



City of Novi Sad

LOCAL ECONOMIC DEVELOPMENT OFFICE

NOVI SAD ECONOMIC DEVELOPMENT STRATEGY





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GROWTH ACTIVITY**

Members of the Commission for Novi Sad Economic Development Strategy Elaboration, consisting of representatives from the economic sector, public sector, councilor groups, unions and associations relevant for local economic development, participated in the Strategy elaboration.

Local Economic Development Office carried out the expert, administrative, and technical work for the Commission.

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FOREWORD BY THE MAYOR OF NOVI SAD
IGOR PAVLIČIĆ

Novi Sad Economic Development Strategy is one of the most important documents in the functioning of local self-government, since it represents the basis for systematic planning, and determines a clear path for the city's future development. Therefore, it was of utmost importance to include representatives of the economic sector, public sector, councilor groups, unions and associations relevant to local economic development in the process of creating this strategic document.

The Strategy is based on the analysis of natural, economic, demographic, geographic and social factors, and it is in accordance with the needs of Novi Sad's population.

I am proud that Novi Sad can be compared with modern European cities in many respects. However, a city that has progressive aspirations should not stagnate, and thus it is necessary to define goals that would lead us towards greater progress and better quality of life for our citizens.


Clear goals, short-term and long-term plans and Strategy should not be affected either by political will, or by the changes of local political leaders in Novi Sad. We have to reach an agreement regarding the things that are of crucial importance for the development of our city, our society, and consequently ourselves. Hence, we have set a common goal, which is a better quality of life for our citizens.

Such a goal we can achieve only by having strong economy, making our city the seat of numerous SMEs and large companies, be it domestic or foreign. In that respect, strategic planning of local economic development should help increase economic capacities, improve investment opportunities, foster prosperous climate for economic growth and create new job opportunities.

In the implementation of the projects featured in this comprehensive development strategy, our intent is to engage all available resources and thus increase overall productivity. Our city can progress only if we all strive to be more responsible and give our best at our jobs, if we cooperate with the cities more developed than ours and compare ourselves to them.

The ultimate goal is to raise the citizens' quality of life to the highest level. Our success will depend on the city's economic strength, collaboration between public and private sectors, support of the European development funds and the ability to adapt to dynamic conditions of the domestic and international market trades.

I would like to thank all the members of the Commission for Novi Sad Economic Development Strategy Elaboration, Novi Sad Economic Council, University of Novi Sad and other scholarly institutions, councilor groups, trade unions and other associations, the USAID and representatives of local authorities, who gave their contribution in creating this worthy document that can be compared to similar documents in other developing cities. The City of Novi Sad will put all its efforts in implementation of the development projects, so it would become the most secure and most cost-effective place for investments.

 Mayor,
Igor Pavličić

I. NEED TO GENERATE STRATEGIC PLAN

Owing to its geo-strategic position and entrepreneurial spirit of its citizens, Novi Sad has always been the center of economic growth. The success of every local community depends on its ability to adapt to dynamic conditions of the market trade.

Local economic development is a process in which representatives of all local sectors unite in order to attract investments and create new job opportunities which would improve the quality of life of local population. A systematic approach to economic development planning is necessary for the successful implementation of this process, along with the maximum exploitation of all available resources. Strategic plan, identifying key problems and solutions to them, enables the realization of the goals.

Potential development opportunities have been analyzed and evaluated during the preparation of the Strategy, with the aim of attracting a greater number of investments. The Strategy will help the City of Novi Sad continue its development and remain one of the leading cities in the Republic of Serbia and the region.

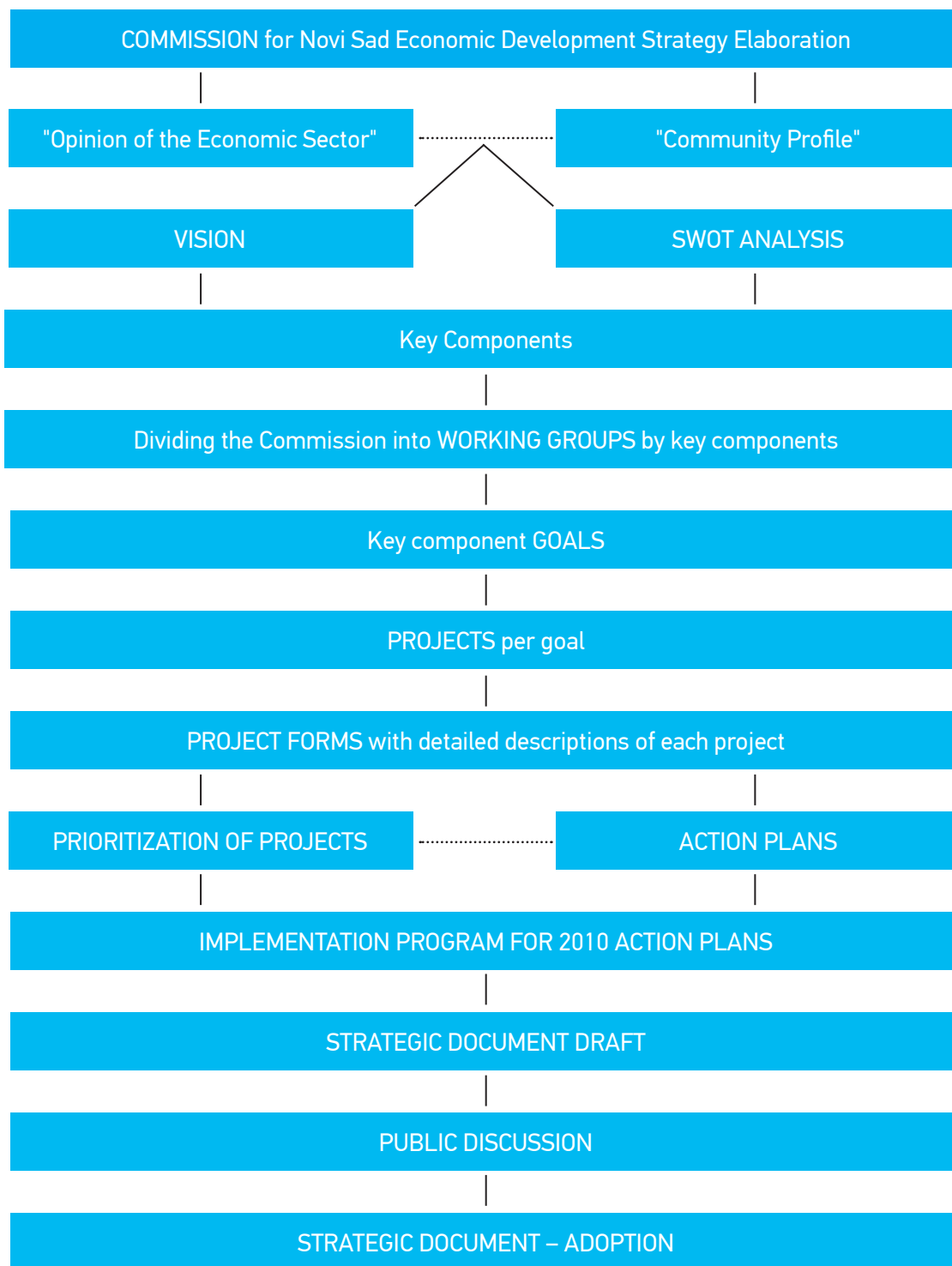
Novi Sad Economic Development Strategy has been prepared in accordance with the vision of economic growth and citizens' needs. It has been aimed for the 2010-2014 period.

II. METHODOLOGY

The process of creating the Strategic Plan includes the following:

1. Analysis of all existing resources in the City of Novi Sad, based on the Community Profile (containing all statistical indicators for the city, to be utilized by potential investors and the current economy) and the results of the survey "Opinion of the Economic Sector" conducted in January 2009;
2. Establishment of Novi Sad Economic Council;
3. Establishment of the Commission for Novi Sad Economic Development Strategy Elaboration;
4. Drafting of Strategic Vision and defining Key Components of Economic Development;
5. SWOT Analysis;
6. Defining goals and projects;
7. Prioritization and creation of the implementation plan;
8. Creation of strategic plan;
9. Public Discussion;
10. Defining goals and projects.

STRATEGIC PLAN ELABORATION



III. STRATEGIC VISION OF NOVI SAD DEVELOPMENT

Novi Sad is one of the most developed cities in Southeast Europe, situated on key roads and inland waterways, known for being a safe, healthy, and stimulating place for living, working, and investing.

Successful and efficient administrative center of Vojvodina, with e-government that stimulates and supports the development of modern economy.

Leader in information technologies, organic food growth, eco-sector, as well as in distribution and logistics.

Incubator of innovations, modern university, cultural, tourist, fair and congress center of the region, traditionally rich with festivals of international significance.

Stable, modern and democratic multinational community with good prospects and recognizable status of being a two-way urban door to Europe.

IV. KEY COMPONENTS

Commission for Strategy Elaboration established the following key components of economic development:

KEY COMPONENT "A"

To attract investments and create positive business climate.

KEY COMPONENT "B"

To support and develop SMEs.

KEY COMPONENT "C"

To develop modern technologies and improve educational system.

KEY COMPONENT "D"

To improve tourism.

KEY COMPONENT "E"

To develop agriculture.

KEY COMPONENT “A” TO ATTRACT INVESTMENTS AND CREATE POSITIVE BUSINESS CLIMATE

Being the largest city in the Autonomous Province of Vojvodina and initiator of development in the region, Novi Sad has the potential to offer investors numerous benefits for business, such as a highly-qualified workforce, good geographic position, customs-free access to the market of 190 million consumers, etc. However, the number of foreign and domestic investments is not at a satisfactory level. Problems that occur regarding the investment attraction and the creation of positive business climate are the following: price of construction land, long period for license-issuing and lack of convenient locations. Consequently, investors decide to go to other municipalities or cities, which then results in lack of profit and new job opportunities. Likewise, the effects of the world economic crisis are not to be disregarded.

Direct investments are important for every local community, not only because they bring necessary financial means into the local economy, but also new managerial skills, innovations and technologies, new markets and new business opportunities for local companies. Besides, the very process of capital flow is accelerated which brings in more frequent and greater fiscal profits to owners. At the same time, every new investment increases the chance of attracting additional ones and improves the image of the city in this highly competitive area. Countries, regions and cities offer various incentives to lure new investors, so nowadays, apart from the direct competition from geographically close cities and regions, Novi Sad is confronted with the fact that cities from other countries also have policies for attracting investments.

It should be emphasized that investors primarily make a decision in which country to invest their capital, and then choose a local community where they would start the production, build a distribution center or other business premises. At that moment, every city that aspires to attract an investment, starts competing with all the other cities in the country or region.

Among the primary needs of today's investors, that actually represent the basis for deciding in which area to invest, are the following: qualified and skilled workforce, availability of business premises and/or locations with all transport and utility services (technical infrastructure), tax and financial incentives, business climate in the city which reflects professionalism and accessibility of public officials, quality of services offered by the local government, proximity of shopping and transport centers, highways and airports, and a certain standard of living for the international staff that would move to the city. This clearly shows that it is very important to continuously work on improving the quality of life and business conditions.



Every successful strategy of economic development should be based on creating such a business climate that would not only attract investments offering new job opportunities, but also keep existing companies and stimulate an increase in the number of new entrepreneurs. The improvement of the business climate in local communities is achieved by establishing communication mechanisms between the representatives of local authorities and those of business community, enabling them to solve the existing problems through mutual cooperation, as well as to give common suggestions for business laws, that are later enacted by the local self-government, consequently improving the communication with the authorities in the Autonomous Province of Vojvodina and the Republic of Serbia.

Novi Sad already possesses an institutionalized condition for good cooperation between the economic sector and the representatives of local government, and those are the Economic Council (with representatives coming from the economic sector, University of Novi Sad, and National Employment Agency), whose purpose is to indicate problems faced by the economic sector and proposing solutions to them, and the Local Economic Development Office (which operates in two main directions: attracting domestic and foreign investments and helping the existing business community).

In order to attract investments and create positive business climate, it is necessary to enhance the existing capacities within the City Administration, to implement the strategy of economic development with dedication, to always listen to the interests of business people and compare experience with the developed countries of the EU, and all that in order to standardize the laws which regulate the companies, enabling them to run their businesses productively, efficiently and without disruptions.

KEY COMPONENT “A” ACTION PLAN TO ATTRACT INVESTMENTS AND CREATE POSITIVE BUSINESS CLIMATE

Goal:

A1. To improve the work of local administration in accordance with investors' needs

Goal A1 Projects:

A 1.1 To set up a website with GIS for new investors (GIS application for cadastral register of Novi Sad; to create GIS electromagnetic rays emitter on the territory of Novi Sad; to create GIS green areas/green cadastral register on the territory of Novi Sad, etc.)

Lead: Public Company “Institute for Constructional Development of the City”, partners: City of Novi Sad – City Administration for Environmental Protection, Faculty of Sciences – Center for Spatial Information of Vojvodina, Public Utility Company “Informatics”, Faculty of Technology

Time frame: 10 months

Financial source: Public Company “Institute for Constructional Development of the City”, City of Novi Sad, Autonomous Province of Vojvodina

Expected result: To make available all relevant information about new investments to investors, with GIS enabling them to see the actual location with the existing infrastructure.

