

NOVI SAD – EUROPEAN CAPITAL OF CULTURE

2021 FOUNDATION



FIRST PROGRESS REPORT FOR THE MONITORING PANEL

According to the Decision 445/2014/EU of the European Parliament and the Council governing the ECOC action for the years 2020 to 2033 and based on the information gained in the Document: Ref. Ares (2017)3628390 –18/07/2017, signed by Gérald Colleaux, Programme Manager, DG for Education, Youth, Sport and Culture, Novi Sad 2021 – European Capital of Culture Foundation is submitting the first progress report for the Monitoring Panel.

The story behind...

In October 2016, the City of Novi Sad was recommended by the panel of independent experts to become European Capital of Culture in 2021. In November, the Panel published the Report about the selection process in the category of candidate and/or potential candidate countries.

This Report comprises recommendations regarding different areas of the bidding process, aimed at further development of the project. We believe these recommendations are invaluable, having in mind our experience in the bidding process. Namely, we attribute the significant progress of our bidding in the final stage, in comparison to the pre-selection phase, to the proper understanding of the Panel recommendations after the pre-selection phase. We believed then, and we still do, that the implementation of those recommendations is a key for the success.

This is the reason why we welcomed the new Report, since we see it as a pathway to maintaining the pace of development, and as a precondition to becoming a successful ECoC in the following years. The responsibility of the Department for International Relations is to continuously monitor the implementation of these recommendations in everyday work of the 'Novi Sad 2021 – European Capital of Culture' Foundation.

As early as November, the informal team began the process of the institutionalisation by working on the establishment of the legal body ('Novi Sad 2021 – European Capital of Culture' Foundation), which initiated the process of implementation of the Panel recommendations.

The senior management and city officials decided to keep the core team which brought the title to the city. On one hand, this enabled the further development of the team and their skills, and on the other, it also secured the continuity and stability of work. The city administration proceeded with the politics of guaranteeing the complete autonomy of the team to the same extent it was in the previous phases.

The Board and CEO decided to keep the slogan from candidacy period – 'For New Bridges'. The decision was based on the facts that slogan became highly recognisable and well accepted in both English and

Serbian versions. The decision was made to split the main topics and distribute them during the years leading to the title.

The first year – 2017 is entitled Hope Bridge, and it focuses on capacity building and public spaces that were recognised as the biggest weaknesses according to the city's strategy of cultural development. The year 2018 (New Way Bridge) is dedicated to cultural heritage and hospitality in the light of the announcement of the European Year of Cultural Heritage, while 2019 (Freedom Bridge) will emphasise youth and creative industries. The year 2019 is the year when Novi Sad will also bear the title of the European Youth Capital. The following year – 2020 (Rainbow Bridge) will focus on reconciliation and migration, while 2021 will be the year in which all the bridges meet.

The main challenges and concerns

Members of the Panel noted four main shortcomings of the bid of our city in the Selection Report. Those four challenges require special attention and strategic actions to develop solutions and overcome those problematic aspects.

Panel members detected the need for urgent actions and plans to:

- A = Give a sharper definition of the legacy of the Novi Sad 2021 project.
- B = Widen the geographical scope of the partners throughout Europe.
- C = Foster two-way engagement of the citizens.
- D = Build up audience development strategy.

These challenges are in special focus of the work of our Foundation in the first year. The Board and CEO adopted measures and strategies for the development of all above mentioned areas. Numerous actions were taken in order to transform these weaknesses into the strengths of the projects. These plans and measures will be presented in the correlative parts of this Report.

The Zero Year

Members of the Board and Senior Staff members are fully aware of the fact that the first year after the official announcement is the year in which every ECoC is working on creating stable basis for the successful delivery of the project.

The main activities already implemented by the Foundation and planned until the end of the year of 2017 are based on the three main sources: a. Recommendations made by the Selection Panel, b. Main strategic themes for the year (public spaces and capacity building), and c. The need for efficient and stable organisation, strategic planning and providing full support for the implementation.

I CONTRIBUTION TO THE LONG-TERM STRATEGY: GIVE AN UPDATE ON HOW THE ECoC YEAR IS CONTRIBUTING TO THE CULTURAL STRATEGY OF THE CITY, THE FIRST IMPACTS THAT THE PREPARATION OF THE YEAR MAY HAVE...

The title of the European Capital of Culture itself made a very important impact on local processes and communities in the city, and enabled new processes, procedures and trends. The preparation process brought new and democratic work principles, and fostered intersectoral cooperation, creating the new energy in the cooperation with citizens.

This impact is most visible in three actions (new patterns):

1. The city started to strategically plan in advance

– The process of the preparation for the ECoC title inspired the adoption of the Cultural Strategy of the city on 2 September 2016, for the first time after several decades.

Furthermore, the complexity of the ECoC project resulted in several strategic acts explaining measures and actions aiming to achieve goals of the project, and successful implementation of the ideas on which it is based. New model of planning in advance, which is based on the problems shown by relevant research and mapping on which goals (solutions for these problems) were set up, was developed.

The City of Novi Sad has formed a special Working Committee with the main task to monitor, plan and evaluate infrastructural projects connected with Novi Sad 2021 Foundation. That Committee started the process of the preparation for adoption of the Urban Development Plans which will integrate ECoC Legacy in the mentioned documents.

Cultural Strategy of the City is available for downloading in both English (<https://goo.gl/au4y4j>) and Serbian (<https://goo.gl/cWgJNr>). The Cultural Department of the City is in charge for the implementation of the Cultural Strategy and not the 'Novi Sad 2021' Foundation. The main drivers in charge are, therefore members of the Cultural Department. However, the process of the implementation of the Cultural Strategy has started in democratic atmosphere, one of the concrete results of the influence of the ECoC title on the Cultural strategy implementation.

The first impacts are visible through the following (new) practices:

Cultural Forum was formed by City Cultural Department. It is conceived as democratic body consisting of representatives of the artists and cultural scene in the city and place for an open dialogue regarding

all issues important for the cultural development of the city. Representatives of the 'Novi Sad 2021' Foundation are members of the Forum and help the Cultural Department in establishing stable and efficient organisation.

Action Plan for the implementation of the Strategy was adopted in an open process followed by three open discussions and dialogues with citizens and representatives of the scene.

Cultural Department is launching the separate **website** containing all the information regarding its activities, funding, calls and funding opportunities for the first time in its history.

Representatives of the **independent scene** are for the first time chosen to become members of the Selection Committee for the calls for financial support for cultural projects in Novi Sad which are being launched every year by the Cultural Department. Results of the calls, which have raised numerous issues and questions after the selection every year, were this year publicly discussed for the first time.

Winning the ECoC title opened serious **debates** in the city about the cultural development of the local scene. At the same time, this also increased the level of responsibility of the decision makers. **Culture became a topic in focus in the city**. New models are started being practiced – above all – participatory approach, open dialogue between different stakeholders and rethinking the models and mindsets in the field of culture.

All above mentioned activities are in the early stage. The Foundation bodies will work together with city administration in order to monitor and support the development of those democratic practices in the future.

2. The city became a place for an open dialogue.

The ECoC title provoked the reaction of the different stakeholders and citizens, while 'Novi Sad 2021' Foundation became a platform and initiator for the dialogue in the city.

An open dialogue between the **independent scene** and the City officials started in the process of the preparations for the ECoC year. Even though the dialogue is at its beginning, some of the results are already visible. One of the examples is the call launched by the City Department to financially aid NGO organisations to cover their infrastructural expenses (electricity, heating, water and etc.) which is detected as one of the challenges for work of the NGO sector in the field of culture in the baseline research for Cultural Strategy.

Cultural Forum was formed with an aim to become a representative body gathering members of the cultural scene for an open discussion about relevant cultural issues.

The 'Novi Sad 2021' Foundation initiated dialogue between **different sectors** in the city (tourism office, urban development department, social, finance de-

partment and different cultural institutions) in order to enable joint and comprehensive actions towards successful ECoC project and sustainable legacy.

The wide participation process has started with inhabitants, artists, and experts for culture and urbanism regarding the future of the most important infrastructural project – **Youth Creative Polis**. This is the first time in modern history of the city that citizens actively participate in the implementation of one of the infrastructural project.

Action plan for the implementation of the Cultural Strategy was based on the series of the open debates called ‘Divan’ with representatives of the cultural scene.

In July, the Foundation started the series of consultations with citizens in order to hear their opinions regarding the renovation of the public spaces in the framework of the **New Places** project. In that sense, citizens got the opportunity to actively participate in the process of the readapting of the public spaces in their neighbourhoods for the first time.

3. Still independent - One of the biggest impacts of the ECoC Year that is immediately visible is the principle of the depoliticization of the newly formed ‘Novi Sad 2021’ Foundation. The city administration enables and protects the autonomy of the team working on the implementation of the project. The core of the team from the preparation phase is kept and all the new employees were selected in open processes on the bases of their expertise. Members of the board, contrary to the usual practice in Serbia, which is based on quotas of the political parties, *were elected based on their expertise.*

A= The Question of Legacy (For us – 2021 is just a beginning)

Following the recommendation made by the Selection Panel, sharper definition and clear plans for legacy were one of the main tasks and concerns of the Novi Sad 2021 Board for this first year after the designation. Board members, who are experts in different fields relevant for the development of the city, were chosen with a clear assignment to develop the concept and plans for Novi Sad 2021 legacy and to monitor this process during the whole period of the project implementation.

