital and other modern services.	Developed new services in compliance with requirements of users.

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 16. Peace, Justice and Strong Institutions)



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.

16.6. Develop effective, accountable and transparent institutions at all levels.

Beneficiaries of this measure are employees of the City Administration for Culture, employees in cultural institutions and in other cultural organisations that are financed by the budget of the City and citizens of Novi Sad.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Culture, cultural institutions and City Administration for Property and Property Rights Affairs

Estimated Value: RSD 2,853,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Introduced new services,
- Number of constructed facilities.

4.2.3. STRENGTHENING INTERNATIONAL COOPERATION AND THE PROCESS OF EUROPEAN INTEGRATIONS IN CULTURE

Type of Measure: Institutional, managerial and organisational

Description of Measure:

The title of the City of Novi Sad as the European Capital of Culture for 2022 has opened up many opportunities for the development of international cooperation. The special objective for improving international cooperation and the process of European integrations is directed towards greater presence of our culture in the world and its more adequate presentation, as well as towards increased international cooperation in all areas of culture.

This measure includes following activities:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Improvement of existing cooperation and creation of new international cultural connections	Support to institutions and other cultural organisations in establishing new, as well as in maintaining and deepening existing cooperation with foreign partners in the field of cultural exchange, which has started on previously determined types of support that have given positive effects. This activity involves monitoring invitations sent by European institutions and organisations for international projects, as well as monitoring response of cultural institutions to them.	Stronger and wider cooperation with international organisations.
Development of support mechanism for European exchange	Creating additional conditions for establishing the system for the exchange of experts, for study visits and for joint professional projects aimed at strengthening capacities of cultural institutions, raising level of education and expertise of employees in cultural institutions, better networking with related institutions in Europe and joint sharing of the European cultural milieu by means of the public announcement of the City Administration for Culture for the mobility of artists and experts in the field of culture.	Increased visibility and better comprehension of our culture in the world.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Encouraging active participation in the work of European cultural organisations	Application of the City of Novi Sad and becoming a member of the UNESCO Creative Cities Network. In this way, cultural institutions have received a reference that represents significant support for the participation in existing European cultural clusters.	Stronger networking of relevant actors at the cultural scene of the world.
Mapping and placing cultural resources in the function of the development of tourism	Connecting with tourist institutions, preparation of the unique calendar of cultural events, as well as evaluation and interpretation of cultural heritage, which represents the development capacity for education and tourism. Also, membership in the UNESCO Creative Cities Network increases the charm of the City for attracting foreign tourists.	Economic effects of attracting foreign partners.
Development of the cultural sector by the connection with the creative industry	Support for cultural organisations to develop models and brands that are recognisable at the foreign market by means of empowering cultural actors to turn to market modelling of contents. This will be achieved through networking and direct use of knowledge of project managers of large cultural projects realised in the previous period and training new project managers.	Increasing attractiveness of domestic cultural contents.
Including organisations of national communities in the process of international networking	Empowerment and logistic support to organisations of national communities through participation in international cultural projects by means of additional investment of funds in facilities and programmes of national communities and/or creation of conditions for the work at the highest possible level.	Empowering employees in cultural institutions to be promoters of cultural development.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 8. Decent Work and Economic Growth, 16. Peace, Justice and Strong Institutions)

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- 8. Decent work and economic growth - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.**
- 8.9. By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.
- 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.**
- 16.6. Develop effective, accountable and transparent institutions at all levels.

Beneficiaries of the measure are employees in cultural institutions, the Tourism Organisation of the City of Novi Sad, tourists, citizens of Novi Sad, schoolchildren and students.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Culture, cultural institutions, Foundation “Novi Sad – European Capital of Culture”

Estimated Value: RSD 63,678,900.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Number of implemented international projects,
- Number of realised partnerships and signed agreements with international organisations,
- Number of schoolchildren and tourists attending cultural programmes.

4.2.4. DEVELOPMENT OF INTERDEPARTMENTAL AND INTERSECTORAL COOPERATION AND CIVIL PARTICIPATION IN CULTURE

Type of Measure: Institutional, managerial and organisational

Description of Measure:

Together with other social factors, culture is significant resource for improving quality of life of citizens in Novi Sad. Institutions that operate in the public interest are obliged to promote social values and to create cultural policy that is adapted to the social community.

This measure includes following activities:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
<p>Improvement of cooperation of the cultural sector with different systems: education, science, economy, tourism, creative industry, environmental protection</p>	<p>Development of culture by means of strategic connection and networking with other sectors.</p>	<p>Development of creativity and critical thinking, better knowledge of our own cultural tradition, intercultural dialogue and respect for different cultures and identities not only for communities but also for individuals. Cooperation with systems in the field of education is important in order to start developing audience from the earliest age. Improvement of the life of citizens.</p>
<p>Improvement of cooperation with public, private and civil sectors</p>	<p>Introduction of projects that contribute to the improvement of cooperation with public, private and civil sectors, such as the project <i>Open Doors</i>, the introduction of which in all cultural institutions will contribute to networking and connecting of so-called non-institutional scenes with cultural institutions. Incentive measures that are adopted in order to implement such activities are free spaces and equipment, which artists can use in cultural stations and cultural institutions, and in return, programmes will be implemented in these spaces, which will enrich cultural offer of the City.</p>	<p>Improved cooperation of relevant social actors in achieving unique goals and greater participation in their implementation.</p>
<p>Encouraging cultural institutions to participate in planning for the implementation of sustainable development goals</p>	<p>Empowering cultural institutions for inclusion in the system driven process of planning and implementing sustainable development goals. Harmonisation with indicators for monitoring the implementation of sustainable development goals will enable adequate evaluation and planning not only of culture but also of other activities in line with standardised international indicators. It is necessary to prepare a methodology and to organise education.</p>	<p>Better focused and systematically implemented sustainable development goals.</p>

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Support for projects in culture that connect several social actors, which are carried out in order to implement sustainable development goals	Establishing coordination body with the task to guide the procedure of competitions with topics related to sustainable development goals. This will enable better coordination, organisation, cooperation and connection of social actors in the field of culture, sports, environment, tourism and economy.	General social valorisation of sustainable development goals and systemic coordination of development priorities.
Encouraging civil initiatives and establishing mechanisms for including citizens in the preparation of the cultural policy, education, development of cultural requirements and evaluation of the culture	Encouraging involvement of users as creators of culture in the system's functioning and implementation of various types of support for a more comprehensive participation of culture in everyday life of citizens by their participation in providing topics for the Cultural Forum and by their participation in commissions for the selection of projects.	Better motivation of citizens to take part in the preparation of the cultural policy.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 8. Decent Work and Economic Growth, 16. Peace, Justice and Strong Institutions, 17. Partnership for the Goals)

8. **Decent work and economic growth - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.**
- 8.9. By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.
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.**
- 16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels.
17. **Partnership for the goals - Strengthen the means of implementation and revitalize the global partnership for sustainable development)**
- 17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Beneficiaries of this measure are citizens of Novi Sad and cultural institutions of the City of Novi Sad.

Organisational Units Responsible for Measure Implementation: City of Novi Sad – City Administration for Culture, cultural institutions

Estimated Value: RSD 35,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2027

Performance Indicators:

- Number of implemented projects,
- Number of participants at cultural forums during every calendar year.

4.2.5. IMPROVEMENT OF PROTECTION AND VALUATION OF CULTURAL GOODS

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

The protection of cultural heritage and preservation of cultural and historical identity is one of strategic priorities of development taking into account the fact that Novi Sad has rich cultural heritage. In the following period, the City will continue with intensive activities on restoration and protection of buildings within spatial, cultural and historic units and promote the creation and responsible and active use of cultural heritage.

This measure includes following activities:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Improvement of the process of digitalisation of cultural goods	Institutions for protection that already protect cultural goods and that have started the process of digitalisation are the Museum of the City of Novi Sad, Institute for the Protection of Cultural Monuments, Historical Archives of the City of Novi Sad and City Library in Novi Sad. In order to continue digitalisation process without interruption, it is necessary to purchase necessary equipment.	Preservation of cultural identity and affirmation of cultural potentials. Protection of cultural heritage. Development of cultural requirements and equal participation of citizens in the culture. International cultural cooperation and presentation of our culture in the world.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Preservation of cultural and historic identity and ambience of Almaš Neighbourhood	<p>Urbanistic and architectural renovation of cultural goods in order to preserve cultural and historic identity and ambience of Almaš Neighbourhood as spatial, cultural and historic entity. The design for the development of Almaš Neighbourhood anticipates renovation, reconstruction and construction of infrastructure, that is, the execution of works on sewerage and water supply networks, district heating system and electrical installations, then the development of traffic areas, landscaping, horticultural development, works on street lighting and conservation and restoration works on buildings.</p> <p>The agreement on joint investment and implementation of investment projects and projects for ongoing maintenance that has been signed with the Province of Vojvodina, President of the Provincial Government and the City of Novi Sad defines priorities and financing of projects.</p>	Improvement of the quality of built up surroundings and the identity of the urban settlement.
Implementation of measures for technical protection of buildings within spatial, cultural and historic complex in the City of Novi Sad in the Upper and Lower Fortress with its Suburbium (Podgrađe) in Petrovaradin	Renovation of façades and roofs	Raising the level of tourist attractiveness as the initiator of cultural tourism.
Evaluation of cultural heritage - Petrovaradin Fortress	<p>Petrovaradin Fortress is the largest and best preserved baroque artillery bastion in the Southeast Europe and thus represents unique complex of cultural heritage at the territory of the Republic of Serbia.</p> <p>One of main objectives is to acquire requirements for placing the Upper and Lower Fortress with its Suburbium on the List of World Cultural and Natural Heritage.</p>	Positive economic effects on renewal and sustainable use of cultural heritage.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Organisation of projects with reference to the importance and value of cultural goods	Organisation of conferences and lectures on cultural heritage with the participation of eminent experts and introduction of mechanisms for the involvement of citizens.	Raising awareness of the importance of local cultural heritage, its adequate evaluation in local and global frameworks, as well as increased educational component of local heritage in the community.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 11. Sustainable Cities and Communities)

11. Sustainable Cities and Communities – Make cities and human settlements inclusive, safe, resilient and sustainable

11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.

Beneficiaries of this measure are cultural institutions founded by the City of Novi Sad, citizens of Novi Sad and tourists.

Organisational Units Responsible for Measure Implementation: City of Novi Sad – City Administration for Culture, Institute for the Protection of Cultural Monuments, Historical Archives of the City of Novi Sad and City Library in Novi Sad, Museum of the City of Novi Sad

Estimated Value: RSD 5,513,633,570.00

Sources of Financing: Budget of the City of Novi Sada, Budget of the Province of Vojvodina and Budget of Republic of Serbia

Implementation Period: 2023-2030

Performance Indicators:

- Number of digitalised contents,
- Number of organised conferences and seminars,
- Number of projects related to the protection of cultural heritage.

