



The Sustainable Development Strategy of the City of Novi Sad

Novi Sad, 2017

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FOREWORD BY THE MAYOR OF NOVI SAD

Miloš Vučević

The City of Novi Sad, as the administrative, economic and university center of Vojvodina, nowadays represents a synonym for a city that through development of its economy, creation of a favorable business climate and modernization of its infrastructure ensures a better life of its citizens in all spheres. The concern for the sustainable development is an indispensable link in the chain of success achievement in the same direction, so that deriving of the Sustainable Development Strategy is looked upon and evaluated as a priority in a series of tasks set before our local self-government in this challenging time.

Creating a comprehensive strategy in this sense constitutes the backbone of the way Novi Sad is taking. Novi Sad and Vojvodina have the indisputable wealth of potentials that are still under-utilized, while there are also many areas for successful project implementation that are in the field of the sustainable development.

In pursuance of taking the road of progress, we have come to decision to highlight the urban, social and economic development as well as the investment opportunities in good city administration, as the key directions of Novi Sad development. On this road, noticeably, the principles embeded in the Sustainable Development Strategy document at the national level, combining the three components which are the economy, the society and the environment, were the ones that we followed. On its accession road to the EU, the Republic of Serbia is faced with many challenges, of which, by its scale and complexity, a significant place belongs to solving the issues related to environmental protection and sustainable management of natural resources. In line with the achievement of the goals of the National Strategy, and as the local self-government, in our domain, we will strive to support the resolution of each task on the path of implementation of the planned and contribute to a comprehensive prosperity.

This means that a strategic approach will be taken to improve the environment in which people live and work, in order to improve the quality of life and preserve the environment. Afterwards, strengthening the development of an inclusive, healthy, knowledge-based and cultural values-based local community will take place. The conditions will be created for opening new jobs and investments and the institutional capacities will be simultaneously improved.

The time in which we live brings many challenges in all areas. Equally important are economic, environmental and social development, in order to move safely in the direction of meeting the needs of future generations.

The implementation of the concept of sustainable development implies leadership, political and social support, as well as the involvement of representatives of the public, private and civil society sectors.

We decided to lead our City of Novi Sad through modernization and development and to take pride in ourselves while respecting the differences of others, and in this Strategy, we embeded our vision, to proudly leave it to the future generations.

Mayor of Novi Sad
Miloš Vučević

PREFACE

Dynamic living and business conditions make strategic planning necessary in order to manage local development. Aiming for constant improvement of the quality of life of the citizens of Novi Sad and the conditions for doing business, the proactive city administration has taken steps to create a new comprehensive strategic document that will provide guidelines for the development of Novi Sad in the future, after the expiration of the Economic Development Strategy of the City of Novi Sad, that the City of Novi Sad adopted for the period from 2009 to 2014.

Adhering to the Conclusion of the Mayor of the City of Novi Sad, number II-020-4/2015-12/c, drafting of the Sustainable Development Strategy of the City of Novi Sad has begun. Using the sustainable planning method, the focus of this Strategy is on an integral approach, i.e. on the establishment of coherence between environmental protection, economic and social development, while respecting the finality of available resources and their preservation for future generations.

Based on this approach, the emphasis is placed on evident linking of the planned activities with the City of Novi Sad's program budget, however, there is a certain degree of flexibility still pertaining, which implies the possibility of funding from donor funds, as well as the Strategy's modifications, bearing in mind that the process in question is influenced by a number of factors, which makes adjustments necessary for achieving the planned goals.

The Sustainable Development Strategy of the City of Novi Sad is an umbrella planning document that defines the developmental directions of the City in the period from 2016 to 2020, and it unites various processes, taking into account different needs in the field of economic development, infrastructure and utility activities, spatial and urban planning, environmental protection, social development and poverty reduction.

The Strategy is the result of identifying the current situation in Novi Sad, determining the course of action in accordance with the vision of development and the way in which the set goals will be achieved. It contains an Action Plan with a list of projects that are reasonably linked to the identified objectives, the City budget and sources of funding, performance indicators and participants in the project responsible for implementation.

Drafting of the Sustainable Development Strategy will enable the City of Novi Sad to improve the system of implementation, monitoring and evaluation of the strategic objectives achievement and better harmonization of local policies with the national legislative and planning framework recommended by the European Union for Sustainable Cities.

METHODOLOGY AND PROCESS OF STRATEGY DEVELOPMENT

During drafting of the Sustainable Development Strategy of the City of Novi Sad, **participatory methodology**, created as a result of the Exchange 2 activities was used, based on the existing practice in the Republic of Serbia and current practices in the European Union, based on the sustainable planning. Participatory approach suggests the involvement of all stakeholders in the process of drafting and implementing the Strategy (public, private and civil sectors), while respecting the principles of sustainability with rational and sensible use of the existing resources, including people and capital (economic or natural).

The Sustainable Development Strategy of the City (hereinafter referred to as the Strategy) is a general strategic development plan that provides guidance and defines activities for the future. The timeframe for the implementation of the Strategy is the period from 2016 to 2020, i.e. five years, leaving room for possible future updating of the Strategy, in line with changes in the environment.

This Strategy essentially refers to the sustainable development of life, work and functioning of local communities in the City of Novi Sad territory. The methodology of drafting the Sustainable Development Strategy of the City of Novi Sad is based on the key principles of sustainable planning for local community development:

- Integrated approach to local development planning (parallel solution of problems from the sphere of economy, environment and social problems);
- Participatory approach (participation of professional and general public in decision making);
- Linking local strategies with real sources of financing;
- Creating a political consensus on the City's development strategy.

Expert support to the City of Novi Sad for the Sustainable Development Strategy drafting was provided by the Standing Conference of Towns and Municipalities (hereinafter referred to as SCTM) representatives based on the Cooperation Agreement No. II-020-2/2014-7291, signed on January 13, 2015.

The drafting process of the Strategy was managed by a Strategy drafting coordinator, with the expert support of the representatives of the SCTM, while the Local Economic Development Office conducted professional and administrative-technical tasks for the Coordination Team and the Partnership Assembly, which participated in the development of the strategic document.

The Coordination Team for the Strategy drafting consisted of the public sector representatives (members of the City Council and the heads of the City Administrations of the City of Novi Sad), who established the basic directions of development and supervised and directed the operational part of the process of drafting the Strategy.

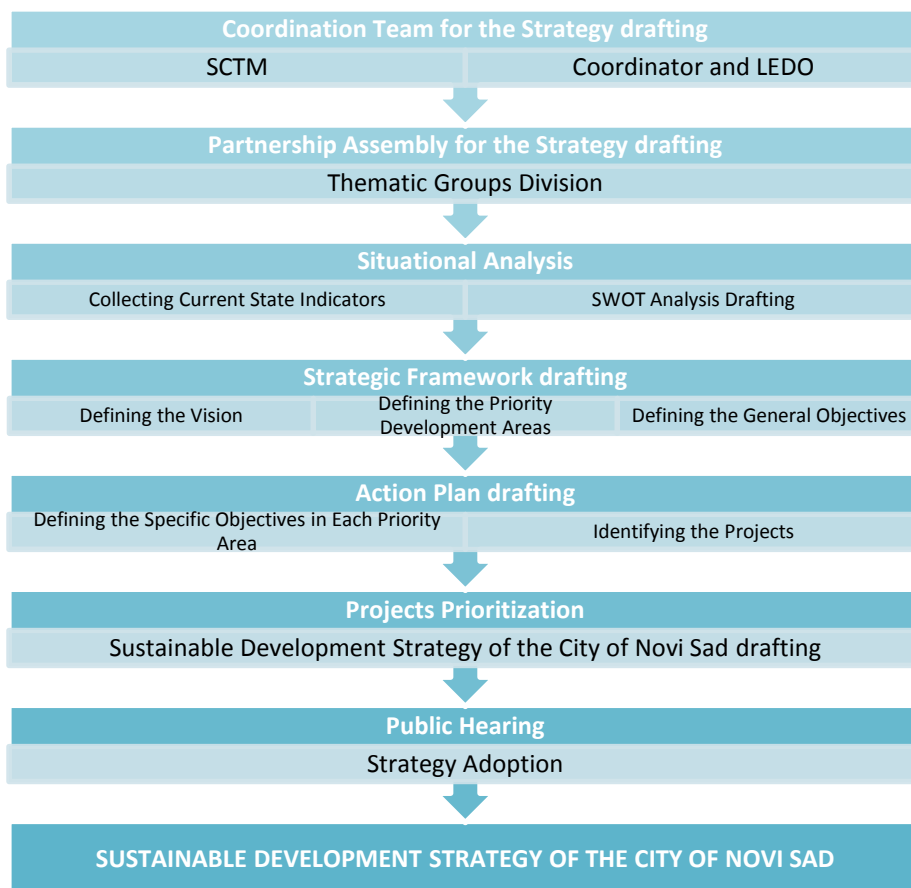
The Partnership Assembly for the Strategy drafting consisted of representatives of the public, private and civil sectors (persons in charge of finances and projects in the bodies of the City of Novi Sad, public utility and other public enterprises and institutions founded by the City of Novi Sad, representatives of the business sector of Novi Sad, representatives of councilors' groups in the Assembly of the City of Novi Sad, as well as the associations of significance for Novi Sad development). Based on the identified key areas of development, the Partnership Assembly has been divided into thematic working groups, with the basic task of defining the Sustainable Development Strategy of the City of Novi Sad with the relevant Action Plan for the sustainable development of the City. According to the identified priorities, **Working Groups** were formed, as follows:

- Working Group for Urban Development;
- Working Group for Social Development;

- Working Group for Economic Development;
- Working Group for Good Governance.

The Sustainable Development Strategy of the City of Novi Sad drafting process encompassed the following:

1. Preparatory activities necessary for the implementation of the strategic planning process;
2. Establishment of the Coordination Team for the Sustainable Development Strategy of the City of Novi Sad drafting and the appointment of a coordinator;
3. Establishment of the Partnership Assembly for the Sustainable Development Strategy of the City of Novi Sad drafting and division into thematic working groups;
4. Situational analysis: collecting current state indicators and making SWOT analysis;
5. Strategic framework drafting: defining the vision, development areas and priority/general objectives;
6. Action plan drafting: defining specific objectives in each area and identifying projects in line with available funding sources (program budget);
7. Prioritization of projects;
8. Preliminary Strategy drafting;
9. Public hearing on the proposal of the Strategy;
10. Adoption of the Strategy.



WIDER STRATEGIC FRAMEWORK

The Strategy is defined, adopted and implemented at the local (city) level. In some goals, programs and activities, the Strategy implies a regional and/or national approach to solving of certain problems, but in the stated goals and activities, the mutual interest of the neighboring local self-governments of the Autonomous Province of Vojvodina as well as the Republic of Serbia is assumed. This also implies a certain degree of alignment with regional, national and international strategic documents, such as the "Europe 2020" Strategy adopted by the European Council in 2010 as a new development document focusing on new strategic commitments and priorities, sectoral initiatives and guidelines in the field of economic policy and employment, where considerable space is given to both social cohesion and ecology.

After years of experience in the use of international development aid, the strategic framework of insufficient quality was one of the most significant problems in terms of the absorption capacities of our country, i.e. projects' proposing. The country's ability to create a vision of long-term and sustainable development and to build its programs on this vision directly affects the level of benefits it can have from the EU funds. One of the core conditions for participating in public calls for programs of the European Union and other international institutions is the existence of development plans and priorities at national, provincial and local level.

The importance of strategic planning and the introduction of the sustainable development component at the local level are of great importance. However, all local strategic documents must be fully aligned with national strategies, regional and international documents. In relation to this, the Strategy has been harmonized with the following key national and provincial strategic documents:

- The National Sustainable Development Strategy - The goal of the Strategy is to bring into balance three key factors, i.e. three pillars of the sustainable development: sustainable economic growth and economic and technological development, the sustainable development of the society on the basis of social equilibrium, as well as the protection of the environment with the rational disposal of natural resources, combining them into one whole, supported by the appropriate institutional framework;
- The National Environmental Program - NEP - the most important, comprehensive, intersectoral, strategic document in the field of environmental protection, which ensures planning and management in the field;
- The Waste Management Strategy for the period 2010-2019 - the basic document providing conditions for rational and sustainable waste management at the level of the Republic of Serbia;
- The Strategy of Spatial Development of the Republic of Serbia in 2009-2013-2020 - The Strategy has a special role for the future spatial development of Serbia, which is based on long-term vision of strategic directions of development of allocation of own financial capacities, using available funds and foreign investments, based on the sustainable use of potentials and territorial capital.
- The Strategy for the Information Society Development in the Republic of Serbia by 2020 - Development of the information society should be oriented towards the utilization of ICT potentials in the frame of increasing the labor efficiency, economic growth, higher employment and improving the quality of life of all citizens of the Republic of Serbia. The key development engine of the Information Society is an open, accessible and quality Internet access and developed e-Business, which includes: e-Government, e-Commerce, e-Justice, e-Health and e-Education;

- The Strategy and Policy of the Industry Development of the Republic of Serbia for the period from 2011 to 2020 - is a development document that in a consistent and comprehensive manner defines the basic development priorities of the Serbian industry and the ways of their realization in the next decade. Serbia's primary strategic development goal is the sustainable and dynamic development of an industry that can fit into the single market of the European Union and endure the competitive pressure of its members;
- The National Employment Strategy by 2020 – emphasizes the importance of skills, while relating to those EU documents that primarily focus on meeting the emerging needs to new skills and improving the quality of workforce;
- The Strategy for Agriculture and Rural Development of the Republic of Serbia for the period 2014-2024 – is a basic and long-term strategic document defining the goals, priorities and frameworks of political and institutional reforms in the field of agriculture and rural development;
- The Development Program of AP Vojvodina 2014-2020 - is a development document of AP Vojvodina in the field of regional development, which in a comprehensive way defines the priorities of AP Vojvodina in the next seven years;
- The Strategy for Supporting the Development of Small and Medium Enterprises, Entrepreneurship and Competitiveness for the period 2015-2020- establishes the framework, goals, priorities and measures for improving the development of micro, small and medium enterprises and entrepreneurship in the forthcoming mid-term period.