The members of the board initiated a wide and complex consultation process and organised several sessions discussing only this very specific topic. The first results are adoption of two strategic rules which gives a sharper definition of the Novi Sad 2021 legacy plans: **The Rule of 3 Ps** and the **Rule of Precondition**.

The Rule of 3 Ps (places, people, processes) answers the question – what will remain after Novi Sad 2021 project to the inhabitants and cultural scene in our city. This is visible in three new actions which, in our

opinion, will contribute to the cultural, social and economic development of the city.

1. New places

This refers to new cultural infrastructure in the city, which will be built within the framework of the Novi Sad 2021 project and will create new opportunities for:

- *Development of the creative industries and independent youth artistic movement* with the successful implementation of the Youth Creative Polis project.
- *Increasing capacities for the education of young artists* after the successful construction of the new music and ballet school building. New concert hall, which is part of the building, will finally solve the problem of the lack of adequate place for the realisation of the music events in Novi Sad.
- *Decentralisation* of the cultural content in our city and increasing opportunities for the *participation* of the national minority groups through Four New Cultural Stations located in the city suburbs in newly build or readapted objects.
- *New places for cultural events and gathering* of the inhabitants through implementation of the 46 New places project, which will enable the reconstruction of the 46 public spaces organized and implemented with full participation of citizens.
- *New opportunities for cultural participation* of the vulnerable groups after the implementation of the accessibility strategy of the city, and successful implementation of the call for financial support for local organisation for increasing the accessibility of the cultural venues in the city launched by the ‘Novi Sad 2021’ Foundation.

2. New people

After the year of the title, the project Novi Sad 2021 will continue through people who were engaged through work and/or projects implemented by the Foundation. The plans for legacy include:

At least eight **new emerging cultural managers** educated through Lab for European Project Making capacity building process implemented as a joint project of a six European Capitals of Culture. **New cultural managers and curators** educated through other educational platforms for cultural management implemented by the ‘Novi Sad 2021’ Foundation. **New skilled personnel** for the implementation of the most complex, demanding and sophisticated contemporary cultural projects that gained experiences through the process of the implementation of the ECoC project. **New audience** developed through the complex audience development platform. **Educated and skilled local young artists** which obtained experience by the implementation of Novi Sad 2021 projects aimed at increasing mobility of local artists (Plants AiR, Kizuna, Mobility Grants and etc.) **New cultural workers and artists from all over the Europe** working in our

city on different projects and programmes initiated by the ‘Novi Sad 2021’ Foundation. **New partners** of the cultural organisations in the city after the successful fulfilment of the Internationalisation Strategy by the Foundation. **New cultural players** as part of the implementation of the Accessibility Strategy.

3. **New processes**

The European Capital of Culture brought new processes and practices in the city, which have already yielded positive results in different areas. The Board truly believes that those practices could be implemented in different areas and could foster not only cultural, but also social and economic development of the city. We have already mentioned some of them, and now we are listing the most significant ones:

The *open dialogue* and *participatory* approach during the decision-making processes; *Strategic planning* and measures based on research and analytical approach; *Artist in Residence* programme and *mobility* grants which will enable systematic support for the mobility of the artists; *Voluntary Service of Novi Sad* – which will enable the efficient organisation and constant offer for volunteers in the city, and help the development of the volunteerism in the city and region. This platform is being developed in cooperation with Novi Sad 2019 – European Youth Capital; *Intersectoral cooperation* – needed for the implementation of such a demanding project as European Capital of Culture; *Increased level of the international cooperation* in field of culture as one of the leading indicators of success of the ECoC year; *Reformed public and private cultural organisation* through process of the adoption of the main principles and concepts of the ECoC to their everyday working plans.

The Rule of Precondition explains the decision-making process. Namely, all the decision made by team members regarding the programme and projects in artistic, international relations and participation sectors are preconditioned by the clear and sharp answer to the question: *What remains after the year of title regarding the projects whose implementation is under the consideration.*

+ **In addition** – *The Board noted that research made by the Tourism Organisation in Novi Sad has shown that the level of tourist visits already increased. The results of research also pointed out to the link between those impacts and the ECoC title, as this fact influenced the improvement of the international image of our city.*

.... and the plans for monitoring and evaluating the impact of the title in the city, including the establishment of a baseline for comparison.

In order to measure and evaluate the impact of the ECoC title in accordance to abovementioned legacy plans, Chief Evaluator has been chosen in an open process through a public call. This responsibility has been given to PhD Miroslav Vujčić, professor at the Department of Geography, Tourism and Hotel Man-

agement in Novi Sad. Mr Vujčić is a researcher with rich experience working on international projects, including the cooperation projects in Danube region. Shortly after the official appointment, Chief Evaluator introduced plans for the evaluation.

The year 2017 will be the year dedicated to creation of stable basis for future evaluation. This means that special focus of the year will be on baseline researches. The evaluation will be based on data collected through several research studies, some of which are already conducted and some will be by the end of the year. This will create a strong data base which will be used for future reference.

The documents that will be used as a baseline for evaluation are:

The research conducted in the process of the adoption of the Cultural Strategy (in 2016) of our city. This document consists of the comprehensive mapping of the cultural sector in Novi Sad including problems, strengths and possible directions of the development; The results of the mapping of the ‘Chinese Quarter’ organisations made by City Committee for Capital Projects providing initial information for the measurement of the impact of the biggest infrastructural project – Youth Creative Polis; The research regarding public space and needs of the inhabitants which consists of the data collected through participation of the inhabitants of Novi Sad. This data will be used to measure impact of the project 46 New (public) places; The research conducted within the framework of the Action Plan for Creative Industries Development in the city. This consists of the data that are important for the implementation of one of the pillars of the project dedicated to youth and creative industries.

In addition to abovementioned existing researches, newly formed team for evaluation under the responsibility of the Chief Evaluator will overlook further researches:

Research regarding tourism potentials of Novi Sad and Zone 021 for development of the creative tourism; Research regarding social potential for the participative projects in small local communities in the city; Research regarding specific topics important to measure impacts of the title: participation of the inhabitants in cultural life, capacities of the cultural institutions and organisations, the position of the independent artists in the city, quality of the cultural programme in the city, links between cultural and intercultural dialogue, research regarding tourism entrepreneurship and creative industries mapping; Research concerning local cultural heritage.

+ **In Addition**

In May 2017, CEO and Board of the Foundation have proposed to a team of experts the idea to create a new concept of the so-called – **Holding**. This concept assumes that all the festivals, large sustainable artistic and infrastructural projects which are part of the Legacy Strategy should become brands gathered in a

network of the Novi Sad 2021 brands entitled Holding. This 'Holding', according to the concept, would be managed by the senior staff and Board members of the Novi Sad 2021 project after the year of the implementation of the title. This would enable efficient control of the legacy of the project on the one side, and would secure the implementation of the sustainable and successful projects after 2021.

Being fully aware of the complexity of the ECoC process, the Novi Sad 2021 Foundation initiated an idea for strong **intersectoral cooperation** with different stakeholders in the city. In the light of the abovementioned, the Foundation has proposed the establishment of a formal body consisting of the representatives of different city departments (social, economic, cultural, European affairs) and all the public services in charge for the different affairs in order to enable the coordination of the activities to achieve the full effect of the ECoC title. This body is conceived with an idea that it will have a long-lasting effect and it is foreseen to exist after the year of a title to enable proper functioning of all the public services. The process of the approval of this idea has started, and we expect this to be adopted by the City Administration by the end of a year.

The Foundation teams have started the process of consultation with **cultural organisations** in the city to enable the implementation of the ECoC concept and models and main principles of the Novi Sad 2021 project in their annual working plans for the next year. We expect this process to be challenging, and to last for several months, but we believe it could help us in providing the full support from local organisations to create a successful ECoC. We believe that this could be an enormous opportunity to maximize the effect of the title in the city.

II PROGRAMME EXPLAIN WHETHER YOU HAVE ANALYSED THE FEASIBILITY AND SUITABILITY OF THE PROGRAMME YOU PROPOSED AT SELECTION STAGE, AND WHETHER YOU HAVE INTRODUCED SOME CHANGES.

The report should contain a list of all projects included in the bid-book and their current status, specifying the projects that will not be carried out, the reasons for withdrawal and possible alternatives, where these exist, and how this impacts the application as assessed at the selection stage.

Based on recommendations made by the Panel in the Selection Report, the Board started to carefully plan the selection process of the Artistic Team. The request for International Open Call for Artistic Director demanded time for preparations and stable initial organisational structure.

The international open call for Artistic Director was launched on 24 May after the decision of the Board that organisational and administrative conditions for this call were fulfilled. After the evaluation process, the official decision about the appointment of the Artistic Director was made on 11 August by the CEO. Mr Jovan Trkulja was officially appointed on 1 September this year. Immediately after that, programme director – Dušan Kaličanin has been elected based on Artistic Director's proposal. Following the Panel's recommendation that the programme should be reviewed after the selection of new artistic team, the 'Novi Sad 2021' Foundation has decided to start the process after the official appointment.

In the light of the above mentioned, the process of the feasibility and suitability analysis of Novi Sad 2021 programme has just started.