A 1.2 To develop the system for the analysis of citizen complaints about illegally parked vehicles via MMS or email

Lead: Public Utility Company “City Car Parks”

Time frame: 5 months

Financial source: City of Novi Sad

Expected result: To enable effective analysis of received complaints about illegally parked vehicles, reducing their number.

A 1.3 To develop system for visual and SMS notifications about the number of available parking spots at enclosed car parks

Lead: Public Utility Company "City Car Parks"

Time frame: 6 months

Financial source: City of Novi Sad

Expected result: To enable rational and efficient use of available parking spots at enclosed car parks, to reduce congestion and pollution.

A 1.4 To develop a payment system for a credit card payment at enclosed car parks

Lead: Public Utility Company "City Car Parks"

Time frame: 5 months

Financial source: City of Novi Sad

Expected result: To enable efficient getting in and out of car parks, to reduce the possibility of cash misuse.

A 1.5 To incorporate city administration business processes in the software system for managing documents and business processes (automation of a business process)

Lead: Public Utility Company "Informatics", partners: Regional Chamber of Commerce Novi Sad

Time frame: 22 months

Financial source: City of Novi Sad, EU projects, donors

Expected result: To provide more efficient city administration services to citizens and legal entities.

A 1.6 To create a data base to meet the needs of investors and existing companies

Lead: City of Novi Sad - Local Economic Development Office

Time frame: in process

Financial source: City of Novi Sad, donors

Expected result: To publish the Community Profile, which provides investors with necessary information about the city, updated on a yearly basis.

A 1.7 To introduce Guillotine of Regulations

Lead: City of Novi Sad

Time frame: 1 year

Financial source: donors, City of Novi Sad

Expected result: To simplify procedures and ways of functioning of local administration in order to satisfy the needs of citizens and potential investors more easily and efficiently.

A 1.8 To unify city information system, enabling the citizens to get an answer on the status of their requests within a short period (48-hour system)

Lead: City of Novi Sad

Financial source: City of Novi Sad, donors

Expected result: To have more efficient administration, to offer less complicated and prompt answer to the citizens' needs.

A 1.9 To establish unified centre for economic permits issuing (One Stop Shop)

Lead: City of Novi Sad, partners: Public Company "Institute for Constructional Development of the City", Public Utility Company "Informatics"

Financial source: City of Novi Sad, donors

Expected result: To simplify procedures and reduce time needed for issuing economic permits.

A 1.10 To build General City Center

Lead: City of Novi Sad

Financial source: Republic of Serbia, Autonomous Province of Vojvodina, City of Novi Sad, donors

Expected result: To gather all city institutions in one place, resulting in more efficient administration.

A 1.11 To rationalize the functioning of public companies, public utility companies and institutions under the jurisdiction of the City of Novi Sad

Lead: City of Novi Sad

Financial source: City of Novi Sad, donors

Expected result: To reach more rational and cost-effective functioning of public companies, public utility companies and institutions, by decreasing business costs as a result of engaging individuals for conducting subsidiary activities on the market.

Goal:

A2. To improve infrastructure (for investors and for the introduction of the PPP model)

Goal A2 Projects:

A 2.1 Marina – Kamenica Islet; to provide necessary infrastructure and restore construction land

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2014

Financial source: City of Novi Sad, private capital, Autonomous Province of Vojvodina, Republic of Serbia

Expected result: To equip the islet with utility infrastructure enabling the construction of new capacities, to provide the conditions for building a commercial service center.

A 2.2 Mišeluk 2; to develop a secondary network in residential zones

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2012

Financial source: City of Novi Sad, private capital, Autonomous Province of Vojvodina, Republic of Serbia

Expected result: To provide additional spatial capacities for the development of collective and individual housing, thus reducing the overpopulation of the city center.

A 2.3 Paje Radosavljevića Street; to develop secondary network in industrial zones and connect it to central waste water treatment plant

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2012

Financial source: City of Novi Sad, private capital, Autonomous Province of Vojvodina, Republic of Serbia

Expected result: To provide additional spatial capacities for the development of industry and small businesses in North Zone 1.

A 2.4 West detour – from Rumenačka Street to Corridor 10; to develop secondary network in industrial zones (and to construct a road)

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: In progress

Financial source: City of Novi Sad, private capital, Autonomous Province of Vojvodina, Republic of Serbia

Expected result: To provide additional spatial capacities for the development of industry and small businesses in North Zone 1.

A 2.5 To build a waste water treatment plant in the settlements of Kać and Budisava

Lead: Public Utility Company “Waterworks and Sewerage”

Time frame: 2010-2011

Financial source: City of Novi Sad (implied by the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To provide better life conditions for the inhabitants of Kać and Budisava - environmental protection.

A 2.6 To construct two 58 MW hot water boilers – Heat Plant “North”

Lead: Public Utility Company “Novi Sad District Heating”

Time frame: 10 months

Financial source: City of Novi Sad, Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To construct two hot water boilers which would satisfy current needs for thermal energy.

A 2.7 To build a warehouse with relevant annexes

Lead: Public Utility Company “Novi Sad District Heating”

Time frame: 5 months

Financial source: Public Utility Company “Novi Sad District Heating”, donors

Expected result: To build a warehouse which would provide an important condition for conducting a good quality storing business, while the construction of relevant annexes would provide storage space for mechanical and electrical workshops.

A 2.8 To connect Heat Plant “North” with Thermal Heat Power Plant, i.e. to build a hot water network

Lead: Public Utility Company “Novi Sad District Heating”

Time frame: 6 months

Financial source: City of Novi Sad, Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To improve the quality of thermal energy supply, to increase system reliability, to enable the use of alternative fuel (heating oil) in thermal heat power plants, to improve housing conditions.

A 2.9 To build a hot water network, main heating pipe and a major branch along Oslobodjenja Boulevard

Lead: Public Utility Company "Novi Sad District Heating"

Time frame: 4 months

Financial source: Public Utility Company "Novi Sad District Heating", donors

Expected result: To construct the main heating pipe and its branch at the extension of Oslobodjenja Boulevard, providing connections for new buildings and those still under construction, and improving the quality and supply of thermal energy for consumers in the Grbavica quarter.

A 2.10 To reconstruct Heat Plant "North" along with Thermal Heat Power Plant, i.e. to produce and distribute thermal energy

Lead: Public Utility Company "Novi Sad District Heating"

Time frame: 9 months

Financial source: Public Utility Company "Novi Sad District Heating", donors

Expected result: To improve the quality of thermal energy supply, to increase system reliability, to enable use of alternative fuel (heating oil), to improve housing conditions.

A 2.11 To reconstruct the heating network, substitute damaged and old parts of hot water network

Lead: Public Utility Company "Novi Sad District Heating"

Time frame: 8 months

Financial source: Public Utility Company "Novi Sad District Heating", donors

Expected result: To sectionalize the heating network, which would result in better functioning of the system during the exploitation and reduce periods without thermal supply, that come as a result of malfunctioning in nearby sections of the heating network.

A 2.12 To reconstruct thermal substations in order to introduce automation, remote surveillance and management of the Heat Plant "West" consumption area

Lead: Public Utility Company "Novi Sad District Heating"

Time frame: In progress

Financial source: City of Novi Sad, Public Utility Company "Novi Sad District Heating"

Expected result: To provide complete local automation, save as much delivered, i.e. produced thermal energy as possible, to monitor system from distance, to increase availability and reliability of the automatic heating system, to reduce costs of the automatic heating system exploitation.

A 2.13 To upgrade technical water treatment process within the existing facility at water treatment plant “Štrand” and to construct a 10,000m³ reservoir at “Štrand”

Lead: Public Utility Company “Waterworks and Sewerage”

Time frame: About 3 years from the beginning of construction

Financial source: City of Novi Sad, EIB loan (application submitted)

Expected result: To improve the quality of drinking water on the territory of the City of Novi Sad and provide a better water supply.

A 2.14 To build a treatment plant for drinking water production with a capacity of 200 l/s on the Srem side of the city (right bank of the Danube)

Lead: Public Utility Company “Waterworks and Sewerage”

Time frame: About 2 years from the beginning of construction

Financial source: City of Novi Sad, EIB loan (application submitted)

Expected result: To provide uninterrupted water supply, with no water shortages until the 2021 projected period.

A 2.15 To build the northern basin collector – directed towards Koste Šokice Street,

Lead: Public Utility Company “Waterworks and Sewerage”

Time frame: About 2 years from the beginning of construction

Financial source: City of Novi Sad

Expected result: To improve the collection and discharge of waste and rain water in Salajka and Sajlovo quarters, parts of Detelinara quarter and industrial zones.

A 2.16 To draft a project of industrial railway which would lead to investment locations

Lead: City of Novi Sad

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia, private capital

Expected result: To create inexpensive and good-quality investment environment for foreign investors and companies, to exploit the cheapest means of transport.

A 2.17 To construct Central Waste Water Treatment Plant

Lead: Public Utility Company “Waterworks and Sewerage”

Time frame: 2009-2011

Financial source: City of Novi Sad, Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To treat unprocessed waste water discharged into the Danube. To change disposition and functioning of the existing general sewage system.

Construction of the Central Waste Water Treatment Plant in Novi Sad has been given a priority in the list of projects within the Protection of the Danube and Black Sea Program, which will be carried out along the entire Danube river basin. Through implementation of this project, the sewage system on the territory of the City of Novi Sad will be integrated.

A 2.18 To construct waste water treatment plant in the settlement of Ledinci and relocate the Rokov stream towards the basin of waste water treatment plant in Ledinci

Lead: Public Utility Company “Waterworks and Sewerage”

Time frame: 2010-2011

Financial source: City of Novi Sad, Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To treat unprocessed waste water discharged into the Danube. To change disposition and functioning of the existing general sewage system on the Srem side of the city.

A 2.19 To construct the extension of Jaše Tomića Boulevard in Novi Sad

Lead: Public Company “Institute for Constructional Development of the City”

Time frame: 2010-2011

Financial source: City of Novi Sad, Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To enable the development of secondary and tertiary industrial sectors, i.e. activities dependant on a good road connection. Detailed Regulation Plan defines the basic conditions for building and developing construction land, and shows the conditions adapted to the actual location.

A 2.20 To introduce medium voltage network management

Lead: Elektrovojvodina LLC

Time frame: one year

Financial source: Elektrovojvodina LLC, Republic of Serbia, donors

Expected result: To create conditions for good-quality electric power supply with minimum interruptions in distribution during periods of electric power system malfunction. Special attention would be paid to the institutions of crucial importance for the city such as: Clinical Center of Vojvodina, water supply premises, buildings of special importance for the Autonomous Province of Vojvodina and local self-government, etc.

A 2.21 To construct 110/21 kV power transformation station Novi Sad Center and related 110 kV electrical cables

Lead: Elektrovojvodina LLC

Time frame: 5 years

Financial source: Elektrovojvodina LLC, Republic of Serbia, donors

Expected result: To increase reliability and security of electrical power supply in the broad city center. To create additional capacities for new consumers of electric power and increase the consumption of the existing ones. To increase reliability and security of electrical power supply on the entire territory of the City of Novi Sad.

Goal:

A3. To improve the existing locations in work zones and equip the new ones

Goal A3 Projects:

A 3.1 To elaborate Novi Sad Spatial Plan

Lead: Public Company "Urban Planning"

Time frame: year 2010

Financial source: City of Novi Sad

Expected result: To define a long-term spatial development of the City of Novi Sad, thus fulfilling conditions for spatial planning and the development of all areas, infrastructural systems and important functions for the long-term development of the City of Novi Sad.

A 3.2 To found new commercial and industrial park

Lead: City of Novi Sad, partners: Public Company "Institute for Constructional Development of the City", Vojvodina Investment Promotion Fund, Colliers International

Time frame: 530 days

Financial source: Republic of Serbia, Autonomous Province of Vojvodina, City of Novi Sad, donors

Expected result: To provide land for development of economic activities at affordable land prices, to offer new job opportunities, to provide greater number of direct investments, to increase city profit, etc.

A 3.3 To provide conditions for direct investments aimed at building attractive business premises for various purposes, such as a shopping center, and to offer business premises for the city's needs

Lead: Public Company "Business Premises"

Time frame: 2010-2013

Financial source: Public Company "Business Premises", Autonomous Province of Vojvodina, private capital

Expected result: To provide business and spatial capacities for the development of SMEs, to offer services in various domains, as well as cultural and sports events.

A 3.4 To create relief packages for investors

Lead: City of Novi Sad – Local Economic Development Office, partner: Public Company "Institute for Constructional Development of the City"

Financial source: City of Novi Sad

Expected result: To have greater influx of domestic and foreign investments as a result of relief packages.

A 3.5 To elaborate feasibility study for the industrial zone

Lead: City of Novi Sad, partner: Public Company "Institute for Constructional Development of the City"

Time frame: 6 months

Financial source: donors, City of Novi Sad

Expected result: To conduct feasibility study for the industrial zone on the territory of the City of Novi Sad.

A 3.6 To construct the second phase of the 110/35/20 kV power transformation station Novi Sad 4 and related 20 kV cables

Lead: Elektrovojvodina LLC

Time frame: 4 years

Financial source: Elektrovojvodina LLC, Republic of Serbia, donors

Expected result: To adapt the locations to business purposes, as well as improve the supply of electric power to buyers in the 110/35/20 kV power transformation station Novi Sad 4 consumption area.