4.2.6. ENSURING CONDITIONS FOR BETTER AVAILABILITY AND ACCESSIBILITY OF HEALTHCARE FOR THE POPULATION

Type of Measure: Motivating

Description of Measure:

The city will make every effort to ensure higher standard in providing healthcare for the population and to achieve all the necessary requirements for accessibility and availability of healthcare in line with the expected growth of the number of citizens.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITIES	PROPOSED ACTIVITY EFFECTS
Financing deficient specialisations	Consideration of personnel security in public health institutions at the territory of the City of Novi Sad in cooperation with the Institute for Public Health of Vojvodina. Consideration of requirements, definition of priorities, enacting by-laws and allocation of funds in the budget of the City of Novi Sad in order to implement activities.	Achieving higher standard in providing healthcare for the population and implementation of all necessary requirements for making accessibility and availability of healthcare in line with expected natural and artificial growth of population (increase of the number of citizens due to economic and other types of immigration caused by tourism, education, etc.).

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Employment of healthcare workers and healthcare associates	Consideration of personnel security in public health institutions at the territory of the City of Novi Sad in cooperation with the Institute for Public Health of Vojvodina. Consideration of requirements, definition of priorities, enacting by-laws and allocation of funds in the budget of the City of Novi Sad in order to employ medical doctors, nurses – technicians and healthcare associates -psychologists that are exceeding norms, that is, standards prescribed by laws governing healthcare and health insurance and by-laws enacted for the purpose of the implementation of these laws, with the emphasis on primary healthcare.	Achieving higher standard in providing healthcare for the population and implementation of all necessary requirements for making accessibility and availability of healthcare in line with expected natural and artificial growth of population (increase of the number of citizens due to economic and other types of immigration conditioned by tourism, education, etc.).
Financing activities that improve the conditions for the work of public healthcare institutions at the territory of the City of Novi Sad in terms of the procurement of equipment and other necessary means of work and in terms of the construction of facilities, that is, providing additional space for work.	Consideration of requirements, definition of priorities for construction, extension and reconstruction of primary healthcare institutions, as well as the procurement of equipment and other necessary means of work in order to expand capacities in compliance with expected natural and artificial growth of population (increase of the number of inhabitants due to economic and other types of immigration caused by tourism, education, etc.) and improvement of conditions for the work of healthcare institutions.	

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 3. Good Health and Well-Being)

3. Good health and well-being – Ensure healthy lives and promote well-being for all at all ages

- 3.8. Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all.
- 3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing states.

Organisational Units Responsible for Measure Implementation: City of Novi Sad – City Administration for Health, City Administration for Property and Property Rights Affairs, City Administration for Construction Land and Investments

Estimated Value: RSD 1,908,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Number and type of financed specialisations for medical doctors,
- Reached number of employed medical doctors / nurses - technicians in primary healthcare institutions at the territory of the City of Novi Sad exceeding norms established by the Rulebook on Conditions for Performing Healthcare Activities in Health Institutions and Other Forms of Healthcare Services.

4.2.7. SUPPORT FOR PLANNING SOCIAL CARE FOR PUBLIC HEALTH

Type of Measure: Motivating

Description of Measure:

This measure implies support to competent authorities of the City in the field of social care for public health within the framework of the development of the Medium Term Public Health Plan and special programmes in the area of public health that are in the interest of population at the relevant territory in compliance with the Law on Public Health.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Implementation of programmes/projects in the field of social care and public health	Enactment and implementation of additional programmes/projects that contribute to the promotion of health, prevention of prevailing diseases and support to intersectoral policies that are reflected on the improvement of all factors affecting the health. Continuous implementation of programmes of the Pronatalist Population Policy, Programme for the Prevention of Chronic Noncommunicable Diseases, Programme for the Prevention of Addictive Diseases, Programme for the Prevention of HIV/AIDS, implementation of promotional preventive programmes for public healthcare, as well as the preparation of new programmes.	Promoting healthy lifestyles (proper nutrition, physical activity, personal and mental hygiene, reproductive and sexual health, etc.). Prevention and suppression of risky behaviour (smoking, harmful use of alcohol, drug abuse, etc.). Improvement of primordial, primary, secondary, tertiary and quaternary prevention of infectious diseases, chronic mass noncommunicable diseases and rare diseases, injuries and poisoning.
Preparation of special programmes in the field of public health on the basis of the Public Health Plan	This activity is intended to support the City of Novi Sad in the area of social care for public health within the framework of the preparation of the Medium Term Public Health Plan, and it will be implemented in accordance with priorities that will be determined in the Public Health Plan, such as improvement of mental health and prevention of mental disorders, improvement of the position of elderly people, etc.	Improvement and development of health promotion activities aimed at preserving and improving mental health, position of elderly people and other priorities for which guidelines are provided within the Public Health Plan.
Activities in order to fulfil requirements for the membership in the VIII and IX phases of the European Healthy Cities Network of the World Health Organisation (EHCN WHO)	Currently, the City fulfils requirements for membership in the VII phase of the European Healthy Cities Network of the World Health Organisation, which ends in 2025. In the period between 2024 and 2030, before the transition from one phase to another, the document of the City's Health Profile will be created as the prerequisite for the membership in the EHCN WHO.	The document of the City's Health Profile, as one of resulting documents for the membership, uses indicators that are internationally comparable, and at the same time fulfils requirements of internal policy planning documents. This membership, in addition to internationally recognised proof of the City's commitment to achieving the best possible level of health for all, will also provide access to resources that are only available to the member cities.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 2. Zero Hunger, 3. Good Health and Well-Being, 16. Peace, Justice and Strong Institutions, 17. Partnership for the Goals)

- 2. Zero hunger – End hunger, achieve food security and improved nutrition and promote sustainable agriculture**
 - 2.2. By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.
- 3. Good health and well-being - Ensure healthy lives and promote well-being for all at all ages**
 - 3.3. By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.
 - 3.4. By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.
 - 3.5. Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.
 - 3.6. By 2020, halve the number of global deaths and injuries from road traffic accidents.
 - 3.7. By 2030, ensure universal access to sexual and reproductive healthcare services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.
 - 3.8. Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all.
 - 3.9. By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.
 - 3.a. Strengthen the implementation of the World Health Organisation Framework Convention on Tobacco Control in all countries, as appropriate.
 - 3.d. Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.
- 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**
 - 16.6. Develop effective, accountable and transparent institutions at all levels.
- 17. Partnership for the Goals - Strengthen the means of implementation and revitalise the global partnership for sustainable development**
 - 17.16. Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.

Beneficiaries of this measure are citizens of Novi Sad, healthcare institutions and civil society organisations.

Organisational Units Responsible for Measure Implementation: City of Novi Sad – City

Administration for Health

Estimated Value: RSD 319,800,000.00**Sources of Financing:** Budget of ten City of Novi Sad**Implementation Period:** 2023-2030**Performance Indicators:**

- Number and contents of programmes in the field of healthcare,
- Enacted Public Health Plan,
- Number and contents of special programmes in the field of public health.

4.2.8. IMPROVING CAPACITIES FOR THE PROVISION OF SOCIAL CARE SERVICES AT THE TERRITORY OF THE CITY OF NOVI SAD

Type of Measure: Delivery of goods and provision of services by participants in the planning system**Description of Measure:**

This measure implies increasing and improving the capacity for providing social protection services at the territory of the City taking into account implementation of various types of support for children, young people, adults and elderly people who are in the state of social needs, large range of existing services, as well as growing requirements for further development and expansion of the social protection system and for new types of support.

This measure is implemented by the City Administration for Social and Children Protection in cooperation with the Novi Sad Social Work Centre.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Establishment of a new specialised institution in the form of a local centre for the provision of social protection services	The establishment of a new specialised institution in the form of the local centre for the provision of social protection services, which will separate tasks related to decision making regarding rights and the use of services, which will continue to be done by the Social Work Centre, from tasks of direct provision of services, which are within competences of the City and which will be carried out within the framework of the new institution (such as temporary accommodation in shelters “Safe Children's House” and “Safe Women's House”, day care for children and young people from families at risk, shelter for street children, housing with support, counselling and therapeutic and social and educational services).	Implementation of this activity will lead to guided and specialised new institution for providing more efficient and better quality services in the field of social protection. This will create conditions for further development of social protection services at the territory of the City and contribute to the improvement of the quality of life of users of these services and help them to successfully start independent life in the community.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Construction of two new facilities for the provision of social protection services	Within the complex of the Novi Sad Social Work Centre, it is planned to construct two new facilities for the provision of social protection services in which activities of newly established specialised institution will be implemented.	Planned facilities of the Local Centre for the provision of social protection services will be located next to other facilities that are used by the Social Work Centre, thus forming the complex of facilities for same purposes. The new facilities will be adapted to the specific purpose and requirements of future users and they will fit into existing surroundings.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 1. No Poverty, 5. Gender Equality, 10. Reduced Inequalities, 16. Peace, Justice and Strong Institutions)

1. No poverty - End poverty in all its forms everywhere

1.3. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

5. Gender Equality- Achieve gender equality and empower all women and girls

5.1. End all forms of discrimination against all women and girls everywhere.

5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

5.3. Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.

5.4. Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.

10. Reduced Inequalities - Reduce inequality within and among countries

10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

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

16.1. Significantly reduce all forms of violence and related death rates everywhere.

16.2. End abuse, exploitation, trafficking and all forms of violence against and torture of children.

16.6. Develop effective, accountable and transparent institutions at all levels.

Beneficiaries of this measure are children, young people, adults and elderly people who are in the state of social needs.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Social and Children Protection

Estimated Value: RSD 435,420,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Established local centre for the provision of social protection services,
- Constructed two new facilities for social protection.

4.2.9. IMPROVEMENT OF CAPACITIES FOR PROVIDING SUPPORT TO CHILDREN, ADULTS AND ELDERLY PERSONS WITH DEVELOPMENTAL DISORDER

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

This measure implies the increase and improvement of capacities for the provision of support to children and adults with developmental disorder taking into account the fact that within the Primary and Secondary Boarding School “Milan Petrović”, the City of Novi Sad finances implementation of services and support programmes that include over 3,000 persons with disabilities, which are implemented by around 700 professional workers and associates in 24 facilities at the territory of the City of Novi Sad.

This measure is implemented by the City Administration for Social and Children Protection in cooperation with the Primary and Secondary Boarding School “Milan Petrović”.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Establishment of a new institution for the provision of social protection services and the implementation of programmes intended for children and adults with developmental disorder and disabilities	Establishment of the new social protection institution that will be in charge of providing social protection services and implementing programmes intended for children and adults with developmental disorder and disabilities that are under the jurisdiction of the City (such as day care services for children with developmental disorder of preschool age and children and young people with developmental disorder, and numerous support programmes for children and families with children and young people with developmental disorder, adults and elderly persons with disabilities), which will be separated in this way from educational activities carried out within the Primary and Secondary Boarding School “Milan Petrović”.	Implementation of this activity will lead to guided and specialised new institution for providing more efficient and better quality services and support to children and adults with developmental disorder and disabilities. The most significant effect will be reflected in more efficient, sustainable and high quality provision of services and more successful satisfaction of increasingly more complex requirements of persons in the state of social needs.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Construction of the new facility for the implementation of social protection services and support programmes for children and adults with developmental disorder and disabilities	Construction of the new social protection facility intended for children and adults with developmental disorder and disabilities is planned on the construction plot of 12,000 m ² in the Adice Settlement.	Constructed new facility for the provision of social protection services to children and adults with developmental disorder and disabilities in compliance with principles of a universal design.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 1. No Poverty, 4. Quality Education, 10. Reduced Inequalities)

1. No poverty - End poverty in all its forms everywhere

1.3. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

4. Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4.1. By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.