Nevertheless, the Board and CEO have adopted set of rules and a framework for new Artistic Director in the process of preparation of the selection. This framework is based on Panel recommendations, Novi Sad 2021 concept, and the fact that Artistic Director is a new person appointed, as Artistic Council that created initial programme in selection stage was dismissed. The Board also created a timetable of the activities for reviewing selection stage proposed programme.

This framework sets out the following principles:

- Artistic Director is a person in charge for the artistic programme of Novi Sad 2021 project and he enjoys complete autonomy in the artistic field.
- Artistic Director is informed about the fact, and he accepted it, that the concept of Novi Sad 2021 project has already been established. His role is to develop and qualitatively improve and develop the existing one.
- Artistic Director will create a team of experts for different fields of arts and culture which will help him with his work.
- The first task of the artistic team is to review programme framework from the selection stage. Special attention will be made for connecting four pillars in to a more coherent system under the framework of the Novi Sad 2021 title.
- The members of the artistic team are aware of the fact that their role is to make analysis of the existing projects, to develop proposed ideas, to merge smaller projects and reconstruct the proposed framework in order to simplify it in accordance to the recommendations.
- Special attention of the artistic team will be made to the development of the existing Flagship projects – making them be more visible and attractive for European audience and more interconnected with the European topics. Artistic team will work on the creation of bigger platforms consisting of smaller projects being merged.

- Artistic team accepts the fact that projects from the selection phase will not be carried out only if implementation is impossible for objective reasons.
- Artistic team will closely work with International Relations, and Participation and Education sector in the implementation of the activities. It will also closely collaborate with the City Office for inclusion in order to integrate strategic measures for inclusion of the special vulnerable groups in the programme.
- New IT creative laboratory will be formed, consisting of the representatives of the IT industry in Novi Sad. This body will help artistic team in order to develop innovative and efficient digital tools to develop digital culture concept of the proposed framework. This especially refers to the representatives of emerging gaming industry in our city.
- Based on the recommendations, new strategy for Creative Industries has been adopted which was preceded by the research on the business opportunities and creative industries in the city. By the end of the year, the Foundation will conduct a new research in order to map the needs and possibilities for Creative Industry sector.
- Member of the Artistic team is the Programme Director as well. He is head of the programme and production department. This person is in charge for the production, communication with the cultural organisations that proposed projects, for financial agreements and negotiations with the organisations, and coordination of different sectors in the Foundation.
- Programme Director will revisit financial projections for the programme and create a new financial framework for the following years according to the real needs after the negotiation processes. The expenditure plans for the programme will be revisited, especially those regarding reallocation of the resources for the different phases of the programme.
- Artistic team will make an analysis of the existing programme, shortcomings and underrepresented fields of arts and missing projects according to the concepts. Based on these information, Foundation will establish criteria for a new open call for projects in 2018.

Programme Milestones		
Time	Activity	Goal
August/September 2017	Employing experts in different cultural fields – curators.	Completing the artistic team.
August/September 2017	Trainings with the artistic team.	Providing information about the project and procedures.
October 2017	Meeting the foreign experts, former ECoC programmes and artistic directors.	Learning from experiences.
October/November 2017	First sessions for analysis of the selection stage programme.	Revisiting, developing and improving.
November 2017	Calls for public institutions.	Incorporate concept NS 2021 in their annual plans for 2018.
November/December 2017	Negotiation process with organisations.	Making final agreements on the implementation.
December 2017	Drafting the financial and programme plan for 2018.	Creating a clear plan for gap phase and clear financial structure.
February-March 2018	Drafting the final reviewed plan of an existing programmes.	Creating high-quality artistic events.
March 2018	The implementation process begins.	Implementing the project from Bid book.
September 2018	Launching a new call for projects.	Selection of the new quality projects.

Explaining plans to:

1. *Involve local artists and cultural organisations in the conception and implementation of the cultural programme*

Artists and representatives of the cultural institutions in the city were part of the different bodies active dur-

ing the bidding processes. Organising Board, Artistic Council, Programme Board and Team were comprised at least 50 cultural workers and artists in the city which were involved in the preparation of Novi Sad 2021 project. More than 200 local cultural organisations applied with project proposals for Novi Sad

2021 programme. Local cultural organisations which proposed projects in the Bidbook will become **partners** in the process of the implementation.

Other local existing cultural organisations interested to become partners of the project are free to join Novi Sad 2021 platform but only if they offer **new programmes or events** which contribute to the goals set out by the Novi Sad 2021 project, and if they are ready to adjust the existing concept to the mentioned framework. The first transformation of the existing cultural offer was focused on cooperation with three biggest festivals in the city – Street Musicians Festival, Exit Festival and Jazz Festival which contributed the ECoC project by offering new programmes (The Magic of Dialogue, ECoC Day and New Circus workshop) with international partners.

In November, wide participatory consultation process with local public cultural organisations will start. The main goal of those activities is to negotiate with public cultural institutions in Novi Sad **to integrate concepts and strategic measures** of Novi Sad 2021 project in their annual working plans. This would maximize the effect of the ECoC process from the very first year, but also accelerate the process of their reforms.

New calls for projects will open the opportunity for public, private and NGO cultural organisations in the city to participate in the project.

Lab for European Project Making – is an international capacity building project which offers non-formal education to new emerging cultural managers in the city, and it is being implemented together with five other ECoCs.

Networks of Artists are already contacted and became a part of a different platforms that already started. For instance – Plants AiR programme of artistic residencies, Muralisation project or Kizuna (project offering research trips to Japan) already started being implemented this year in the cooperation with different local artistic organisations in the city. **Mobility grants** will help artists to travel to international festivals and conferences, and to connect with their European Colleagues.

2. Combine local cultural heritage and traditional art forms with new, innovative and experimental cultural expressions

One of the main challenges will be to introduce innovative and experimental cultural events in our city to the audience, and attract the audience to these events. The cultural workers and audience in the city are very much used to the traditional art forms and traditional way of the organisation and communication of the cultural events.

The process of becoming an ECoC is also a process of reforming the cultural institutions in the city. This includes the implementation of the contemporary European cultural patterns and models, new way of the

organisation of the events and communication strategy, as well as the use of new digital tools and new medias.

Mobility grants and other projects aimed at fostering mobility of artists and cultural workers, such as Plants AiR or Kizuna projects, will be developed during the years of the implementation. The main goal of all of those initiatives is to provide opportunities for artists and cultural workers to travel and get acquainted with contemporary artistic forms in other European countries.

The ECoC team will open the doors widely to the contemporary artistic forms, and will support alternative scene in the city. During the first year, have we started experimenting with new forms in the city within two programmes organised in the public spaces – water hologram projections above the lake in the Danube Park and video mapping on the building of Gallery of Matica Srpska at the official opening ceremony after the renovation.

The digital revolution of our programme has just started. The IT Creative Laboratory comprising the representatives of the IT industry in our city will enrich the planned cultural programme with the use of digital tools.

Neo Festival in the city project presented classical music in a new light, with concerts of European ensembles performing in an interesting and humorous way, bringing music closer to the public in the public space in August, while *The Fast Photo project*, on the other hand, will give us mobile phone photo workshops involving Instagram stars as teachers.

Ensure a wide range and diversity of activities and their overall artistic quality

Artistic Director will be in charge of monitoring and ensuring the overall quality of the artistic programme. Being an artist and cultural manager with a long experience in working in international cultural projects, he will be responsible for laying down and implementing the artistic vision. Wide range and diversity of activities will be ensured by engaging strong, experienced and heterogenic artistic team consisting of professionals from different artistic fields.

On the other hand, the framework for reviewing the programme is adopted by the Board in order to assure the qualitative enhancement. The clear rules and timetable will enable the gradual development of the artistic programme and will assure the quality of programme that a project such as European Capital of Culture demands.

Future calls for projects will be based on the analysis of the underrepresented artistic fields and programmes, and will foster the diversity of the artistic expression. A special programme, in its initial phase, is fostering the development of underdeveloped artistic disciplines in cooperation with foreign partners (new circus scene for the first year).

Explaining plans to: Promote cultural diversity in Europe, intercultural dialogue and greater mutual understanding; Highlight the common aspects of European cultures, heritage and history, as well as European integration and current European themes; Feature European artists, cooperation with operators or cities in different countries including cities holding the title; Have the potential to attract the interest of a broad European and international public;

B = Internationalisation – as a key principle and precondition for the further development of the project.

The research that was conducted during the candidacy preparations revealed disturbing fact that only 13% of the surveyed local organisations collaborate with foreign partners. This raised a question of the need for internationalisation of the local cultural scene as a precondition for the further development. The ECoC title, after the designation, suddenly became the best platform for fostering cooperation between local and European artists and cultural organisations.

Based on the Panel recommendations and in line with management decision and evaluation plans – the objective to increase the international partnerships after the ECoC year became a priority objective in evaluation indicators. This was also an alarm for International Relations Department of the Foundation to design strategic measures and platforms, some of which have already started in 2017.

The decision to implement more than 95% of the projects in cooperation with international partners was strongly supported and reconfirmed by the Board.

Lights, Problems, Action!

The approach that we develop is that internationalisation of the scene is a necessity, but also a possible answer for problems and challenges in the local cultural environment. We started small, as a test phase trying to tackle three local **problems**.