VISION OF THE CITY OF NOVI SAD

NOVEL

Novi Sad is one of the most developed cities in the South-East Europe, recognized as a safe, healthy and stimulating place for life, work and investments.

OPEN

Stable, modern and democratic multinational community, the City with perspective and recognizable status of two-way urban gates of Europe.

VISIONARY

Smart City, in which citizens, the public and the private sector work together to develop creative solutions to improve the quality of life.

INNOVATIVE

Leader in the information technology sector, healthy food and eco-sector development, a modern university and scientific-research center of the region and a source of the knowledge economy.

STRATEGIC

Successful and efficient administrative center of Vojvodina, the City with an electronic administration that encourages and supports development of its society and modern economy, while respecting the principles of sustainable development and environmental protection.

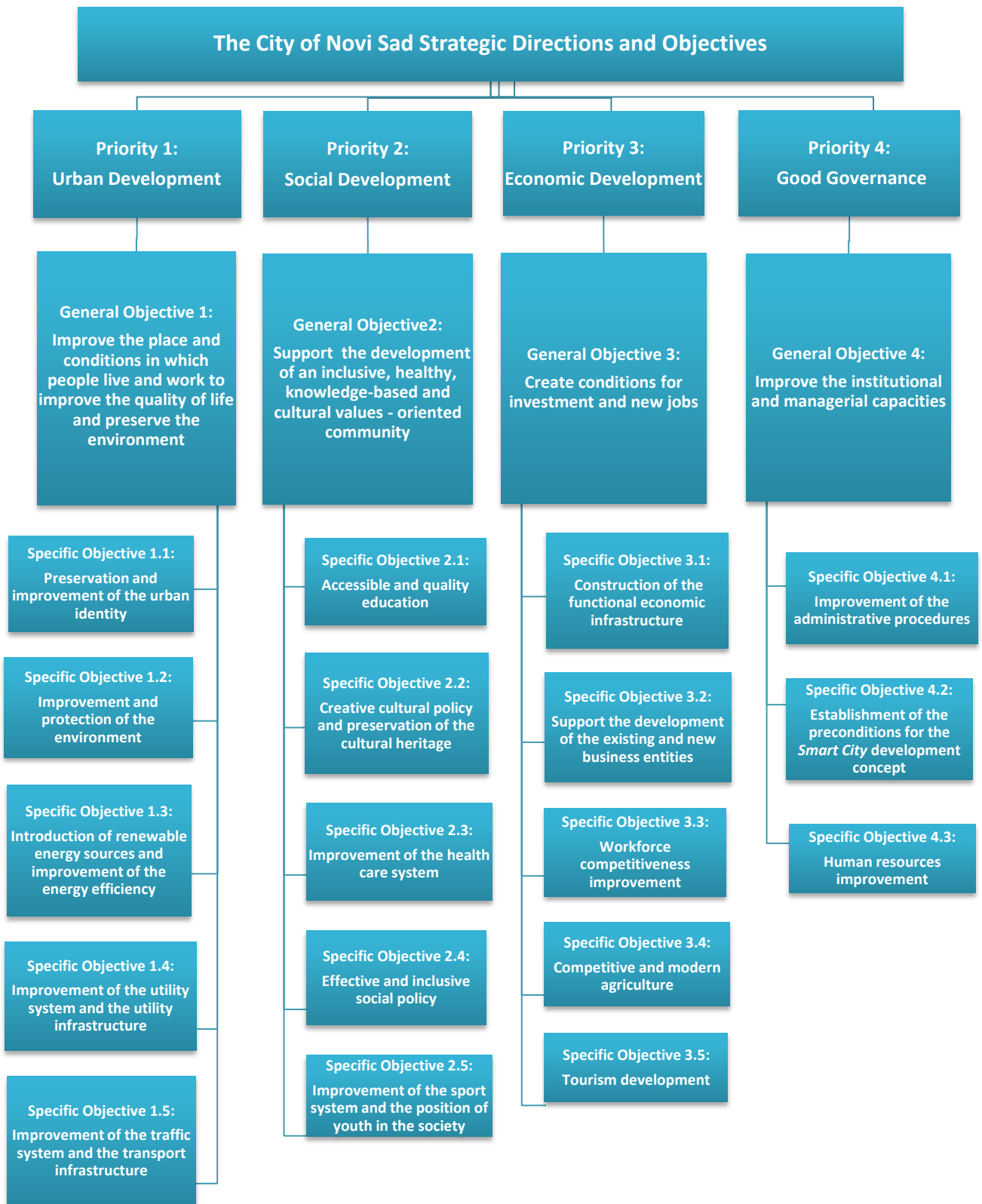
ATTRACTIVE

With its tradition and diverse amenities, the City with developed urbanized areas and traffic connections, it offers all the advantages of a modern, business and cultural center, with the comfort of peaceful life in a small town.

DEFERENTIAL

The City of lighthearted and affectionate people, whose creative energy, tolerance and respect for one's own and others make everyone in Novi Sad feel welcome.

THE CITY OF NOVI SAD PRIORITY DEVELOPMENT AREAS



PRIORITY AREA 1: URBAN DEVELOPMENT

The urban development of the City of Novi Sad is one of the basic prerequisites for its sustainable development and the harmonization of many areas it covers is achieved through integrated planning that ensures that the City functions as a viable system. In doing so, the consistency of the interests of the business sector, protection and improvement of the environment, as well as the community development, are of exceptional importance.

Novi Sad urban development should provide a quality of life not only for the present, but also for the future generations and it is taking place in the directions of:

- preservation and improvement of the urban identity, which will, in addition to preservation of the cultural heritage and developing of new attractive urban units, contribute to better positioning of Novi Sad as a destination suitable for life, tourism and business activities;
- protection and improvement of the environment, introduction of renewable energy sources, improvement of the energy efficiency, which will enable the preservation of the healthy environment and raise the quality of life in Novi Sad to a higher level by respecting natural resources, monitoring global trends in their protection and introducing effective models of savings;
- improvement of the utility system and utility infrastructure, as well as the improvement of the traffic and transport infrastructure, which should respond to the challenges of the growing population in Novi Sad, taking into account the needs of the business sector, in particular the development of new working zones;

Numerous areas encompassed by the urban development, their mutual conditionality and the impact they have on other identified priorities, such as the social and economic development and good governance, require a high degree of cohesion, rational use of resources and timely priority setting. Considering the limited budgetary resources and the high investment that urban development implies, the integrated planning and project approach allowing funding from donor funds and public-private partnerships, are essential for the sustainable development of the City.

In accordance with the above, activities and projects whose implementation is planned for the Sustainable Development Strategy should contribute to the improvement of living and working conditions in a healthy environment. The goal is to organize the City in accordance with current needs and possibilities, but with the obligation not to threaten future generations' opportunities in meeting their own needs.

SWOT ANALYSIS: Urban development

STRENGTHS

- *Administrative, commercial, tourist, trade, health, cultural, educational and sports center*
- *Natural resources (available agricultural land, the Danube river, Fruška gora, Special Nature Reserves "Koviljsko-petrovaradinski rit" and "Begečka jama"; Ribarsko ostrvo; renewable energy sources)*
- *Developed utility, transport, energy and sports infrastructure*
- *Existence of public and public utility companies providing quality services to a large number of citizens; high coverage*
- *Professional capacities, highly educated staff*
- *Proximity to high-tech scientific institutions*
- *Existence of planning documentation and analysis for the improvement of certain areas*
- *Accessibility strategy for the City of Novi Sad 2012-2018*
- *Urban tradition*
- *Landscaped City beach on the Danube, with numerous amenities*
- *Developed GIS system*
- *Video surveillance system developed*
- *Environmental Protection Program of the City of Novi Sad*
- *100% coverage of the household waste collection service*
- *75% of the population is connected to district heating*
- *Park heritage*
- *Accessibility of public transport*
- *Bike rental system - NS bike*
- *Sensors for measuring pollution of air, noise and air quality*
- *Incentives for the development of organic and controlled agricultural production*
- *Shelter for abandoned dogs and cats and Program for control and reduction of the abandoned animal population in the territory of the City of Novi Sad*
- *Systematic removal of allergenic plants, harmful insects, pest control and disinsection*
- *Organized system for medicines collecting with expired deadline from the citizens*
- *Strategy for Development of Green Areas of the City of Novi Sad 2015-2030.*

WEAKNESSES

- *Development of the infrastructure is insufficiently following the development of the City*
- *Inadequately equipped work zones*
- *Unused resources - military and neglected industrial complexes on the territory of the City*
- *Insufficiently utilized potential of water and air resources*
- *Endangered natural resources by land use change and exploitation*
- *Unregulated ownership structure of the land*
- *Complicated and slow administration*
- *Unreformed public-utility sector system*
- *Poor implementation of the Decision on the earthwork in public purpose spaces, in terms of their bringing into the original or technically correct state*
- *Uncontrolled urban growth and a large number of illegal buildings*
- *Poor maintenance of the objects under protection*
- *Suburban communities that are ill-equipped with utilities in relation to the more central City areas*
- *Incomplete water supply and sanitation coverage in the entire City territory*
- *Insufficient wastewater treatment*
- *Uncared-for channel network for collecting atmospheric waters*
- *Energy and water losses in the PUC "District Heating System"*
- *Unexploited capacity of the asphalt base*
- *Lack of planning documentation for the coast and water area*
- *Quality of road infrastructure, insufficiently developed bicycle infrastructure*
- *Non-adaptation of road infrastructure and facilities to the needs of persons with disabilities*
- *Lack of parking space*
- *Relatively old buses of the City Transport Company, outdated system of sales and collection of tickets*
- *Lack of the adopted "Smart City" strategy, as the umbrella document for financing of future projects in the field of information and communication technologies by the European Union funds*
- *Insufficient utilization of the optical infrastructure capacity*
- *Mismatch of competencies and insufficiently developed management system of urban mobility and children playgrounds*
- *Incomplete inclusion of cemeteries in suburban communities by a regular maintenance system*
- *Insufficient illumination of certain parts of the City*
- *Low energy efficiency (building construction, traffic, etc.), insufficiently developed awareness of the energy efficiency*
- *Lack of energy management, lack of the adequate software for monitoring energy consumption in public buildings*

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| | <ul style="list-style-type: none"> • <i>Energy-inefficient public buildings and insufficient control of the environmental protection in buildings</i> • <i>Insufficient utilization of renewable energy sources, insufficiently developed awareness of the possibilities of use</i> • <i>Inadequate practices in agriculture</i> • <i>Low awareness of the importance of organic agriculture for life and health, i.e. the insufficient knowledge of its economic benefits</i> • <i>Ecological unawareness</i> • <i>Sanitary unregulated landfill</i> • <i>Insufficiently developed waste separation, without primary selection</i> • <i>The obsolescence of equipment and vehicles for the collection and transport of the household waste</i> • <i>Unestablished management system for specific waste streams - medical, pharmaceutical, electronic, industrial, hazardous, etc.</i> • <i>The inability to collect pharmaceutical waste due to the availability of storage capacities, as well as the non-compliance with the legislation regarding their further distribution</i> • <i>No permanent solution to the problem of the temporary disposal of animal waste</i> • <i>Lack of green areas and lack of cadaster</i> • <i>Insufficiently efficient system for managing green areas in the territory of the City, insufficient maintenance of public green areas on the territory of suburban communities</i> • <i>Insufficient maintenance of public hygiene in the territory of suburban communities</i> • <i>Lack of stimulus for ecological and sustainable construction</i> • <i>Non-compliance in the system of space management for dogs and cats walking and their poor equipment</i> • <i>Undeveloped awareness of citizens in the pets treatment</i> • <i>No quarantine for animals</i> |
| <p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • <i>Favorable geographical position (Corridor X, proximity to Corridor IX, Corridor VII, Eurovelo 6 - bicycle route, proximity to the airport)</i> • <i>Republic of Serbia - candidate for the European Union, availability of EU funds</i> • <i>Harmonization of regulations in the field of utility consumption with the regulations of the European Union</i> • <i>Cooperation with other cities and municipalities</i> • <i>Cooperation with scientific institutions to improve business</i> • <i>Introduction of new services, adapting to the needs of users</i> • <i>Efficient management of property owned by the City</i> | <p><u>THREATS</u></p> <ul style="list-style-type: none"> • <i>Unfavorable economic situation</i> • <i>Low payment ability of users, difficulty in collecting payment claims</i> • <i>Grey economy</i> • <i>Political instability in the country and the region</i> • <i>Insufficiently good co-operation between the local, provincial and republican levels of government, overlapping jurisdiction of institutions</i> • <i>Slow process of joining the European Union</i> • <i>Groundwater and the influence of the Danube River during high water levels</i> • <i>Slides and torrential streams</i> |