A 3.7 To construct the third phase of the 110/20 kV power transformation station Novi Sad 7 and related 20 kV cables

Lead: Elektrovojvodina LLC

Time frame: 2 years

Financial source: Elektrovojvodina LLC, Republic of Serbia, donors

Expected result: To adapt the locations southwards of Futoška Street and westwards of Oslobođenja Boulevard towards Veternik, as well as to improve the supply of electric power to buyers in the following consumption areas: the 110/20 kV power transformation station Novi Sad 7 and the 110/20 kV power transformation station Novi Sad 5.

A 3.8 To construct distribution plant 20 kV

Lead: Elektrovojvodina LLC

Time frame: 2.5 years

Financial source: Elektrovojvodina LLC, Republic of Serbia, donors

Expected result: To adapt the locations to business purposes, improve the supply of electric power, as well as redistribution of power, thus relieving the consumption in the 110/35 kV power transformation station Novi Sad 2 consumption area.



Goal:

A4. To market and promote investment potential

Goal A4 Projects:

A 4.1 To present investment potential of the City of Novi Sad

Lead: Regional Chamber of Commerce Novi Sad

Expected result: To attract new investments.

A 4.2 To promote Serbia's investment potential and attract domestic and foreign investments (Investment and Real Estate Fair INVESTEXPO)

Lead: Novi Sad Fair JSC

Time frame: Continuous activities

Financial source: Novi Sad Fair JSC, Autonomous Province of Vojvodina, City of Novi Sad

Expected result: To have influx of new investments in the City of Novi Sad.

A 4.3 To have goal-oriented presentation at investment fairs

Lead: City of Novi Sad – Local Economic Development Office

Time frame: Continuous activities

Financial source: City of Novi Sad, donors

Expected result: To promote new investment potentials of the City of Novi Sad and attract new investments.

Goal:

A5. To improve traffic infrastructure

Goal A5 Projects:

A 5.1 To build new marshalling yard, to develop railway transport and service businesses in the region and to link the railway junctions to Corridor 10

Lead: Railway Transport Enterprise, partner: Public Company "Institute for Constructional Development of the City"

Time frame: 2009-2012

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia

Expected result: To provide additional transport services to the entire region and join the European railway transport network.

A 5.2 To extend Vojvode Stepe Boulevard – detour around Veternik, to relieve city traffic network, to connect major routes in the Autonomous Province of Vojvodina, i.e. Corridor 10 with the border of the Republic of Croatia, and to improve environmental protection.

Lead: Public Company "Institute for Constructional Development of the City"

Time Frame: 2010-2013

Financial Source: City of Novi Sad, private capital, Autonomous Province of Vojvodina, Republic of Serbia

Expected result: To link major routes in the Autonomous Province of Vojvodina – Corridor 10 with the border of the Republic of Croatia.

A 5.3 To rehabilitate landslide in the Freedom Bridge zone (Most slobode)

Lead: Public Company "Institute for Constructional Development of the City"

Time period: 2009-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To provide bridge safety by rehabilitating landslide that carries the pillars of the Freedom Bridge.

A 5.4 To construct a detour around Petrovaradin, routes M-21 and M-22/1

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To relocate traffic, to reduce freight traffic along Preradovićeve Street, Račkog Street and their access roads, to positively affect the overall development of Petrovaradin.

A 5.5 To construct a section of Sombor Boulevard (from Jožefa Atila Street to Cara Dušana Street) and a part of Subotica Boulevard (to Braće Grulović Street)

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: In progress

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To redirect freight traffic along the extension of Subotica Boulevard to Kornelija Stankovića Street, and enable the connection to western detour of the city and E-75 highway.

A 5.6 To reconstruct the existing and construct new roads on the Section 2 of the detour around Sremska Kamenica to route M-21 (Petrovaradin – Ruma)

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2012

Financial result: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To reconstruct Section 2, thus preventing rapid deterioration of the existing roads, that came as a result of major traffic influx, the consequence of opening Section 1 (road Kamenica-Beočin to road Kamenica-Paragovo).

A 5.7 To construct the Temerinski Road P-120 section (sections preceding and following the access to highway)

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To contribute to the development of secondary and tertiary sectors.

A 5.8 To construct the western detour around Novi Sad, E-75 highway (Novi Sad M-7 road junction)

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To construct a link between eastern and western parts of the Autonomous Province of Vojvodina, which would play a significant role in the road network connecting the northern part of the province to Novi Sad.

A 5.9 To create a project of adaptation of public transportation routes

Lead: Novi Sad Public Transportation Company

Time frame: 10 months

Financial source: City of Novi Sad

Expected result: To create justification study on investments in traffic infrastructure, to analyze locations of various purposes in order to adapt them to car parks, to increase traffic capacity or public transportation and to determine new public transportation routes.

A 5.10 To reconstruct Central Bus Station

Lead: Novi Sad Public Transportation Company

Financial source: City of Novi Sad, Novi Sad Public Transportation Company, private capital

Expected result: To develop and improve Novi Sad transportation system, to construct and expand departure and arrival platforms, to construct car parks, to reduce crowdedness and enhance accessibility.

A 5.11 To introduce buses running on natural gas

Lead: Novi Sad Public Transportation Company

Time frame: in progress

Financial source: Novi Sad Public Transportation Company, City of Novi Sad, with the funds provided by the Ministry of Capital Investment and Ministry of Environmental Protection and Spatial Planning

Expected result: To reduce the use of overexploited fuels and oil consumption, to buy new vehicles, to increase traffic safety and decrease emissions of dangerous and poisonous substances that harm the population.

A 5.12 To elaborate project documentation for the construction of a public car park – garage in the Republic Square (*Trg republike*) in Novi Sad.

Lead: Public Utility Company “City Car Parks”

Time frame: 9 months

Financial source: City of Novi Sad

Expected result: To accelerate the process of obtaining the financial means for construction of the car park – garage, to increase the appeal of the city center and improve the exchange of goods.

A 5.13 To elaborate project documentation for the construction of a public car park – garage on the corner of Šafarikova and Papa Pavla Streets in Novi Sad

Lead: Public Utility Company “City Car Parks”

Time frame: 9 months

Financial source: City of Novi Sad

Expected result: To accelerate the process of obtaining the financial means for construction of the car park – garage, to increase the appeal of the city center and improve the exchange of goods.

A 5.14 To elaborate project documentation for the construction of a public car park – garage in 13, Njegoševa Street in Novi Sad

Lead: Public Utility Company “City Car Parks”

Time frame: 9 months

Financial source: City of Novi Sad

Expected result: To accelerate the process of obtaining the financial means for construction of the car park – garage, to increase the appeal of the city center and improve the exchange of goods.

A 5.15 To adapt the car park at “Štrand” city beach in Novi Sad

Lead: Public Utility Company “City Car Parks”

Time frame: 12 months

Financial source: City of Novi Sad

Expected result: To accelerate the process of obtaining the financial means for construction of the car park, to increase the appeal of the city center and improve the exchange of goods.

A 5.16 To adapt storage space for towed vehicles on Rumenački Road (near the overhead railway bridge) in Novi Sad

Lead: Public Utility Company “City Car Parks”

Time frame: 9 months

Financial source: City of Novi Sad

Expected result: To provide space for towed vehicles.

A 5.17 To create a project for the construction of the RO-RO terminal and container terminal in the Novi Sad Port

Lead: City of Novi Sad

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia, private capital

Expected result: To create favorable and good-quality business investment conditions for foreign investors and companies.

A 5.18 To construct a new bridge across the Danube in Novi Sad

Lead: Public Company “Institute for Constructional Development of the City”

Time frame: 2010-2015

Financial source: City of Novi Sad, donors

Expected result: To relieve traffic.

A 5.19 To construct new Žeželj Bridge

Lead: Public Company “Institute for Constructional Development of the City”

Time frame: 2010-2013

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To improve traffic conditions and connection of top priority state road M-22.1 and highway E-75, and state road M-7.

A 5.20 To construct an underground car park in the Liberty Square (*Trg slobode*) and Modena Street

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To construct an underground car park with the capacity of 250 parking spots beneath the Liberty Square and solve the existing parking problems. Capacities of the existing parking areas do not satisfy current needs, since there are only 45 parking spots in this area (mostly along the existing parkways) and approximately 100 parking spots on the temporarily installed steel garage behind the Serbian National Theatre. Parkways, driveways and green areas are still used illegally as car parks.

A 5.21 To construct public car parks on the territory of Novi Sad (underground garage complex by the buildings of Government and Assembly of the Autonomous Province of Vojvodina, a multi-storey car park in Šafarikova and Josifa Runjanina Streets, public multi-storey car parks on the corner of Jovana Subotića Street and Djure Jakšića Street)

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To construct multi-story public car park in Šafarikova Street (capacity about 250 parking spots), Josefa Runjanina Street (capacity about 160 parking spots), complex of the Autonomous Province of Vojvodina, and on the corner of Jovana Subotića Street and Djure Jakšića Street. In the vicinity of certain business and public buildings there is an obvious lack of parking spots, which forces drivers to park in green and pedestrian areas. There are several reasons for this, the most significant being the lack of available space for new car parks, as well as the great need for parking in the city center due to its attractiveness.

A 5.22 To construct Sentandrejski Road M-22/1, additional lane from Primorska Street to Zmajevački Road.

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To contribute to the development of secondary and tertiary sectors, i.e. activities dependant on a good road connection. Detailed Regulation Plan defines the basic conditions for building and developing construction land, and shows the conditions adapted to the actual location.

A 5.23 To construct a junction grade separation of Futoška Street, Jevrejska Street and Oslobodjenja Boulevard in Novi Sad

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2009-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To resolve the existing transport problems in the junction (narrow passage in this part of the city slows down traffic).

A 5.24 To construct a tunnel below the Railway Station in Novi Sad

Lead: City of Novi Sad, partner: Public Company "Institute for Constructional Development of the City"

Financial source: City of Novi Sad, donors

Expected result: To contribute to the development of secondary and tertiary sectors, i.e. activities dependant on a good road connection. Detailed Regulation Plan defines the basic conditions for building and developing construction land, and shows the conditions adapted to the actual location.

KEY COMPONENT “B” TO SUPPORT AND DEVELOP SMEs

SMEs are primarily significant since in time of crisis they are the most resilient and adaptable to the new conditions.

According to the 2008 data of the National Bank of Serbia, there are 7,586 enterprises in the City of Novi Sad, out of which 95.32% are small-sized enterprises, 3.74% are medium-sized, and 0.94% are large enterprises. Small-sized enterprises generate 18.64% of the total city revenue, while medium-sized ones generate 13.42%. Besides, small enterprises have the greatest financial result rate (3.66%). Most small enterprises are from the field of trade (42.66%) and processing industry (18.15%). Medium-sized enterprises are mostly from the field of trade (35.92%) and processing industry (25.70%) as well.

Providing support to SMEs is complex because of diversity and variety of necessary skills needed in a potential entrepreneur, and because of limited help resources. Nevertheless, it is crucial to create conditions for the development of SMEs since they trigger growth both in countries with developed trade market and those in transition. The improvement of this sector will help reduce unemployment by means of offering new job opportunities, increasing the number of business entities, and by substituting import with export of more competitive domestic products.

Some key problems that SMEs face every day are:

- complicated and time-consuming administrative procedures for business start-up, and for obtaining licenses and permits
- lack of knowledge needed for business start-up
- insufficient information about availability of financial sources, suitable locations, available business premises for purchasing or leasing, etc.
- unsatisfactory level of communication among sector of SMEs and institutions they support

Therefore, it is of special importance to simplify all relevant processes and procedures, which would add to the efficiency and contribute to positive business climate. It is also very important to offer trainings to new entrepreneurs.

The growth of SMEs should be supported by programs improving local business climate and providing access to financial and technical assistance. One of the measures for enhancing the business climate in the city is to maintain and improve good communication between business community and local self-government. According to the opinion of the business sector, there is an institutional framework for such a communication and it is on a satisfactory level. It represents a healthy basis for mutual cooperation and prosperity of SMEs. At the same time this is crucial for identifying priorities and formulating the most efficient ways of finding financial and technical assistance to SMEs, in order to enable their growth and competitiveness.

Due to the world economic crisis and restructuring processes within large public systems, it is of great importance to provide all the aforementioned types of support to SMEs so as to maintain stability and continue with economic development.



KEY COMPONENT “B” ACTION PLAN TO SUPPORT AND DEVELOP SMEs

Goal:

B1. To strengthen the institutional framework for SMEs support

Goal B1 Projects:

B 1.1 To distribute financial means through the Economic Development Fund under favorable terms

Lead: City of Novi Sad

Time frame: 2 months

Financial source: City of Novi Sad, donors

Expected result: To increase the number of employed people on the territory of the City of Novi Sad (50 in the first year).

Goal:

B2. To educate and support business managers

Goal B2 Projects:

B 2.1 To establish an educational business center

Lead: Intercity Union of Independent Entrepreneurs

Time frame: 6 months + 1 year

Financial source: City of Novi Sad, donors

Expected result: To improve and develop knowledge and skills in the domain of business management and provide greater support for the development of new entrepreneurial activities.

B 2.2 To develop youth entrepreneurship

Lead: Alma Mons Ltd.

Time frame: 11 months

Financial source: Secretariat of Economy of the Autonomous Province of Vojvodina, City of Novi Sad – City Administration for Economy, Vojvodina Development Fund

Expected result: To devise 50 business plans, to have 10 applications for business start-up.