Mobility of artists and cultural workers in the city is in special focus. In order to tackle this issue, the Foundation initiated the Plants AiR platform – Artist in Residence programme whose aim is to foster cooperation between European and local artists. Kizuna platform offers financial grants for artists and cultural workers to travel and to connect with Japanese cultural scene.

Foundation will launch the mobility grant call that will offer financial support for local artists and organisations to travel to international festivals, conferences and debates. Cooperation with other ECoCs open opportunities for local authors to present their work to European audience. For instance, short film authors from Novi Sad presented their work to audience in Pafos during the CineAttikon film festival.

Artist in Residence project is the second challenge of special focus. AiR scene in Novi Sad is seriously underdeveloped, which is why the Foundation started

Plants AiR project (as a pilot project) already in 2017. We are developing a concept for a network of organisations which are experienced in working on AiR programmes in the city. The aim is to help them to increase financial, logistic and organisational capacities in cooperation with international partners. This is part of a wider plan for creating sustainable network of AiR organisations as a legacy after the year of the title. In order to do so, we will cooperate with EUNIC Cluster in Serbia and National Ministry for Culture, which already contacted us in order to create joint strategy for residency development in Serbia.

New Circus Scene is a third issue that we choose to tackle in 2017. This young artistic scene in our city is still in the developing phase. That is why we offered two workshops/trainings - *The Art of Being a Clown* in cooperation with French artist Jean Menigault and local Street Musicians Festival (august/september), and *Cirkoneoplanta* (november) with Circus School Project from Spain in cooperation with local organisation Pogon in 2017. The main aim of these two residencies is to build the capacity of representatives of the new circus scene in Serbia.

Three main actions that are the basis for all of the activities in the field of internationalisation of the local cultural scene are: **To Connect. To Develop. To Transform.**

New Friendships (Widening the Scope)

The limited geographical scope of European partners is one of the shortcomings noted by the Selection Panel in the selection stage. After the designation the situation radically changed.

The title of the ECoC opened doors for new international partnerships across Europe and beyond. In first six months of 2017, the Foundation became a partner on 10 European cultural projects with more than 50 partners all over the Europe. Projects proposals already came from China, South Africa, Japan, USA, New Zealand... Through DanubiaNS platform, we have developed sustainable network of the partnerships across the Danube Basin. ECoC meetings that we have attended opened door for cooperation with all former, future and current European Capitals of Culture. **To Connect**

The very specific measure in order to overcome the problem of limited geographical representation was the idea to map ECoC cities and candidates with which the City of Novi Sad has no or very limited cooperation. This resulted in the list of 15 ECoC's which were already contacted with proposals for cooperation. The first tangible products are cooperation with Pafos 2017, where local authors presented their short films at film festival, and where *job shadowing training* was organised for our newly appointed Volunteer Manager, Esch 2022 – partners on a *Second Cities* project oriented towards reaffirmation of second largest cities in Europe, and Leeuwarden 2018 – on *Tandem Fryslan* project where local organisations

are tackling social challenges together with international partners all around the Europe. **To Develop**

The process of transformation of the existing projects and events, and their adjustment to the concept of Novi Sad 2021 has slowly begun. The pilot project started this year involving the biggest festivals in the city. **The Exit Festival** hosted representatives of 4 ECoCs (Timisoara, Rijeka, Maribor and Novi Sad) for two days consultations regarding ECoC projects and legacy, and for an open discussion during the festival to publicly present the conclusions of the meeting. **The Street Musicians Festival** was a partner in the implementation of New Circus workshop, and organised performance of young artists during the Festival. **Jazz Festival** will organise ECoC Day on November 15, presenting three bands from other ECoC cities (Linz, Timisoara, Rijeka) which will perform and hold workshops for young jazz artists from Novi Sad. The Student Cultural Centre Novi Sad will organize the first contemporary dance festival as a result of the AEROWAVES European dance platform selection. **To Transform**

Strength of the Danube

The Danube Region is an enormous opportunity for strengthening cultural cooperation and exchange in Europe. The platform for cultural projects in this region – *DanubiaNS* has been developed this year within the framework of Novi Sad 2021 project. The aim is for Novi Sad to become a cultural hub of the Danube region. The plan for cultural cooperation throughout the Danube was officially presented to artists and cultural workers in Novi Sad on large consultation meeting on International Danube Day Including contemporary artistic best practices from Linz. The new platform widened the geographical scope of the Region, including most of the cultural centres on the Danube.

The first four projects have been or will be implemented by the end of the year. *The Cultural Days of Pecs* – where Pecs artists presented contemporary cultural scene in Novi Sad. *Floating Divan I (September)* - info session regarding the funding opportunities for culture in the region that are available to local cultural organisations. *Floating Divan II* (October) – presenting positive practices in the Danube region, the case of the Cultural Holding in Lower Austria (role model for legacy holding concept). *The role of women in culture* – positive story of the Danube Region (November) tackling important question of women emancipation in cultural sphere which is linked to this year's main topic of capacity building as well.

The plans for future includes inter alia – a. Developing the Floating Divan concept – open debates gathering experts from the Danube Region b. Establishing the network of Artist in Residence programmes in Danube Region c. Presenting artists and cultural workers from wider Danube region (Timisoara, Rijeka, Plovdiv, Linz, Krems, Vienna, Bratislava, etc.) in

Novi Sad with the aim of direct exchange and interaction with the local scene. d. Implementation of the cultural projects in cooperation with cultural organisations from the Danube Region from bidbook and others by the decision of the artistic team.

Connecting ECoCs.

The cooperation with ECoCs remains one of the most important activities of the Foundation. This cooperation was equally important for winning the title as it is in creating a successful ECoC project. We perceive it to be a chain of knowledge where we learn from both best practices and mistakes, but also offer our experiences for new ECoCs and candidates.

This year, we have already organised job shadowing meetings with representatives of the several ECoC projects: Linz 2009, Pecs 2010, Maribor 2012, Rijeka 2020, Plovdiv 2019, Valetta 2018, Pafos 2017, Wrocław 2016 and others. On the other hand, we offered our knowledge and experience during the team meetings with representatives of candidate cities – Banja Luka 2024, Skopje 2027, Sarajevo 2024, Debrecen 2023, Eger 2023 and other projects, and took part in the training conferences for the preparations of the Hungarian and Austrian cities for ECoC title in 2023.

All the projects mentioned in the Bidbook regarding ECoC cooperation lines (Old school, Second Chance, Distance, New Potentials and 20,21) will be implemented in the following years by the decision of the Board.

The cooperation with Croatian city Osijek, became one of the most important messages of reconciliation in our project. Two cities, both ECoC candidates, were in direct clash during the war in nineties. The ECoC project connected them once again and opened a wide door of cultural cooperation and new connections. Not only will we implement joint projects from our Bidbook, but we already started the negotiations to jointly implement several projects from Osijek 2020 application form especially insisting on: a. **Cyber Museum** – interactive internet platform of industrial heritage of the region (Osijek, Rijeka, Timisoara and Novi Sad) b. **Peace and Reconciliation Centre** - a database about the reconciliation and peaceful integration process in the region which could be offered as a model to other ECoCs. In this way we are keeping the spirit of ECoC live in City of Osijek.

20,21 + 1

The special attention was dedicated to cooperation with two ECoCs in 2021 from Greece and Romania and cooperation with Rijeka, ECoC in 2020.

The first successful project initiated by three ECoCs in 2021 is **Lab for European Project Making**, a great international capacity building project initiated by Rijeka, Novi Sad and Timisoara as leading partners, and Eleusis, Plovdiv and Matera as associate partners. This project is a platform for non-formal education aiming to educate 30 new emerging cultural manag-

ers in six ECoC's in 18-month-long process. The call was successfully implemented and the evaluation process has started.

Cooperation with Timisoara, Rijeka and Eleusis will be enhanced in the future period, bearing in mind that now all artistic teams have been appointed. Artistic projects mentioned in our bidbook will be *a solid initial spark for cooperation*. The Novi Sad 2021 Foundation will start a wide initiative aiming to encourage closer cooperation and interaction between above-mentioned projects, proposing several projects and ideas:

Regular joint meetings of Artistic Directors and teams quarterly, which will be held in different city every time; developing **joint platforms** for sharing information between cities and between cities and audience. **Coordination and information sharing** regarding the organisation of the international events (how to avoid overlapping?). **CultBus** – The distance between cities allows travelling by bus. This opportunity will be used to connect artists and cultural workers from mentioned cities. The Foundation plans to propose the organisation of regular meetings of the artists and cultural players on regular basis in different cities. They would be asked to prepare possible projects of cooperation which could be discussed with their partners in other ECoC cities.

Timisoara, so close but yet so far away...

The enormous potential of cooperation with Timisoara is in special focus. Being only 140 km away from each other, these two cities have received an opportunity to develop the concept of the *Region of Culture*. Coming back to reality, there are clear obstacles for developing closer links between the two projects.

The lack of direct bus or train connections between two cities, undeveloped infrastructure and traffic signs are only some of them. The Foundation bodies are working closely with city officials to overcome the existing problems in a field of cooperation with Timisoara. Some of the proposed activities to connect closer to Timisoara and foster cooperation are:

The Establishment of the **Cultural Bus Line** – daily bus line with buses branded in two ECoC projects. Information materials regarding the projects would be also accessible in the bus and drivers would be trained to provide necessary information regarding cultural infrastructure and programmes in both cities in English. Creation of **joint ECoC touristic** strategy by touristic offices in both cities. Closer cooperation in **communication** field and joint platforms for providing programme information. **Info points** regarding the other project in both cities inviting tourists to visit other city as well. **Discounts** opportunities for ticket purchasing.