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| <ul style="list-style-type: none"> • <i>Brownfield investments</i> • <i>Partnership between the public and the private sector</i> • <i>Human resources education</i> • <i>Development of a network of bicycle routes, connecting to the trans-European network "Eurovelo 6"</i> • <i>Novi Sad is a leader in information and communication technologies in Serbia and wider</i> • <i>Use of IT and new technologies, development of e-services</i> • <i>Inclusion in the Smart Cities network</i> • <i>More efficient use of optical infrastructure</i> • <i>Development of organic and controlled agricultural production</i> • <i>Education and raising awareness about the significance of the sustainable development</i> • <i>Energy efficiency and increased use of renewable energy</i> • <i>Issue of energy passports</i> • <i>Determining financial and other incentives for the implementation of energy efficiency projects and the use of renewable energy sources</i> • <i>Introduction of a regional waste management system</i> • <i>Selection of waste and recycling</i> • <i>Introduction of the European Union standards to ensure the quality of the environment</i> • <i>New and ecological forms of traffic</i> • <i>Ecological, natural tourism and organic food and production</i> • <i>Development of tourism and economy, with increased use of water and air ways</i> • <i>Increase in green areas</i> • <i>Stimulation of eco-construction and eco-individual transport</i> | <ul style="list-style-type: none"> • <i>Inadequate legislation</i> • <i>Extension of deadlines for the application of regulations and fulfillment of legal obligations</i> • <i>Failure to observe penal policy</i> • <i>Unfair competition in issuing business premises and avoiding payment of taxes</i> • <i>Brain drain of young people and families, mostly highly educated</i> • <i>Rejection of information and communication technologies</i> • <i>The relation between energy and energy prices</i> • <i>Climate changes</i> • <i>Environmental pollution (application of obsolete technologies, excessive intake of harmful substances in agricultural production, etc.)</i> • <i>Insufficient quantity of available seeds and means of protection for organic production</i> • <i>Low ecological awareness among citizens</i> |
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ACTION PLAN FOR PRIORITY AREA 1: URBAN DEVELOPMENT

Table 1: Urban development

| PRIORITY | | URBAN DEVELOPMENT | | | | | |
|------------------------|---|--|---|------------|-----------------------------|-------------------------|---|
| General objective | | Improve the place and conditions in which people live and work to improve the quality of life and preserve the environment | | | | | |
| Specific objective 1.1 | | Preservation and improvement of the urban identity | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 1.1.1 | Implementation of information system - marking of facilities and space on the Petrovaradin Fortress | Institute for the Protection Cultural Monuments of Novi Sad | - | 2018-2020 | 7.720.000,00 | City of Novi Sad Donors | Information system implemented |
| 1.1.2 | Project of rehabilitation of the complex of the Petrovaradin Fortress | City Administration for Construction Land and Investments | Institute for the Protection Cultural Monuments of Novi Sad | 2016-2020 | 1.000.000.000,00 | City of Novi Sad Donors | Cultural heritage preserved and rehabilitated - the Petrovaradin Fortress complex |
| 1.1.3 | Theatre Square - landscaping | City Administration for Construction Land and Investments | - | 2016-2018 | 150.000.000,00 | City of Novi Sad Donors | Theatre Square – landscaping completed |
| Specific objective 1.2 | | Improvement and protection of the environment | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 1.2.1 | Development of the Action Plan for protection against noise in the environment | City Administration for Environmental Protection | - | 2018 | 3.500.000,00 | City of Novi Sad Donors | The Action Plan for protection against noise in the environment adopted |
| 1.2.2 | Development of the Nature Protection Program for the territory of the City of Novi Sad | City Administration for Environmental Protection | - | 2018 | 1.000.000,00 | City of Novi Sad Donors | The Nature Protection Program for the territory of the City of Novi Sad adopted |

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| 1.2.3 | Construction of a wastewater treatment plant in Begeč local community | City Administration for Construction Land and Investments | - | 2018–2019 | 225.000.000,00 | City of Novi Sad | Waste water treatment plant in Begeč settlement for 4,000 PE built and put into operation |
| 1.2.4 | Adaptation of public lighting in the territory of the City of Novi Sad | City Administration for Construction Land and Investments | - | 2016–2018 | 300.000.000,00 | City of Novi Sad | Adaptation of public lighting in the territory of the City of Novi Sad completed |
| 1.2.5 | Rehabilitation, reclamation and closure of non-sanitary landfill in Novi Sad | City Administration for Construction Land and Investments | Public Utility Company “City Sanitation”, Novi Sad | 2016–2020 | 5.000.000,00 (amount for 2018) | City of Novi Sad | Works on rehabilitation, reclamation and closure of non-sanitary landfill in Novi Sad completed |
| 1.2.6 | Management of the abandoned animals’ population in the territory of the City of Novi Sad | Public Utility Company “Zoohigiene and Veterinary Medicine Novi Sad”, Novi Sad | - | 2016–2020 | 600.000.000,00 | City of Novi Sad PUC “Zoohigiene and Veterinary Medicine Novi Sad”, Novi Sad Donors | Number of abandoned animals, number of reports of abandoned animals and injuries, number of repetitions of interventions at the same locations |
| 1.2.7 | Animal waste management in the territory of the City of Novi Sad | Public Utility Company “Zoohigiene and Veterinary Medicine Novi Sad”, Novi Sad | - | 2018–2020 | 290.000.000,00 | City of Novi Sad PUC “Zoohigiene and Veterinary Medicine Novi Sad”, Novi Sad Donors | The facility for temporary disposal of waste of animal origin built and equipped, the zoo-hygienic service formed, the Animal Waste Management Strategy developed |
| 1.2.8 | Implementation of noise and pollution sensors | Public Utility Company “Informatics”, Novi Sad | - | 2018–2019 | 3.000.000,00 | City of Novi Sad PUC „Informatics“ Novi Sad Donors | Number of registered users |
| Specific objective 1.3 | | Introduction of renewable energy sources and improvement of the energy efficiency | | | | | |
| No | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 1.3.1 | Energy Development Strategy of the City of Novi Sad | The Energy Agency of the City of Novi Sad | - | 2019 | 10.000.000,00 | City of Novi Sad Donors | The document "The Energy Development Strategy of the City of Novi Sad" developed |
| 1.3.2 | Increasing the energy efficiency of public buildings in the City of | The Energy Agency of the City of Novi Sad | - | 2019–2020 | 20.000.000,00 | City of Novi Sad Donors | Energy audits performed and the Feasibility Study "Increasing the Energy Efficiency of Public |

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| | Novi Sad | | | | | | Buildings in the City of Novi Sad" developed |
| 1.3.3 | Utilization of biomass obtained by maintaining green city areas for heating greenhouses and compost production - energy efficient nursery | Public Utility Company "City Greenery", Novi Sad | - | 2017-2019 | 167.661.120,00 | City of Novi Sad PUC "City Greenery", Novi Sad Donors | The system for heating of production and business space and compost field with infrastructure and equipment built |
| 1.3.4 | Elementary school "Jovan Popović", Novi Sad - Investment maintenance and rehabilitation of the building | City of Novi Sad – City Administration for Education | - | 2017-2018 | 75.336.265,08 | City of Novi Sad Donors | Improved energy efficiency for two grades (from "E" to "C") and improvement of conditions for performing educational process and quality of the facility, covering the area of 6,860 m ² |
| Specific objective 1.4 | | Improvement of the utility system and the utility infrastructure | | | | | |
| No | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 1.4.1 | Establishment of the regional waste management system for the City of Novi Sad and the municipalities of Bačka Palanka, Bački Petrovac, Beočin, Žabalj, Srbobran, Temerin and Vrbas, with the construction of the regional waste management center on the territory of the City of Novi Sad | City Administration for Utilities of the City of Novi Sad | Municipalities: 1. Bačka Palanka 2. Bački Petrovac 3. Beočin 4. Žabalj 5. Srbobran 6. Temerin 7. Vrbas | 2016-2020 | 3.414.600.000,00 | City of Novi Sad Municipalities' budgets of Bačka Palanka, Bački Petrovac, Beočin, Žabalj, Srbobran, Temerin and Vrbas Donors Public-Private Partnership | The regional waste management system established, with the regional regional waste management center on the territory of the City of Novi Sad |

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| 1.4.2 | Improvement of the existing system of collection, transport, storage and disposal of waste in Novi Sad | Public Utility Company "City Sanitation", Novi Sad | - | 2016-2020 | 988.500.000,00 | City of Novi Sad PUC "City Sanitation", Novi Sad Donors | The sufficient number of suitable vehicles for the collection and transport of waste, vehicles – water trucks for public areas cleaning, road sweepers for public areas cleaning, waste collection containers (underground containers, containers and bins, waste bins), work machines for manipulation of waste at the landfill and additional equipment for secondary waste separation in the waste separation and baling facility at the landfill in Novi Sad - purchased, installed and commissioned. Technical documentation " The proposal of the project for primary separation of municipal waste in Novi Sad" developed, the Recycling yard at the landfill built and put into operation |
| 1.4.3 | Work Zone North 4 in Novi Sad | City Administration for Construction Land and Investments | - | 2016-2020 | 600.000.000,00 | City of Novi Sad | The Work Zone Equipped with Infrastructure - land ready for delivery to investors |
| 1.4.4 | Construction of water supply, sewerage and atmospheric sewers in Bocke local community in Sremska Kamenica | City Administration for Construction Land and Investments | Public Utility Company "Waterworks and Sewerage", Novi Sad | 2016-2020 | 1.200.000.000,00 | City of Novi Sad | Rehabilitation of the landslide implemented and water supply, sewerage and atmospheric network in Bocke local community |
| 1.4.5 | Construction of traffic areas, water supply and sewerage with demolition of facilities in Bate Brkića Street in Novi Sad | City Administration for Construction Land and Investments | - | 2018-2019 | 351.000.000,00 | City of Novi Sad | Traffic roads, water supply and sewerage in Bate Brkića Street in Novi Sad constructed |

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| 1.4.6 | Construction of traffic areas with drainage and reconstruction of waterworks in the Cara Lazara Street in Futog | City Administration for Construction Land and Investments | - | 2019-2020 | 462.000.000,00 | City of Novi Sad | Traffic road with drainage constructed and reconstruction of waterworks in the Cara Lazara Street in Futog implemented. |
| 1.4.7 | Development of the City Cadastre of urban greenery | City Administration for Construction Land and Investments | Public Company "City Planning", Novi Sad Urban Planning Institute Public Utility Company "City Greenery", Novi Sad | 2016-2020 | 35.000.000,00 | City of Novi Sad | The City Cadastre of urban greenery developed |
| 1.4.8 | Development of the public lighting cadastre | City Administration for Construction Land and Investments | - | 2018 | 6.350.000,00 | IPA fund EU - approved funds | The public lighting cadastre developed |
| 1.4.9 | Utility furnishing of the locality for delivery to investors (current "Rasadnik" site, PUC "City Greenery", Novi Sad) | City Administration for Construction Land and Investments | - | 2017-2020 | 360.000.000,00 | City of Novi Sad | The location is infrastructurally equipped and ready for delivery to investors |
| 1.4.10 | Public Garage Šafarikova - Uspenska | City Administration for Construction Land and Investments | - | 2017-2020 | 624.000.000,00 | City of Novi Sad | Garage in the zone of the city center built |
| 1.4.11 | Construction of public toilets in Novi Sad | City Administration for Construction Land and Investments | Public Company "City Planning", Novi Sad Urban Planning Institute | 2017-2020 | 51.000.000,00 | City of Novi Sad | Public toilets in the territory of the City of Novi Sad built |
| 1.4.12 | Development of the study of irrigation systems on public green areas in Novi Sad | Public Utility Company "City Greenery", Novi Sad | - | 2017-2019 | 7.200.000,00 | City of Novi Sad PUC "City Greenery", Novi Sad Donors | The Study developed |
| 1.4.13 | Optical telecommunication infrastructure of the City of Novi Sad | Public Utility Company "Informatics", Novi Sad | - | 2016-2025 | 2.620.000.000,00 | City of Novi Sad PUC „Informatics“ Public-Private Partnership Donors | Number of connected users |