B 2.3 To encourage development of women entrepreneurship

Lead: Alma Mons Ltd.

Time frame: 140 days

Financial source: Guarantee Fund of the Autonomous Province of Vojvodina, City of Novi Sad

Expected result: To organize special training for 50 women, to establish 5 business enterprises, to provide mentor support for newly-founded enterprises.

B 2.4 To introduce obligations and responsibilities of the EU manufacturers and importers

Lead: Regional Chamber of Commerce Novi Sad

Time frame: 3 months + 2 years

Financial source: Regional Chamber of Commerce Novi Sad, City of Novi Sad, donors

Expected result: To increase competitiveness of the companies in the EU market, to increase export, to create new job opportunities.

B 2.5 To introduce use of the Internet in successful businesses – e-business

Lead: Regional Chamber of Commerce Novi Sad

Time frame: 3 months + 2 years

Financial source: Regional Chamber of Commerce Novi Sad, City of Novi Sad, donors

Expected result: To organize trainings, i.e. one-day or two-day seminars for about 200 entrepreneurs – managers.

B 2.6 To organize trainings and to master skills for project proposals elaboration

Lead: Regional Chamber of Commerce Novi Sad, Faculty of Technical Sciences / Faculty of Organizational Sciences, software company

Time frame: 4 months

Financial source: Regional Chamber of Commerce Novi Sad, City of Novi Sad, donors, National Employment Agency, economic communities, individuals

Expected result: To have high-quality, precise and efficient project elaboration, greater number of submitted and approved applications, greater influx of finance for project implementation.

B 2.7 To organize trainings and to master skills of corporate culture in service industries

Lead: Regional Chamber of Commerce Novi Sad, City of Novi Sad, public enterprises, public utility companies, economy, cultural institutions, tourist organizations and associations

Financial source: Regional Chamber of Commerce Novi Sad, City of Novi Sad, public enterprises, public utility companies, grants, economy, tourist organizations, associations and individuals

Expected result: To improve cooperation among key players in the domain of economic development and information exchange, to increase the number of satisfied customers, to have greater influx of investments.

B 2.8 To train taxi drivers so they could pass exams and obtain licenses

Lead: Regional Chamber of Commerce Novi Sad, City of Novi Sad – City Administration for Transportation and Roads, National Employment Agency, taxi drivers association

Time frame: 3 months + 1 year

Financial source: Regional Chamber of Commerce Novi Sad, City of Novi Sad, grants, individuals

Expected result: To acquire knowledge in order to pass exams efficiently and obtain work license, to increase job opportunities, to upgrade the image of Novi Sad as a city with highly professional business people, to increase the number of positive reactions among potential investors.

B 2.9 To train people for independent work in book-keeping and accounting

Lead: Regional Chamber of Commerce Novi Sad, National Employment Agency

Time frame: 3 months + 1 year

Financial source: Regional Chamber of Commerce Novi Sad, National Employment Agency, City of Novi Sad, grants, individuals

Expected result: To increase the number of competent individuals for independent work in book-keeping and accounting.

B 2.10 To acquire knowledge for bankruptcy manager license

Lead: Regional Chamber of Commerce Novi Sad, National Employment Agency, Agency for Bankruptcy Manager Licensing

Time frame: 3 months + 1 year

Financial source: Regional Chamber of Commerce Novi Sad, National Employment Agency, City of Novi Sad, grants, economic associations, individuals

Expected result: To increase the number of competent individuals for the position of bankruptcy manager.

B 2.11 To retrain individuals for craft production (brick-layer, carpenter, steel bender, welder)

Lead: Regional Chamber of Commerce Novi Sad

Time frame: 3 months + 1 year

Financial source: Regional Chamber of Commerce Novi Sad, National Employment Agency, grants, economic associations, individuals

Expected result: To increase the number of competent individuals for craft production.

B 2.12 To additionally train individuals for service industry (masseurs, beauticians, fitness instructors)

Lead: Regional Chamber of Commerce Novi Sad, National Employment Agency

Time frame: 3 months + 1 year

Financial source: Regional Chamber of Commerce Novi Sad, National Employment Agency, hotels, spa centers, grants, individuals

Expected result: To increase the number of competent individuals for service industry.

Goal:

B3. To support associations and networking

Goal B3 Projects:

B 3.1 To establish Business Info Center

Lead: Regional Chamber of Commerce Novi Sad

Time frame: 15 days + continuously

Financial source: Regional Chamber of Commerce Novi Sad, City of Novi Sad, donors

Expected result: To introduce efficient and simple way of dealing with administrative and other problems of SMEs and entrepreneurs, to promote innovation, to increase the number of new businesses and employed people.

B 3.2 To establish small-business cluster in textile industry

Lead: Alma Mons Ltd.

Financial source: Secretariat of Science and Technological Development of Autonomous Province of Vojvodina, City of Novi Sad – City Administration for Economy

Expected result: To form a database of textile enterprises, to form a cluster and finalize the marketing plan.

B 3.3 To establish Business Incubators

Lead: City of Novi Sad

Financial source: donors, City of Novi Sad

Expected result: To create new job opportunities.

Goal:

B4. To fight gray economy

Goal B4 Projects:

B 4.1 To promote campaign fighting against gray economy

Lead: Intercity Union of Independent Entrepreneurs

Time frame: 1 year

Financial source: City of Novi Sad, donors

Expected result: To promote legal economic activities, to organize conferences and meetings on the topic of fighting against gray economy – to reduce the presence of gray economy and size it down to a globally acceptable level.

KEY COMPONENT “C” TO DEVELOP MODERN TECHNOLOGIES AND IMPROVE EDUCATION SYSTEM

Information and communication technologies (ICT), as well as all activities related to the production and use of information and knowledge, have rapidly become one of the most important triggers of economic development in the world. One of eight United Nations Millennium Development Goals is investing in development of knowledge and high technology. ICT is the most dynamic technological domain, of crucial importance for sustainable growth and social progress. Development and application of these technologies lead to the realization of primary goals of every society: innovation, competency, and transparency. Research in high-tech sector have been conducted in several institutions and faculties in Novi Sad, providing the conditions for development of SMEs, that are the foundation of Science and Technology Park, and enable the City of Novi Sad to transform into a knowledge center.

There is a large number of enterprises successful in software engineering, which enables further development of that area, as well as the employment of young computer engineers from the University of Novi Sad. At the same time, it prevents brain drain, creates significant number of new job opportunities, and enables fast economic growth.

The development of a modern education system is closely linked to the development of high technologies and we should base our future actions with that in mind. Special efforts should be directed towards increasing international competitiveness of our high education. It could be said that modern age is the period of knowledge society and completely new civilization, different in every respect from what we had known in the past. Knowledge society has been widely accepted as an irreplaceable factor of social and human growth.

Modern science, which explores and studies education and its importance in society, divides the education system in two parts:

- formal school education system for children and youth (primary, secondary, higher and high education)
- lifelong education that makes the whole world society included in education system

Within education system it is necessary to foster research and development and connect it to the economic growth, thus making a link between the market needs and human resources development. Continuous human resources development is one of the basic conditions for the decrease in unemployment rate and for the better coordination between demand and offer of workforce. There is a lack of educated people for new professions, so it is necessary to adapt education system to new market needs. Moreover, it is necessary to enhance entrepreneurial capacities and skills of the existing and future entrepreneurs, as well as to encourage youth entrepreneurship. In order to foster export potentials it is vital to encourage entrepreneurs and help enterprises to acquire the needed certificates and quality standards. Besides, raising awareness and education about environmental protection and energy efficiency, as well as the use of high technologies for these purposes, represent the conditions for becoming competitive in the world market and at the same time raise the quality of life in Novi Sad.

Education system and education it offers enable all citizens to contribute to society, and that is the only way to exist in a globalized world. Only such an education system, that combines traditional values, new skills and high technology, can prepare new generations for the times yet to come and be the most significant factor in raising competitiveness.

KEY COMPONENT “C” ACTION PLAN TO DEVELOP MODERN TECHNOLOGIES AND IMPROVE EDUCATION SYSTEM

Goal:

C1. To develop specialized software and products

Goal C1 Projects:

C1.1 To create a specialized software for large systems functioning on the Web platform

Lead: DMS Group (Telvent DMS, LLC), City of Novi Sad – Local Economic Development Office

Time frame: Right upon project completion, whereas the implementation would last from 1 to 8 years depending on the duration of each activity within the project

Financial source: DMS Group, City of Novi Sad, Electric Power Industry of Serbia, foreign investors / DMS Group partners, European development loans, and projects which DMS Group carries out worldwide

Expected result: To make Novi Sad the major world center for the development of software for large system management; to make Novi Sad the main SIEMENS IT development center; to open smart grid polygons; to construct business premises for Specialized Software Project; to open Center for Specialized Training and Providing Scholarships for Young Talents; to establish the Department of System Software at the Faculty of Technical Sciences; to boost R&D as a condition for designing the best software in the field of managing electric power distribution and transfer network; to offer over 10,000 job opportunities for electro and software engineers.

C 1.2 To develop a robot for in-mould products labeling

Lead: Center for Automation and Mechatronics, partner: Faculty of Technical Sciences

Time frame: 7 months

Financial source: Center for Automation and Mechatronics, 50%

Expected result: To employ in-mould labeling technique since it is very popular at our market and the market demands practically force the PVC packaging producers to employ it. Were these robots produced here, a high-quality domestic product would substitute the imported one.

C 1.3 To conduct spatial and temporal analysis of catastrophic hazards threatening the territory of the City of Novi Sad and to propose a pilot information system of timely warning concerning the most frequent danger.

Lead: Faculty of Technical Sciences – Center for Catastrophe Risk Management

Time frame: 12 months

Expected result: To pilot an information system of timely warning for the cases of catastrophe on the territory of the City of Novi Sad.

Goal:

C2. To develop information infrastructure

Goal C2 Projects:

C 2.1 To provide video surveillance of public transport (wireless monitoring of Novi Sad Public Transportation Company)

Lead: Public Utility Company "Informatics"

Time frame: 5.5 months

Financial source: Ministry of Infrastructure, Novi Sad Public Transportation Company, City of Novi Sad

Expected result: To increase safety of public transport and reduce undesired situations.

C 2.2 To inform general public of the latest statistics via pamphlets

Lead: Center for Spatial Information of Vojvodina (Faculty of Sciences, Department of Geography, Tourism and Hotel Management)

Time frame: 13 months

Expected result: To form a database containing statistical indicators for the territory of the City of Novi Sad; to publish a yearly pamphlet; to have professionally trained staff.

C 2.3 To implement information systems in healthcare

Lead: Regional Chamber of Commerce Novi Sad, City of Novi Sad – City Administration for Healthcare, a software company, walk-in clinics, Clinical Center, Emergency Department, private and specialized hospitals, pharmaceutical companies, Public Utility Company "Informatics"

Time frame: 4 months

Financial source: Regional Chamber of Commerce Novi Sad, City of Novi Sad, grants, walk-in clinics, Clinical Center, Emergency Department, private and specialized hospitals, pharmaceutical companies

Expected result: To have more qualified workforce, better and more efficient healthcare, more satisfied patients, to significantly reduce supply expenses, to provide more space for other needs.

C 2.4 To build optical infrastructure

Lead: City of Novi Sad, Public Utility Company "Informatics"

Time frame: 1 month + implementation until 2013 (in progress)

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia, EU funds, CSP projects

Expected result: To create convenient environment for development of services that are based on optical network and provided by domestic and foreign enterprises.

Goal:

C3. To develop specialized trainings

Goal C3 Projects:

C 3.1 To create short training programs based on practical, interactive, and long-distance learning

Lead: Faculty of Technical Sciences, CISCO Institute

Time frame: 1 year

Financial source: Ministry of Economy and Regional Development, National Employment Agency, foreign donors

Expected result: To receive a certificate of specialization during one-year training, since the participants would pass at least five online-offline courses.

C 3.2 To found a center for international projects elaboration and professional consulting

Lead: Center for Spatial Information of Vojvodina (Faculty of Sciences, Department of Geography, Tourism and Hotel Management), University of Novi Sad

Time frame: 1 year

Financial source: donors

Expected result: To have professionally trained staff able to apply for projects independently; to form a database of international funds; to have greater number of applications for international projects.

C 3.3 To establish and start construction of a science and technology park in Novi Sad

Lead: Faculty of Technical Sciences, partners: City of Novi Sad, University of Novi Sad, Vojvodina Investment Promotion Fund

Time frame: 4 years and 7 months

Financial source: City of Novi Sad, grants, Ministry of Science and Technological Development, Autonomous Province of Vojvodina, high-tech enterprises from Novi Sad, direct foreign investments, loans

Expected result: To form a science and technology park with the first high-tech enterprises operating there, to apply cutting-edge technology, to improve existing technological processes, to promote innovation, to increase productivity and cost-effectiveness, to offer new job opportunities, to attract foreign investors who deal with R&D.

C 3.4 To develop specialized programs for education of engineers and those with high-school diploma in the fields of food processing and chemical technology (extraction and evaluation of oil products and renewable fuels – bio-diesel, bioethanol, extraction of non-organic substances and PVC processing) with the aim of supporting the development of SMEs.