Being Visible

As the biggest European project in the country, project Novi Sad 2021 accepts and understands its role in

becoming an ambassador of the EU values. The Foundation is strongly dedicated to increasing the support to EU integrations in Serbia, and will work together with the EU Delegation in Serbia and EUNIC Cluster in process of promoting the EU values and European culture and tradition in our country.

Projects from bidbook like *Imagine Europe*, *Out of the Comfort Zone*, *The Walking School*, *Europe XXL* and *Breed* are aimed at increasing awareness of the importance of support to the European integrations of Serbia, and at promoting European values, activities and projects locally. The Foundation has decided that they year of 2018 will be dedicated to cultural heritage and hospitality. This creates an opportunity to become part of a larger network of the Pan-European initiative regarding the European year of Cultural Heritage in 2018.

In the light of the above mentioned, we are preparing a project of *365 European stories* in our city that are connected with the local cultural heritage. The main goal of the project is to show how cultural heritage connects citizens of Europe, and tells the story about their interconnection and unity.

In the first year after the designation, we also started tackling some joint local and European topics:

Gender perspective – The Foundation has started series of discussion with Feminist network of Novi Sad and Vojvodina in order to help improving the woman emancipation in our city. The first tangible result is the conference which we are jointly organise in November on the role of women in Culture, presenting successful practices of female artists and cultural workers from the Danube region.

Intercultural dialogue – *Sinergy* platform was developed during the year with main aim to foster intercultural dialogue and cooperation in a multicultural city like Novi Sad. During the *month of understanding in 2017* – Minority languages theatre, Conference on minority media, artistic programmes and workshops and trainings for artists and cultural workers representing national minorities in the city will be held.

Reconciliation, as one of the most important European topics, is tackled in the first year. New projects that the Foundation launched in the region (Rijeka, Osijek, Banja Luka), new dialogue within the framework of the ECoC launched with other cities (Sarajevo, Mostar). World youth choir, as a very specific project promoting peace, which gathers young singers from more than 50 countries, performed in Novi Sad. The special message of reconciliation was sent through Prayer for peace performance broadcasted through all local media.

The topic of reconciliation has been dealt within the planned activities through focusing on three key points:

Intercultural dialogue: through the Synergy Program and the Klisa Cultural Station. These focus on creating a network of minority theatres and minority media outlets, raising visibility of minority cultures in Novi Sad and raising awareness of their special needs, increasing the number of projects developed by Roma community and other minorities. **Conflict solving between communities:** Through projects like Peace Chapel, Lets Bridge the Barriers and Imagine Europe. These are intended to increase the number of public conflicts resolved through peaceful solutions, and to decrease the reported acts of violence and xenophobia in schools, as well as to include theatres to solve conflicts in local communities. **Reconciliation between the city and art scene and reconciliation in the region:** through the Cultural Forum and Action Plan for the Strategy for Cultural Development in the city, as well as through projects like ‘Reconciliation in the region – students’ perspective’ and AiR program with Albanian organization Art Kontakt. These will develop projects and exchange programs with Albanians, Croatians and Muslim Bosnians.

The strategy for *attracting European audience* has been simplified and could be explained through 10 strategic measures: 1. **Joint strategy with Timisoara 2021 Foundation** and coordination of the activities. 2. Creation of the **platform of ECoC media** in the region for dissemination of the information regarding the projects in the region. 3. **Creative Embassies and ambassadors** project will be transformed into a tool where young successful Serbian artists from diaspora promote Novi Sad 2021 project. 4. Using a **language** as a tool for attracting audience from the region (the same language is spoken in five countries, while other neighbouring countries’ languages in the region are official languages in the city). 5. **Creating strong brands** which will attract audience: ‘Serbian New Year’s Eve Festival, Light Festival, Neo Festival, Freedom Festival. 6. Offering unique experiences – landscapes, organic food, culture in nature, cycling and hiking. 7. Alternative tourism platform that implies: community walks, alternative hosting in houses of inhabitants of Novi Sad, new branded hospitality approach which will include Serbian customs and tradition (*Slava* for instance). 8. Cooperation with Serbian Embassies in Europe – new channel of communication. 9. Developing strong communication tools throughout the Europe and successfully implementing external communication strategy. 10. Offering new experiences for visitors with alternative walks throughout the suburbs of the City.

Keeping a **Balance...**

... And we are not forgetting to keep a balance between local (problems, challenges and opportunities) and international (partners, projects and concepts), which is the result of a great team work of different sectors in the Foundation.

III A CAPACITY TO DELIVER: DESCRIBE TO WHAT EXTENT THE ECOC YEAR CONTINUES HAVING BROAD AND STRONG POLITICAL SUPPORT AND A SUSTAINABLE COMMITMENT FROM THE LOCAL, REGIONAL AND NATIONAL AUTHORITIES.

Novi Sad 2021 is probably the only project in the country which has support from all political levels, all political parties and all stakeholders. The support from the candidacy period is growing stronger day by day, and it comes from different sectors.

Government of the Republic of Serbia made a decision to announce Novi Sad 2021 to be the project of National Significance for the Republic of Serbia on its session on 30 December 2016. Based on strong belief of members of the Government that Novi Sad 2021 is an enormous opportunity for the cultural, social and economic development of Novi Sad and region of Vojvodina, this project became the only project in Serbia with the proclaimed status. Officials at all political levels – local, regional and national have offered very stable political support. Next regular elections are planned for the year of 2020. However, at this moment there is no political party opposing the implementation of the Novi Sad 2021 project.

Monitoring Board, as the official body in the organisational structure in charge of providing and coordinating political support at all levels, consists of representatives of the local, regional and national government. This enables constant communication and cooperation with all the political levels.

B Describe the state of preparation of any necessary infrastructure that should be ready before the start of your Year.

After the official designation, a number of preparatory activities have started. This initiated a few processes with the aim to implement the projects listed in the Bidbook.

The basic directions of the work are organised in the following way:

Working group for project coordination has been formed.

For the purposes of implementing infrastructure projects defined by the Bidbook, Mr Miloš Vučević, the Mayor of Novi Sad, formed a Working Group for large infrastructure projects within the Novi Sad 2021 project on 3 January 2017. This means that capital projects would be monitored by the body that was founded by the City Council, while Mr Darko Polić, Novi Sad 2021 Board member, is the chairperson of the Working Group. This enables constant connection between the Working Group and Novi Sad 2021 team. The Foundation is in charge to communicate Youth Creative Polis to the public.

Organisational charts were created for the majority of the projects from the Bidbook in order to implement all planned projects more easily and thoroughly.

Organisational charts were created for the projects that are complex and depend upon multiple factors which need to be coordinated.

1. Youth Creative Polis:

Basic activities implemented and planned for 2017.

a) An organizational chart was created for all planned processes for the period 2017-2020; b) The Detailed Regulation plan had been adopted and published in the 'Official Gazette of Novi Sad' no: 17/17; c) Administrative and technical preparation were started for the transformation of the existing industrial complex; c) Research and mapping of existing residence, types of jobs, working profiles and cultural and creative activities within the industrial complex; d) Participation processes with inhabitants of industrial complex, cultural professionals and citizens through Cultural Forum and Divan. d) The eviction of the tenants and removal of buildings which are in the paths of drainage infrastructure and which are not planned to be kept is planned until the end of 2017. e) The public tender for the project ideas for construction and reconstruction of facilities for the Youth Centre will be launched in the autumn of 2017.

1. Project of the Music and Ballet School with a concert hall:

The first phase is finished, and the second phase started for the main construction work on the parts designated to the schools.

2. Project of the pedestrian and bicycle bridge

Has not been started yet.

3. Project of Cultural Stations

CULTURAL STATIONS is a project that encompasses the modification of the existing and construction of new facilities and locations according to the objectives and needs of the Novi Sad 2021 project. Based on previous analysis of the project, the availability of facilities and planning documentation, analysis of land in property of the city, cultural stations are planned on the following locations:

1. **Almaški neighborhood** (part of the wider center, traditional and authentic part of the city);
2. **Slana bara/Klisa** (northern periphery of Novi Sad).
3. **Youth center in Chinese Quarter** (a building within the project Novi Sad 2019 – European Youth Capital).
4. **Novo naselje** (residential part on the western periphery).
5. **Sremski Karlovci** (cultural station within the zone 021).

The processes that have been initiated so far:

Administrative preparations for the chosen 5 locations (analysis of planning documentation and ownerships, infrastructural conditions...); Conducted

negotiations with key stakeholders on 4 locations; Designated funds from the budget of the Republic of Serbia and from the budget of the City of Novi Sad for the commencement of the adaptation and construction of cultural stations; The construction documents for one of the cultural stations (Almaški neighborhood) is being drafted, and the commencement of construction is planned by the end of 2017; The construction documents for 3 other cultural stations are planned; Mapping of local communities, where the cultural stations will be placed, regarding the active citizens and organisations, as well as researching the needs of inhabitants;

Project of 46 New Places

The project of 46 New Places (public spaces) encompasses the spatial refurbishing of at least one small urban public space in 46 local communities on the territory of Novi Sad. Since their number is large, the implementation of this project in 2017 started by setting the criteria for the selection of public spaces in local municipalities, and devising and implementing the methodology on how to include citizens, as well as other informal associations and stakeholders who will be mapped and invited to participate in the implementation.