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|--------|---|--|---|-----------|------------------|--|---|
| 1.4.14 | Reconstruction of existing and construction of new facilities, as well as infrastructure furnishing of the City Cemetery in Novi Sad | Public Utility Company for City Funeral Services "Lisje", Novi Sad | - | 2016–2020 | 1.000.000.000,00 | City of Novi Sad PUC „Lisje“ Donors | The existing facilities reconstructed and new facilities built and City Cemetery in Novi Sad equipped with infrastructure |
| 1.4.15 | Reconstruction of the existing and construction of new facilities, infrastructural equipping of the Uspensko, Almaško, Catholic, Reformed-Evangelical, Jewish, Russian and Nazarene Cemeteries in Novi Sad, as well as all cemeteries in Futog, Petrovaradin, Veternik, Bukovac, Kać, Budisava, Kovilj, Stepanovićevo, Rumenka, Begeč, Sremska Kamenica, Stari and Novi Ledinci and Čenej. | Public Utility Company for City Funeral Services "Lisje", Novi Sad | - | 2016–2020 | 700.000.000,00 | City of Novi Sad PUC „Lisje“ Donors | The existing facilities reconstructed and new facilities built and City Cemetery in Novi Sad equipped with infrastructure |
| 1.4.16 | Construction of the pet cemetery in Novi Sad | Public Utility Company for City Funeral Services "Lisje", Novi Sad | - | 2019–2020 | 100.000.000,00 | City of Novi Sad PUC „Lisje“ Donors | The pet cemetery in Novi Sad constructed |
| 1.4.17 | Construction of a new crematorium at the City Cemetery in Novi Sad | Public Utility Company for City Funeral Services "Lisje", Novi Sad | - | 2019–2020 | 240.000.000,00 | City of Novi Sad PUC „Lisje“ Donors | The new crematorium at the City Cemetery in Novi Sad constructed |
| 1.4.18 | Software for the grave places cadastre | Public Utility Company for City Funeral Services "Lisje", Novi Sad | - | 2019–2020 | 20.000.000,00 | City of Novi Sad PUC „Lisje“ Donors | Software for the grave places cadastre developed |
| 1.4.19 | Water supply of Begeč local community | Public Utility Company "Waterworks and Sewerage", Novi | - | 2016–2020 | 622.000.000,00 | City of Novi Sad PUC „Waterworks and Sewerage“, Novi Sad | Water supply network of Begeč, Futog, Veternik, Adice local communities constructed |

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| | | Sad | | | | | |
| 1.4.20 | Water factory on Petrovaradin ada | Public Utility Company "Waterworks and Sewerage", Novi Sad | - | 2017-2020 | 545.000.000,00 | City of Novi Sad PUC „Waterworks and Sewerage”, Novi Sad Donors | Water factory constructed |
| 1.4.21 | Connection of the southern and northern sewerage city basin of Novi Sad | Public Utility Company "Waterworks and Sewerage", Novi Sad | - | 2016-2020 | 604.500.000,00 | City of Novi Sad PUC „Waterworks and Sewerage”, Novi Sad Donors | Collector constructed |
| 1.4.22 | New pumping station at the GC2 site | Public Utility Company "Waterworks and Sewerage", Novi Sad | - | 2019-2020 | 936.000.000,00 | City of Novi Sad PUC „Waterworks and Sewerage”, Novi Sad Donors | Pumping station constructed |
| 1.4.23 | Central wastewater treatment plant of the City of Novi Sad with associated collector directions | Public Utility Company "Waterworks and Sewerage", Novi Sad | - | 2016-2020 | 9.600.000.000,00 | Donors and credit funds Public-private partnership | The facility constructed |
| 1.4.24 | Work Zone North 1 in Novi Sad | City Administration for Construction Land and Investments | - | 2016-2020 | 50.000.000,00 | City of Novi Sad | Work Zone equipped with Infrastructure - land ready for delivery to investors |
| Specific objective 1.5 | | Improvement of the traffic system and the transport infrastructure | | | | | |
| No | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 1.5.1 | Technical equipment of traffic police units | City Administration for Transport and Roads | - | 2016-2020 | 50.000.000,00 | City of Novi Sad | Technical equipment of traffic police units procured |
| 1.5.2 | Construction of a pedestrian-bicycle bridge over the Dunavac¹ in Novi Sad | City Administration for Construction Land and Investments | - | 2019-2020 | 275.000.000,00 | City of Novi Sad | The pedestrian-bicycle bridge over the Dunavac constructed |

¹ Translator's Note (TN): the Danube river bayou

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| 1.5.3 | Construction of the road-rail bridge over the Danube River in Novi Sad - " The Žeželj Bridge" | City Administration for Construction Land and Investments | JSC "Serbian Railways", Belgrade EU Delegation to Serbia | 2017-2018 | - | APV Government EU Delegation to the Republic of Serbia | The road-rail bridge over the Danube River in Novi Sad - „The Žeželj Bridge" constructed |
| 1.5.4 | Construction of access traffic roads to the Žeželj Bridge | City Administration for Construction Land and Investments | EU Delegation to Serbia | 2017-2018 | 450.718.430,00 | City of Novi Sad APV Government EU Delegation to the Republic of Serbia | The access traffic roads to the Žeželj Bridge constructed |
| 1.5.5 | Sentandrejski bridge (on the M-22.1 via DTD channel) - extension of the road facility | City Administration for Construction Land and Investments | PE „Roads of Serbia“, Belgrade | 2018-2020 | 100.000.000,00 | City of Novi Sad PE „Roads of Serbia“, Belgrade | The extension of the road facility – Sentandrejski bridge executed |
| 1.5.6 | Sentandrejski road - completion of the planned road section profile - the first phase to Velebitska Street | City Administration for Construction Land and Investments | - | 2018-2019 | 711.200.000,00 | City of Novi Sad The Capital Investments Office of APV PE „Roads of Serbia“, Belgrade | The extension of the the Sentandrejski road executed |
| 1.5.7 | The road to Kać, the construction of the main entrance direction, the second lane | City Administration for Construction Land and Investments | PE „Roads of Serbia“, Belgrade | 2018-2020 | 1.000.000.000,00 | City of Novi Sad PE „Roads of Serbia“, Belgrade | The main entrance direction (second lane) Novi Sad – Kać constructed |
| 1.5.8 | Construction of the main road through Futog in full profile | City Administration for Construction Land and Investments | PE „Roads of Serbia“, Belgrade | 2017–2019 | 276.000.000,00 | City of Novi Sad PE „Roads of Serbia“, Belgrade | The section main entrance direction (second lane) Novi Sad – Rumenka constructed |
| 1.5.9 | The road to Rumenka, the construction of the main entrance direction, the second lane | City Administration for Construction Land and Investments | PE „Roads of Serbia“, Belgrade | 2019-2020 | 1.100.000.000,00 | City of Novi Sad PE „Roads of Serbia“, Belgrade | The main entrance direction (second lane) Novi Sad – Rumenka constructed |
| 1.5.10 | Reconstruction of the bike lane in Futoška Street | City Administration for Construction Land and Investments | - | 2016–2020 | 100.500.000,00 | City of Novi Sad | The bike lane in Futoška Street reconstructed |
| 1.5.11 | Marshalling yard | City Administration for Construction Land and Investments | JSC "Serbian Railways", Belgrade | 2019–2020 | 625.000.000,00 | City of Novi Sad Republic of Serbia | Rail transport and service activities in the region developed and railway node connected with corridor 10 |

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| 1.5.12 | Construction of a pedestrian and infrastructure bridge at the point of the mouth of the DTD canal in the Danube | City Administration for Construction Land and Investments | - | 2019–2020 | 14.000.000,00 | City of Novi Sad | The Bridge over DTD Canal constructed |
| 1.5.13 | Procurement of new buses | Public City Transport Enterprise of Novi Sad | - | 2016–2020 | 915.000.000,00 | City of Novi Sad Public City Transport Enterprise of Novi Sad | 45 new buses introduced into the public transport system of passengers that meet high ecological standards |
| 1.5.14 | Electronic system of charging bus tickets in public transport of passengers in Novi Sad | Public City Transport Enterprise of Novi Sad | - | 2018–2020 | 135.000.000,00 | City of Novi Sad Public City Transport Enterprise of Novi Sad | The system of electronic charging of bus tickets in 260 buses on all lines of public transport of passengers in Novi Sad introduced |
| 1.5.15 | Construction of general parking for bicycles | Public Utility Company "Parking Service", Novi Sad | - | 2016–2020 | 5.000.000,00 | PUC "Parking Service", Novi Sad Donors | About 400 new parking places for bicycles |
| 1.5.16 | Construction of "NS Bike" automated bicycle rental stations | Public Utility Company "Parking Service", Novi Sad | - | 2016–2020 | 37.000.000,00 | PUC "Parking Service", Novi Sad Donors | Five new bicycle rental stations, availability of bicycles to a larger part of the residents of Novi Sad |
| 1.5.17 | Landscaping of the parking lots at the Boulevard oslobođenja | Public Utility Company "Parking Service", Novi Sad | - | 2018 | 10.000.000,00 | PUC "Parking Service", Novi Sad | Furnished and rehabilitated parking lots at the Boulevard oslobođenja |
| 1.5.18 | Master plan for traffic development in Novi Sad | City Administration for Transport and Roads | - | 2017–2018 | 30.000.000,00 | City of Novi Sad | Master plan for traffic development in Novi Sad established |
| 1.5.19 | Safe bike lane from the suburbs to the City | City Administration for Transport and Roads | - | 2017–2020 | 30.000.000,00 | City of Novi Sad | Project documentation developed |
| 1.5.20 | Education of children of school age (I-IV grade) | City Administration for Transport and Roads | - | 2017–2020 | 30.000.000,00 | City of Novi Sad | Children of elementary schools educated for safe participation in traffic |

PRIORITY AREA 2: SOCIAL DEVELOPMENT

The City of Novi Sad seeks to equally take care of the most important segments of social life and to develop the systems of youth support, social and health protection, as well as constant cultivation and enrichment of culture. Through the Office of Youth, the development of measures is directed in the long term and systematically, so that young people could become active drivers of positive and innovative changes, and in order to provide the conditions for the active role of youth in the society through youth organizations. By means of financing of programs and projects of public interest in the field of the youth sector, the goals and measures defined by the Local Action Plan for Youth Policy of the City of Novi Sad for the period 2015-2018 are currently implemented.

These are the following areas: youth education, youth employment, youth health, youth culture and leisure, volunteer work and youth activism, youth safety, youth in the environmental protection and sustainable development, social policy towards youth. The City of Novi Sad, in cooperation with the EXIT Foundation, submitted to Brussels the project "NOVI SAD - the Youth Capital of Europe 2018" (OPENS 2018), applying for the candidacy of the City of Novi Sad for a one-year title representing a certain city as the capital of the youth, with all contents and programs in the field of social, cultural, economic and political life of young people.

Novi Sad, as the City with a cultural identity and cultural diversity, through the policy it implements, pays special attention to establishing standards in the culture of the City. In a modern, efficient, rational and creative system of cultural policy management, exceptional importance is attached to the support of the institutions of culture founded by the City of Novi Sad, through the implementation of program activities, improvement and modernization of facilities, with inevitable strengthening of capacities of other subjects in culture, enriching the cultural life of the City with their top artistic value projects.

Likewise, the equality of all cultures is encouraged by supporting the projects aimed at national minorities and ethnic communities in the territory of the City of Novi Sad, as well as the projects aimed at protecting the interests of persons with disabilities. The goals of the City are expansion of cultural capacities, decentralization of culture and development of cultural tourism. In this regard, the City of Novi Sad has applied for the European Capital of Culture in 2021, in order to use the cultural potentials for a wider benefit. Novi Sad has long been recognized by modern, world-famous festivals (EXIT, Street Musicians' Festival, NOMUS). It also supports all traditional manifestations, such as the *Zmajevе dečje igre*², *Brankovo kolo*³, *Novosadsko muzičko leto*⁴, the Night of Museums and many others.

In the field of social and child care, the City of Novi Sad is recognized for its high level of social care for vulnerable categories of population and investments in the development of social protection services, which are at the highest level in the Republic of Serbia. The developed system of social and child protection is reflected through well-organized institutions, professional staff, number and variety of services, as well as through allocations from the City budget.

² TN: one of the biggest festivals for children in Serbia and the Novi Sad region

³ TN: the biggest poetry festival in Serbia

⁴ TN: summer music festival of Novi Sad

The City's favorable territorial organization, its affiliation to the European region and a high level of citizens' sensibility for the problems of the socially vulnerable, enable permanent improvement of the social and child care system. The City of Novi Sad is well known for the introduction of new services in the field of the social protection, as it was the case with the recent introduction of subsidies for children in private preschool institutions, which started to be introduced by other local self-governments by the reputation of our City.

In its activities, programs and projects, the City of Novi Sad has attached great importance to health, as one of the most important social resources, and so far has undertaken efforts to achieve the highest standards of health that can be achieved.

The City provides the conditions for functioning of the health institutions it founded, investing in modern medical-technical, computer and other equipment, procurement of medical and other vehicles for the transportation of patients and work of the teams on the ground, adaptation and capital as well as current maintenance of facilities in order to improve the quality of health protection of the population. The use of modern diagnostic methods and procedures in preventive and curative health care is enabled, as well as the adequate space for the work of employees, coupled with the provision of primary health care services and keeping of electronic records and electronic business, which have been provided for the purpose of more efficient health care and strengthening of the health system at the primary level.

Programs and projects in the field of public health, prevention of chronic non-communicable diseases; prevention of drug abuse and pro-natalist policy are highlighted among numerous activities which, as a result, have the preservation and improvement of the health of the citizens of Novi Sad.