4.6. By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.

4.a. Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

10. Reduced Inequalities - Reduce inequality within and among countries

10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Beneficiaries of this measure are children and adults with developmental disabilities and their families.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Social and Children Protection in cooperation with the Primary and Secondary Boarding School “Milan Petrović” and City Administration for Property and Property Rights Affairs.

Estimated Value: RSD 3,800,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Established specialised institution for the provision of support to children and adults with developmental disabilities,
- Constructed new facility for social protection services.

4.2.10. IMPROVEMENT AND DEVELOPMENT OF SPORTS RECREATION FOR ALL CITIZENS, ESPECIALLY CHILDREN, YOUNG PEOPLE, WOMEN, ELDERLY AND PERSONS WITH DISABILITIES

Type of Measure: Motivating

Description of Measure:

This measure implies financial support for the programmes of sports organisations at the territory of the City, which are aimed at encouraging citizens to engage in sports recreation, as well as for expanding existing capacities for practicing recreational and professional sports. Physical exercise, that is, sports and recreational activities are intended for all citizens, regardless of their age, gender, physical or mental abilities and all that in order to improve citizens health and enable them to spend free time in a quality manner.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Improvement of sports recreation, that is, sports activities of citizens, especially children, young people, women and persons with disabilities	Preparation and continuous implementation of programmes that encourage development of systematic physical exercise for children in schools, programmes of sports and recreational activities for people with disabilities, programmes to support popularisation of women's sports. Promotional activities and campaigns aimed at emphasising the importance of regular physical activity.	Increased coverage of citizens practicing sports recreation, improved individual healthcare, prevention of diseases, development of healthy habits, team spirit and tolerance among children. Greater support for sports and recreation programmes for persons with disabilities will contribute to their better socialisation and improvement of psychomotor skills.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Expansion of existing capacities for practicing recreational and professional sports	<p>Improvement of sports infrastructure, construction of new facilities, reconstruction and equipping of existing sports capacities.</p> <p>As the part of this activity, the following is planned:</p> <ul style="list-style-type: none"> - Construction of athletics complex, which includes construction of athletics stadium and an athletics hall with solar power plant, auxiliary fields, warm-up areas, children's tracks and playgrounds, parking lots, as well as fields for other sports, such as tennis, futsal, etc. - Construction of children's playgrounds, outdoor gyms, sports fields (basketball, basket courts, skate parks, football, volleyball, handball, bocce ball courts, zip-line, street workout, etc). - Reconstruction of damaged sports facilities and football fields and - Other activities to expand capacities for practicing recreational and professional sports. 	<p>Better conditions for practising sports.</p> <p>Provided modern space for athletic competitions and trainings in compliance with principle of inclusive and sustainable urbanisation and preservation of energy efficiency by using renewable energy sources.</p>

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 4. Quality Education)

4. Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4.2. By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.

Beneficiaries of this measure are male and female citizens of the City of Novi Sad.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Sports and Youth, City Administration for Construction Land and Investments and City Administration for Property and Property Rights Affairs

Estimated Value: RSD 5,340,000,000.00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2023-2030

Performance Indicators:

- Number of programmes of sports organisations that improve recreational sports,
- Number of children participating in the implementation of school and preschool sports programmes,
- Number of constructed sports and recreational terrains

4.2.11. SUPPORT FOR YOUNG PEOPLE IN THE FIELD OF HEALTH AND SAFETY AND SOCIAL POLICY FOR YOUNG PEOPLE

Type of Measure: Motivating

Description of Measure:

The measure represents financial support for programmes/projects organised by associations of young people, associations for young people and their unions at the territory of the City, which will be provided with increased level of practical knowledge and skills in the field of healthcare, safety and social policy and all that by means of the implementation of educational training courses and workshops and informing young people about the use of services intended for them.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Improvement of health of young people, their safety and social policy for young people	<p>Support for programmes/projects that contribute to active participation and improvement of the position of young people in the field of healthcare, safety and social policy.</p> <p>Informing young people about the use of services intended for young people and promoting healthy lifestyles.</p> <p>Support for programmes/projects for the implementation of special training courses for service providers in healthcare and other institutions and organisations.</p> <p>Support for programmes/projects that contribute to the development of safety culture of young people.</p> <p>Support for programmes/projects in which research will be conducted to determine socioeconomic status of young people, as well as support for programmes for the affirmation and development of young people from vulnerable groups and continuous work on social inclusion.</p>	<p>Adaptation of healthcare, safety and other services for young people provided in a clinical surroundings, in the young people's centre or at the workplace, or through contact at informal locations.</p> <p>Reducing young people's health risks and improving mental health.</p> <p>Development of competencies aimed at increasing safety of young people so that they can adequately respond to safety risks and threats to which they are exposed in their everyday life.</p> <p>Establishing cooperation between young people's and healthcare organisations operating at the territory of the City.</p> <p>Providing equal opportunities to all young people by means of continual work on the social inclusion of young people from vulnerable groups in order to reduce and overcome prejudices.</p>

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 1. No Poverty, 3. Good Health and Well-Being, 5. Gender Equality, 10. Reduced Inequalities)

1. No poverty - End poverty in all its forms everywhere

1.3. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

3. Good health and well-being - Ensure healthy lives and promote well-being for all at all ages

3.4. By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

3.5. Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.

5. Gender Equality- Achieve gender equality and empower all women and girls

5.1. End all forms of discrimination against all women and girls everywhere.

5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

10. Reduced Inequalities - Reduce inequality within and among countries

10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Beneficiaries of this measure are institutions and organisations, interested civil society organisations, citizens of the City of Novi Sad, neighbourhood units, relevant city administrations, business entities, experts who provide services to young people at the territory of the City of Novi Sad.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City

Administration for Sports and Youth - Youth Office

Estimated Value: RSD 250,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Number of young people from vulnerable groups participating in programmes/projects,
- Number of programmes/projects implemented by associations and unions, which are supported in order to improve health of young people,
- Number of programmes/projects implemented by associations and unions, through which support and improvement of the safety culture of young people is provided.

4.2.12. SUPPORT FOR YOUNG PEOPLE IN THE FIELD OF ENTREPRENEURSHIP, EMPLOYMENT AND DEVELOPMENT OF CAREER MANAGEMENT SKILLS

Type of Measure: Motivating

Description of Measure:

This measure represents financial support to associations of young people, associations for young people and their unions for the implementation of programmes/projects intended for young entrepreneurs who are faced with a number of difficulties, among which, the most important are access to finance, burdening fiscal, parafiscal and administrative charges, as well as the lack of information, practical skills and mentorship. In the absence of relevant formal educational programmes, it is important to carry out activities aimed at career management and counselling, development of professional identity, as well as at the choice of the right professional path in circumstances of dynamic changes of the society, and at the support to young people in the field of entrepreneurship, employability and at the development of career management skills as the key area of personal, educational and professional development of young people.

Key activities in order to implement the measure:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Development of entrepreneurial competencies, employability of young people and development of career management skills	Financing programmes/projects for the development of entrepreneurial competences and improvement of employability of young people. Informing young people about existing support measures for self-employment. Development and implementation of career management programmes and activities, as well as the support and promotion of career management and counselling programmes/projects.	Higher level of entrepreneurial competences. Better information of young people about opportunities and incentives for self-employment. Increased sustainability of entrepreneurial companies founded by young people. Higher degree of young people's involvement in career management and counselling programmes.

Connection and Contribution to the UN Sustainable Development Goals



Prevod teksta na slici: 4. Quality Education, 8. Decent Work and Economic Growth, 10. Reduced Inequalities)

4. Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

8. Decent Work and Economic Growth – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.6. By 2020, substantially reduce the proportion of youth not in employment, education or training.

10. Reduced Inequalities - Reduce inequality within and among countries

10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

This measure particularly contributes to the establishment of mechanisms implying cooperation of various actors, from employers and representatives of the business sector, over national employment services, to youth organisations of the civil society for the purpose of acquiring, improving and developing skills and knowledge that young people need in order to adapt to the requirements of the labour market by means of financed programmes and projects.

Beneficiaries of this measure are interested civil society organisations, male and female citizens, neighbourhood units, relevant city administrations and business entities.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Sports and Youth - Youth Office

Estimated Value: RSD 150,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Number of young people participating in programmes/projects in the field of the employment of young people on annual basis,
- Number of programmes/projects implemented by associations and unions in the field of the employment of young people on annual basis.

4.2.13. PROVISION OF NEW FACILITIES, AS WELL AS BETTER QUALITY MAINTENANCE OF EXISTING ONES FOR THE PURPOSE OF FULFILLING GENERAL INTERESTS

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

This measure includes the provision of new facilities - business premises by means of construction, purchase and exchange with investors in order to construct, as well as to maintain, adapt, reconstruct and rehabilitate existing facilities - business premises available to the City.

Implementation of the measure implies fulfilling requirements in the field of culture and information, sports and youth, local economic development, improvement of economic and investment environment, healthcare, preschool education, etc. The provision of new facilities or the execution of works on existing ones refers to facilities for the requirements of neighbourhood units, centres for pensioners, facilities used for the requirements of culture, sports - halls, terrains, facilities intended for kindergartens, health centres and other facilities.

This measure will be implemented by the City Administration for Property and Property Rights Affairs, whose task is to prepare proposals related to the procedure for controlling and managing real estate in the public property, processing, keeping and preparing reports on the state of real estate in the public property, preparing plans for the use of financial resources collected from leasing real estate in the public property and planning investment and ongoing maintenance of real estate in the public property.