The phases for the implementation of this project are the following:

I Designate funds from the budget of the Republic of Serbia and the City of Novi Sad for this project; II Conduct social analysis and research the work on the project; III Devise methodology for selection, elements of reshaping and participation in the process of refurbishing public spaces; IV Conduct survey among the residents of the selected local communities and focus groups on the topic of selecting the locations of new places in 4 local municipalities; V Urban and architectural analysis of the potentials of public spaces in the selected local communities; Public call for the conceptual solution of refurbishing public space (15 August – 15 October); VI Establishing steps and legal procedures after the implementation of selected solutions (after 21 September) by the end of 2017 and in the first half of 2018.

Information about the problems and difficulties in the realization, possibilities of potential postponing of the realization.

The problems and difficulties can be separated into the following groups:

I Delays in the transfers from the budget of the Republic of Serbia, meaning the funds were received after 30 June 2017; II Uncertainties regarding the transfer of funds from the budget of AP Vojvodina for projects of cultural infrastructure in the City of Novi Sad and municipalities in the Zone 021 (which mostly rely on this source); III The construction of the pedestrian and bicycle bridge did not start, without explanations and information; Inconsistencies in determining certain institutions for commencement and

implementation of the processes; IV Slow procedures due to insufficient capacities of the existing bureaucratic procedures.

Plans for the following years and deadline for completing the project.

For all the projects which listed in the Bidbook an organisational chart has been made in order to monitor the projects and control the phases in their implementation.

Youth Creative Polis project

Main activities planned for 2018 are

I **Implementation of works** (coordinated construction of infrastructure systems and reconstruction of the object 7 – Cultural station number 3 – Youth center). II **Designing the buildings** (designing the reconstruction of the objects no: 1, 2, 3, 6, 9, and 10, and private buildings (A, B, 11), and the beginning of the zone for object number 4); Designing the refurbishment of public spaces III **Finishing the work** from previous phases, which may have been delayed

2019:

I **Implementation of works** (reconstruction of objects no: 1, 2, 3, 6, 9 and 10, and finishing the building of private objects (A, B, 11), and continuation of works on object number 4. II **Refurbishing public spaces** and designing buildings. III **Finishing the work** from previous phases, which may have been delayed

2020:

Finishing all works

Music and ballet school with a concert hall:

2018:

Finishing phase A and finalising phase B;

2019:

I Completely finishing phase A and B. II Commencing the construction of the concert hall and equipping the schools.

2020:

Finishing the equipping of schools and concert hall

Pedestrian and bicycle bridge

The timeline for the bridge will depend on the commencement of the construction of the bridge.

Cultural stations

2018:

I Designing the reconstruction of cultural station 5 (Sremski Karlovci); II Implementations of works, and III Building cultural station 2 (Slana bara / Klisa), cultural station 3 (Youth cultural station) and cultural station 4 (Novo Naselje) and finishing the building of cultural station 1 (Almaški neighborhood).

2019:

I Implementation of works; II Finishing the reconstruction of cultural station 3 (Youth cultural station); Building cultural station 2 (Slana bara / Klisa) and 4 (Novo Naselje). III Commencement of reconstruction of the cultural station 5 (Sremski Karlovci) and refurbishing the public space around cultural station 1 (Almaški neighborhood). IV Finishing delayed works

2020:

Finishing all works

46 New places

We plan to implement as much as possible for the 46 new places until the end of 2020. Each year, the same schedule of solutions for the transformation of spaces will be defined and the main activities for each year will encompass these seven phases:

I Securing the finances, analysis of planning documents and finishing the bulk of administrative works - II Analysis of current planning documents - III Preparation and conducting tenders for the implementation of refurbishments - IV Scheduling finances from different sources (budget of the Republic of Serbia, donations, other) - V Conducting research, working with citizens in local communities - VI Two to three groups of research: research on public spaces (types, methods of intervention, processes), sociological research (field work, surveys, working with citizens and other participants in the process), urban and architectural research with a public call. - VII Beginning of works on the selected public spaces;

Information about investments in adapting cultural spaces to the needs of people with disabilities

Since 2012 the City of Novi Sad implements the Strategy of Novi Sad on Accessibility 2012-2018 (Official gazette of the City of Novi Sad, number 21/12) which foresees the adaptation of public buildings to the needs of people with disabilities. The adaptation includes the removal of architectural barriers and the introduction of special elevators which will allow complete accessibility. When devising all projects, the recommendations from this strategy as well as legal norms have to be respected, which allow access to all buildings, especially in projects like the Youth Creative Polis, Cultural Stations, and 46 Public Spaces, that started with the implementation.

The Novi Sad 2021 Foundation will launch a call by the end of a year to support local cultural organisations for increasing accessibility of the level of the sensitisation of their spaces.

In addition +

After the official designation for the ECoC title, City Administration has started several infrastructural projects which are not part of Novi Sad 2021, but are contributing to the project and are part of city development plan in order to increase the capacities for 2021.

Those projects are:

I Renovation of the **façades in Petrovaradin Fortress suburbium** – historical part of the city very suitable for the organisation of different cultural and artistic events. For decades this part of the city is perceived to be unused potential of these, areas and II Renovation of **Albert Einstein and Mileva Marić house** – one of the derelict monuments in the city which tell stories about the historical connection between Europeans.

IV **Outreach:** Explain how the local population and the civil society are being involved in the preparation

of the Year, including specific actions towards young people, minorities, persons with disabilities, the elderly or other groups that might be disadvantaged in accessing culture.

C= Explain how the local population and the civil society are being involved in the preparation of the Year:

The first five months of the year were dedicated to the creation of detailed plans for direct involvement of the local population and civil society in the preparations of Novi Sad 2021 projects. The main projects started and developed in 2017 are:

Target group	Project title	Concrete steps done so far
Youth Elderly Workers	Novi Sad Volunteer Service	<ul style="list-style-type: none"> - Creating shared strategy with OPENS (European Youth Capital - Novi Sad 2019) - Laying foundation for creation of Novi Sad Voluntary Service through cooperation with the OPENS organisation and Novi Sad 2021 Foundation.
Minority groups (IDPs and Roma)	Cultural station 2 (Klisa)	<ul style="list-style-type: none"> - Coordination with local communities and other stakeholders; - Meeting and cooperation with Roma Organisations (planning Satellite in Roma settlements Veliki Rit) - Community mapping (interviews, questionnaires, and focus groups) - Planning the future Community centre;
	Roma Mobile Embassy	<ul style="list-style-type: none"> - Communicating with key stakeholders and negotiating with newly opened European Roma cultural centre in Berlin
Citizens from suburbs	Local communities (Satellites) - Redesigning democracy	<ul style="list-style-type: none"> - Creative SOS - mobile consultancy team: - Research and mapping the needs of local communities - General meeting with representatives of local communities
	Community Micro Granting	<ul style="list-style-type: none"> - Preparing the call papers and arranging financial and legal matters - Defined sponsors for micro-grants - Benchmarking
	Project 46 New Places Micro Granting	<ul style="list-style-type: none"> - Prepared publication on Public spaces. - Developed partnership with city services and NGO-s. - Developed methodology for participation. - Conducting interviews with citizens. - Conducting focus groups with stakeholders. - Published architectural and urbanistic open call for solutions. - Defined members of the jury for proposed architectural solutions.
	Heritage walks	<ul style="list-style-type: none"> - Selection of new coordination. - Strategic planning and preparation of open call documents for creation of walks in neighbourhoods in 2018.
People with Disabilities	Sound Beam	<ul style="list-style-type: none"> - Prepared and sent application for funding through European funds and entering the second circle of selection.
Elderly people	European Family Photo Album	<ul style="list-style-type: none"> -Preparation of the strategy for implementation.
Art and culture Professionals	Divan - discussion platform	<p>Concept of open dialogue in public space inviting wide population of inhabitants, civil society representatives and experts to discuss and share their opinion regarding the Novi Sad 2021 projects and programmes. First three Divan's were dedicated to the creation of strategy for further development of the Youth Creative Polis, the largest infrastructural project.</p>

D= Describe your plans for audience development and the link with education and participation of schools

The strategy for audience development is aimed at systematically addressing a larger and wider inclusion of the audience into cultural events and at activating communities to develop their cultural contents. However, a general rule or recipe for this does not exist, and the development of active communities can be reached only through experimenting and exchanging experience and finding new solutions. This year is dedicated to testing new tools in direct contacts with the citizens and to new initiatives which will motivate them.