SWOT ANALYSIS: Social development

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| <p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • <i>Administrative, commercial, tourist, trade, health, cultural, educational and sports center</i> • <i>Numerous cultural institutions, rich productions, the city of festivals</i> • <i>Rich cultural tradition and multiculturalism</i> • <i>Unique architectural heritage, cultural assets that make Novi Sad different from other cities</i> • <i>Potential for the development of cultural tourism</i> • <i>Good cooperation among cultural institutions, as well as cooperation with the University</i> • <i>Accessibility of a large number of educational institutions</i> • <i>University City with over 50,000 students, which are the largest driving force of the society in general</i> • <i>Large number of students ready to actively engage in actions that are organized with a clear goal and message</i> • <i>Large number of highly educated staff</i> • <i>Accessible and affordable primary health care, with a well-developed network of healthcare institutions</i> • <i>Tertiary level health institutions, which are the teaching base of the Medical Faculty in Novi Sad</i> • <i>The existence of electronic health cards in institutions of primary health care</i> • <i>Programs and projects in the field of health that are implemented in order to promote health, prevent and combat diseases</i> • <i>The City of Novi Sad, fulfilling the conditions, was admitted to the European Network of Healthy Cities of the World Health Organization in 2012</i> • <i>Developed system of social and child protection (institutions, professional staff, funds in the City budget for the area of social and child care, number and diversity of social and child care services)</i> • <i>Good cooperation between the City Administration for Social and Child Protection with institutions, higher levels of government, twin cities and non-governmental organizations</i> • <i>Continuous tendency of development and improvement of the social protection system and development of cross-sectoral cooperation</i> • <i>Favorable configuration of the territory of the City for realization of the accessibility strategy for the movement of persons with disabilities</i> • <i>Developed sports infrastructure</i> • <i>Numerous clubs, successful athletes, educated personnel in sports</i> | <p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • <i>Lack of a strategy for the development of culture, strategies in creative industries and strategies for the self-sustainability of cultural institutions</i> • <i>Lack of new space for cultural events</i> • <i>Unfavorable artist status</i> • <i>Awareness of the value of local cultural heritage insufficiently expressed</i> • <i>Difficult work processes related to collection, protection, research of cultural heritage, documentation and interpretation, insufficient spatial capacities</i> • <i>Lack of access to professional development, insufficient presence in public discussions and presentations in the field of culture</i> • <i>Failure to determine the purpose of cultural goods, potential buildings</i> • <i>Insufficient promotion of the cultural potential of the City</i> • <i>Insufficiently developed education and infrastructure at all levels of education</i> • <i>Insufficient cooperation between business and other entities with the University</i> • <i>Specialist-consultative services to the citizens are provided at the tertiary level institutions (lack of a secondary level health institution)</i> • <i>Lack of staff in health facilities at all levels of health care</i> • <i>Lack of hospital for palliative/terminal care</i> • <i>Lack of the strategy for the development of social protection of the City</i> • <i>Insufficient use of foreign donations in the field of social protection</i> • <i>Slow administrative procedures that slow down the implementation of social protection programs</i> • <i>Insufficient utilization of sports facilities and irrational use of sports space</i> • <i>Outdated sports infrastructure</i> |
| <p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • <i>Favorable geographical position</i> • <i>European integrations, the availability of the EU funds</i> • <i>Potential in non-governmental organizations</i> • <i>Multisectoral connectivity and networking</i> • <i>Introduction of new education profiles to the education system, in accordance with the needs of the labor market, i.e. the economy</i> • <i>Students, as an inexhaustible source of good ideas, innovation, creativity, in both professional and</i> | <p><u>THREATS</u></p> <ul style="list-style-type: none"> • <i>Economic crisis</i> • <i>Political influences</i> • <i>Insufficient demographic development</i> • <i>Non-compliance with the vision of management and governance structures with the vision of other groups from the wider community</i> • <i>Increase in unemployment and poverty</i> • <i>Traditional approach to the development of the cultural sector</i> |

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| <p><i>humanistic terms</i></p> <ul style="list-style-type: none"> • <i>University campus is a very suitable, relatively safe, rounded urban area for organizing various events for young people</i> • <i>Achieving the idea of the "knowledge society" through the transfer of knowledge from the University to the wider community</i> • <i>Establishing of new educational institutions</i> • <i>Novi Sad - European Capital of Culture in 2021</i> • <i>UNESCO Network of Creative Cities</i> • <i>Material and intangible heritage of UNESCO</i> • <i>Digitization of cultural heritage</i> • <i>Regional integration with related cultural, historical and educational institutions</i> • <i>Citizens of the Region and Europe interest in visiting Novi Sad cultural goods</i> • <i>Introduction of new types of public-private partnerships</i> • <i>Health tourism development</i> • <i>Further improvement of the public electronic service, which connects the medical records of users from primary health care with other levels of health care</i> • <i>Possibility for medical documentation to monitor users in the health care system (better communication within the system)</i> • <i>The City of Novi Sad, as a member of the European Healthy Cities Network of the World Health Organization, is in contact and cooperation with other cities in the network</i> • <i>Organization of important sports events</i> • <i>European Youth Capital</i> | <ul style="list-style-type: none"> • <i>Lack of strategic planning in the preservation and restoration of material cultural heritage at the City level</i> • <i>The Law on Public Procurement does not respect the specifics of the activities of the cultural institutions</i> • <i>Inadequate legal framework in the field of culture</i> • <i>Non-compliance of the Laws on Health Care, Health Insurance, Public Health and Public Procurement</i> • <i>Centralized system of personnel and financial management at the state level</i> • <i>Outflow of staff in health care</i> • <i>Non-linking with the European and global trends in the field of social and child protection</i> • <i>Inadequate legal framework in the field of sports</i> |
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ACTION PLAN FOR PRIORITY AREA 2: SOCIAL DEVELOPMENT

Table 2: Social development

| PRIORITY | | SOCIAL DEVELOPMENT | | | | | |
|------------------------|--|---|----------|------------|-----------------------------|--------------------------|--|
| General objective | | Support the development of an inclusive, healthy, knowledge -based and cultural values – oriented community | | | | | |
| Specific objective 2.1 | | Accessible and quality education | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 2.1.1 | Construction of Music School "Isidor Bajić" and Ballet School in Novi Sad with concert hall | City Administration for Education | - | 2016–2019 | 1.940.629.013,85 | City of Novi Sad Donors | The building of the Music School „Isidor Bajić“ and the Ballet School in Novi Sad with a concert hall, net area of 12,900 m ² completed |
| 2.1.2 | Construction of a new school building of the Agricultural School with Dormitory, Futog | City Administration for Education | - | 2019 | 459.000.000,00 | City of Novi Sad Donors | Built and equipped new school building, floors Gr + 1 + Loft, and an area of approximately 5,100 m ² of net new classroom and work space, in one facility |
| 2.1.3 | Appendage of the Elementary School "Nikola Tesla" | City Administration for Education | - | 2017–2018 | 165.000.000,00 | European Investment Bank | Appendaged facility in Elementary School "Nikola Tesla" and improved conditions for work and stay in school, area of 1,606 m ² |
| 2.1.4 | Appendage of the existing building of the Elementary School "Ivo Lola Ribar" Novi Sad | City Administration for Education | - | 2017-2018 | 53.545.813,44 | European Investment Bank | Appendaged 973 m ² in Elementary School "Ivo Lola Ribar" Novi Sad |
| 2.1.5 | Grammar School "Isidora Sekulić", Novi Sad - Adaptation and reconstruction with the appendage of one floor of the building | City Administration for Education | - | 2018 | 311.925.180,00 | City of Novi Sad Donors | One floor to an existing building, net area of 560 m ² , appendaged; improved working conditions and stay in grammar school |
| 2.1.6 | Appendage of one part over the terraces of the building of the Preschool Institution "Radosno | Preschool Institution "Radosno detinjstvo" | - | 2018 | 16.000.000,00 | City of Novi Sad Donors | One part over the terraces of the building of the Preschool Institution "Radosno detinjstvo" in Rumenka |

| | detinjstvo" in Rumenka, Petefi Šandora Street 25 | | | | | | appendaged |
|-------------------------------|---|---|--|------------|-----------------------------|---|--|
| 2.1.7 | Appendage of the Preschool Institution facility"Radosno detinjstvo" in Novi Sad, Stevana Hristića Street 15 | Preschool Institution "Radosno detinjstvo" Novi Sad | - | 2019 | 70.300.000,00 | City of Novi Sad Donors | Preschool Institution facility"Radosno detinjstvo" in Novi Sad appendaged |
| 2.1.8 | Appendage of the building in Novi Sad, Jerneja Kopitara Street 1 | Preschool Institution "Radosno detinjstvo | - | 2019 | 25.200.000,00 | City of Novi Sad Donors | Preschool Institution facility"Radosno detinjstvo" in Novi Sad appendaged |
| 2.1.9 | Adaptation of the attic space into working rooms and accompanying rooms in building "Zeka" in Budisava, Vuka Karadžića Street | Preschool Institution "Radosno detinjstvo" | - | 2020 | 15.200.000,00 | City of Novi Sad Donors | The attic space of the Preschool Institution facility"Radosno detinjstvo" in Budisava adapted |
| Specific objective 2.2 | | Creative cultural policy and preservation of the cultural heritage | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 2.2.1 | Center for Digital Culture and creative expression of young people | Novi Sad City Library | Historical Archives of the City of Novi Sad University Library "Svetozar Marković", Belgrade | 2016–2020 | 6.532.300,00 | City of Novi Sad Novi Sad City Library Donors | Center for Digital Culture and creative expression of young people established; number of the Center's users |
| 2.2.2 | Dunavska Library | Novi Sad City Library | PUC "City Greenery", Novi Sad | 2016–2020 | 3.780.000,00 | City of Novi Sad PUC "City Greenery", Novi Sad, Novi Sad City Library | Facility constructed, number of the library's users, number of programs' visitors |
| 2.2.3 | Shelves installment in the new building of the Historical Archives of the City of Novi Sad | Historical Archives of the City of Novi Sad | - | 2016–2018 | 25.000.000,00 | City of Novi Sad Donors | New building of the Historical Archives of the City of Novi Sad equipped |

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|--------|--|---|---|-----------|----------------|---|--|
| 2.2.4 | Organization of the International Festival of Minority Theaters | Novi Sad Theatre - Újvidéki Színház | - | 2016–2018 | 12.000.000,00 | City of Novi Sad Donors | Number of participants and visitors of the Festival |
| 2.2.5 | Construction of the archaeological park | Institute for the Protection Cultural Monuments of Novi Sad | - | 2016–2020 | 360.000.000,00 | City of Novi Sad Donors | The archaeological park constructed |
| 2.2.6 | Construction of the multifunctional facility of the Cultural Center Kisač (amphitheater and stage in a park) in Kisač | Cultural Center „Kisač“ | - | 2018-2021 | 75.000.000,00 | City of Novi Sad Donors | The facility constructed |
| 2.2.7 | Production of thermo-mechanical installations for air conditioning and ventilation of the Big Hall in the Youth Theater, Novi Sad | Youth Theater | - | 2019-2020 | 47.600.000,00 | City of Novi Sad | The installations for air conditioning and ventilation of the Big Hall in the Youth Theater, Novi Sad, built in |
| 2.2.8 | Youth Creative Polis – cultural hub | Foundation "Novi Sad 2021" | City Administration for Culture City Administration for Property and Property - Rights Relations City Administration for Construction Land and Investments | 2016–2020 | 624.955.100,00 | City of Novi Sad Budget of the Republic of Serbia Budget of APV EU Funds Other donors | Revitalization of the old industrial complex and its adaptation to the designated use, for development of the creative industry and creativity of young people |
| 2.2.9 | Development and improvement of culture | City Administration for Culture | - | 2016–2020 | 675.000.000,00 | City of Novi Sad | Number of cultural events held |
| 2.2.10 | Development and improvement of the publishing activity | City Administration for Culture | - | 2016–2020 | 60.000.000,00 | City of Novi Sad | Number of literary editions, journals |

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|-------------------------------|---|---|-----------------|-------------------|------------------------------------|-------------------------|--|
| 2.2.11 | Restoration and development of religious objects | City Administration for Culture | - | 2016–2020 | 96.350.000,00 | City of Novi Sad | Number of religious communities supported |
| 2.2.12 | Public information improvement | City Administration for Culture | - | 2016–2020 | 250.000.000,00 | City of Novi Sad | Media contents produced |
| Specific objective 2.3 | | Improvement of the health care system | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 2.3.1 | Construction of facilities of the Emergency Medical Centre Novi Sad | City Administration for Construction Land and Investments | - | 2016–2018 | 514.500.000,00 | City of Novi Sad | The Emergency Medical Centre Novi Sad facilities constructed |
| 2.3.2 | Equipping health institutions with medical and technical equipment | City Administration for Health | - | 2016–2020 | 272.000.000,00 | City of Novi Sad Donors | Necessary medical and technical equipment for health institutions founded by the City of Novi Sad procured |
| 2.3.3 | Equipping health institutions with computer and electronic equipment | City Administration for Health | - | 2016–2020 | 82.000.000,00 | City of Novi Sad Donors | Necessary computer and electronic equipment for health institutions founded by the City of Novi Sad procured |
| 2.3.4 | Equipping health institutions with medical and transport vehicles | City Administration for Health | - | 2016–2020 | 98.000.000,00 | City of Novi Sad Donors | Vehicles for health institutions founded by the City of Novi Sad, providing home care, nursing and emergency medical services procured |
| 2.3.5 | Reconstruction, adaptation and maintenance of health facilities | City Administration for Health | - | 2016–2020 | 61.000.000,00 | City of Novi Sad Donors | Reconstruction, adaptation and maintenance of facilities of health institutions founded by the City of Novi Sad completed |