Key activities in order to implement the measure are:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
<p>Keeping evidence of real estate in the public property of the City of Novi Sad in the Unified Real Estate Registry maintained by the Republic Directorate for Property of the Republic of Serbia. Establishing, improving and upgrading the City's records of all facilities that are owned by the City</p>	<p>Keeping Unified Real Estate Registry of Public Property that is maintained by the Republic Directorate for Property of the Republic of Serbia in compliance with the law. Taking into account the fact that only data on real estate on which public property of the City has been registered are entered in the above mentioned Registry, it is necessary for the City to obtain most comprehensive evidence that will contain data about facilities in the public property of the City of Novi Sad and about facilities that have not yet been registered as the property of the City (apartments, business premises, garages, etc.) all that in order to control and manage these facilities more efficiently and comprehensively.</p>	<p>More efficient and comprehensive control and management of the City's facilities (sale, exchange, lease, etc.) also facilitates the registration of the City's ownership of these facilities, legalisation of facilities, their maintenance, etc.</p>

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
<p>Transfer of public property rights from one holder to another, including exchange, sale and purchase of real estate, as well as the transfer of the right to use public property for the purpose of general interests.</p>	<p>Implementation of specified activity regulated by the Law on Public Property and by-laws will enable the City to acquire public property in prescribed procedures over facilities that are publicly owned by another holder and after that, the City will manage these facilities and perform tasks within its competences.</p> <p>Also, in this way, as well as by exchanging real estate, the City will dispose of facilities from which revenues are not generated and which the City does not need to perform tasks within its competence and acquire public property of facilities that will be used for generating revenues and performing tasks within its competencies.</p>	<p>Getting public property of facilities that, due to their purpose, quality, structure, location, etc. can be managed and controlled more efficiently and economically for the purpose of exercising the City's competences, fulfilling citizens' requirements and generating revenues.</p>
<p>Leasing business premises according to market conditions, concluding and monitoring implementation of lease agreements, all with the aim of obtaining income from lease, which makes up revenues for the budget of the City thus enabling construction, purchase, capital and current maintenance of business premises</p>	<p>Implementation of the specified activity is regulated by the Law on Public Property and by-laws and it will enable the City to lease business premises in its ownership in accordance with prescribed procedures.</p>	<p>Generating revenues for the budget of the City which, together with other revenues, enable construction, purchase, capital and current maintenance of business premises.</p>

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
<p>Conducting business policy that will ensure business premises for fulfilling citizens' requirements and performing various activities (healthcare, culture, social protection, education, art, sports, etc.).</p>	<p>Conducting the process of leasing business premises to various associations, users performing production activities, craftsmen, industry, young people, pensioners, etc.</p>	<p>Influence on strengthening production activities, crafts and industry at the territory of the City, as well as providing opportunities for young people and pensioners to develop their ideas at the territory of the City.</p>
<p>Adequate spatial and architectural planning for the construction, capital and current maintenance of facilities managed by the City</p>	<p>Implementation of specified activity includes investment management from planning to construction, legalisation, obtaining location conditions, building permits, certificate of occupancy, etc.</p>	<p>Acquiring new facilities in public property of the City, which will be managed and controlled for the purpose of carrying out tasks within competences of the City, as well as for improving the quality of existing facilities managed by the City.</p>
<p>Reconstruction of facilities intended for fulfilling citizens' requirements</p>	<p>Reconstruction of façades, replacement of worn out and not insulated façade portals, installation of thermal insulation on commercial and other public buildings and reconstruction of devastated buildings that are not in use. Reconstruction of facilities used by neighbourhood units. Reconstruction of facilities by means modern building materials, modern ways of architectural expression, which will be sustainable and energy efficient.</p>	<p>Increasing energy efficiency, improving building energy class and providing better working conditions. The use of European and world standards regarding the quality of management in relation to environmental protection and project management in crisis and emergency situations, as well as in relation to occupational health and safety.</p>

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 4. Quality Education, 10. Reduced Inequalities, 11. Sustainable Cities and Communities)

4. Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

- 4.1. By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.
- 4.2. By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.
- 4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

10. Reduced Inequalities - Reduce inequality within and among countries

- 10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

11. Sustainable Cities and Communities – Make cities and human settlements inclusive, safe, resilient and sustainable

- 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.

Beneficiaries of the measure are regulated by the Law on Public Property and include republic bodies and organisations, provincial bodies and organisations and local self-government units, public companies, capital companies and their subsidiaries, institutions, neighbourhood units, as well as other legal and natural persons. Real estate that is not used for the implementation of competences of bodies and organisations are leased to legal and natural persons for the purpose of generating income.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Property and Property Rights Affairs

Estimated Value: RSD 540,000,000,00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2023-2025

Performance Indicators:

- Area of built, renovated, equipped business premises for the implementation of programmes for young people

4.3. PRIORITY OBJECTIVE 3: SUSTAINABLE ECONOMY – INNOVATION AND KNOWLEDGE BASED ECONOMY

Sustainable economy is based on ethical principles, innovations and investments and on the use of available resources in the best possible way in order to meet requirements of the economy and citizens. The process of introducing innovations and knowledge is a long term process that not only contributes to the development of production and the increase of exports, but also drives the whole economy. For the purpose of gradual transformation of the City's economy, the support will be provided for the improvement of **infrastructure for the development of innovations by means of high technology startups**. Startups generate new jobs, especially for inventive young and educated people, and investing in startups will create human capital with competencies and skills that are necessary for modern economy based on knowledge and innovations.

Circular economy is also a key element of this process and an important tool for green transition of the Republic of Serbia, which represents economic, energy and investment transition based on sustainable use of resources and energy, reduction of negative impact on the environment, application of innovations and digital tools, on knowledge, added value and better competitiveness of the economy. For this purpose, it is necessary to work on the creation of a comprehensive environment for the application of circular economy principles at the territory of the City by raising awareness and capacity of the public sector, economic sector, associations of citizens and citizens themselves about the importance of sustainable production as a way to prevent damages to the environment, reduce pollution and ensure production processes through clean technologies.

The use of renewable energy sources (hereinafter referred as the: RES), especially in the segment of the use of solar energy, geothermal energy and biomass, and the reduction of the impact on climate change are key elements of transition towards sustainable energy development of the City. Requirements of the economy in this area have been recognised and in the following period, it will be contributed to the greater use of systems based on RES, obtaining energy from clean renewable sources, reducing levels of emissions of harmful gases into the atmosphere and reducing energy costs by economic entities. In addition to the overall economy that operates at the territory of the City, incentive measures for the implementation of RES systems will include both citizens and the public sector.

Although innovations and knowledge are the starting point for the future growth and development, the City will also take care about **social inclusion**, employment and reduction of inequality by strengthening the economy and by providing support for the development of social entrepreneurship. This concerns performing activities of general interest for the purpose of creating new and innovative opportunities for solving social problems, problems of individuals or socially vulnerable groups and preventing occurrence and elimination of consequences of social exclusion by strengthening social cohesion and by solving other problems in local communities and in the society as a whole.

Sustainable tourism is also important for this process because it generates a large number of employed people at the territory of the City. As a complex and eventful tourism destination, which, in addition to a city break holiday, also includes complementary offer of its surroundings (Fruška Gora with Sremski Karlovci), the City has continuous growth of tourism. In order for the City to maintain tourism competitiveness, it will be continued with following modern trends in the field of tourism and adapting to requirements of modern tourists for the purpose of branding the destination and further improvement of the image, developing competitive tourist products, developing business and other types of tourism, cooperating and networking with all factors comprising the tourism offer. It is necessary to specially emphasize the development of insufficient capacities for congress tourism and in this respect develop superstructure and attract investments in this field.

Sustainability of agricultural production - multifunctional agricultural production should be the important economic activity of the population in rural areas that will ensure the growth of

productivity and efficiency of the agricultural sector, responsible management of resources, as well as achieving well-being of the rural population. The prerequisite for development of sustainable agricultural production is the determination of development directions and innovations in agriculture on the basis of detailed analysis of the existing situation in agricultural and in rural areas.

The City is attempting to achieve balanced development by activating all resources and potentials, with an emphasis on creating attractive environment pleasant for life, preserving and improving the environment, material, spiritual and cultural values and by creating spatial and planning conditions for faster economic growth and for the attraction of investments, development of highly profitable activities and entrepreneurship. In accordance with specific spatial possibilities, work will be done on **creating conditions for building business capacities** in order to make business and innovation environment for the development of the economy by attracting domestic and foreign investments.

Performance Indicators at the Level of the Priority Objective 3	Unit of Measure	Beginning Value (Base Year)	Target Value (2030)	Verification Source
Unemployment rate	%	6.5 (2022)	5	Administrative unemployment rate according to the methodology of the National Employment Service of Serbia
Value of exports	EUR MM	1,779.4 (2021)	2,500.0	Chamber of Commerce and Industry of Serbia
Share of employees in the information and communication sector in relation to the total number of employees	%	7.1 (2021)	9.0	Statistical Office of the Republic of Serbia

KEY MEASURES FOR ACHIEVING PRIORITY OBJECTIVE 3

4.3.1.	Incentives for launching and developing high technology startups
4.3.2.	Affirmation of principles and encouragement of business entities to transition to circular economy
4.3.3.	Incentives for economic entities in the field of the use of renewable energy sources
4.3.4.	Incentives for establishment and registration of social enterprises at the territory of the City of Novi Sad
4.3.5.	Branding of tourist products of Novi Sad and positioning of the tourist destination Novi Sad - Sremski Karlovci - Fruška Gora
4.3.6.	Development and promotion of business tourism (MICE)
4.3.7.	Preparation and coordination of planning documentation in order to implement business capacities and innovations along the State Road A1 (E-75) and other important traffic routes
4.3.8.	Growth of agricultural and rural development at the territory of the City of Novi

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 1. No Poverty, 2. Zero Hunger, 4. Quality Education, 7. Affordable and Clean Energy, 8. Decent Work and Economic Growth, 9. Industry, Innovation and Infrastructure, 10. Reduced Inequalities, 12. Responsible Consumption and Production)



4.3.1. INCENTIVES FOR LAUNCHING AND DEVELOPING HIGH TECHNOLOGY STARTUPS

Type of Measure: Motivating

Description of Measure:

This measure includes preparation and implementation of the programme of support for high technology entrepreneurship. Within this measure, it will be continued with the implementation of activities that have already shown their efficiency and new types of support will also be created on the basis of noticed requirements and market trends. The Work Plan of the Business Incubator Novi Sad is the basic document for the implementation of activities within the specified measure. The Work Plan is prepared for each year taking into account: Startup Ecosystem Development Strategy of the Republic of Serbia for the Period from 2021 to 2025, Smart Specialisation Strategy of the Republic of Serbia for the Period 2020-2027, Strategy of Scientific and Technological Development of the Republic of Serbia for the Period from 2021 to 2025 called “The Power of Knowledge”, Strategy for the Development of Artificial Intelligence in the Republic of Serbia for the Period 2020-2025, as well as Action Plans resulting from previously specified strategies.

Activities that will be implemented in compliance with priorities of the Work Plan of the Business Incubator Novi Sad are:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Popularisation of startup culture and development of entrepreneurial spirit	Organisation of meetings, round tables, workshops, startup weekends and hackathons (programming competition)	Improvement of the startup ecosystem in the City
Raising startup entrepreneurial capacity through educational support programmes	Organisation of support programmes that imply education on the topic of high technology entrepreneurship	
Acceleration and support of the startup development process in its early stages	Organisation of mentoring programmes and advisory services for startups in the early development stage	
Improvement of international recognition of the City's startup ecosystem	Preparation of case studies on the example of successful startups developed within the startup ecosystem of the City	
Facilitating access to information important for the development and business operations of startups	Systematisation of necessary information and knowledge for the development of startups and facilitating access to these pieces of information	

Connection and Contribution to the UN Sustainable Development Goals
(Prevod teksta na slici: 4. Quality Education, 8. Decent Work and Economic Growth)



4. Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

8. Decent work and economic growth - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

Organisational Unit Responsible for Measure Implementation: Business Incubator Novi Sad LTD

Estimated Value: RSD 160,000,000.00

Sources of Financing: Budget of the Province of Vojvodina, donor funds of the European Union

Implementation Period: 2023-2030

Performance Indicators:

- Number of potential founders who have shown interest for beginning startups,
- Number of educated potential entrepreneurs,
- Number of mentored startup teams.

**4.3.2. AFFIRMATION OF PRINCIPLES AND ENCOURAGEMENT OF BUSINESS ENTITIES
TO TRANSITION TO CIRCULAR ECONOMY**

Type of Measure: Informative and educational

Description of Measure:

The transition to circular economy at the local level can bring significant benefits to the economic sector and/or cause the increase of revenues of the City's budget. In addition, it can have numerous positive effects on the state of the environment.