The audience development strategy for this year has been aimed in a few directions:

1. Volunteerism development (Voluntary service).
2. Activating smaller local communities.
3. Developing alternative hospitality.
4. Improving public spaces.
5. Education.
6. Participative democracy.
7. Digital platforms (Cult:Tour)

Each of these directions encompasses a strategic approach which will be further elaborated in the upcoming years and tried out in practice through the following projects:

	Strategy directions	Projects Developed/Activities implemented	Aim of the project
1.	Citizens reinvesting public matters and having direct impact on the cultural production.	-Novi Sad Voluntary Service.	The aim of the project is to enable communication between volunteers and institutions, and for citizens to have direct involvement and participation in cultural production.
2.	Activating smaller communities and decentralisation of culture by creating mobile or building new community cultural spaces in city suburbs and Zone 021 (Sremski Karlovci, Irig and Beočin).	- Kaleidoscope	The aim of the project is to activate smaller communities and decentralisation of culture by creating a mobile vehicle and build community cultural spaces in the city periphery and Zone 021
3.	Mobilizing local inhabitants in the process of identifying, protecting and promoting local cultural assets in neighborhoods and using the opportunity of EcoC title to present them to visitors.	- Launching Call for Micro granting for community walks. - Mapping participatory heritage active partners and organizations. - Launching European School of Hosts project. - Intending Faro convention meetings.	The aim of those projects is creation of new touristic platform in order to revitalize old and forgotten places, people and events and provide new touristic offers with active participation of local inhabitants.
		ECoC Caravan	Mobile unit connecting ECoC programs as soon as possible to local community and final users.
4.	Raising awareness of sensitivity for cultural diversity through Education.	-Imagine Europe -Consultation with City councilor for Education and National Ministry for Culture. -Implementing Imagine Europe concept in regular school plans within the framework of citizen education platform. -Cooperation with student parliaments. -Creating Network of Teachers. -Europe XXL – fostering mobility of pupils and teachers travelling to other ECoC's.	Creation of platform which promotes cultural diversity, intercultural dialogue and closer connection between Europeans in schools.

	Strategy directions	Projects Developed/Activities implemented	Aim of the project
5.	Helping local professionals, cultural institutions and NGO-s to develop their audience development strategy.	1. Lab for European Project making 2. Out of the Comfort Zone	1. Foundation Novi Sad 2021 will choose 8 participants (producers and cultural managers) which will attend one-and-half-year-long process of non-formal education launched by six European Capitals of Culture. 2. Training courses that will be organised for local cultural institutions in partnership with Fund for European Affairs and Faculty of Natural Sciences in the field of audience development.
6.	Online audience development	Web Platform CultTour	This is informative, interactive communication platform providing information about all the cultural programs in the city. The portal is dedicated to wider public in order to inform them and popularise cultural events in Novi Sad and surrounding areas.
7.	European audience development	Danube Promenade	The aim of the project is to attract the audience from other Danube countries by presenting cultural projects on Big Led screens in the River Bank Area. This is also part of the strategy for attracting European audience.
8.	Taking out barriers (physical access and access to information) for people with disabilities to take part in cultural program	- Access culture -Participating in the implementation of the new city Strategy for accessibility 2019-2025 -New consultant in this field has been engaged – Marija Vrebalov.	The Aim of the measures is to increase sensibility in the city for questions and problems of people with disabilities.

IV MANAGEMENT: DESCRIBE THE STEPS YOU HAVE TAKEN TO SET UP THE ECOC GOVERNANCE, MANAGEMENT AND ADMINISTRATIVE STRUCTURES AND PROCESSES, AS WELL AS THE OUTCOME OF YOUR EFFORTS (OVERALL ARCHITECTURE). DO SPECIFY:

The legal structure and statutes of the ECOC delivery body; as well as its staffing: the current staffing situation and the plan for the future, the senior staff members (with brief CVs), the organization-chart and responsibilities of staff members;

Governance

After the Panel's decision in October, the process of the institutionalisation of the informal team has begun.

During the preparation process, all parties (the team and City Administration) have realised that the first plan to establish limited liability company was not the best solution. This is the reason why organisation is established in a form of foundation, as local law provides opportunity for more efficient work and tax exemptions for this form. The Foundation was officially established on 3 January 2017.

The City Assembly has elected Mr Nemanja Milenković as the **CEO** of the Foundation, and has elected Managing **Board members**, experts in different fields of importance for the project. Board members became fully operative and started working in January 2017. The Board is responsible: for adopting strategic measures and acts of the Foundation, monitoring the process of the implementation of the projects, developing and monitoring legacy plans, (re)confirming the election of the senior staff members. The special care was given to the fact that Board members are not in conflict of interest. The Board reconfirmed the selection of the Chief Executive Officer and gave him

full support and power for day-to-day management of the ECoC process.

The **Monitoring Board** was formed not long after the first measures. It consists of the representatives of local, regional and national ministries of culture. The main aim of the body is to coordinate constant and stable political and financial support to the project. It also has monitoring role, supervising the process and financial transactions.

The **Honorary Committee** will be established in December. This advisory body will be consisted of representatives of the decision-making bodies, diplomats, representatives of Chamber of Commerce and the most successful companies in the country. The main aim of the body is to ensure political and financial support from public and private sector.

The **Council of Citizens** is in the process of the establishment. This participative body will ensure that Vox Populi could be heard by the end of the year. The main role of the body is advisory and participative body of the Board.

According to the Panel Recommendations **Deputy CEO** role has changed. Deputy CEO is completely dedicated to the internal organisation of the Foundation. City Administration is managing the infrastructure projects. **Artistic Director** has been chosen on an open international call. The chosen director is an artist and experienced manager with relevant international experience.

Legal structure

Administrative team consists of a Law officer, Head of financial department and administrative officers appointed under the responsibility of the Deputy CEO. This team was in charge for the creation of the legal structure, processes and procedures. This challenging process, one of the most important for every ECoC, is still under the development. Several very important legal acts have been adopted, and they are the pillars of the legal framework of the Foundation:

Statute of the Foundation – the general legal act of the Foundation consisting of the rules about the internal organisation and decision-making process, rules of procedure and defining relations between Board and CEO, different boards of the Company and Board and senior staff management.

Rules of Procedure – establishing detailed system of rules for the work of Foundation bodies and senior staff management and decision-making process.

Financial plans, working plans and public-procurement plans – describing activities of the Foundation and plans for finance allocation with plan for public procurements.

Data privacy protection strategy – setting out rules enabling the protection of the personal information available to the Foundation during the period of ECoC project implementation. The main rules of the strategy are that personal data could be used only by

the approval of the right holder and only for the purposes explicitly mentioned in the call.

Logo and name protection strategy – Describing the rules and procedures for the usage of the Novi Sad 2021 logo and name for third parties and developing the plan for protection of the trademark.

Intellectual property rights framework document – Proposing first steps in order to resolve intellectual property issues which will come up during the implementation of the artistic projects in coproduction relations.

Model of contracts and calls – Creation of the basis of contracts and decision models in order to foster the efficiency work of the administration.

The Strategy of Transparency – This document contains set of measures and rules which will enable transparency of work and financial operations of the Foundation. We will mention here just few of them and others are available in the document: I The Foundation informs the public regarding its work, projects and most important issues on the regularly basis through web platforms, social networks and holding regularly PR conferences and public events. II The Foundation issues annual report of the work and annual financial report every year. Those reports are under the monitoring procedure of: a. Monitoring Board b. City Department for Culture c. City Assembly and d. Public (as being published and available for usage). III The Foundation launches Public Procurement plans and all the information regarding the calls and procedures are available on the Foundation website. IV the Foundation will appoint external organisation to conduct annual audits and to approve Annual account of the Foundation as a part of annual procedures.

For more information regarding organisation please read following documents: 1. ANNEX I Senior management list with brief CVs. 2. ANNEX II Organisational chart and 3. ANNEX III Staffing plan

+ **In addition** Within the framework of cooperation between Novi Sad 2021 and Novi Sad 2019 (European Youth Capital) the **Voluntary service project** has started. The main aim of this project is to establish the efficient and sustainable service for volunteering in Novi Sad for purposes of both projects. This will enable efficient voluntary system which will help the organisation of the abovementioned projects but also foster the education and skills development of the volunteers in the city. Voluntary service process has started and will be implemented this year through various activities: a) Drafting methodology for recruiting/placing volunteers. b) Designing a proposal of online platform for meeting of offers and demands. c) Creating a network of potential future hosting organizations. d) Organisation of 5 focus groups per sector of activity: culture, youth, sports, environment, social. e) Organisation of 1 conference (Program: plenary session with Serbian and European experts + thematic round tables / Aims: presenting good national and European practices + announcing NSVS platform + collecting feedback on NSVS platform). f) Producing and editing 1 conference booklet.

The structure, composition and decision-making process of the Board; its working relationship with the ECOC delivery body and with the relevant local, regional and national public authorities funding the Year;

The Board of the Foundation was appointed by the City Assembly in December 2016. Contrasting practices of *political quotas*, representatives of the Board were appointed only on the basis of their expertise in a field of special interests for the project Development.

The Board is consisted of five members. The members of the board are:

PhD Tijana Palkovljević-Bugarški, Chairperson of the Board. Ms Palkovljević-Bugarški is experienced cultural manager with rich international experience and connections, and was involved in the preparations of Novi Sad 2021 project from the very beginning.

PhD Darko Polić, an expert for urban development and architecture, president of City Working group in charge for implementation of the capital projects. He devised the initial plan for capital projects in selection stage.

PhD Momčilo Bajac, professor of Sociology and Media, he was very important part of the team from the very beginning of the process.

PhD Igor Stamenković, professor of Tourism and Geography, an expert for the questions of Creative Tourism.

Danijela Mirkov-Urkula an expert for Finances and Audit control.

The Quorum for work of the Board is simple majority and simple majority of the votes of the present members is needed for the decision making. Nevertheless, the Chairperson of the Board is insisting on the concept that the decisions should be made by consensus of all members.