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|-------|--|--------------------------------|---|-----------|---------------|-------------------------|---|
| 2.3.6 | Maintenance of equipment in health facilities | City Administration for Health | - | 2016–2020 | 18.000.000,00 | City of Novi Sad Donors | Regular and extraordinary services, inspections and repairs of medical and other equipment in health institutions founded by the City of Novi Sad |
| 2.3.7 | Public health care through the promotion of health and disease prevention | City Administration for Health | - | 2016–2020 | 48.325.000,00 | City of Novi Sad Donors | The scope of children of pre-school and school age, student population, employees in educational and health institutions, associations of citizens and others involved in promotional-prevention public health care programs and educated on healthy lifestyles, on measures of health promotion and harmfulness of undesirable behavior |
| 2.3.8 | Prevention of drug abuse | City Administration for Health | - | 2016–2020 | 55.375.000,00 | City of Novi Sad Donors | The scope of children and young people (pre-school and school age), parents/custodial parents of children and young people, educated about the harmfulness of drug abuse and the importance of healthy lifestyles, including the scope of employees in educational institutions, health workers and healthcare associates in health institutions, social protection workers, associations of citizens and vocational and professional associations involved in the prevention of drug abuse |
| 2.3.9 | Prevention and control of chronic non-communicable diseases | City Administration for Health | - | 2016–2020 | 25.000.000,00 | City of Novi Sad Donors | The scope of children, young people, working population and the elderly, educated on risk factors for the emergence of chronic non-communicable diseases, measures for improving health and proper |

| | | | | | | | use of preventive health services, including the scope of employees in health institutions involved in the prevention of chronic non-communicable diseases |
|-------------------------------|---|---|---|------------|-----------------------------|---------------------------|---|
| 2.3.10 | Pronatal population policy | City Administration for Health | - | 2016-2020 | 5.000.000,00 | City of Novi Sad Donors | The scope of children of school age and student population, young people, pregnant women, educated in the field of sexual and reproductive health, with improved knowledge and skills of importance for family planning |
| Specific objective 2.4 | | Effective and inclusive social policy | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 2.4.1 | Rehabilitation of the Gerontological Center Novi Sad facility in Liman branch | City Administration for Social and Children's Welfare | Public Investment Management Office | 2018 | 435.600.000,00 | Republic of Serbia Budget | The facility rehabilitated |
| 2.4.2 | Rehabilitation of the Children's Home facility in Veternik | City Administration for Social and Children's Welfare | Public Investment Management Office | 2018 | 416.096.400,00 | Republic of Serbia Budget | The facility rehabilitated |
| 2.4.3 | Rehabilitation of the Gerontological Center Novi Sad facilities in Novo Naselje and Futog branches | City Administration for Social and Children's Welfare | Public Investment Management Office | 2018 | 1.000.000.000,00 | Republic of Serbia Budget | The facility rehabilitated |
| 2.4.4 | Establishment of the Center "Dr Milan Petrović" | City Administration for Social and Children's Welfare | School for elementary and secondary education "Milan Petrović" with dormitory | 2018 | - | | Decision adopted at the Assembly |

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| 2.4.5 | Shelter with reception station for children victims of human trafficking | Novi Sad Center for Social Work | City Administration for Property and Property - Rights Relations | 2017–2020 | 105.404.000,00 | City of Novi Sad Donors | Equipped facility, Number of the service users |
| 2.4.6 | Providing permanent housing solutions for Roma and improving infrastructure in Roma communities | Novi Sad Center for Social Work | City Administration for Social and Children's Welfare; City Administration for Urban Planning and Construction; City Administration for Construction Land and Investments; Public Company "City Planning", Novi Sad Urban Planning Institute | 2017–2020 | - | City of Novi Sad Donors | Number of houses built; Number of reconstructed/adapted family Roma houses; Number of communities equipped with infrastructure; Number of beneficiaries |
| 2.4.7 | Providing permanent housing solutions to refugees | City Administration for Social and Children's Welfare | Commissariat for Refugees and Migration of the Republic of Serbia | 2017–2020 | - | City of Novi Sad Donors | Number of refugees who have resolved the housing issue |
| 2.4.8 | Analysis of the current state of accessibility through the collection of data on objects for public purpose in the field of social and health care, education, culture, etc., and defining priorities | Accessibility Team | All City Administrations | 2017–2020 | - | City of Novi Sad Donors | Analysis and priorities defined |
| Specific objective 2.5 | | Improvement of the sports system and the position of youth in the society | | | | | |
| No. | Project | Project leader | Partners | Time fame | Total value of funds in RSD | Fund source(s) | Indicators |
| 2.5.1 | Construction of gymnasium in Primary School "Veljko Vlahović", Novi Sad - Šangaj | City Administration for Education | - | 2018 | 41.975.989,10 | European Investment Bank | The gymnasium in Primary School "Veljko Vlahović", Novi Sad – Šangaj, covering an area of 557 m ² constructed |

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|-------|--|---|--|------------|----------------|-------------------------|---|
| 2.5.2 | Small urban spaces | City Administration for Construction Land and Investments | - | 2016–2020 | 250.000.000,00 | City of Novi Sad | Landscaping of small urban spaces completed |
| 2.5.3 | Novi Sad – European Youth Capital 2019 | City of Novi Sad | Youth federation of of the association Novi Sad European Youth Capital 2019 -OPENS | 2017–2020 | 195.000.000,00 | City of Novi Sad Donors | Number of realized programs, number of activities, number of participants |
| 2.5.4 | Youth employment | City of Novi Sad | Youth Associations and associations for youth | 2017–2020 | 15.000.000,00 | City of Novi Sad Donors | Number of realized programs, number of activities, number of participants |
| 2.5.5 | Youth health | City of Novi Sad | Youth Associations and associations for youth | 2017–2020 | 12.000.000,00 | City of Novi Sad Donors | Number of participants |
| 2.5.6 | Youth culture and leisure time | City of Novi Sad | Youth Associations and associations for youth | 2017–2020 | 12.000.000,00 | City of Novi Sad Donors | Number of participants |
| 2.5.7 | Youth in the environmental protection and sustainable development | City of Novi Sad | Youth Associations and associations for youth | 2017–2020 | 8.500.000,00 | City of Novi Sad Donors | Number of participants |
| 2.5.8 | Youth safety | City of Novi Sad | Youth Associations and associations for youth | 2017–2020 | 11.000.000,00 | City of Novi Sad Donors | Number of participants |
| 2.5.9 | Support to sports organizations | City Administration for Sport and Youth | - | 2017 –2020 | 990.000.000,00 | City of Novi Sad | Number of sports organizations |

PRIORITY AREA 3: ECONOMIC DEVELOPMENT

Creating conditions for new investments and creating new jobs are the main objectives of the development as a strategic direction of the City of Novi Sad. Owing to its geographical position and its connectivity with the surrounding (by road, rail and river traffic), the City of Novi Sad has an exceptional comparative advantage, which makes it competitive not only in Serbia, but also in a wider context. However, taking into consideration the modern business environment, characterized by frequent and rapid changes, the continuation of the globalization process, uneven economic growth, reduction in the volume of foreign direct investment and their re-directing into countries with higher rates of economic growth, financial instability, accelerated development of modern technologies, the Internet and ect., the comparative advantage based exclusively on geographical positioning is not sufficient to attract new investments. All the countries in the region offer different types of incentives, primarily for attracting foreign direct investments, but also for stimulating the development of entrepreneurship, which make the general goal - creating conditions for investments and new jobs - one of the priorities for the strategic development of the City of Novi Sad.

The creation of a favorable economic environment that will make the City of Novi Sad attractive for investments, both domestic and foreign, and enable the creation of new jobs, can be achieved by realizing specific goals. One of them is **the construction of a functional economic infrastructure** - hence it is necessary to undertake the activities on developing and equipping the existing Greenfield locations and buying new ones, as well as cooperating with the private sector that has available locations and facilities that can be offered to the interested investors. It is necessary to continue with the activities on smootutility equipping of certain parts of the City in order to enable steady development of entrepreneurship in all parts of the City, and in cooperation with the competent republic institutions, make the existing Brownfield locations as attractive as possible for potential investors. Equally important is **the creation a favorable economic environment**, which means the cooperation of all inspection bodies in combating the gray economy, boosting the establishment of business entities in activities with faster growth rates (e.g. IT sector, tourism, etc.), supporting the entrepreneurship, involving the economy representatives in decision-making process, etc.

The City strives to **improve the competitiveness of the workforce** through the Employment Action Plan, contributing to the harmonization of supply and demand in the local labor market, in cooperation with partners such as the University of Novi Sad, the National Employment Service and the Entrepreneurs Association. The **competitive and modern agriculture** is of great importance. Most of the area of the City of Novi Sad makes for arable agricultural land, which is mostly cultivated by crops. The City of Novi Sad has conditions for organic agriculture development, as well as the production of vegetables and fruits, and, because of the significant raw material base, it also has conditions for the food industry development. When it comes to **tourism development**, the goal is to increase the average number of overnight stays, so that the City of Novi Sad gets positioned as the City Break destination, with great potential for development of cultural, nautical, religious, active, eco-ethno (gastronomy) tourism.

The City of Novi Sad has already positioned itself as one of the most important centers in the production of software and video games, providing strong support to the high technology industry. Further logistics is needed in the opening of new business incubators, accelerators and creative hubs, as places for idea creation and development, encouragement of technological entrepreneurship development, in order to maximize the potential of the university center such as the City of Novi Sad.

SWOT ANALYSIS: Economic development

| <u>STRENGTHS</u> | <u>WEAKNESSES</u> |
|--|---|
| <ul style="list-style-type: none"> • <i>Natural resources (available agricultural land, the Danube river, Fruška gora, Special Nature Reserves “Koviljsko-petrovaradinski rit” and “Begečka jama”; Ribarsko ostrvo; renewable energy sources)</i> • <i>Administrative, commercial, tourist, trade, health, cultural, educational and sports center</i> • <i>Attractiveness and size of the market - the largest City in AP Vojvodina, second largest in the Republic of Serbia</i> • <i>Locations on the main infrastructure routes equipped with utilities</i> • <i>Educated workforce - University center, developed network of higher education institutions with over 50,000 students</i> • <i>Availability of primary, secondary and higher education</i> • <i>Educated unemployed labor force (19% highly educated on the unemployment register)</i> • <i>Educational center for education and training of the unemployed and employed persons</i> • <i>Long entrepreneurial tradition</i> • <i>Seat of a large number of business entities</i> • <i>Developed tertiary sector</i> • <i>Developed information technology sector, highly competent workforce</i> • <i>Existing infrastructure to support the development of newly established companies and SME sector</i> • <i>Network of retail chains</i> • <i>Strong identity of the Petrovaradin fortress, rich cultural and historical heritage</i> • <i>Multiculturality of the population</i> • <i>Developed various forms of tourism: Event tourism (more than 200 events annually - EXIT, ...), City break, Youth, Cultural, Congress, Nautical and Ethno-eco tourism (granges, gastronomic offer, wine, old crafts)</i> • <i>Large number of farms</i> • <i>Good institutional support for agricultural production development (Institute of Field and Vegetable Crops and Faculty of Agriculture, City Administration for Economy, etc.)</i> | <ul style="list-style-type: none"> • <i>Underutilized brownfield locations</i> • <i>Lack of locations equipped with infrastructure for investors</i> • <i>Lack of quality business premises (production and trade)</i> • <i>Secondary and higher education curriculum misfit to the needs of the economy and the labor market</i> • <i>Low level of competitiveness of small and medium enterprises</i> • <i>Gray economy, illegal employment</i> • <i>Insufficiently developed entrepreneurial culture and climate</i> • <i>Insufficient support for small and medium-sized enterprises and entrepreneurs who want to start their own business</i> • <i>Undeveloped female entrepreneurship</i> • <i>Lack of instruments for financial support to innovative projects</i> • <i>Lack of encouragement for innovative and entrepreneurial mindset among the younger population</i> • <i>Insufficient business experience related to the development, launch and management of new high-tech products and companies</i> • <i>Poor connection with world startup centers</i> • <i>Insufficient interest in connecting similar/related economic factors</i> • <i>Insufficiently developed tourism infrastructure and incomplete tourist signaling</i> • <i>Insufficient availability of tourist attractions for users of public transport</i> • <i>The fragmentation of properties, low productivity of agricultural production</i> • <i>Low level of knowledge and skills of agricultural producers in the field of new technologies of agricultural production and market laws and trends, insufficient information, connection and organization of primary agricultural producers</i> • <i>Adverse age structure of agricultural producers</i> • <i>Obsolete infrastructure of agricultural households</i> |

OPPORTUNITIES

- *Favorable geographic position (Corridor X, proximity to Corridor IX, Corridor VII, Eurovelo 6 - bicycle route, proximity to the airport)*
- *Republic of Serbia - candidate for the European Union, availability of EU funds*
- *Cooperation with other cities and municipalities*
- *the University involvement in business flows*
- *Free trade agreements*
- *Interest of foreign investors arrival*
- *Partnership between the public and the private sector*
- *The existence of the Port of Novi Sad, the Free Customs Zone and the Novi Sad Fair*
- *Strategic commitment at the national level to the development of SMEs, knowledge economy and information society*
- *More effective incentives and exemptions for employment and self-employment*
- *Incentives for the formation of newly established companies in Serbia, the global expansion of the startups*
- *Development of a venture capital model in Serbia*
- *Cluster policy development*
- *Development of creative industries*
- *Information and high technology industry development*
- *Trend of demands increase for software products*
- *Higher number of information technology students*
- *Energy efficiency and increased use of renewable energy*
- *Tourism development (development of youth, event, short-term tourism, eco-ethno tourism and health tourism, development of creative industry)*
- *Reconstruction and development of cooperatives in agriculture*
- *Organic production and products with protected geographical origin*
- *Development of pedological maps for the purpose of using agrarian potentials*
- *Possibility to connect with specialized institutions in the field of agriculture for the purpose of education and other forms of assistance*