This measure anticipates activities, the implementation of which will contribute to the creation of the environment that is suitable for the development of the circular economy. It implies interventions in the domain of creating the circular vision and/or interventions that include raising awareness and capacities, as well as the promotion of the circular economy at the local level.

Key activities in order to implement the measure are:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Preparation of the Road Map for circular economy in Novi Sad and affirmation of circular economy	<p>Mapping and analysing local, regional, national and international actors.</p> <p>Analysis and selection of sectors that have the greatest potential for the use of circular economy concept.</p> <p>Implementation of promotional campaigns aimed at the economy, educational institutions and citizens, which are intended for the affirmation of principles of circular economy.</p> <p>Organisation of education intended for the economic sector.</p> <p>Construction of platforms for the connection and exchange of information among local actors and cooperation of public, economic and civil sector. Creation of mechanisms for incentives and benefits for existing economic entities and startup companies, which operate in some of the areas in the sphere of circular economy.</p>	<p>Improvement of institutional capacities for the creation of the environment for the transition to the circular model of economy in the City.</p> <p>Raising awareness of interested parties about benefits of circular economy for the local community.</p>

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 8. Decent Work and Economic Growth, 12. Responsible Consumption and Production)

8. Decent work and economic growth - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8.4. Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.

12. Responsible consumption and production - Ensure sustainable consumption and production patterns

12.2. By 2030, achieve sustainable management and efficient use of natural resources.

12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

Target groups in the implementation of this measure are bodes of the City of Novi Sad, public utility companies, educational institutions, economic entities, associations of citizens and citizens themselves.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Environmental Protection and City Administration for Economy

Estimated Value: RSD 5,000,000.00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2026-2030

Performance Indicators:

- Number of promotional campaigns,
- Number of educated business entities,
- Number of implemented projects.

4.3.3. INCENTIVES FOR ECONOMIC ENTITIES IN THE FIELD OF THE USE OF RENEWABLE ENERGY SOURCES

Type of Measure: Motivating

Description of Measure:

According to the National Renewable Energy Action Plan of the Republic of Serbia, the obligation of the Republic of Serbia is to reduce the level of harmful gas emissions by 20%, as well as to increase the share of energy from RES by 20%. The City has potentials for the use of RES, especially biomass, solar energy, and geothermal energy. By subsidising works on the installation of solar panels, solar collectors, heat pumps, etc. for economic entities at the territory of the City, it will be contributed to the greater use of RES systems, obtaining energy from clean renewable sources, reducing the level of harmful gases emissions into the atmosphere and reducing energy costs for economic entities. In this way, incentive measures for the use of RES systems will become comprehensive because they will include not only citizens (houses, flats and buildings) and public buildings but also the whole business sector that operates at the territory of the City.

The Decision on Production, Distribution and Supply of Heat Energy from the City's District Heating System prescribes the obligation for the City to enact a document prescribing conditions for obtaining the status of a privileged producer of heat energy.

Activities for the implementation of this measure are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Implementation of incentive measures for the greater use of systems with renewable energy sources on buildings of economic entities at the territory of the City	This measure implies subsidising works on the installation of systems with renewable energy sources. These works on energy rehabilitation include installation of solar panels, solar collectors and installation of heat pumps.	Reduction of the consumption of energy, reduction of CO ₂ emissions in the atmosphere and reduction of energy costs.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Creation of legal framework and implementation of incentive measures for privileged producers of heat energy at the territory of the City	Adoption of the document that prescribes requirements for obtaining the status of the privileged producer of heat energy, criteria for determining fulfilment of these requirements and determines manner and procedure for acquiring that status, maintaining the register of privileged producers of heat energy and its contents, and prescribes incentive measures for the production of heat energy using renewable energy sources.	More production of heat energy from renewable energy sources.

Connection and Contribution to the UN Sustainable Development Goals
(Prevod teksta na slici: 7. Affordable and Clean Energy, 12. Responsible Consumption and Production)



7. Affordable and Clean Energy - Ensure access to affordable, reliable, sustainable and modern energy for all

7.2. By 2030, increase substantially the share of renewable energy in the global energy mix.

7.3. By 2030, double the rate of improvement in energy efficiency globally.

12. Responsible consumption and production - Ensure sustainable consumption and production patterns

12.2 By 2030, achieve sustainable management and efficient use of natural resources.

12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Environmental Protection – City of Novi Sad Energy Agency

Estimated Value: RSD 200,000,000.00

Sources of Financing: Budget of the City of Novi Sad, Budget of the Province of Vojvodina, Ministry of Mining and Energy and other sources

Implementation Period: 2023-2030

Performance Indicators:

- Number of energy refurbished facilities of business entities by the construction of RES systems,
- Number of producers with the status of privileged producer of heat energy.

4.3.4. INCENTIVES FOR ESTABLISHMENT AND REGISTRATION OF SOCIAL ENTERPRISES AT THE TERRITORY OF THE CITY OF NOVI SAD

Type of Measure: Motivating

Description of Measure:

This measure represents the way of strengthening the economy by means of empowering individuals and associations that have products or services but have not yet entered into entrepreneurial waters. This measure recognises as target group individuals (entrepreneurs), associations and organisations at the territory of the City that are engaged in the production or provision of services and contribute to the society by means of their activities. Challenges faced by associations and/or organisations, through their work, can be economic (employing those who are more difficult to employ, subsidising, etc.) and educational. Solving these challenges by individuals/associations/organisations has to be done in the entrepreneurial manner and/or by offering products or services to consumers. The basis for the development of this measure is the Law on Social Entrepreneurship of the Republic of Serbia⁶ and the establishment of the base of social enterprises within the Law on Social Entrepreneurship. This measure affects the development of entrepreneurship at the territory of the City, contributes to the development of employment of the more difficult to employ category of population, subsidising and resolving social challenges (educational) at the territory of the City.

Activity for the implementation of this measure is:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Assistance for establishment and registration of social enterprises	<p>The implementation of this activity implies the following:</p> <ul style="list-style-type: none"> - Establishment of the base of social enterprises, - Establishment and registration of social enterprises, - Subsidising purchase of machinery and equipment for social enterprises, - Encouragement of employment of the more difficult to employ categories of unemployed persons, - Development of managerial skills of individuals, representatives of associations and organisations that wish to be registered as social enterprises, - Cooperation with the Council for Social Entrepreneurship of the Ministry of Labour, Employment, Veterans and Social Affairs and the Council for Coordination and Monitoring of Activities in the Area of Economic Development of the Province of Vojvodina. 	<p>Establishment of social enterprises at the territory of the City.</p> <p>Registration of social enterprises in the database of social enterprises of the Republic of Serbia at the territory of the City of Novi Sad.</p> <p>Encouraging employment of founders of social enterprises on the one side and employment of more difficult to employ categories of unemployed persons on the other side.</p>

⁶“Official Gazette of the Republic of Serbia”, Number 14 dated 7th February 2022

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 1. No Poverty, 8. Decent Work and Economic Growth, 10. Reduced Inequalities)

- | |
|---|
| <p>1. No poverty - End poverty in all its forms everywhere</p> <p>1.1. By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$ 1.25 a day.</p> <p>1.2. By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.</p> <p>1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.</p> <p>8. Decent work and economic growth - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p> <p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p> <p>8.6. By 2020, substantially reduce the proportion of youth not in employment, education or training.</p> <p>10. Reduced Inequalities - Reduce inequality within and among countries</p> <p>10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> |
|---|

Organisational Unit Responsible for Measure Implementation: City of Novi Sad - City Administration for Economy

Estimated Value: RSD 20,000,000.00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2025-2030

Performance Indicators:

- Number of established / registered social enterprises at the territory of the City of Novi Sad,
- Number of employees in social enterprises,
- Number of educated managers for social enterprises.

**4.3.5. BRANDING OF TOURIST PRODUCTS OF NOVI SAD AND
POSITIONING OF THE TOURIST DESTINATION NOVI SAD - SREMSKI
KARLOVCI - FRUŠKA GORA**

Type of Measure: Informative and educational

Description of Measure:

This measure includes activities on the development, improvement and branding of tourist products of Novi Sad and its surroundings, emphasising authenticities, and positioning of the tourist destination Novi Sad - Sremski Karlovci - Fruška Gora as unique sections with the complex tourist offer.

This measure involves differentiation of tourist products and attractions of the City by developing and branding tourist destination offer of the City of Novi Sad with Sremski Karlovci and Fruška Gora. This will achieve more diverse offer by transferring unique experience and authentic story of the City that will contribute to the increasing number of tourists.

Activities for the implementation of this measure are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Preparation and implementation of projects and implementation of activities aimed at developing and improving specific tourist products	Preparation and implementation of projects and implementation of activities aimed at branding tourist products of Novi Sad and positioning tourist destination Novi Sad - Sremski Karlovci - Fruška Gora by means of strategy for branding that is intended for different target groups.	Improved offer and more contents at the destination.
Promotion of tourist products through various channels of communication	Promotion of tourist products through various channels of communication that are in accordance with previously adopted branding strategies and/or through electronic, printed, outdoor media, fairs and other promotional activities and performances, preparation and updating of printed promotional materials and tourist and information publications, productions, co-productions and development of audio, video, VR and AR contents, digital applications, internet presentations and other digital platforms, etc.	Increased number of visitors, increased number of overnight stays.
Mapping, collaborating and networking interested parties	Identification of interested institutions, tourism organisations, representatives of the economic sector, associations, media, etc. in order to establish and improve cooperation, as well as for the purpose of networking.	Networked actors in order to create the tourist offer.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Research and analysis of the tourism market	Research and analysis of the tourism market in order to collect and process data necessary for the implementation of projects.	Recognising potentials and requirements of the market.
Organisation of education	Organisation of seminars, training courses and other types of education of entities that participate in the preparation of tourist products and provision of services at the destination.	Educated actors for the preparation of the tourist offer.

Connection and Contribution to the UN Sustainable Development Goals
 (Prevod teksta na slici: 8. Decent Work and Economic Growth)



8. Decent work and economic growth - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

8.9. By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

Implementation of this activity is aimed at the following target groups:

- Visitors who have already been to Novi Sad,
- Visitors that we want to attract to Novi Sad,
- Citizens of Novi Sad in order to become ambassadors of their City.

Organisational Unit Responsible for Measure Implementation: Tourism Organisation of the City of Novi Sad

Estimated Value: RSD 528,000,000.00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2023-2030

Performance Indicators:

- Achieved number of overnight stays at the annual level,
- Achieved number of arrivals at the annual level.

4.3.6. DEVELOPMENT AND PROMOTION OF BUSINESS TOURISM (MICE)

Type of Measure: Informative and educational

Description of Measure:

This measure includes activities on developing and strengthening the image of Novi Sad as the destination for business – “MICE” (Meeting, Incentive, Conference, Events) tourism. This form of tourism is motivated by business reasons that include education and attendance of certain events, such as fairs, congresses, conferences, as well as visits as the part of incentive travels, which companies organise not only for their employees but also for their partners. The implementation of this measure will have strong impact on the development of additional tourism and commercial contents and it will directly stimulate the affirmation of other tourist products at the destination.