Lead: Faculty of Technology, Novi Sad (University of Novi Sad), Regional Chamber of Commerce Novi Sad, National Employment Agency

Partners: "Novkabel" Novi Sad, "Yugoinspect" Novi Sad, National Employment Agency - Novi Sad branch

Time frame: 8 months

Financial source: City of Novi Sad, donors

Expected result: To develop specialized programs for education of engineers and those with high-school diploma in the fields of food processing and chemical technology (extraction and evaluation of oil products and renewable fuels – bio-diesel, bioethanol, extraction of non-organic substances and PVC processing) with the aim of supporting the development of SMEs, to implement programs in which groups of engineers and employees with high-school diploma participate.

C 3.5 To introduce obligations and responsibilities of the EU manufacturers and importers – improving the knowledge of engineers in the fields of food processing and chemical technology, with the aim of reaching high-quality processes and products

Lead: Faculty of Technology, Novi Sad (University of Novi Sad), Regional Chamber of Commerce Novi Sad

Partners: Faculty of Food Science - Corvinus University of Budapest, acting as a consultant for EU regulations

Time frame: 10.5 months

Financial source: City of Novi Sad, donors

Expected result: To organize specialized program for engineers in the fields of food processing and chemical technologies; to implement the program with selected group of engineers.

Goal:

C4. To develop and implement technologies based on renewable energy sources

Goal C4 Projects:

C 4.1 To employ solar power in Novi Sad

Lead: Faculty of Technical Sciences

Time frame: 2.5 years

Financial source: City of Novi Sad, IPA funds, grants of foreign and domestic companies

Expected result: To form an environmentally friendly culture and raise awareness about the importance of rational power consumption; to supply solar power at selected locations (primary/secondary schools); to acquire work experience in solar power exploitation; to establish small enterprises / service centers providing energy services.

C 4.2 To elaborate a study on substitution of classic power supplies by exploiting geothermal springs

Lead: Public Utility Company "City Parks"

Time frame: 16 months

Financial source: Donors

Expected result: To fulfill conditions for the elaboration of conceptual design and main project, to fulfill conditions for the improvement of energy efficiency and exploitation of renewable energy sources, to enable cheaper production of biomass.

C 4.3 To produce bioethanol from lignocellulose raw materials

Lead: Faculty of Technology, Novi Sad (University of Novi Sad)

Time frame: 2 years and 10 months

Financial source: European Bank for Reconstruction and Development, City of Novi Sad

Expected result: To construct and release a plant for production of pure bioethanol, used as a transport fuel, made from lignocellulose raw materials, and with a capacity of 80,000 liters per day.

C 4.4 To conduct anaerobic treatment of organic municipal waste (garbage)

Lead: Faculty of Technology, Novi Sad (University of Novi Sad)

Time frame: 2 years and 10 months

Financial source: European Bank for Reconstruction and Development, City of Novi Sad

Expected result: To set up a plant for anaerobic treatment of organic municipal waste of the City of Novi Sad which gives (1) biogas, a high-quality energy source; and (2) products of anaerobic treatment used for fertilization and soil conditioning, and/or as a fuel and additive for cement production.

Goal:

C5. Energy efficiency and environmental protection

Goal C5 Projects:

C 5.1 To elaborate Novi Sad Energy Development Plan

Lead: Novi Sad Energy Agency

Time frame: 1 year and 2 months

Financial source: City of Novi Sad, donors

Expected result: To coordinate construction of energy facilities and other buildings, as well as production, consumption and exploitation of energy and energy resources.

C 5.2 To reduce electric power consumption – public lighting

Lead: Novi Sad Energy Agency

Time frame: 2 years and 4 months

Financial source: City of Novi Sad, donors

Expected result: To reduce consumption of electric power by 30%.

C 5.3 To obtain energy efficiency of public buildings

Lead: Novi Sad Energy Agency, City of Novi Sad, Faculty of Technical Sciences

Time frame: 5 months

Financial source: City of Novi Sad, donors, funds

Expected result: To reduce consumption of electric power by 30%, to make savings in the budget, to reduce costs in meeting the energy needs of public buildings on the territory of the City of Novi Sad.

C 5.4 To construct waste collection and reload facilities

Lead: City of Novi Sad, partner: Public Company "Institute for Constructional Development of the City"

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To provide additional space for collection and reload facilities for municipal waste, to suppress illegal landfills on the territory of Novi Sad.

C 5.5 To reduce the amount of municipal and industrial waste disposed on the city landfill

Lead: BFC Lafarge, partners: City of Novi Sad, Public Utility Company "City Sanitation"

Financial source: Joint investments

Expected result: To significantly increase durability of existing and new landfills, to reuse 25% of total waste.

C 5.6 To create conditions for safe treatment and disposal of infectious medical waste

Lead: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia

Financial source: City of Novi Sad, Autonomous Province of Vojvodina

Expected result: To safely manage infectious medical waste in Novi Sad walk-in clinics, in accordance with legal regulations.

C 5.7 To educate primary school students and teachers on how to contribute to environmental protection by sorting and recycling waste

Lead: City of Novi Sad – City Administration for Environmental Protection

Financial source: City of Novi Sad, primary schools, organizations collecting secondary raw materials

Expected result: To raise awareness about the need and significance of sorting, recycling and reducing waste.

C 5.8 To rehabilitate and recultivate livestock graveyards

Lead: City of Novi Sad – City Administration for Environmental Protection

Financial source: City of Novi Sad

Expected result: To reduce threats to the environment and people's health, as well as to protect underground water, surface water and soil.

C 5.9 To create interactive on-line map of concentrated CO₂ in high-emission areas of the city

Lead: City of Novi Sad - City Administration for Environmental Protection

Expected result: To monitor the concentration of CO₂ at the emission location, efficiently and in real time. The City of Novi Sad would thus be the first city in the world to have an online map of CO₂ emissions.

C 5.10 To procure an automatic measuring station (for determining air quality), covering the entire territory of the City of Novi Sad

Lead: City of Novi Sad - City Administration for Environmental Protection

Expected result: To enable air quality estimation, to establish an information system and take appropriate measures with the goal of eliminating and/or minimizing negative effects on people's health and environment.

C 5.11 To create a strategic noise map (to define contents and methods of noise mapping)

Lead: Faculty of Technology, Novi Sad (University of Novi Sad), Faculty of Medicine, Work Safety Institute, City of Novi Sad - City Administration for Environmental Protection

Time frame: 2 years and 2 months

Financial source: European Bank for Reconstruction and Development, City of Novi Sad

Expected result: To timely elaborate a strategic noise map, to plan noise prevention, reducing financial means spent on noise reduction.

C 5.12 To develop environmental protection sensors

Lead: Faculty of Technology, Novi Sad (University of Novi Sad), Faculty of Technical Sciences

Time frame: 2 years

Financial source: European Bank for Reconstruction and Development, City of Novi Sad

Expected result: To make miniature sensors for the detection of harmful atmospheric gases.

C 5.13 To provide conditions for coordinated waste treatment in Novi Sad with regulations and modern principles of waste management

Lead: Public Utility Company "City Sanitation"

Time frame: 6 years and 1 month

Financial source: Public Utility Company "City Sanitation", donors

Expected result: To respect regulations, to work in accordance with modern principles, to get a greater amount of pure waste material for further processing, to occupy less landfill areas, to gain additional profit.

C 5.14 To make primary waste separation system giving better results concerning municipal waste management and primary separation

Lead: Public Utility Company "City Sanitation"

Time frame: 3 years + (20 years of emptying and maintenance)

Financial source: Public Utility Company "City Sanitation"

Expected result: To resolve the problem of lack of space for dumpsters, to set higher aesthetic standards, to prevent illegal use of dumpsters, to provide greater quantities of pure secondary raw materials for enterprises.

C 5.15 To improve the applied waste treatment system in Novi Sad, to reach higher level of PET package processing within the separation and waste baling plant

Lead: Public Utility Company "City Sanitation"

Time frame: 20 months + (10 years of operation and maintenance)

Financial source: Public Utility Company "City Sanitation", donors

Expected result: To reach higher level of PET package processing within the separation and waste baling plant, to gain additional profit.

C 5.16 To shelter abandoned (taken away) dogs and cats (hoofed animals) in a humane and modern way until somebody adopts them

Lead: Public Utility Company "City Sanitation"

Time frame: 30 months + (10 years of operation and maintenance)

Financial source: Public Utility Company "City Sanitation", donors

Expected result: To provide conditions for modern care of abandoned dogs and cats.

C 5.17 To provide conditions for treating animal waste by applying the EU technologies

Lead: Public Utility Company "City Sanitation"

Time frame: 30 months + (30 years of operation and maintenance)

Financial source: Public Utility Company "City Sanitation", donors

Expected result: To dispose animal waste in a safe way, by designing and establishing a modern incineration system.

C 5.18 To improve the waste treatment system applied in Novi Sad, according to regulations

Lead: Public Utility Company "City Sanitation"

Time frame: 2 years + (30 years of operation and maintenance)

Financial source: Public Utility Company "City Sanitation", donors

Expected result: To have multiple benefits – to reduce the quantity of disposed waste and emission of air pollutants, to make profits out of compost or materials for landfill recultivation.

C 5.19 To control landfill gases from disposed biodegradable waste, to collect and exploit gases for further landfill operation

Lead: Public Utility Company "City Sanitation"

Time frame: 3 years and 6 months + (25 years of operation, facility maintenance and energy exploitation)

Financial source: Public Utility Company "City Sanitation", donors

Expected result: To reduce environmental pollution, to gain profits from gas exploitation.

C 5.20 To treat solid waste in the city more efficiently, to increase the exploitation of reusable waste material and to reduce waste quantity

Lead: Public Utility Company "City Sanitation"

Expected result: To prevent air, water and soil pollution, to recycle more and treat solid waste in the city more efficiently.

C 5.21 To provide location for final disposal of waste that was not exploited in any of aforementioned modern, bio-mechanical treatments and to provide accompanying facilities (roads, protection zone, access roads and buildings)

Lead: Public Utility Company "City Sanitation"

Time frame: 6 years

Financial source: Public Utility Company "City Sanitation", donors

Expected result: To reduce the pressure on landfills, to have less waste, to improve population health and environmental protection; to provide sanitary landfills supplying raw materials that are later sold, bringing profits.

Goal:

C6. To improve education system in accordance with market needs and to introduce lifelong learning

Goal C6 Projects:

C 6.1 To keep e-diary

Lead: Public Utility Company "Informatics"

Time frame: 7.5 months

Financial source: donors, funds, City of Novi Sad

Expected result: To provide parents/guardians with clear insight into their children's academic achievements at any moment.

C 6.2 To enable virtual class attendance (e-learning)

Lead: Public Utility Company "Informatics"

Time frame: 10 months

Financial source: Funds, donors, City of Novi Sad

Expected result: To improve the quality of learning and to achieve greater accessibility of higher education.

C 6.3 To increase school safety by introducing student ID cards.

Lead: Public Utility Company "Informatics"

Time frame: 7 months

Financial source: Funds, donors, City of Novi Sad

Expected result: To increase school safety.

C 6.4 To establish the Center for Youth Entrepreneurship (best business idea competition)

Lead: Center for Youth Enterprise Development, partner: Faculty of Technical Sciences

Time frame: 1 year and 3 months + (1 year)

Financial source: City of Novi Sad, donors, National Employment Agency, European Commission, Government of the Autonomous Province of Vojvodina

Expected result: To develop entrepreneurial skills, competency to start a private business, to market new ideas.

C 6.5 To apply QMS – ISO 9001: 2000; to apply environmental protection management system – ISO 1400; to apply workplace health and safety management system – OHSAS 18001; to conduct training

Lead: Regional Chamber of Commerce Novi Sad

Time frame: 3 months (+ continuously)

Financial source: Regional Chamber of Commerce Novi Sad, City of Novi Sad, grants

Expected result: To organize one-day and two-day seminars for approximately 400 individuals.

C 6.6 To train persons in charge of workplace health and safety

Lead: Regional Chamber of Commerce Novi Sad, National Employment Agency, Administration for Workplace Health and Safety

Time frame: 3 months + 1 year

Financial source: Regional Chamber of Commerce Novi Sad, National Employment Agency, City of Novi Sad, donors, business communities, individuals

Expected result: To increase the number of people trained in workplace health and safety.

Goal:

C7. To develop and apply technologies for healthy and good-quality food production

Goal C7 Projects:

C 7.1 To receive a certificate for specific products - brands of the City of Novi Sad

Lead: Faculty of Technology, Novi Sad (University of Novi Sad), Food Testing Laboratory, Packages and Packaging Laboratory, EU Center for Food Safety and Risk Assessment

Time frame: 2 years

Financial source: European Bank for Reconstruction and Development, City of Novi Sad

Expected result: To elaborate a strategy defining terms and criteria for the development of Novi Sad food brands.

C 7.2 To monitor the quality of strategically important food products on the Novi Sad market

Lead: Faculty of Technology, Novi Sad (University of Novi Sad), Food Testing Laboratory, Packages and Packaging Laboratory, EU Center for Food Safety and Risk Assessment

Time frame: 3 years

Financial source: European Bank for Reconstruction and Development, City of Novi Sad

Expected result: To determine the quality of strategically important food products from the health and microbiological aspects, aspects of nutritional and energy value, and quality of packaging.



KEY COMPONENT 'D' TO IMPROVE TOURISM

With its unique characteristics and resources in terms of physical geography, social geography, infrastructure and suprastructure, the City of Novi Sad provides conditions for the development of many currently popular forms of tourism, a highly competitive branch of industry that is constantly growing and developing.