THREATS

- *Unfavorable economic situation*
- *Low credit rating of the state and high interest rates*
- *Political instability in the country and the region*
- *Slow process of joining the European Union*
- *Slow process of decentralization and regionalization*
- *Significant impact of politics on economic developments*
- *The presence of corruption*
- *Outflow of the skilled labor*
- *Unfavorable demographic trends*
- *Unresolved property-legal relations on land and infrastructure*
- *Ineffective administrative procedures*
- *Complex business conditions*
- *Inefficient and slow process of enterprise privatization*
- *Poor utilization of strategies and action plans*
- *Insufficient cooperation and joint planning of public institutions with the economic and civil sectors*
- *Frequent change of legislation*
- *Inadequate legal framework for the functioning of SMEs and its slow change*
- *Tardiness in the application of information technologies*
- *Inadequate legal framework in the field of tourism*
- *Environmental pollution*
- *Natural disasters, infectious diseases*
- *Anti-hail protection on the verge of functionality*
- *Climate changes*
- *Poor control over the application of the current legislation in the field of labor law in primary agriculture*

ACTION PLAN FOR THE PRIORITY AREA 3: ECONOMIC DEVELOPMENT

Table 3: Economic Development

| PRIORITY | | ECONOMIC DEVELOPMENT | | | | | |
|------------------------|---|---|----------|------------|-----------------------------|--|--|
| General objective | | Create conditions for investment and new jobs | | | | | |
| Specific objective 3.1 | | Construction of the functional economic infrastructure | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 3.1.1 | Construction of Satelitska Market⁵ | Public Utility Company "City Marketplace", Novi Sad | - | 2019-2020 | 356.000.000,00 | Public Utility Company "City Marketplace", Novi Sad | Modern Satelitska market constructed |
| 3.1.2 | Construction of a wholesale market | Public Utility Company "City Marketplace", Novi Sad | - | 2019-2022 | 1.080.000.000,00 | Public Utility Company "City Marketplace", Novi Sad Donors and Public-private partnership | The wholesale market constructed |
| Specific objective 3.2 | | Support the development of the existing and new business entities | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 3.2.1 | Promotion and improvement of the economy of the City of Novi Sad | City Administration for Economy | - | 2016–2020 | 407.834.100,00 | City of Novi Sad | Number of events held; Number of fairs' participation |
| 3.2.2 | Improving the business environment for the development of agribusiness and tourism potential of the City of Novi Sad | Novi Sad Fair | - | 2016–2021 | 230.400.000,00 | Novi Sad Fair Donors | International Fairs of Agriculture and Tourism held at the Novi Sad Fair |

⁵ TN: „Satelitska pijaca“ in original

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| 3.2.3 | nStarter startup program | Business Incubator Novi Sad | <i>nStarter</i> | 2017–2020 | 20.000.000,00 | Business Incubator Novi Sad City of Novi Sad Donors | Number of registered participants, number of registered teams, number of training days held, number of hours of mentoring sessions held, number of final presentations |
| Specific objective 3.3 | | Workforce competitiveness improvement | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds n RSD | Fund source(s) | Indicators |
| 3.3.1 | Encouraging employment of young people - trainees | City Administration for Economy | National Employment Service | 2016–2020 | 206.400.000,00 | City of Novi Sad | Number of employed and trained trainees with passed professional exam |
| 3.3.2 | Vocational training of unemployed persons - professional practice | City Administration for Economy | National Employment Service | 2016–2020 | 139.772.000,00 | City of Novi Sad | Number of persons who passed the program of professional practice and passed the professional exam |
| 3.3.3 | Supporting development of the entrepreneurial spirit of the unemployed - self-employment | City Administration for Economy | National Employment Service | 2016–2020 | 120.000.000,00 | City of Novi Sad | Number of newly opened entrepreneurial shops or companies |
| 3.3.4 | Organization of public works of interest for the City of Novi Sad | City Administration for Economy | National Employment Service | 2016–2020 | 78.138.300,00 | City of Novi Sad | Number of employees in the category of hard-to-employ people |
| 3.3.5 | Encouraging the opening of new jobs in the private sector - new employment | City Administration for Economy | National Employment Service | 2016–2020 | 58.200.000,00 | City of Novi Sad | Number of newly created jobs |
| 3.3.6 | University professional practice of final year students | City Administration for Economy | University of Novi Sad | 2016–2020 | - | - | Number of students with acquired practical knowledge |

| 3.3.7 | Training and education of unemployed persons | City Administration for Economy | National Employment Service | 2016-2020 | 22.000.000,00 | City of Novi Sad | Number of mentorship-education trainees Number of trainees in scarce occupations - Informatics Number of trainees in old and art crafts |
|-------------------------------|--|--|-----------------------------|------------|-----------------------------|---|---|
| Specific objective 3.4 | | Competitive and modern agriculture | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 3.4.1 | Quality control of the agricultural land | City Administration for Economy | - | 2016–2020 | 23.152.387,00 | City of Novi Sad | Number of analyzed samples from agricultural land subject to control |
| 3.4.2 | Maintenance of the existing canal network on the agricultural land | City Administration for Economy | - | 2016–2020 | 50.806.682,00 | City of Novi Sad Donors | Percentage of cleaned up canal network in relation to its total length in the territory of the City |
| 3.4.3 | Rural development support | City Administration for Economy | - | 2016–2020 | 77.180.000,00 | City of Novi Sad | Number of agricultural producers - beneficiaries of the support measures |
| 3.4.4 | Action plan - agriculture | City Administration for Economy | - | 2018 | 3.000.000,00 | City of Novi Sad | Number of newly registered farms |
| Specific objective 3.5 | | Tourism development | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 3.5.1 | Setting up of information boards and information panels for tourists and visitors in Novi Sad | Tourist Organisation of the City of Novi Sad | - | 2016–2019 | 27.300.000,00 | Tourist Organisation of the City of Novi Sad Donors | 15 new <i>City light</i> double-sided boards; servicing three existing two-sided boards; servicing six double boards and relocating to suburban areas; marking 24 hotels via tourist signboards for hotels; setting up two boards to mark galleries |

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| 3.5.2 | Novi Sad – "CITY BREAK 2020" | Tourist Organisation of the City of Novi Sad | - | 2016–2020 | 365.000.000,00 | Tourist Organisation of the City of Novi Sad | Increase in the number of tourists |
| 3.5.3 | Action plan - tourism | City Administration for Economy | - | 2018 | 3.000.000,00 | City of Novi Sad | Increase in income from the residence tax |
| 3.5.4 | Program and plan of the Petrovaradin fortress management model - tourism | City Administration for Economy | - | 2018 | 4.400.000,00 | City of Novi Sad | Program and plan of the Petrovaradin fortress management model drafted |

PRIORITY AREA 4: GOOD GOVERNANCE

Good Governance is necessary condition for the achievement of the set development goals and priorities in any state administration unit, and so is the case with the City of Novi Sad. The introduction of E-government is often erroneously viewed narrowly - as the electronization of the existing processes and the provision of access to services via the Internet. This E-government segment has long since been overcome and replaced by the concept of public administration change to E-government technologies.

In order to achieve the desired goal, it is necessary to work permanently on the fulfillment of specific goals, one of which is the simplification of administrative procedures. It is notorious that the administrative procedures have remained unchanged for years, persistently ignoring the fact that the use of computers in everyday work is a factual situation. The aim is not to burden the applicant in the administrative procedure with supporting his/her claims, but to introduce simplified procedures through the introduction of information exchange services between the administrative bodies (G2G) to the level of the application submission, which can of course be done electronically.

The management of modern cities, in which more than 50% of the world's population lives, is a challenge for every local administration and conditions its modernization in terms of applying modern technological solutions, new models of work and adaptation to the needs of citizens and business entities. The City of Novi Sad has been gradually adopting the concept of Smart City by introducing solutions based on modern technologies. Owing to this, citizens of Novi Sad will have the opportunity not only to use the modern "smart" services that exist at the level of the European Union, but will also be among the first in Europe to use certain innovative public services.

Establishment of the increased citizen and business entities participation in decision-making leads to the increase of citizens' trust in the government bodies and the establishment of long-term positive relations. It is necessary to provide easy access to information for citizens, their smooth communication with state bodies, local self-governments and state organizations that hold public authorities in order to provide them with better and more efficient services.

The last, but not less valuable goal is to improve human resources. Every employee should feel responsible for the services he/she provides to citizens, while it is also necessary to adopt new, more efficient working methods, which implies continuous training. Employees who are given the opportunity to work on themselves, with the corresponding motivation mechanisms being provided, become more satisfied and provide better quality services over time.

SWOT ANALYSIS: Good governance

| | |
|---|--|
| <p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • <i>Highly educated workforce</i> • <i>Employees work experience</i> • <i>E-government</i> • <i>Per capita budget</i> • <i>Existence of technical capacities for work</i> • <i>Enabled citizens' assess to public services</i> • <i>Introduction of the Dispatcher System (data on submitted complaints and open cases in the City administrations)</i> • <i>Transparency</i> | <p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • <i>Insufficiently effective communication and information exchange between City administrations and departments, i.e. City administrations and departments with public companies founded by the City</i> • <i>Inability to electronically monitor the legal cases' flow</i> • <i>Lack of adequate software, i.e. weaknesses of the existing software program</i> • <i>Insufficient technical equipment (computer equipment)</i> • <i>Lack of continuous training of professional staff</i> • <i>Lack of internal control</i> • <i>Lack of Human Resource Management Service</i> • <i>Poor motivation and information of citizens to participate in the process of formulating public policies and decision making</i> |
| <p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • <i>Introduction of resource management and human resource management systems</i> • <i>Inter-municipal cooperation</i> • <i>Improvement of E-government as the "Smart City" strategy axis</i> • <i>Adopting the achievements of modern administration from the countries of the region and the European Union</i> • <i>New Law on General Administrative Procedure</i> • <i>Gender budgeting</i> • <i>Identification and implementation of functional examples of public-private partnerships</i> | <p><u>THREATS</u></p> <ul style="list-style-type: none"> • <i>Unfavorable economic situation, decline in public revenues</i> • <i>Mismatch of Republic regulations</i> • <i>Outflow of quality staff</i> • <i>Insufficient compliance of the City decisions with the Republic regulations</i> |

ACTION PLAN FOR PRIORITY AREA 4: GOOD GOVERNANCE

Table 4: Good Governance

| PRIORITY | | GOOD GOVERNANCE | | | | | |
|------------------------|---|---|----------|------------|-----------------------------|-------------------------|---|
| General objective | | Improve institutional and managerial capacities | | | | | |
| Specific objective 4.1 | | Improvement of the administrative procedures | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 4.1.1 | Improvement of the property tax collection system | City Tax Administration | - | 2018 | - | City of Novi Sad Donors | Increased percentage of collected tax |
| 4.1.3 | Consistent and comprehensive electronic tracking of financial documentation | City Administration for Finance | - | 2016–2020 | - | City of Novi Sad Donors | Number of cases for which the current status can be determined |
| 4.1.4 | Development of software for monitoring the process of issuing planning documents | City Administration for Urban Planning and Construction | - | 2018-2019 | 3.000.000,00 | City of Novi Sad Donors | Established system for monitoring the procedure for passing planning documents |
| 4.1.5 | Management Information System of the City Administration for Inspection (Dispatcher System) | City Administration for Inspection | - | 2017–2020 | 2.800.000,00 | City of Novi Sad Donors | Number of entries and recorded complaints Number of registered cases Number of actions of authorized inspectors |
| 4.1.6 | Communal complaints - system of reporting, analysis and decision-making | Public Utility Company "Informatics", Novi Sad | - | 2018–2019 | 3.000.000,00 | City of Novi Sad Donors | Number of processed complaints |

| | | | | | | | |
|-------------------------------|--|---|---|-------------------|------------------------------------|---|--|
| 4.1.7 | Property Management of the City of Novi Sad | City of Novi Sad | - | 2019–2020 | 20.000.000,00 | City of Novi Sad Donors | Number of real property units owned by the City of Novi Sad with established market and book value |
| Specific objective 4.2 | | Establishment of the preconditions for the <i>Smart City</i> development concept | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Indicators |
| 4.2.1 | <i>Smart City Strategy</i> | City of Novi Sad | Public Company "City Planning", Novi Sad Urban Planning Institute | 2018-2020 | 15.000.000,00 | Donors | Adopted strategic document |
| 4.2.2 | Reconstruction and adaptation of the building in Stražilovska Street no. 7 | City of Novi Sad | - | 2018-2021 | 392.000.000,00 | City of Novi Sad Donors | Facility reconstructed |
| 4.2.3 | E-government development | Public Utility Company "Informatics", Novi Sad | - | 2018–2019 | 2.000.000,00 | City of Novi Sad PUC „Informatics“ Donors | Number of registered users |
| Specific objective 4.3 | | Human resources improvement | | | | | |
| No. | Project | Project leader | Partners | Time frame | Total value of funds in RSD | Fund source(s) | Fund source(s) |
| 4.3.1 | Education of employees in the City of Novi Sad, public and public utility companies and institutions on the topic of project preparation and implementation | City of Novi Sad | - | 2018–2020 | 1.200.000,00 | City of Novi Sad Donors | Number of educated employees |
| 4.3.2 | Education of employees in the City Administration for transport and roads in the field of traffic safety and public procurements | City Administration for Transport and Roads | - | 2016–2020 | 1.645.000,00 | City of Novi Sad | Number of educated employees |

| | | | | | | | |
|-------|---|--|---|-----------|--------------|-------------------------|--|
| 4.3.3 | Education of employees in the City Administration for Urban Planning and Housing Affairs in the field of employment, finance, public procurements, urban planning and spatial planning | City Administration for Urban Planning and Housing Affairs | - | 2016–2020 | 900.000,00 | City of Novi Sad | Number of educated employees |
| 4.3.4 | Education of employees in the City Administration for Economy in the field of employment, finance, public procurements, agriculture and emergency situations | City Administration for Economy | - | 2016–2020 | 1.550.000,00 | City of Novi Sad | Number of educated employees |
| 4.3.5 | Gender Equality - Policy of Equal Opportunities in Local Self-Government Bodies | City Administration for General Affairs | - | 2016–2020 | 720.000,00 | City of Novi Sad Donors | Created database, number of educated employees |

PRIORITIZATION

The Action Plan is an operational tool for the implementation of the Sustainable Development Strategy of the City of Novi Sad and a framework for better budget planning and more efficient organization of project work in the City. The Action Plan includes a list of the most important projects or programs through which the City of Novi Sad will achieve the set development goals for the next five years.