Key activities in order to implement the measure are:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Providing support to organisers of events and service providers of business tourism	Networking of interested parties (entities and organisations) for the purpose of developing business tourism and organisation of events in Novi Sad. Support to organisers of business events in the form of providing necessary information related to the organisation and promotion of the business event by representatives of the Tourism Organisation of the City of Novi Sad (TONS). Provision of promotional materials for participants. Support in the process of bidding (lobbying and bidding) for the organisation of international events and their implementation in the City. Preparation of contents and capacity building of the TONS for the development of business tourism.	Increased number of held business events with the direct impact on increasing income for all service providers. Strengthening the image of Novi Sad as the business destination.

Connection and Contribution to the UN Sustainable Development Goals
(Prevod teksta na slici: 8. Decent Work and Economic Growth)



9. Decent work and economic growth - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

8.9. By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

Implementation of this activity is aimed at the following target groups:

- Individuals and professional associations,
- Organisers of business events,
- Service providers at the destination (hotels, tourist guides, translators, transporters, providers of technical support, designers, photographers and others).

Organisational Unit Responsible for Measure Implementation: Tourism Organisation of the City of Novi Sad

Estimated Value: RSD 5,000,000.00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2024-2030

Performance Indicators:

- Number of supported business events and organisers,
- Number of performed inspections of the destination (number of visits to the destination by professional people in the field of “MICE” tourism and/or event tourism).

4.3.7. PREPARATION AND COORDINATION OF PLANNING DOCUMENTATION IN ORDER TO IMPLEMENT BUSINESS CAPACITIES AND INNOVATIONS ALONG THE STATE ROAD A1 (E-75) AND OTHER IMPORTANT TRAFFIC ROUTES

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

Urban planning is the process of developing urban areas. This process implies the use of land, air, water and the built-up surroundings (facilities, infrastructure, economic and social functions, as well as the environment). Planning of land use mainly concerns legislation and policies by means of the adoption of planning instruments such as decisions, plans, strategies, designs and assessments that affect the use of land. On a wider level, these instruments of planning deal with the type, location, and the size of land necessary for performing various functions of the City, for zoning or reserving land for specific purposes. Public participation and/or participation of the community and relevant interested parties are the important part of the use of land for planning purposes in order to ensure transparency.

This measure implies preparation of planning documents that represent the basis for further development and utilisation of localities along the State Road A1 and other important traffic routes as locations suitable for the development of economic activities.

Key activities in order to implement the measure are::

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Creating conditions for the construction of business capacities along the state road A1 (E-75) and other important traffic routes	In compliance with concrete spatial possibilities, spatial and urban planning documentation will be prepared for the construction of business capacities along the state road A1 (E-75) and along other important traffic routes. After that, necessary permits and approvals will be obtained in line with applicable regulations and subsequently, implementation and/or infrastructural equipment of the location will be started.	The most important effects of the implementation of this measure will be reflected in the development of economic activities.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 9. Industry, Innovation and Infrastructure)

9. Industry, Innovation and Infrastructure – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovations

- 9.1. Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.
- 9.2. Promote inclusive and sustainable industrialisation and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.

Organisational Units Responsible for Measure Implementation: PC "City Planning" Novi Sad, City of Novi Sad - City Administration for Construction Land and Investments, City Administration for Urban Planning and Construction and competent public utility companies.

Estimated Value: RSD 15,000,000,00 (for the preparation of planning documentation)

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2023-2030

Performance Indicators:

- Adopted planning document for relevant purposes.

4.3.8. GROWTH OF AGRICULTURAL AND RURAL DEVELOPMENT AT THE TERRITORY OF THE CITY OF NOVI SAD

Type of Measure: Informative and educational

Description of Measure:

This measure includes detailed analysis of the current situation with agriculture and rural areas in the City, as well as determination of directions of development and innovations in agriculture and/or it has the task to be the basic guide that will direct actions and efforts of all participants in agriculture and in rural development.

Sustainability of agricultural production - multifunctional agricultural production should be important economic activity of population in rural areas and ensure the growth of productivity and efficiency of the agricultural sector, responsible management of resources and improvement, as well as achieving well-being of rural population.

Key activities in order to implement the measure are:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Preparation of the Programme for Agriculture and Rural Development at the Territory of the City of Novi Sad	<p>The analysis of the situation in rural areas and basic indicators of agricultural production. Consultations with interested parties.</p> <p>Monitoring implementation of measures and activities and removal of possible difficulties during implementation.</p> <p>Evaluation of the effects of implemented measures and activities.</p>	<p>Development of small farms, launching businesses by young farmers.</p> <p>Increasing competitiveness in terms of adding value by means of processing, as well as introduction and certification of organic products and products with designated geographical origin.</p> <p>The connection between agricultural producers and non-agricultural activities - tourism.</p> <p>Raising awareness about the importance of the development of agriculture and rural development, as well as the importance of developing healthy and safe nutrition.</p>

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 1. No Poverty, 2. Zero Hunger)

1. No Poverty – End poverty in all its forms everywhere

1.4. By 2030, ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance.

2. Zero hunger – End hunger, achieve food security and improved nutrition and promote sustainable agriculture

2.3. By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

Implementation of this measure is aimed at the following target groups:

- Agricultural producers (conventional, organic and controlled agriculture),
- Young beginners in agriculture,
- Processors of agricultural products (vegetables, vines, honey, agricultural products with designation of geographical origin, herbs),
- Agricultural producers in rural areas who are focusing their improvement in the development of rural tourism.

Organisational Unit Responsible for Measure Implementation: City of Novi Sad – City Administration for Economy

Estimated Value: RSD 5,000,000.00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2024 - 2028

Performance Indicators:

- Adopted programme document.

4.4. PRIORITY OBJECTIVE 4: GOOD GOVERNANCE - INCLUSIVE AND ACCESSIBLE ADMINISTRATION AVAILABLE TO ALL CITIZENS

Good governance is considered decisive for achieving sustainable development and the quality of life and work of all citizens. Governance is inclusive and accessible when it efficiently serves all people, regardless of their gender and other aspects of personal identity, and when institutions, policies, processes and services are accessible and responsive to all members of the society. For this purpose, it is necessary to create the basis that will enable the existing system to be constantly developed in order to become flexible in the long term, that is, able to respond to existing and future complex requirements of the society and challenges that constantly occur due to the dynamic growth of the City. For years, the development of the administration system has been based on principles that enable efficient provision of public services and fulfilment of requirements of the population.

Transparency and accountability are two principles without which good governance cannot be efficient. Public nature of making and implementing policies and decisions represents availability of information to the community and it is particularly important for citizens, civil and private sectors to whom these directly apply, and enables their timely information and involvement in the decision-making process related to their personal lives and work. It is of great importance that information about the work, rules and procedures of public institutions are timely and easily accessible and clear, not only to ensure a dialogue, cooperation and protection of rights, but also to improve ethical standards of administration and avoid abuse and creation of inequality, as the main obstacles for sustainable development and quality life of all citizens. For years, the City of Novi Sad has been encouraging mutual responsibility of all parties in this way in order to provide positive effects on both public and individual interests.

Participation is also the key element of this process because it enables all interested citizens to participate individually or within civil sector organisations in every stage of making decision, to launch initiatives or to participate in initiatives and to express their requirements, attitudes and ideas. This enables public administration to map problems correctly taking into account real aspects in order to achieve better results in their resolving and to build strong mutual trust with the local community. Solutions that are adopted by respecting different perspectives should be creative and sustainable, and local public policies and services should be **inclusive, efficient and effective**. In this way, the public sector should strengthen its credibility and ensure equality of all members of the community by providing them with same chances for personal development and progress. The City of Novi Sad is the first city in our country to introduce the series of participation models, such as the “Your City” platform where citizens directly participate in the preparation the budget of the City and in implementation of capital projects. The City of Novi Sad also has positive experience with the involvement of civil sector in the decision-making process by means of participation of representatives of the “Green Chair” in the work of the Council for Environmental Protection of the Assembly of the City of Novi Sad.

Taking into account the fact that **digital transformation** of the economy and society is underway and that digital technology has become an integral part of everyday life of most citizens, the public sector and public services follow these trends and include them in all aspects of improving public administration and its services. In this way, cooperation is facilitated, faster access to information and services is enabled, and resources are saved.

Achieving good governance is neither a final nor a one-time process. This is the process during which the City, together with its institutions, implements a series of measures that add to the governance new attributes. In this way, it is possible to constantly innovate and adapt to changes in order to carry out public affairs well, manage public resources well, and guarantee human rights. Good governance

requires systemic approach and long-term strategic thinking when choosing measures by taking into account continuity and/or the fact that current measures, identified as key ones, should follow up previously implemented ones, that they should be connected with measures that are underway and supplemented by measures that are not recognised as key ones but can also contribute to the achievement of this priority objective. Also, the results should be sustainable and suitable for upgrading with new measures in the future.

Performance Indicators at the Level of the Priority Objective 4	Unit of Measure	Beginning Value (Base Year)	Target Value (2030)	Verification Source
Good governance index	%	56 (2022)	75	Good governance index according to the Methodology of SCTM
Proportion of population that is satisfied with public administration services	%		70	Survey of the City Administration for General Affairs

KEY MEASURES FOR ACHIEVING PRIORITY OBJECTIVE 4

4.4.1.	Improving transparency of operations of the City of Novi Sad
4.4.2.	Establishing unique system accessible to all for providing city administration services
4.4.3.	Introducing new and upgrading existing information systems to improve the work of the City Administration for Social and Child Protection
4.4.4.	Establishing systemic and intersectoral cooperation with organisations of the civil society at the territory of the City of Novi Sad
4.4.5.	Establishing mechanism for ensuring reliable information security of the City of Novi Sad

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 1. No Poverty, 10. Reduced Inequalities, 16. Peace, Justice and Strong Institutions),



4.4.1. IMPROVING TRANSPARENCY OF OPERATIONS OF THE CITY OF NOVI SAD

Type of Measure: Institutional, managerial and organisational

Description of Measure:

Transparency is one of fundamental principles of good governance. This measure includes determination and implementation of a set of activities in order to increase the level of publicity and openness achieved so far in the work of authorities of the City. Availability of information is particularly important in decision-making processes, regulations and the budget, in public procurement procedures and in allocation of public funds based on tenders.