The City of Novi Sad has the necessary diversity of a modern tourist center that aims to and has the ability to put itself on a world tourist map. It is located on the Danube, on the intersection of the most important roads, near the mountain of Fruška Gora with 17 culturally and historically significant monasteries, and it is surrounded by typical Vojvodinian ranches. In addition, there are 17th-century Petrovaradin Fortress, appealing old city center, numerous museums, prestigious Novi Sad Fair, as well as many world famous festivals and events.

Novi Sad has been a member of the European Cities Tourism since 2006. During 2008, 97,008 tourists visited the city, which is 4.2 % of the total number of tourists in the Republic of Serbia. In 2008 only, the port of Novi Sad saw 500 cruise ships (out of which 250 were foreign) and around 35,000 passengers. Besides, approximately 300,000 people visit the Agricultural Fair every year, while the EXIT music festival attracts around 150,000 visitors, mostly foreign.

Although statistical data show a constant growth in the number of tourists, it is necessary to make them stay longer, to increase the frequency of visits and to make a unified accommodation offer, while at the same time increasing the quality of accommodation and services. In addition, the restoration of cultural buildings and improvement of tourist infrastructure are important conditions for upgrading the general tourist offer.

Besides the activities of Novi Sad Tourist Organization, it is necessary for tourists to receive a timely and complete overview of what Novi Sad and its surroundings have to offer. Moreover, Novi Sad Tourist Organization should be provided with feedback, in order to analyze the profile of tourists and their interests, and adjust the offers and packages to reflect the tourists' diverse and changing needs (tourists from cruise ships, fair visitors, business partners, etc.) All this will bring an increase in the number of tourists, in the revenues from sojourn tax and in the total income from tourism.

KEY COMPONENT 'D' ACTION PLAN TO IMPROVE TOURISM

Goal:

D1. To create a good-quality/attractive tourist product and continuous tourist offer

Goal D1 Projects:

D 1.1 To organize trainings for residents renting private accommodation

Lead: City of Novi Sad, partners: Novi Sad Tourist Organization, EXIT Festival, DTI

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia, donors

Expected result: To build and improve the existing institutional and organizational capacities, to train and inform the residents having private accommodation, to meet the needs of a modern tourist, to make a curriculum for the continuous education of residents renting private accommodation.

D 1.2 To train and license specialized tour guides

Lead: City of Novi Sad, partners: Novi Sad Tourist Organization, EXIT Festival, DTI

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia, donors

Expected result: To build and improve the existing institutional and organizational capacities, to train and license professional staff competent for meeting the needs of modern tourists, to make a curriculum for the continuous education of tourism workers.

D 1.3 To introduce cruise tourists to the city tourist offer; to develop tourist infrastructure in the marina

Lead: City of Novi Sad, partners: Novi Sad Tourist Organization, EXIT Festival, DTI, Agenda Pro

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia, donors

Expected result: To provide the cruise tourists with access to all sights, to develop tourist infrastructure in the marina in order for it to meet the needs of modern cruise tourism, to extend the city's tourist offer.

D 1.4 To promote health tourism in Novi Sad by analyzing the needs, creating offers and promotional activities

Lead: City of Novi Sad, partners: City Administration for Healthcare, Novi Sad Tourist Organization, Local Economic Development Office

Time frame: 8 months

Financial source: donors

Expected result: To exploit the existing health resources (facilities, equipment, professional stuff) and to improve the quality of Novi Sad tourist offer.

D 1.5 To offer health services in accordance with the needs of health tourism

Lead: City of Novi Sad – City Administration for Healthcare

Financial source: The healthcare service cost is covered by the users

Expected result: To achieve financial gain through good-quality and highly professional services.

D 1.6 To develop a mobile phone application for Novi Sad tourist offer

Lead: Novi Sad Tourist Organization, partners: EXIT Festival and Public Utility Company “Informatics”

Time frame: 2 months

Financial source: Novi Sad Tourist Organization, donors

Expected result: To make tourist information and news available everywhere and anytime

D 1.7 To elaborate a project - to analyze the possibilities of opening a zoo in Novi Sad

Lead: Tourist Organization of Novi Sad, City of Novi Sad, partners: Public Company “Institute for Constructional Development of the City”, Public Utility Company “City Parks”, private sector

Time frame: 7 months

Financial source: Tourist Organization of Novi Sad, City of Novi Sad, partners: Public Company “Institute for Constructional Development of the City”, Public Utility Company “City Parks”, private sector

Expected result: To increase profits and the number of tourists.

D 1.8 To make underground military tunnels available for tourists

Lead: Novi Sad City Museum, partners: Novi Sad Tourist Organization

Time frame: 9 months

Financial source: City of Novi Sad

Expected result: To increase the number of tourists, to provide new capacities for hosting events.

D 1.9 To procure stands for hosting city events

Lead: Novi Sad Tourist Organization

Time frame: 5 months

Financial source: Novi Sad Tourist Organization, donors, City of Novi Sad, Public Company "Sports and Business Center Vojvodina", Public Company "Vojvodina Waterways", Public Utility Company "City Parks"

Expected result: To increase profits and the number of tourists.

D 1.10 To procure one open-top sightseeing bus

Lead: Novi Sad Tourist Organization

Time frame: 5 months

Financial source: donors

Expected result: To increase profits and the number of tourists.

D 1.11 To organize theme nights as a new type of tourist entertainment in Novi Sad

Lead: Faculty of Sciences

Time frame: 8 months

Financial source: Faculty of Sciences – Department of Geography, Tourism and Hotel Management, Novi Sad Tourist Organization, Autonomous Province of Vojvodina, City of Novi Sad, donors

Expected result: To introduce a modern way of sightseeing and to promote diverse cultural heritage.

D 1.12 To promote selected services and products from cultural offer

Lead: Faculty of Sciences

Time frame: 16 months

Financial source: Faculty of Sciences - Department of Geography, Tourism and Hotel Management, Novi Sad Tourist Organization, Autonomous Province of Vojvodina, City of Novi Sad, donors

Expected result: To promote and improve the most popular services and high-quality products from the domain of cultural tourism.

D 1.13 To promote religious tourism offer of Novi Sad

Lead: Faculty of Sciences

Time frame: 12 months

Financial source: Faculty of Sciences - Department of Geography, Tourism and Hotel Management, Novi Sad Tourist Organization, Autonomous Province of Vojvodina, City of Novi Sad, donors

Expected result: To attract foreign tourists and admirers of cultural heritage and to promote religious, spiritual and material values.

D 1.14 To devise action plan for the development of *salaš* tourism (typical Vojvodinian ranches)

Lead: Alma Mons LLC

Time frame: 315 days

Financial source: Secreatariat of Economy of the Autonomous Province of Vojvodina, City of Novi Sad

Expected result: To define a tourist offer, to make promotional material and Internet presentation, to report on results.

D 1.15 To make Public Company “Sports and Business Center Vojvodina” a regional center for international sports and recreational congresses

Lead: Public Company “Sports and Business Center Vojvodina”

Time frame: 6 months

Financial source: Tourism development funds, Ministry of Economy and Regional Development of the Republic of Serbia – Secretariat of Tourism, City of Novi Sad, Novi Sad Tourist Organization

Expected result: To train the employees to successfully apply for hosting international congresses in the area of sports and recreational activities.

D 1.16 To elaborate Novi Sad Tourism Development Strategy

Lead: Novi Sad Tourist Organization

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Novi Sad Tourist Organization, donors

Expected result: To elaborate Novi Sad Tourism Development Strategy.

Goal:

D2. Marketing and Promotion

Goal D2 Projects:

D 2.1 To create a tourist map of the city

Lead: City of Novi Sad, partners: Novi Sad Tourist Organization, EXIT Festival, Palgo Center

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia, donors

Expected result: To create tourist maps in order to increase accessibility and visibility of tourist attractions and their surroundings and thus fulfill the needs of various forms of modern tourism, to print and distribute tourist city maps.

D 2.2 To promote tourist attractions in Novi Sad

Lead: City of Novi Sad, partners: Novi Sad Tourist Organization, EXIT Festival, Agenda Pro

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia, donors

Expected result: To elaborate communication strategy, by target groups and strategic partners, lead by the principles of sustainable development and environmental protection, to develop a set of communication tools and materials adapted to various target groups, to design and produce specific promotional material for each tourist attraction.

D 2.3 To publish a monthly cultural offer bulletin

Lead: City of Novi Sad – City Administration for Culture, Novi Sad Tourist Organization

Time frame: Monthly

Expected result: To enrich tourist offer.

D 2.4 To create Novi Sad Tourist Passport

Lead: Novi Sad Tourist Organization

Time frame: 4 months

Financial source: Novi Sad Tourist Organization, donors

Expected result: To increase the number of visitors and revenues of cultural institutions and private sector.

D 2.5 To procure and install touch screens and information displays in several locations in the city

Lead: Novi Sad Tourist Organization

Time frame: 5 months

Financial source: donors, Novi Sad Tourist Organization, Novi Sad Fair JSC, Public Company "Sports and Business Center Vojvodina", private sector, TV Station Apolo

Expected result: To provide tourists with more information, to give easier and faster access to requested information concerning the tourist offer.

D 2.6 To promote local attractions in authentic way

Lead: Public Company "City Information Center Apolo"

Time frame: 2 months, 2 weeks, continuously

Financial source: Novi Sad Tourist Organization, media partner: Public Company "City Information Center Apolo", Novi Sad City Museum

Expected result: To offer tourists authentic content of Vojvodina and Novi Sad, products endangered by mass production that survive only thanks to perseverance of traditional craftsmen and enthusiasts.

D 2.7 To create online booking system with detailed presentation of accommodation in Novi Sad – NS Online

Lead: Faculty of Sciences, partner: Novi Sad Tourist Organization

Time frame: 15 months

Financial source: Faculty of Sciences – Department of Geography, Tourism and Hotel Management, Novi Sad Tourist Organization, Autonomous Province of Vojvodina, City of Novi Sad, donors

Expected result: To increase e-business at tourist destinations and improve search engine rankings of websites of tourist agencies, hotels etc.

D 2.8 To make a Baedeker travel guide with postcards - NS in your pocket

Lead: Faculty of Sciences

Time frame: 14 months

Financial source: Faculty of Sciences - Department of Geography, Tourism and Hotel Management, Novi Sad Tourist Organization, Autonomous Province of Vojvodina, City of Novi Sad, donors

Expected result: To present the city through photography and postcards and to reestablish the habit of sending postcards from travels.

D 2.9 To promote and improve Tourism Fair as an important factor in promotion of domestic tourist offer

Lead: Novi Sad Fair JSC

Time frame: 1 month or continuously, depending on the project activities

Financial source: Novi Sad Fair JSC, Government of the Autonomous Province of Vojvodina, City of Novi Sad

Expected result: To raise interest in domestic destinations and improve the promotion of tourism in Vojvodina to domestic and foreign tourists and tour operators who have included the Vojvodinian destinations in their offer.

D 2.10 To include the role of Ambassador Program in the economic development of Novi Sad, to see the City as a destination with great potential for development of congress and event tourism

Lead: Faculty of Sciences

Time frame: 17 months

Financial source: Faculty of Sciences - Department of Geography, Tourism and Hotel Management, Centre for Tourism Research and Studies Novi Sad, Autonomous Province of Vojvodina, City of Novi Sad, donors

Expected result: To bring various benefits to the city's economic development by identifying people (managers, directors, etc.) active in the cultural, sports, business, and public life that have good contacts and positions in international professional associations, and to train them to lobby for Novi Sad in specific professional associations, so that the city would get the opportunity to organize many international events. The training would show them how to present Novi Sad as a destination with great development potential.

Goal:

D3. To strengthen Novi Sad Tourist Organization capacities

Goal D3 Projects:

D 3.1 To improve Novi Sad Tourist Organization

Lead: City of Novi Sad, partners: EXIT Festival, Agenda Pro

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia, donor institutions

Expected result: To have a strategic plan enabling organized and planned development of tourism. To educate the employed in Novi Sad Tourist Organization, since they are the most valuable resource which brings new and improves the existing capacities, to promote the principle of sustainable development and environmental protection through the projects carried by Novi Sad Tourist Organization.

D 3.2 To design a website of Novi Sad Tourist Organization

Lead: Novi Sad Tourist Organization

Time frame: 4 months

Financial source: City of Novi Sad, donors

Expected result: To increase the number of domestic and foreign tourists.

D 3.3 To introduce software for online booking and payment for accommodation and other tourist services

Lead: Novi Sad Tourist Organization

Time frame: 4 months

Financial source: Novi Sad Tourist Organization, hotels, donors

Expected result: To increase the number of guests, tourists; to increase the revenues from sojourn tax, to improve database on guests and tourists.

Goal:

D4. To improve the work of cultural and tourist institutions in Novi Sad

Goal D4 Projects:

- D 4.1** To adapt and reconstruct various cultural buildings in the city (Novi Sad City Library, museums, Novi Sad Historical Archive, Institute for the Protection of Cultural Monuments, Youth Theatre, Novi Sad Theatre, Atelier 61)

Lead: City of Novi Sad – City Administration for Culture

- D 4.2** To adapt the Great War Well and connect it to the gallery on the ground floor of the Arsenal Building (Novi Sad City Museum) on the Petrovaradin Fortress.