The process of drafting the Action Plans included working in groups formed in accordance with defined priority areas 1. Urban development, 2. Social development, 3. Economic development and 4. Good governance. The members of the Partnership Assembly actively participated in the work of the Working Groups by fields. The result of their work is 163 proposed projects.

The assumptions on which the action plans for the priority areas are based are:

- Action plans contain projects identified during the preparation of the Sustainable Development Strategy of the City of Novi Sad;
- Each project has the project leader, partners, time frame, value, fund sources and indicators defined;
- Most projects have the financial value estimated, except those projects that do not have complete technical documentation or feasibility studies;
- All project values are presented in prices for 2015;
- Potential co-financing of donors is estimated based on the knowledge of potential sources of funding.

After identification of all potential projects, priority was given to projects in accordance with the methodology of the Standing Conference of Towns and Municipalities, which is presented in the tables below, by selecting projects by priority areas whose total value is more than 120.000.000,00 RSD, after which the project proposals were evaluated in accordance with pre-defined criteria and number of points according to each criterion.

Prioritization criteria:

| O.N. | CRITERIA | Possible number of points |
|--------------------------------|--|---------------------------|
| | General project - If the project is: Serving the entire local community Serving more than one part of the local community Serving only one part of the local community | 1 0.5 0 |
| 1 | CRITERION 1 | |
| | Affiliated project - If the project is: Linked to other approved projects Not related to other approved projects | 1 0 |
| 2 | CRITERION 2 | |
| | Funds for the realization of the project - If: The funds for the realization of the project are provided If the funds for the realization of the project are not provided | 1 0 |
| 3 | CRITERION 3 | |
| | Impact of the project on the budget revenues of local self-government The realization of the project leads to an increase in budget revenues or a reduction in the budget expenditures of the local self-government The realization of the project does not affect the budget revenues of the local self-government | 1 0 |
| 4 | CRITERION 4 | |
| | Donations, subsidies, preferential loans Donations, subsidies or loans are foreseen for the project realization No donations, subsidies or loans are foreseen for the project realization | 1 0 |
| 5 | CRITERION 5 | |
| | The impact of the project on the environment If the project has a beneficial effect on the environment If the project negatively affects the environment If there is no project impact on the environment | 1 -1 0 |
| 6 | CRITERION 6 | |
| | The impact of the project on economic development - If it foresees: Positive impact of the project on economic development There is no impact of the project on economic development | 1 0 |
| 7 | CRITERION 7 | |
| TOTAL NUMBER OF POINTS: | | |

| URBAN DEVELOPMENT | | |
|-------------------|--------|---------------------|
| Relevan-cy | Points | Relevan-cy x Points |
| | | |
| 15 | 0 | 0 |
| | | |
| 10 | 0 | 0 |
| | | |
| 10 | 0 | 0 |
| | | |
| 20 | 0 | 0 |
| | | |
| 20 | 0 | 0 |
| | | |
| 15 | 0 | 0 |
| | | |
| 10 | 0 | 0 |
| | | 0 |

| SOCIAL DEVELOPMENT | | |
|--------------------|--------|---------------------|
| Relevan-cy | Points | Relevan-cy x Points |
| | | |
| 25 | 0 | 0 |
| | | |
| 10 | 0 | 0 |
| | | |
| 15 | 0 | 0 |
| | | |
| 10 | 0 | 0 |
| | | |
| 20 | 0 | 0 |
| | | |
| 20 | 0 | 0 |
| | | |
| 15 | 0 | 0 |
| | | |
| 5 | 0 | 0 |
| | | 0 |

| ECONOMIC DEVELOPMENT | | |
|----------------------|--------|---------------------|
| Relevan-cy | Points | Relevan-cy x Points |
| | | |
| 10 | 0 | 0 |
| | | |
| 10 | 0 | 0 |
| | | |
| 10 | 0 | 0 |
| | | |
| 20 | 0 | 0 |
| | | |
| 15 | 0 | 0 |
| | | |
| 15 | 0 | 0 |
| | | |
| 20 | 0 | 0 |
| | | 0 |

| GOOD GOVERNANCE | | |
|-----------------|--------|---------------------|
| Relevan-cy | Points | Relevan-cy x Points |
| | | |
| 20 | 0 | 0 |
| | | |
| 10 | 0 | 0 |
| | | |
| 10 | 0 | 0 |
| | | |
| 15 | 0 | 0 |
| | | |
| 15 | 0 | 0 |
| | | |
| 10 | 0 | 0 |
| | | |
| 20 | 0 | 0 |
| | | 0 |

Prioritization - tabular display

| Establishing Priorities | | |
|--|---|------------------|
| No | Priority / Specific Objective / Project | Number of points |
| URBAN DEVELOPMENT | | |
| Preservation and improvement of the urban identity | | |
| 1.1.2 | Project of rehabilitation of the complex of the Petrovaradin Fortress | 80 |
| 1.1.3 | Theatre Square - landscaping | 40 |
| Improvement and protection of the environment | | |
| 1.2.6 | Management of the abandoned animals' population in the territory of the City of Novi Sad | 85 |
| 1.2.7 | Animal waste management in the territory of the City of Novi Sad | 85 |
| 1.2.4 | Adaptation of public lighting in the territory of the City of Novi Sad | 65 |
| 1.2.3 | Construction of a wastewater treatment plant in Begeč local community | 57.5 |
| Introduction of renewable energy sources and improvement of the energy efficiency | | |
| 1.3.3 | Utilization of biomass obtained by maintaining green city areas for heating greenhouses and compost production - energy efficient nursery | 62.5 |
| Improvement of the utility system and utility infrastructure | | |
| 1.4.1 | Establishment of the regional waste management system for the City of Novi Sad and the municipalities of Bačka Palanka, Bački Petrovac, Beočin, Žabalj, Srbobran, Temerin and Vrbas, with the construction of the regional waste management center on the territory of the City of Novi Sad | 95 |
| 1.4.23 | Central wastewater treatment plant of the City of Novi Sad with associated collector directions | 95 |
| 1.4.2 | Improvement of the existing system of collection, transport, storage and disposal of waste in Novi Sad | 85 |
| 1.4.14 | Reconstruction of existing and construction of new facilities, as well as infrastructure furnishing of the City Cemetery in Novi Sad | 85 |
| 1.4.21 | Connection of the southern and northern sewerage city basin of Novi Sad | 85 |
| 1.4.20 | Water factory on Petrovaradin ada | 82.5 |
| 1.4.22 | New pumping station at the GC2 site | 80 |
| 1.4.15 | Reconstruction of the existing and construction of new facilities, infrastructural equipping of the Uspensko, Almaško, Catholic, Reformed-Evangelical, Jewish, Russian and Nazarene Cemeteries in Novi Sad, as well as all cemeteries in Futog, Petrovaradin, Veternik, Bukovac, Kać, Budisava, Kovilj, Stepanovićevo, Rumenka, Begeč, Sremska Kamenica, Stari and Novi Ledinci and Čenej | 77.5 |
| 1.4.3 | Work Zone North 4 in Novi Sad | 75 |
| 1.4.17 | Construction of a new crematorium at the City Cemetery in Novi Sad | 72.5 |
| 1.4.13 | Optical telecommunication infrastructure of the City of Novi Sad | 70 |
| 1.4.9 | Utility furnishing of the locality for delivery to investors (current "Rasadnik" site, PUC "City Greenery", Novi Sad) | 65 |
| 1.4.10 | Public Garage Šafarikova - Uspenska | 60 |
| 1.4.5 | Construction of traffic areas, water supply and sewerage with demolition of facilities in Bate Brkića Street in Novi Sad | 57.5 |
| 1.4.19 | Water supply of Begeč local community | 57.5 |

| | | |
|--|---|------|
| 1.4.6 | Construction of traffic areas with drainage and reconstruction of waterworks in the Cara Lazara Street in Futog | 45 |
| 1.4.4 | Construction of water supply, sewerage and atmospheric sewers in Bocke local community in Sremska Kamenica | 40 |
| Improvement of the traffic system and the transport infrastructure | | |
| 1.5.3 | Construction of the road-rail bridge over the Danube River in Novi Sad - " The Žeželj Bridge" | 80 |
| 1.5.4 | Construction of access traffic roads to the Žeželj Bridge | 80 |
| 1.5.14 | Electronic system of charging bus tickets in public transport of passengers in Novi Sad | 55 |
| 1.5.13 | Procurement of new buses | 50 |
| 1.5.7 | The road to Kać, the construction of the main entrance direction, the second lane | 47.5 |
| 1.5.8 | Construction of the main road through Futog in full profile | 47.5 |
| 1.5.6 | Sentandrejski road - completion of the planned road section profile - the first phase to Velebitska Street | 45 |
| 1.5.2 | Construction of a pedestrian-bicycle bridge over the Dunavac in Novi Sad | 40 |
| 1.5.9 | The road to Rumenka, the construction of the main entrance direction, the second lane | 37.5 |
| SOCIAL DEVELOPMENT | | |
| Accessible and quality education | | |
| 2.1.3 | Appendage of the Elementary School "Nikola Tesla" | 67.5 |
| 2.1.1 | Construction of Music School "Isidor Bajić" and Ballet School in Novi Sad with concert hall | 60 |
| 2.1.2 | Construction of a new school building of the Agricultural School with Dormitory, Futog | 60 |
| Creative cultural policy and preservation of the cultural heritage | | |
| 2.2.8 | Youth Creative Polis – cultural hub | 87.5 |
| 2.2.6 | Construction of the multifunctional facility of the Cultural Center Kisač (amphitheater and stage in a park) in Kisač | 62.5 |
| 2.2.9 | Development and improvement of culture | 50 |
| 2.2.12 | Public information improvement | 40 |
| Improvement of the health care system | | |
| 2.3.2 | Equipping health institutions with medical and technical equipment | 70 |
| 2.3.1 | Construction of facilities of the Emergency Medical Centre Novi Sad | 50 |
| Improvement of the sports system and the position of youth in the society | | |
| 2.5.2 | Small urban spaces | 50 |
| ECONOMIC DEVELOPMENT | | |
| Create conditions for investment and new jobs | | |
| 3.1.2 | Construction of a wholesale market | 75 |
| 3.1.1 | Construction of Satelitska Market | 55 |
| Support the development of the existing and new business entities | | |
| 3.2.2 | Improving the business environment for the development of agribusiness and tourism potential of the City of Novi Sad | 70 |
| Workforce competitiveness improvement | | |
| 3.3.1 | Encouraging employment of young people - trainees | 70 |
| Competitive and modern agriculture | | |

| | | |
|----------------------------|--|----|
| 3.4.2 | Maintenance of the existing canal network on the agricultural land | 65 |
| Tourism development | | |
| 3.5.2 | Novi Sad – "CITY BREAK 2020" | 60 |

IMPLEMENTATION SCHEMES OF THE ACTION PLANS FOR THE PERIOD OF 2016-2020

The Coordination Team for the Sustainable Development Strategy of the City of Novi Sad drafting, with the Local Economic Development Office support prepares the Implementation Schemes of the Action Plans for the period 2016-2020 and submits them to the City Council of the City of Novi Sad for adoption.

REPORTING

The Coordination Team for the Sustainable Development Strategy of the City of Novi Sad drafting and the Economic Council of the City of Novi Sad jointly monitor the realization of the implementation schemes of the action plans. The Coordination Team also prepares the annual reports on the Implementation Schemes of the Action Plans, in cooperation with the Local Economic Development Office and submits them to the Assembly of the City of Novi Sad for consideration.

PROJECTS INCLUDED IN THE STRATEGY AFTER THE PUBLIC HEARING

Following the Public Hearing, the following projects have been included in the Sustainable Development Strategy of the City of Novi Sad:

- "City Library Upgrade";
- "Fast-Park Construction - Prefabricated Garage",
- "Primary School Construction in Local Community Sajlovo",
- "Roofs over Novi Sad".