Activities for the implementation of this measure are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Establishment of the Working Body for the Improvement of Business Transparency of the City of Novi Sad	<p>This activity implies the establishment of the Working Body for the Improvement of Transparency of operations of the City of Novi Sad with the aim of increasing visibility in the public sphere of the work of the City's bodies. The Working Body will be made up of representatives of city administrations and the city services, as well as of public companies founded by the City of Novi Sad.</p> <p>The task of the Working Body will be to achieve cooperation with all bodies and organisations of the City with the aim of more effective communication and exchange of information between the city administrations and services and public companies founded by the City of Novi Sad.</p>	Improvement of the work of city administrations and other city bodies in terms of increased transparency of work and ensured uniform treatment of all city administrations, services and companies. Better understanding of competences and the way of functioning of local self-government and building partnership between the local authorities and interested parties outside the administration.
Raising the capacity of employees in local self-government unit in the area of transparent operations of the City of Novi Sad	This activity implies implementation of workshops and other informative and educational contents, as well as the provision of adequate advisory support for employees in city administrations, services, institutions and public companies founded by the City of Novi Sad in order to familiarise them with adopted documents of the City of Novi Sad and recommendations of the Working Body in connection with transparent behaviour of bodies of the City of Novi Sad.	Improved work of administrations and bodies of the City of Novi Sad in the field of greater transparency in their work.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Preparation of the Internet Portal in order to improve the transparency of operations of the City of Novi Sad	This activity implies preparation of the Internet Portal that will be available to all employees in the local self-government unit and contribute to mutual communication and exchange of information between various services, administrations, institutions and companies established by the City of Novi Sad. The Internet Portal will also be available to citizens of Novi Sad in order to enable them quality and timely information, as well as their involvement in decision-making processes.	Improvement of the work of city administrations and other bodies of the city in terms of their better transparency and involvement of citizens, as well as raising awareness of possibilities for citizens to participate in decision-making processes. Better understanding of competences and the way in which local self-government functions and building partnership between local government and interested parties outside the administration.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod rteksta na slici: 16. Peace, Justice and Strong Institutions)

16. Piece, 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

- 16.6. Develop effective, accountable and transparent institutions at all levels.
16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

Organisational Units Responsible for Measure Implementation: City Administration for General Affairs – Office for Cooperation with the Civil Society of the City of Novi Sad

Estimated Value: RSD 10,000,000.00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2023-2025

Performance Indicators:

- Number of informed and educated employees,
- Prepared Internet Portal.

4.4.2. ESTABLISHING UNIQUE SYSTEM ACCESSIBLE TO ALL FOR PROVIDING CITY ADMINISTRATION SERVICES

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure: This measure primarily includes introduction of a single administrative location, which enables all users (citizens, economic entities, organisations, etc.) to complete tasks before local self-government bodies more simply, quickly and more cost-effectively.

Citizens will be able to use services, for which it is convenient, by means of Internet and their personal computers, other home or mobile devices.

Special emphasis should be placed on the integration of the Dispatcher Plus System, which is used by the City Administration for Inspections in its operations, taking into account the fact that this system connects on-call services and all lines of work of the City Administration for Inspections: communal police, communal inspection, construction inspection, traffic inspection, environmental protection inspection, etc.

The Geographic Information System (hereinafter referred to as the: GIS) has become an indispensable tool in the daily operations of professional services. The existing platform is more than ten years old and is becoming technologically outdated because requirements of users change over time, as well as the way of accessing information itself. The GIS also represents the basis for the development of the Smart City solution. This is the segment of development that should be given special attention in order to improve the existing platform, as well as to arrange the way of cooperation between participants using the GIS, as a tool, or actively contribute to updating data.

Activities for the implementation of this measure are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Formation of a single system for receiving and distributing electronic documents of citizens addressed to city administrations - Single Administration Point	The Single Administration Point should be implemented as a unique system for receiving and distributing electronic documents of citizens addressed to city administrations. The file received at the Single Administration Point will be sent for processing to the corresponding administration/administrations. It is necessary to provide citizens with an insight into the current status of processing their filers through the electronic service. The Single Administration Point should integrate the contact centre, electronic services and the City's Registry Office into the unique system.	Increasing efficiency and cost-effectiveness of local self-government, as well as ensuring higher quality of services by using information and communication technologies, by resolving all requests of citizens and representatives of the economy at one place. Increasing transparency and accountability.
Providing conditions for building the public service at one location	In its planning documents, the city has defined the area for the purpose of building public services so that all services can be available to citizens and representatives of the economy at one place. Necessary permits and approvals will be obtained in accordance with applicable regulations, after which, the implementation, that is, the construction of the building, infrastructural equipping and landscaping of free areas within the complex of previously mentioned public services will be started.	The provision of high quality and timely services to citizens and representatives of the economy at one place.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Preparation of the plan for upgrading the GIS	In cooperation with all institutions and by hiring expert consultants, it is necessary to analyse current situation, describe business processes that use GIS as a tool, the necessary resources (material and personnel) for maintenance of the system and data updating, and give recommendations and guidelines for further improvement.	Improvement of cooperation between institutions, clear definition of responsibilities and procedures for updating data.
Technical improvement of the GIS	Technical improvement of the platform so that the system with its services can respond to all requests in accordance with current standards.	Enabled the same user experience from all platforms, enabled data access via web services, enabled data download according to “Open Data” principles.
Maintenance and further improvement of the GIS	Regular maintenance of the system, obtaining licenses, upgrading in accordance with new requirements, obtaining spatial data.	Updated software, new modules if necessary, new spatial data (aerial photos, etc.).
Improvement of personnel and technical potentials	Training of employees to perform tasks within the competences of the City and expansion of hardware and software capacities of competent institutions.	Higher quality of employees work in local self-government by reducing possibilities for errors and freeing them from routine work.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 16. Peace, Justice and Strong Institutions)

16. Piece, 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

16.6. Develop effective, accountable and transparent institutions at all levels.

16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

Beneficiaries of the measure are employees of the local self-government units, citizens and representatives of the economy.

Organisational Units Responsible for Measure Implementation: City of Novi Sad - City Administration for Construction Land and Investments, City of Novi Sad - competent city administrations and public companies and public utility companies founded by the City

Estimated Value: RSD 181,200,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

- Established Single Administration Point,
- Number of users of electronic services,
- Prepared document/analysis,
- Upgraded GIS.

4.4.3. INTRODUCING NEW AND UPGRADING EXISTING INFORMATION SYSTEMS TO IMPROVE THE WORK OF THE CITY ADMINISTRATION FOR SOCIAL AND CHILDREN PROTECTION

Type of Measure: Delivery of goods and provision of services by participants in the planning system

Description of Measure:

The city has very comprehensive and extensive range of social protection services, which are financed from the budget of the City and which are provided through institutions and numerous non-governmental organisations. It is just this branching and number that leads to insufficient visibility of many services.

This measure includes introduction of new and improvement of existing information systems in order to improve/modernise the work of the City Administration for Social and Child Protection.

Activities for the implementation of this measure are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Establishing uniform evidence of services for all providers of social protection services at the territory of the City	To ensure that keeping uniform, orderly and up-to-date evidence in all institutions and organisations at the territory of the City about social protection services they provide is in place.	Established uniform electronic evidence of services and providers of social protection services at the territory of the City
Integration of individual databases of institutions and organisations that provide social protection services into single database - electronic catalogue of all social protection services that also contains data on service providers	Unifying electronic databases of all institutions and organisations on services and providers of social protection services at the territory of the City.	Citizens and associations of citizens in the field of social protection can easily and efficiently receive information about all services and providers of social protection services at the territory of the City, the Social Work Centre as a referral body has full insight into programmes that are being implemented, and the City and the City Administration for Social and Children Protection have clear picture of social protection services and requirements for their further expansion and improvement.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 1. No Poverty, 16. Peace, Justice and Strong Institutions)

1. **No poverty - End poverty in all its forms everywhere**
- 1.3. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.
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**
- 16.6. Develop effective, accountable and transparent institutions at all levels.
- 16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

Beneficiaries of this measure are citizens who need support and social protection services, associations of citizens in the field of social protection, the Novi Sad Social Work Centre, the City Administration for Social and Children Protection and the City of Novi Sad.

Organisational Unit Responsible for Measure Implementation: Grad Novi Sad - City Administration for Social and Children Protection

Estimated Value: RSD 30,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Prepared electronic catalogue of all social protection services.

4.4.4. ESTABLISHING SYSTEMIC AND INTERSECTORAL COOPERATION WITH ORGANISATIONS OF THE CIVIL SOCIETY AT THE TERRITORY OF THE CITY OF NOVI SAD

Type of Measure: Institutional, managerial and organisational

Description of Measure:

This measure includes activities in the field of inclusion of civil society organisations in dialogue and partnership relations with the City authorities, as well as establishment of permanent, transparent and structured communication and regular exchange of experiences, information and opinions.

Activities for the implementation of this measure are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Formation of the Local Council for Cooperation and Development of the Civil Society at the territory of the City of Novi Sad	Formation of the Local Council for Cooperation and Development of the Civil Society at the territory of the City with the aim to create systemic and Intersectoral cooperation between decision-makers in the City and local civil society organisations (CSOs), as well as creation of consultative and open dialogue with CSOs in all areas of social dialogue at the level of the local community in order to constructively resolve potential disputes and crisis situations in the local community. The Council shall be mixed coordination body whose members are representatives of local self-government units (most often civil servants) and representatives of CSOs.	Greater participation of the civil sector in decision-making processes and creation of public policies in the City, that is, strengthening principles of participation, openness and inclusiveness is ensured.
Reporting on the state of CSOs in the City of Novi Sad	The activity involves developing methodology, conducting comprehensive research of the state of CSOs in the City, promoting results of this research and preparing reports on annual level. The activity also includes analysis of planned, approved and implemented programmes and projects by CSOs from the budget of the City.	Database for CSOs at the territory of the City with mapped capacities is prepared. Analysis of planned, approved and implemented programmes and projects financed from the City budget is carried out.
Organisation of training courses for employees in the City of Novi Sad in order to achieve intersectoral cooperation with CSOs	This activity includes implementation and improvement of intersectoral cooperation with civil society organisations that operate at the territory of the City, which is reflected in the participation of CSOs in the processes of conducting tenders, monitoring implementation and evaluating programmes and projects financed from the budget of the City, participating in commissions for allocation of funds and in teams for the evaluation and monitoring of specially allocated funds for CSO programmes and projects.	Creating conditions for intersectoral cooperation with civil society organisations in the City.
Organisation of training courses for CSO representatives in order to achieve intersectoral cooperation with the City authorities	This activity includes preparation of the plan and programme for training courses, as well as actual implementation of training courses for representatives of CSOs in order to understand the role, competences and functions of the public administration.	Creating conditions for intersectoral cooperation with bodies of the City.

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Strengthening capacities of CSOs at the territory of the City	This activity includes conducting training courses to increase capacities of civil society organisations in local communities in the area of management, self-sustainability, democratisation of internal processes, preparation of project applications, transparency of work, strategic planning, structural advocacy and improvement of social dialogue and intersectoral cooperation in the local community.	By strengthening capacities of CSOs, conditions will be created that the CSO, either independently or in partnership with other CSOs and city administrations, participate in national and international invitations for financing projects and programmes that contribute to the vision of the City.
Financing programmes/project of CSOs at the territory of the City	This activity includes annual public invitation for financing programmes and projects of CSOs at the territory of the City.	Financing programmes and projects contributes to better vision of the City of Novi Sad, as the city that achieves essential cooperation with CSOs in decision-making processes and in creation of public policies.
Preparation of internet presentation of the Office for Cooperation with Civil Society of the City of Novi Sad	Preparation of internet presentation that will enable effective publication of tenders, supervision of implementation, monitoring and evaluation of project and programme activities, as well as effective presentation of results of financed and co-financed programmes and projects from the budget of the City.	Timely information of CSOs, which ensures greater participation of the civil sector in decision-making processes in the City.

Connection and Contribution to the UN Sustainable Development Goals



(Prevod teksta na slici: 10. Reduced Inequalities, 16. Peace, Justice and Strong Institutions)

10. Reduced Inequalities - Reduce inequality within and among countries

10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

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

16.6. Develop effective, accountable and transparent institutions at all levels.

16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels.

Beneficiaries of this measure are interested civil society organisations, citizens of the City of Novi Sad, neighbourhood units, relevant administrations, economic entities.