Lead: Novi Sad City Museum

Financial source: donors

Expected result: To improve tourist and museum offer, as well as the city's image.

- D 4.3** To adapt the gallery space in the Collection of Foreign Art

Lead: Novi Sad City Museum

Financial source: donors

Expected result: To improve tourist and museum offer, as well as the city's image.

- D 4.4** To adapt the entrance hall in Novi Sad City Museum

Lead: Novi Sad City Museum

Financial source: donors

Expected result: To improve tourist and museum offer, the image of the Petrovaradin Fortress and the city.

Goal:

D5. To improve the existing tourist infrastructure

Goal D5 Projects:

D 5.1 To renew the lower town of the Petrovaradin Fortress (revive it in the cultural sense)

Lead: City of Novi Sad – City Administration for Culture

Expected result: To increase the number of tourists.

D 5.2 To build new and reconstruct the existing complex of swimming-pools in Public Company “Sports and Business Center Vojvodina”

Lead: Public Company “Sports and Business Center Vojvodina”

Time frame: 2 years

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia

Expected result: To increase the sports offer of the city primarily to meet the needs of local sports teams, to enhance recreational capacities for citizens, to improve energy efficiency of the facility, to upgrade the overall attraction of the business section of the building and to raise the number of visitors.

D 5.3 To increase energy efficiency in the facility of Public Company “Sports and Business Center Vojvodina”

Lead: Public Company “Sports and Business Center Vojvodina”

Time frame: 2 years and 6 months

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, Republic of Serbia

Expected result: To increase energy efficiency and number of visitors.

D 5.4 To reconstruct and modernize the entire complex of Public Company “Sports and Business Center Vojvodina”

Lead: Public Company “Sports and Business Center Vojvodina”

Time frame: 3 years and 9 months

Financial source: Autonomous Province of Vojvodina, Republic of Serbia

Expected result: To increase energy efficiency, resulting in savings in thermal and electric power consumption; to improve attractiveness of the business section and increase the number of visitors.

D 5.5 To open souvenir shops

Lead: Novi Sad Tourist Organization

Time frame: 5 months

Financial source: Novi Sad Tourist Organization, Novi Sad City Museum, Novi Sad Fair JSC, hotels, Public Company "Sports and Business Center Vojvodina", donors

Expected result: To build and equip souvenir shops in the most attractive tourist locations.

D 5.6 To install tourist info-stands

Lead: Novi Sad Tourist Organization

Time frame: 3 months

Financial source: Novi Sad Tourist Organization, Novi Sad Fair JSC, Public Company "Sports and Business Center Vojvodina", Novi Sad City Museum, donors

Expected result: To install tourist info-stands at the most important places in the city with the aim of offering tourists information and help.

D 5.7 To install tourist signs, thus marking tourist attractions, monuments, and cultural institutions

Lead: City of Novi Sad – City Administration for Transport and Roads, Novi Sad Tourist Organization, partners: Institute for the Protection of Cultural Monuments, Public Company "Institute for Constructional Development of the City"

Time frame: 5 months

Financial source: Novi Sad Tourist Organization, donors

Expected result: To identify as many tourist landmarks as possible and provide information about them, to install the signs showing the location and how to get there. To improve the quality of tourist offer, provide better information for tourists, increase the tourism revenues, and raise awareness of local population about city's cultural heritage.

D 5.8 To expand the city wharf (for ships, yachts and boats)

Lead: Novi Sad Tourist Organization

Time frame: 4.5 months

Financial source: Public Company "Vojvodina Waterways", nautical clubs, private docks, grants, loans

Expected result: To increase the number of nautical tourists and revenue from this type of tourism.

D 5.9 To make camp construction project

Lead: Novi Sad Tourist Organization

Time frame: 3 months

Financial source: Public Company "Institute for Constructional Development of the City", Public Company "Vojvodina Waterways", Public Utility Company "City Parks", donors

Expected result: To finalize the camp construction project and make it ready for investors, financiers, and donors.

D 5.10 To procure a tourist ship and include it in the tourist offer

Lead: Novi Sad Tourist Organization

Time frame: 6 months

Financial source: Novi Sad Tourist Organization, nautical clubs, private sector, loans, donors

Expected result: To increase the number of tourists, to establish a connection with destinations along the Danube, to offer a new tourist product.

D 5.11 To design a reconstruction project of the Danube bank for possible investors

Lead: Novi Sad Tourist Organization

Time frame: 7 months

Financial source: Novi Sad Tourist Organization, Public Company "Institute for Constructional Development of the City", Public Utility Company "City Parks", Public Company "Vojvodina Waterways", donors, private sector

Expected result: To attract investors for the reconstruction of the Novi Sad quay (promenade), to increase turnover, revenues, and the number of new investments.

D 5.12 To reconstruct the existing public toilets and construct new ones

Lead: Novi Sad Tourist Organization

Time frame: 7 months

Financial source: City of Novi Sad, Novi Sad Tourist Organization, donors

Expected result: To improve tourist infrastructure.

D 5.13 To construct bus stops for tour buses

Lead: Novi Sad Tourist Organization

Time frame: 7 months

Financial source: City of Novi Sad – City Administration for Transport and Roads, Public Company "Institute for Constructional Development of the City", private sector, donors, Novi Sad Tourist Organization

Expected result: To construct several bus stops, to improve tourist infrastructure, to provide easier and faster access to sights, to make tourists spend more time in the city.

D 5.14 To conduct a study, i.e. development project, for the Čenej Airport, with complete analysis of tourism opportunities

Lead: Novi Sad Tourist Organization

Time frame: 8 months

Financial source: Aeroclub Novi Sad, City of Novi Sad, grants

Expected result: To determine economic, tourism and other possibilities for the development of the airport, with the aim of attracting and receiving investments and grants.

D 5.15 To organize educational and competitive events, with the goal of redesigning green areas in the city

Lead: Public Utility Company "City Parks"

Time frame: 5 months

Financial source: City of Novi Sad, existing funds, economic sector, donors

Expected result: To transform free green areas into artistic horticultural areas.

D 5.16 To reconstruct roads, sidewalks and surrounding areas on the Hornwork plateau of the Petrovaradin Fortress

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To shape the space for various activities, especially for those of open type.

D 5.17 To reconstruct two bridges preceding Leopold's Gate and the bridge preceding Karl VI Gate together with belonging roads and sidewalks

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To define the measures for comprehensive technical protection, to reconstruct the structure under protection of Institute for the Protection of Cultural Monuments, to raise traffic safety.

D 5.18 To restore the Belgrade Gate in Petrovaradin

Lead: Public Company "Institute for Constructional Development of the City"

Time frame: 2010-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To define measures for comprehensive technical protection, to reconstruct the structure under protection of Institute for the Protection of Cultural Monuments, to raise traffic safety.

D 5.19 To green the city by modern methods

Lead: Public Utility Company "City Parks"

Time frame: 2 years and 2 months

Financial source: City of Novi Sad, donors

Expected result: To improve the existing microclimate conditions in the city, to increase energy efficiency and aesthetic effects.

D 5.20 To elaborate pre-investment study on the Futoški Park complex

Lead: Public Utility Company "City Parks", partners: Public Company "Institute for Constructional Development of the City", Public Company "Urban Planning"

Time frame: 11 months

Financial source: donors

Expected result: To fulfill conditions for the project elaboration and complex construction, to improve cross-border cooperation, to create conditions for including the park in the European spa map, to create conditions for better energy efficiency and exploitation of renewable energy resources.

D 5.21 To set up a permanent exhibition entitled “Štrand Live Fencing”

Lead: Public Utility Company “City Parks”

Time frame: 3 years and 6 months

Financial source: donors

Expected result: To positively influence visitors with display of diverse colors and shapes, to have positive psychological and physiological influence, to have cultural and educational function, to raise awareness about the importance of green areas in young population, to emphasize the aesthetics of the exhibition, to provide protection for the Štrand complex, to bring additional ecological benefit regarding microclimate, humidity and air flow, to reduce air pollution and noise, to prevent embankment erosion with the network of roots.

D 5.22 To improve capacities and include the protected natural heritage of Kamenički Park in Sremska Kamenica in the Novi Sad tourist offer

Lead: Public Utility Company “City Parks”

Time frame: 4 years and 9 months

Financial source: City of Novi Sad, donors

Expected result: To increase positive influence on the environment, to clean and redesign the park and make it more accessible to visitors, to increase the number of visitors, to include the park in the Novi Sad tourist offer.

D 5.23 To expand sports and recreational offer in Novi Sad

Lead: Public Utility Company “City Parks”

Time frame: 4 years and 1 month

Financial source: donors

Expected result: To construct sports bubble above assembly and dismantling ice-skating rink, ice-skating lanes and courts under the bubble, to increase the number of visitors to the beach in the off-season, to raise awareness about the importance of doing sports, etc.

D 5.24 To reconstruct the Trifkovićev Square

Lead: Public Company “Institute for Constructional Development of the City”

Time frame: 2010

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To create conditions for redesign of city squares and to enable them to serve their true purpose, according to the Detailed Regulation Plan.

D 5.25 To reconstruct the Republic Square

Lead: Public Company “Institute for Constructional Development of the City”

Time frame: 2010-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To relocate the suburban bus station, to establish new traffic regime, to create a new pedestrian zone, to elaborate the project of reconstruction and revival of the square, and to fit this valuable area to the surrounding buildings in the old city center (Serbian Orthodox Church of Saint George, “Jovan Jovanović Zmaj” Grammar School, City Library, Museum Complex, residential and business buildings surrounding the square, Dunavska Street and Zmaj Jovina Street), to shape this potentially attractive location by introducing greenery, by careful choice of modern equipment, by introducing elements that enrich the ambient (fountain, monument, sculpture, etc.), to maintain the original function of the square, i.e. Fishmonger’s Market, and to keep it bifunctional, a marketplace and pedestrian zone, to replace or remove all the existing structures on the plateau, to use the underground space as car park.

D 5.26 To reconstruct the Liberty Square

Lead: Public Company “Institute for Constructional Development of the City”

Time frame: 2010-2011

Financial source: City of Novi Sad (included in the construction land development plan), Autonomous Province of Vojvodina – Capital Investment Fund, donors

Expected result: To introduce new square flooring, to pay tribute to buildings once located in Little Jewish Street, while maintaining the existing greenery.

D 5.27 To procure emergency generator for system failure

Lead: Elektrovojvodina LLC

Time frame: 6 months

Financial source: Elektrovojvodina LLC, Republic of Serbia, donors

Expected result: To procure portable electric power generator for cases of serious system failure, when alternative supply is not available, ensuring minimal interruptions in supply. To use the generator as a basic power supply in cases of events important for the city, such as promotional activities of local self-government.

D 5.28 To construct a modern aqua park

Lead: City of Novi Sad, Public Company "Institute for Constructional Development of the City", Public Company "Business Premises", Public Company "Sports and Business Center Vojvodina"

Time frame: 1 year and 9 months – 2 years

Financial source: City of Novi Sad, Autonomous Province of Vojvodina, National Investment Plan, donors

Expected result: To improve tourist offer and increase the number of tourists in Novi Sad.

KEY COMPONENT 'E' TO DEVELOP AGRICULTURE

Vojvodina is the center of agricultural production, not only in our country but in the Southeast Europe as well. Due to numerous advantages compared to surrounding countries, primarily owing to good agroecological conditions for agricultural production, Vojvodina has become an important factor in food production. Agricultural land occupies 42,863 hectares or 61.31% of total city territory, with 39,760 hectares of arable land or 92.76% of total agricultural land. This is an important condition for including the existing human and financial resources in agricultural development and growth.

There are a lot of agricultural households, as well as business entities that process primary agricultural products, while settlements encompassed in the City of Novi Sad, mainly live from agriculture. Economic activities in rural areas include crop farming, vegetable growing, fruit growing and stockbreeding, and sometimes related processing services. Moreover, there is an interest of individual producers of organic food, which is growing in popularity in the European Union. Institute of Field and Vegetable Crops and Faculty of Agriculture in Novi Sad provide institutional support to agricultural producers.

Even though Novi Sad has all the conditions for the development of agricultural production, the producers are facing certain difficulties such as:

- obsolete production technologies and additional processing, which decreases profit and competitiveness
- time-consuming and expensive certification acquisition process for organic food production, scarce information on organic food production standards and their application, which is necessary for the introduction of our products to foreign markets
- absence of distribution centers with appropriate storage space
- insufficient information on available financial and technical support
- lack of training regarding new technologies in agricultural production, and other domains such as economics, marketing and managerial skills

In order to improve the whole sector it is necessary to determine the priorities in agriculture. Having in mind Serbia's intention to join the European Union, while putting most of its hopes in the healthy foods production and export, it is of the highest strategic importance to educate farmers and create conditions for the acquisition of necessary agricultural certificates.

It is very important to make associations in local agricultural production for better product marketability and profit of agricultural producers. Revival of the already existing and creation of new professional associations can greatly contribute to the success of producers on the foreign market, as well as to the better marketability of their products.

Besides, investments in the agricultural infrastructure and comprehensive systematic support of agricultural producers are conditions for raising the quality of agricultural products and becoming competitive in global market.

The primary goal of developing and improving current agricultural production is to make it economical, competitive and in accordance with European trends. This implies the improvement of current agricultural production potentials, modern methods of functioning, market orientated agriculture, and use of marketing and promotion.

KEY COMPONENT 'E' ACTION PLAN TO DEVELOP AGRICULTURE

Goal:

E1. To develop distribution center for agricultural products

Goal E1 Projects:

E 1.1 To construct a wholesale market

Lead: Public Utility Company "City Markets"

Time frame: 2 years and 9 months

Financial source: Self-funding, capital subsidies, loans, donors

Expected result: To provide storage space and distribution of agricultural products.

Goal:

E2. To grow seeds for field and vegetable crops

Goal E2 Projects:

E 2.1 To increase and improve technical and technological level of field and vegetable crops seed production

Lead: Institute of Field and Vegetable Crops

Time frame: 1 year

Financial source: Self-funding, commercial banks

Expected result: To have more areas with crop seeds, the production of which brings more financial gain than production of goods for trade. To modernize production technology and additional processing through procurement of state-of-the-art machines and tools, as well as through the construction of modern capacities for further seed processing. To bring more financial gain to the city.

Goal:

E3. To encourage production of organic (healthy) food

Goal E3 Projects:

E 3.1 To educate people regarding the importance of organic food production and consumption

Lead: Institute of Field and Vegetable Crops Novi Sad

Time frame: 6 months

Financial source: City of Novi Sad, bank loans, self-funding

Expected result: To raise awareness about the importance of organic food production and consumption as the first and significant step in improving production and consumption of agricultural products. To save the environment and raise the quality of nutrition.

E 3.2 To educate people regarding the importance of organic seed production and consumption

Lead: Institute of Field and Vegetable Crops Novi Sad

Time frame: 6 months

Financial source: Self-funding, commercial banks

Expected result: To raise awareness about the importance of organic food production and consumption as the first and significant step in improving production and consumption of agricultural products. To save the environment and raise the quality of nutrition. To produce certified organic seeds, thus establishing profitable organic food production.

E 3.3 To create database, provide education and join organic food producers

Lead: Regional Chamber of Commerce Novi Sad

Time frame: 1 year and 10 months

Financial source: Donors, Regional Chamber of Commerce Novi Sad, City of Novi Sad

Expected result: To boost production and awareness of consumers in Novi Sad regarding eco-programs. To change nutrition habits, to prevent diseases, to improve quality of life while at the same time providing financial gain. To feed children with organic food, to make foundations for their healthy eating habits and to enable them to later transfer the knowledge to their families.

Goal:

E4. To develop support of agricultural producers

Goal E4 Projects:

E 4.1 To educate and inform people about the production of raw materials and liquid energy sources production and exploitation

Lead: Institute of Field and Vegetable Crops Novi Sad

Time frame: 7 months

Financial source: City of Novi Sad, donors

Expected result: To decrease dependence on the import of liquid energy sources.

E 4.2 To educate and inform people about the advantages of modern agricultural techniques

Lead: Faculty of Agriculture, Department of Agricultural Technique Novi Sad

Time frame: 5 months and 1 day

Financial sources: City of Novi Sad, donors

Expected result: To rationalize the use of mechanization in order to decrease the costs of agricultural production.

E 4.3 To employ young agriculture specialists in farming cooperatives

Lead: Cooperative Union of Vojvodina

Time frame: 1 year

Financial source: National Employment Agency, City of Novi Sad

Expected result: To improve the quality of services aimed at agricultural producers, to provide sufficient workforce in cooperatives, to upgrade education level of the employed in cooperatives, to decrease unemployment.

E 4.4 To establish Agriculture Fund

Lead: City of Novi Sad – City Administration for Economy

Time frame: 10 months

Financial source: City of Novi Sad, Autonomous Province of Vojvodina – Secretariat of Agriculture, Ministry of Agriculture of the Republic of Serbia

Expected result: To establish Agriculture Fund.

E 4.5 To maintain agricultural land fertility

Lead: City of Novi Sad – City Administration for Economy

Time frame: 11 months

Financial source: City of Novi Sad – City Administration for Economy

Expected result: To expand agricultural land whose fertility is being monitored.

E 4.6 To establish HACCP system

Lead: Regional Chamber of Commerce Novi Sad

Time frame: 5 months

Financial source: Regional Chamber of Commerce Novi Sad, City of Novi Sad, donors

Expected result: To conduct training through one-day and two-day seminars for approximately 200 people.

Goal:

E5. To develop stockbreeding

Goal E5 Projects:

E 5.1 To merge subcontractors and meat industry

Lead: Neoplanta JSC

Time frame: Until March 31, 2010

Financial source: Agriculture Development Fund of the Autonomous Province of Vojvodina, Secretariat of Agriculture of the Autonomous Province of Vojvodina, Neoplanta JSC

Expected result: To export, to develop agriculture in rural areas of Vojvodina, to start up production and employ individual producers in their own households.

Goal:

E6. To develop agricultural infrastructure and protect agricultural land

Goal E6 Projects:

E 6.1 To rehabilitate canals in cultivated agricultural land

Lead: City of Novi Sad – City Administration for Economy

Time frame: 11 months

Financial source: City of Novi Sad – City Administration for Economy, Public Company “Vojvodina Waterways”

Expected result: To rehabilitate 50% of canals.

E 6.2 To improve hail protection

Lead: City of Novi Sad - City Administration for Economy

Time frame: 3 months

Financial source: City of Novi Sad – City Administration for Economy, Republic Hydrometeorological Service of Serbia

Expected result: To provide timely hail protection in order to protect agricultural land.

Goal:

E7. To market and promote agricultural products

Goal E7 Projects:

E 7.1 To affirm the importance and role of agriculture as one of the most important strategic sectors in our country and in global economy.

Lead: Novi Sad Fair JSC

Time frame: Continuous

Financial source: Novi Sad Fair JSC, Government of the Autonomous Province of Vojvodina, Ministry of Agriculture, Forestry and Water Management of the Republic of Serbia

Expected result: To lead the development of agriculture in the region, to improve and include the presence of global economy in agriculture, to support the introduction of domestic products to foreign markets, to enable indirect positive influence on tourism development, etc.

V PRIORITIZATION

The process of elaboration of action plans for local economic development implied group work, which was organized in accordance with the defined key components. Members of Commission for Strategy Elaboration actively participated in working groups activities. The results of their work are 206 proposed projects.

Having in mind financial, technical and human resources that the City of Novi Sad has at its disposal, priorities had to be made in order to include realistic number of projects into action plans, and insure that their implementation could be carried out in the specified period of time.

Prioritization was two-fold. Within each project, working groups determined: lead, time frame, financial sources and expected results. Furthermore, all members of the Commission evaluated the proposed projects in accordance with previously defined criteria.

VI. IMPLEMENTATION OF ACTION PLANS FOR THE 2010-2014 PERIOD

In accordance with prioritization, implementation plan for the year 2010 has been devised. The realization of numerous projects, important for the implementation of the Strategy, has already begun, while the rest of the projects will be carried out throughout 2010. Also, many of these projects consist of several phases, implying that their implementation would last for a few years. The 2010 Implementation Plan envisages realization and completion of 105 projects. Novi Sad City Council proposes implementation plans, organized by priorities and components, for the 2010-2014 action plans.

Implementation plan for the current year, organized by priorities and components, can be downloaded on the Novi Sad official website:

<http://novisad.rs/content/publikatsi-e-i-dokumenti>

VII. REPORTING

Novi Sad Economic Council follows implementation phases of action plans, continuing public-private partnership that enabled the strategic plan elaboration. Local Economic Development Office, in cooperation with Novi Sad Economic Council, prepares annual reports on the execution of action plans contained in the implementation plan, organized by priorities and components, and passes them to Novi Sad City Assembly for discussion.

VIII. PROJECTS INCLUDED IN THE STRATEGY AFTER PUBLIC DISCUSSION

The following projects have been included in the Strategy after public discussion:

- To enable Heat Plant "West" to run on alternative liquid fuel
- From the 110/20 kV power transformation station Novi Sad 5 and power transformation station Detelinara:
 - To construct a 20 kV network that leads to existing and future distributive power transformation stations, and then construct a 0.4 kV network that will lead from these power transformation stations to consumers
 - To construct 12 new distributive power transformation stations (in future multi-family residential buildings), and possibly new power transformation stations within the existing business complexes
 - To construct aforementioned 20 kV and 0.4 kV networks by installing cables in street profiles
- To rehabilitate and adapt defense line (embankment) along the Šodroš stream from Novi Sad Shipbuilding Company to Veternik
- To clean the Šodroš stream
- To build center for transport of goods in Novi Sad
- To build a regional landfill
- To elaborate a project on construction of underground dump sites
- To devise Regional Waste Management Plan
- To elaborate Environmental Protection Program
- To adapt and reconstruct the Arsenal Building on the Petrovaradin Fortress, the main building of Novi Sad City Museum
- To rehabilitate and reconstruct the ruined handball court in Danube Park in Novi Sad
- To rehabilitate, construct and pave parts of the embankment along the Danube, to construct a bicycle/ pedestrian bridge over the Danube-Tisa-Danube Canal, and to put tourist boards aimed at cyclotourists
- To construct a bicycle lane and sports center for non-ball sports, as a multi-purpose sports and business center built on the location of the current Shooting Range near the Danube-Tisa-Danube Canal, intended for practice and development of athletes who require specific conditions such as cyclists, track-and-field athletes, archers and rowers
- To construct a bicycle service information center on EuroVelo Route 6
- To form wind protection strip in the Čenej district
- To establish city service for strategic social investments

LEGEND	
Agency for Bankruptcy Manager Licensing	Agencija za licenciranje stečajnih upravnika (ALSU)
Atelier 61	Atelje 61
Business Info Center	„Biznis info centar“
Capital Investment Fund	Fond za kapitalna ulaganja
Center for Automation and Mechatronics	Centar za automatizaciju i mehatroniku
Center for Catastrophe Risk Management	Centar za upravljanje rizikom u uslovima katastrofalnih događaja
Center for Spatial Information of Vojvodina	Centar za prostorne informacije Vojvodine
Center for Specialized Training and Providing Scholarships for Young Talents	Centar za usavršavanje i stipendiranje mladih talenata
Center for Youth Entrepreneurship	Centar za razvoj preduzetništva mladih
Central Bus Station	Međumjesna autobuska stanica
Clinical Center of Vojvodina	Klinički centar Vojvodine
Cooperative Union of Vojvodina	Zadružni savez Vojvodine
Economic Council	Privredni savet
Economic Development Fund	Fond za razvoj privrede
Electric Power Industry of Serbia	Elektroprivreda Srbije (EPS)
Elektrovojvodina LLC	Elektrovojvodina d.o.o.
Faculty of Organizational Sciences	Fakultet organizacionih nauka
Faculty of Sciences	Prirodno-matematički fakultet
Faculty of Technical Sciences	Fakultet tehničkih nauka
Faculty of Technology	Tehnološki fakultet
Food Testing Laboratory	Laboratorija za ispitivanje prehrambenih proizvoda
Guarantee Fund of the Autonomous Province of Vojvodina	Garancijski fond AP Vojvodine
Institute for the Protection of Cultural Monuments	Zavod za zaštitu spomenika kulture
Institute of Field and Vegetable Crops	Institut za ratarstvo i povrtarstvo
Intercity Union of Independent Entrepreneurs	Međuopštinsko udruženje samostalnih privrednika
Local Economic Development Office	Kancelarija za lokalni ekonomski razvoj
National Bank of Serbia	Narodna banka Srbije
National Employment Agency	Nacionalna služba za zapošljavanje
Novi Sad Fair JSC	AD „Novosadski sajam“
Novi Sad Public Transportation Company	JGSP „Novi Sad“
Novi Sad Theatre	Novosadsko pozorište
Novi Sad Tourist Organization	Turistička organizacija Grada Novog Sada
Packages and Packaging Laboratory	Laboratorija za ambalažu i pakovanje
Public Company “Business Premises”	Javno preduzeće „Poslovni prostor“
Public Company “City Information Center Apolo”	JP GIC „Apolo“
Public Company “Institute for Constructional Development of the City”	Javno preduzeće „Zavod za izgradnju grada“
Public Company “Sports and Business Center Vojvodina”	JP SPC „Vojvodina“
Public Company “Urban Planning”	Javno preduzeće „Urbanizam“
Public Company “Vojvodina Waterways”	Javno preduzeće „Vode Vojvodine“
Public Utility Company “City Car Parks”	Javno komunalno preduzeće „Parking servis“
Public Utility Company “City Sanitation”	Javno komunalno preduzeće „Čistoća“
Public Utility Company “Informatics”	Javno komunalno preduzeće „Informatika“
Public Utility Company “Novi Sad District Heating”	Javno komunalno preduzeće „Novosadska toplana“
Public Utility Company “Waterworks and Sewerage”	Javno komunalno preduzeće „Vodovod i kanalizacija“
Railway Transport Enterprise	Železničko transportno preduzeće
Regional Chamber of Commerce Novi Sad	Regionalna privredna komora Novi Sad
Republic Hydrometeorological Service of Serbia	Republički hidrometeorološki zavod
Serbian National Theatre	Srpsko narodno pozorište
Vojvodina Development Fund	Fond za razvoj AP Vojvodine
Vojvodina Investment Promotion Fund	Fond za podršku investicija u Vojvodini
Work Safety Institute	Institut za zaštitu na radu
Youth Theatre	Pozorište mladih