Organisational Units Responsible for Measure Implementation: City of Novi Sad – City Administration for General Affairs - Office for Cooperation with the Civil Society of the City of Novi Sad and other city administrations that finance/co-finance programmes/projects implemented by the civil sector/associations of citizens

Estimated Value: RSD 210,000,000.00

Sources of Financing: Budget of the City of Novi Sad and other domestic and foreign sources of financing

Implementation Period: 2023-2030

Performance Indicators:

- Established mechanisms of systemic and continuous cooperation with civil society organisations (CSOs) at the territory of the City of Novi Sad,
- Number of carried out training courses for representatives of CSOs for capacity building, understanding of the role, competences and functions of public administration and participation in the process of drafting, implementing, supervising implementation and evaluating public policy documents and regulations, training courses for CSO representatives in connection with application to tenders for obtaining EU funds,
- Preparation of the unique system of the City of Novi Sad in order to efficiently announce, apply, supervise implementation, monitor and evaluate project and programme activities.

4.4.5. ESTABLISHING MECHANISM FOR ENSURING RELIABLE INFORMATION SECURITY OF THE CITY OF NOVI SAD

Type of Measure: Institutional, managerial and organisational

Description of Measure:

Information security refers to the security risks associated with the use of information and communication technologies (ICT), including the security of data, devices, information systems, networks, organisations and individuals. Attacks on servers of city and state authorities are becoming more frequent and more advanced.

The Government has recognised information security as one of six priority areas of the development of the information society and has taken steps in order to establish comprehensive information security framework by passing the Law on Information Security. This Law governs protection measures against security risks in ICT systems of particular importance, responsibilities of operators of ICT systems of particular importance during management and use of ICT systems and determines competent authorities for the implementation of protection measures, coordination between protection factors and supervision of correct application of prescribed protection measures.

This measure implies permanent maintenance and strengthening of capacities of the PUC “Informatika” Novi Sad since this public company is responsible for the maintenance and development of the General Information System of the City.

Activities for the implementation of this measure are as follows:

ACTIVITIES	SHORT DESCRIPTION OF ACTIVITY	PROPOSED ACTIVITY EFFECTS
Formation of the Working Body (Council)	<p>The task of the Working Body will be to:</p> <ul style="list-style-type: none"> - Achieve cooperation with all bodies and organisations founded by the City in matters of information security and coordinate performance of work, initiate and supervise preventive and other activities in the function of improving information security, - Implement adopted recommendations and measures of bodies and institutions at the national level, - Participate in the preparation of strategies and plans for the development of ICT systems, - Report to the City Council on the state of information security and propose measures for improvement, - Launch initiatives, promotional campaigns and educational activities on raising awareness of the importance of information security. 	Constant improvement and development of this area will contribute to greater security of data managed by the City.
Increasing the number of professional people and training of employees	Increasing the number of professionally trained people who are engaged in the work of ensuring the information security of the City by hiring new experts, as well as by conducting professional training of existing employees in City administrations, public companies and public utility companies.	Greater number of professional staff will contribute to greater security of data managed by the City.
Expansion of hardware (HW) and software (SW) capacities and definition of backup procedures	Expansion of hardware and software capacities and definition of the series of backup procedures for data storage and for recovery and protection of infrastructure in the event of a disaster.	Greater security and availability of data managed by the City.

Connection and Contribution to the UN Sustainable Development Goals

(Prevod teksta na slici: 16. Peace, Justice and Strong Institutions)

- 16. Piece, 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**
- 16.6. Develop effective, accountable and transparent institutions at all levels.

Beneficiaries of this measure are employees in the City of Novi Sad, representatives of the economy and other citizens.

Organisational Units Responsible for Measure Implementation: City of Novi Sad – competent city administrations and public companies and public utility companies founded by the City

Estimated Value: RSD 500,000,000.00

Sources of Financing: Budget of the City of Novi Sad

Implementation Period: 2023-2030

Performance Indicators:

- Number of incidents that significantly disrupt information security (for example, hacker attacks),
- Number of employees in information security jobs,
- Number of incidents requiring attention and response.

5. FRAMEWORK FOR IMPLEMENTATION, MONITORING AND REPORTING

Monitoring of the Development Plan of the City of Novi Sad includes the following activities:

1. Regular communication and exchange of information among all actors involved in the realisation and implementation of the Development Plan by means of holding periodic meetings,
2. Collection of data and information on the implementation of measures, including preparation of records necessary for the verification of preset objectives and evaluation of performances,
3. Informing the public and interested parties about the realisation and implementation of the Development Plan.

Organisational units of City Administrations of Novi Sad shall be responsible for the implementation of key measures and measures within the framework of their competences that contribute to the achievement of priority objectives of development.

Carriers of measures (organisational units responsible for the implementation of measures) shall be responsible to include specified measures and activities in their financial plans and they shall also be responsible for their implementation, exclusively in accordance with financial capabilities of the City of Novi Sad, and to report to the Office for Local Economic Development on results of the implementation of these measures and activities. The Office shall consolidate all reports and submit them to thematic Working Groups and to the Coordination Team for further consideration and monitoring of the progress.

Monitoring the implementation of the Development Plan shall periodically determine the following:

- Whether priority objectives and measures are implemented efficiently and according to the Plan,
- Risks that are occurring or that are expected in achieving outcomes of the Development Plan of Local Self-Government Units,
- Decisions that have to be made in case of deviations from the Plan, as well as
- Whether planned and achieved outcomes are still relevant for the implementation of the Vision.

In order to implement the Development Plan, the Assembly of the City of Novi Sad can adopt certain public policy documents in accordance with the assessment of the Coordination Team and the Decision of the City Council on the need to adopt special public policy documents for the purpose of the implementation of the Development Plan.

In compliance with the Law on the Planning System, the City of Novi Sad shall prepare the Annual Report on the Implementation of the Development Plan and the Report on Achieved Results in Development Plan Implementation after three years.

The Annual Report on the Implementation of the Development Plan shall be done through the Annual Report on the Implementation of the Medium-Term Plan, that is, it shall be prepared for the previous year until 15th March of the current year.

The Report on Achieved Results in the Development Plan Implementation shall be prepared after the expiry of every third calendar year after the adoption of the Development Plan. The Council of the City of Novi Sad shall determine the proposal of the Report on Achieved Results in the Development Plan Implementation and submit it for adoption to the Assembly of the City of Novi Sad not later than six months after the expiration of the relevant deadline.

The Annual Report on the Implementation of the Development Plan and/or Medium-Term Plan, and the Report on Achieved Results in the Development Plan Implementation shall be published on the website of the City of Novi Sad not later than 15 days after the date of adoption.

Carriers of measures (organisational units responsible for the implementation of measures) shall submit data and information required for the preparation of previously mentioned reports to the Office for Local Economic Development. On the basis of collected data and information, the Office shall prepare reports and submit them to thematic Working Groups and to the Coordination Team for

further consideration.

The Mayor of the City of Novi Sad shall submit proposals of previously mentioned reports received from the Coordination Team to the Council of the City of Novi Sad for determination and submission for adoption to the Assembly of the City of Novi Sad.

In compliance with the law, after the establishment of the Unique Information System for Planning, Monitoring Implementation, Coordination of Public Policies and Reporting (UIS), the City of Novi Sad shall be obliged to enter previously mentioned reports into this System.

As the part report preparations after the expiry of every three years, the results of the Development Plan shall be evaluated in order to:

1. Assess relevance, efficiency, effectiveness and sustainability of the measures contained in the Development Plan of the City,
2. Determine degree of change that has resulted from the implementation of measures specified in the Plan and degree of achieving priority objectives and all that for the purpose of reviewing and improving the Development Plan of the City, that is, determine needs for its revision and better planning. This type of analysis actually represents subsequent (*ex-post*) analysis of effects of the Development Plan of Local Self-Government Units.

In the evaluation process, databases will be used that need to be updated in accordance with available data from official statistics (secondary data). In addition to secondary data from official statistics, primary data will also be collected, and the responsibility for mentioned activity lies with the carriers of measures (organisational units responsible for the implementation of measures).

If within the scope of the report on results, it is determined that there are needs and if recommendations are given for revising the Development Plan, in accordance with the law, the City Council shall initiate the revision of the existing Development Plan with detailed explanation of the reasons for this revision. The decision initiating the revision of the existing Plan shall be made by the Assembly of the City of Novi Sad and the course of the revision procedure shall be implemented according to the procedure prescribed for the adoption of the Development Plan.

6. FINANCING OF THE DEVELOPMENT PLAN OF THE CITY OF NOVI SAD FOR THE PERIOD 2023-2030

The Development Plan of the City of Novi Sad for the Period 2023 - 2030 represents the document of planning the development of the widest scope and the highest importance for the City, and accordingly, all investments in the period of the implementation of the Development Plan should be directed towards the implementation of established priority objectives. Priority objectives shall be implemented by carrying out not only established key measures, but also by the implementing other measures that will be determined through public policy documents and other planning documents in accordance with the Development Plan.

The financing of the development of the City of Novi Sad and the implementation of the Development Plan shall be carried out by means of direct and indirect incentives from the following sources:

- Budget of the Republic of Serbia, budget of the Province of Vojvodina and budget of the City of Novi Sad in compliance with financial possibilities,
- Earmarked development and other funds of the Republic of Serbia and the Province of Vojvodina,
- Financial resources of economic entities,
- International development funds, including grants from the European Union, as well as development loans from international financial institutions and commercial banks.

The costs for the implementation of key measures have been estimated to around RSD 148.3 billion and they shall be planned in the budget exclusively in accordance with financial possibilities of the budget of the City of Novi Sad. The estimated value has been determined on the basis of known parameters but, taking into account the fact that this concerns the Development Plan of the City of Novi Sad for the Period 2023 - 2030, the exact values of individual measures/activities shall be determined in the future Mid-Term Plan of the City of Novi Sad.

The dynamics of the planned processes of reform shall be conditioned by the volume of available funds and, accordingly, planning of public finances and preparation of the budget of the City of Novi Sad shall be directed towards the use of as many funds as possible from international sources, funds from the European Union, as well as development loans from international financial institutions. The European Union, for the purpose of supporting countries that are potential candidates for membership, and in connection with the implementation of reform processes, including harmonisation with the legal framework of the European Union, shall provide pre-accession assistance through the Instrument for Pre-Accession Assistance (IPA). Thanks to its geographical location, the City of Novi Sad has already used IPA funds through programmes of territorial and cross-border cooperation. Also, the City of Novi Sad has used the funds of the European Union through the programme *Horizon Europe* and the Adriatic-Ionian Transnational Program (Adrion), which shall be continued in the following period.

In addition to above mentioned incentives, the City of Novi Sad shall also base its development, as in previous periods, on the implementation of public-private partnerships and public-private partnerships with the elements of concession.

7. PUBLICATION

This Plan shall be published in the "Official Gazette of the City of Novi Sad".

REPUBLIC OF SERBIA
AUTONOMOUS PROVINCE OF VOJVODINA
CITY OF NOVI SAD
ASSEMBLY OF THE CITY OF NOVI SAD
Number: 020-4/2023-82/a-1
7th December 2023
NOVI SAD

Chairwoman

MSc Jelena Marinković Radomirović, duly signed