The members of the Board are representing the Foundation. They are in close relations with Monitoring Board consisting of representatives of the local, regional and national authorities. They also communicate and collaborate with the representatives of the different sectors and stakeholders in the city enabling full coordination of the public services in order to foster fuller effect of the title.

V DESCRIBE YOUR FINANCIAL STRATEGY AND CURRENT FINANCIAL PROJECTIONS (INCOMES AND OPERATING EXPENDITURES), USING THE TABLES BELOW. EXPLAIN ANY CHANGES COMPARED TO YOUR BID-BOOK.

Our financial strategy is based on projections made in bidbook, with correctives based on two very important facts:

I Programme director and his team will negotiate with organisations regarding the figures mentioned in the projection. Most of the numbers will significantly decrease. Based on the results of those negotiations, relocation of the budget will be done. This means that part of the budget for this year will be reallocated for the next year, as well as that budget for programming for central year will increase, while budget for the ramp period will be catted. **II** The financial structure was marked as unclear and not sustainable by the Selection Panel. Budget relocation will enable more sustainable budget structure.

Budget system in Serbia is annual. This means that financial projections and approvals from the public authorities are being given only one year in advance. In a table below we present approved budget for the year of 2017 in current stage for programming costs:

Source	Income
National Government	352.476,00
Region	697.107,00
City	1.127.095,57
EU Funds	30.000
Private sponsors	54.000,00
Other	10.000
In total (EUR):	2.270.678,58

The projection from bidbook was:

Source	Income
National Government	352.476,00
Region	697.107,00
City	1,127,095.57
EU	272.025,00
Private sponsors	42.250,00
Other	72.087,00
In total(EUR):	2.563.040,57

The analysis of the approved and projected budget for operating costs has shown that there are no changes in the budget regarding the incomes coming from public sector. All the projected amounts were transferred to the Foundation. Regarding the incomes from private sector there is a slight change. Namely, the income from private sponsors is already increased as our fundraising sector already collected 54.000 euros by October. We expect this income to increase additionally in the following months especially before the New Year's Festival in December.

Incomes from EU Funds raises the biggest concern. Being the Candidate Country for EU, Serbia has limited access to the EU funds and the problem is that the Foundation is founded only nine months ago as an entity. However, the Foundation has already applied to more than 10 different EU projects as a partner and we still expect the results for some of them. One project for *Europe for Citizens* call has been approved already. Financing from other sources are also being

problematic, but we do expect to increase the amounts from this source in the following months when we will be organizing fundraising actions. We do expect to reach the projected level of the finances by the end of the year.

Regarding the capital projects expenditures, we do not expect any changes. The detailed report about the implementation of the projects and plans for the following years could be found in the Capacity sector above. Capital investments are being implemented by City Administration under the monitoring of Working group for Infrastructure.

How firmly committed each funding source is; your plans to leverage extra private sector funding, your audit arrangements and your plans and perspective to use European Union funding, including (but not limited to) ERDF and ESF.

Public system in Serbia is organised on the bases of annual system. However, written guarantees were given from all political levels. Bearing in mind politi-

cal stability in country we do not expect any problems regarding financial support from public sector.

Regarding financing from private sector, we noted a reasonable interest for financial support to the project. In order to leverage extra private sector funding, we plan to: a) engage experts in a field of marketing b) establish honorary board gathering private company representatives and decision makers c) develop strategy and network of friends and sponsors of the project - ***Novi Sad 2021 club***.

The external company will be engaged in November to implement audit control of the financial affairs of the Company.

The first year of the candidacy has shown that serious action is needed in order to increase the incomes coming from international calls. Coming from a candidate country for membership in EU, the Foundation is facing the difficulties to apply for several actions open only for the member countries. We hereby confirm several actions in order increase fundraising capacities of the Foundation in future:

ACTION	GOAL	TARGET GROUP	YEAR
Promoting international funding opportunities First event will be: Danube calls info session on 20 October 2017.	- Informing cultural organisations about funding opportunities. - Promoting new calls.	- Local cultural public organisations. - Local NGO's and artists. - Decision makers.	2017
Outsourcing – engaging renowned local and European experts in project proposal writing process.	-Raising the capacities for international grants proposal writing. -Raising financial capacities of the team.	- Novi Sad 2021 Foundation.	2018
Capacity building - organising special programmes for Team members and local cultural institutions in process of the EU project proposal writing. First programmes are: -Fund for European affairs of Vojvodina training courses with organisation that proposed programmes in Bidbook starting from November. -Lab For European Project Making – starting from January 2018.	-Increasing capacities of local organisations for EU project proposals writing; -Developing the project proposal from Bidbook. -Encouraging organisations to apply for international grants.	-Organisations from Bidbook. -Local public cultural organisations. -Local NGO's and artists. -Young cultural managers.	2017
Collaboration with ECoC cities and other cities from EU in order to gain experiences in project proposals writing.	-Raising capacities of the team members and partners in a field of EU project proposal writing. -Establishing new partnerships and joint application for EU funds not accessible for Candidate countries.	-Novi Sad 2021 Foundation. -Local cultural organisations.	2017
Strengthening the capacities of the team – engaging new team members in a field of fundraising.	-Raising capacities for project proposals writing.	Novi Sad 2021 Foundation.	2018/19

Describe your current plans to monitor and evaluate your ECOC Year. Present as well your contingency planning.

Evaluation process and impact measurement will have four stages and it will strive to grasp short-term impacts of ECoC before, during and immediately after the title year. After the measurement of short-term impacts evaluation team will try to acquire long-term impacts through longitudinal research.

Evaluation team will comprise experts directly connected to the Novi Sad 2021 Foundation and associated partners who will enhance quality of the team and contribute to the knowledge transfer. Associated partners who gave their support are University of Heilbronn (Germany) and Sarajevo meeting of cultures – SMOG (Bosnia and Herzegovina), while list of associated partners will expand during the implementation of the project.

Team will develop evaluation methodology at the end of 2017, and start to collect data according to the proposed indicators. Methodology will have several main dimensions and set of indicators and sub indicators for every dimension. Evaluation team will use secondary and primary collected data to measure impacts of before and after picture effects of ECoC. Chief evaluator will collect all the research on six months basis and present it in a report which management can use to propose and apply corrective measures that go in line with the specific and operational objectives.

Based on recommendations made by Selection Panel, Chief evaluator adopted the amendments of the evaluation methodology. This includes changes of the proposed set of indicators. One of the priority indicators of the project was set out as the increased level of international cooperation and new sustainable international partnerships which can be connected to the international cooperation before, during and after the ECOC. Proposed indicators try to capture the quality of 'joint project cooperation' through evaluation of joint and cross boarder projects in the field of culture; joint projects with former, current and future ECoCs; quality of memberships in international institutions

and networks. In addition to the above mentioned, amended methodology will try to measure indicator 'free mover mobility' which consists of different sub indicators such as: mobility in the field of culture, art, education and management, number of exchanges and guest appearances by local and international artists. For example, one of the outputs which can be measured with proposed indicator is Plants AiR project. Also, newly proposed indicator is 'Regional and international relations' which will measure number of foreign delegations and officials, joint international events and quality and quantity of international cooperation.

The amended evaluation methodology proposed new set of dimensions and indicators which will be measured, and activities and techniques for data collection. All dimensions and indicators are directly connected to the ECoC specific objectives. Within the Intercultural dialogue dimension – new indicator was introduced for purpose of measuring cooperation and reconciliation among countries formerly at war in the region. The title of indicator is 'Reconciliation through culture' and it will try to grasp and measure sub indicators such as: Number of interactive public debates, activities and events dealing with post-war trauma, social inequalities, issues of national identity and the significance of the European Union as a community of European nations; Number of cultural events and educational programmes promoting tolerance and non-violence in society and everyday life; Number of joint projects on mutual culture; Number of foreign delegations; The level of the mobility (artists, managers, students etc.); Regional media coverage of joint projects.

During the year of 2018 platform for ECoC evaluation methodology and data collection and interpretation will be established which will gather experts in the field of evaluation and impact measurement. This platform (incubator) will be used for knowledge and experience transfer during and after the project implementation and would benefit all current and future ECoC.

Weaknesses stated in the Bid Bok	Contingency Plan
- Lack of The lack of experience in strategy implementation	-Organising consultation meetings called Cultural Forum; -Involving experts, artists and cultural workers in the stage of planning and in the stage of implementation through the monitoring and evaluation process
-Insufficiency of interest among artists to become included in creative industries sector; creative industries closed to other forms of arts. -The lack of creative hub.	-Organising Divans /public debates/ and Cultural Forums on the topic of changing industrial heritage into culture district Youth Creative Polis. -Developing the program Culture Satellites as a way of transforming old socialistic model of the administration points (local communities) into more community based centers and hubs.

Weaknesses stated in the Bid Bok	Contingency Plan
-Low level of organisations, institutions and artists familiar familiar with project funding opportunities.	-Developing School for project making program together with Fund for European businesses -Including opportunities for funding artistic and culture based projects.in Foundations communication platforms.
- Insufficient number of small cultural facilities – insufficient decentralisation. - Poor attendance at cultural institutions. - Traditional way of presenting culture. - Lack of knowledge of contemporary management tho among cultural workers.	-Initialising procedure for establishing 4 cultural stations in sub-urb parts of Novi Sad and Zone 021. -Initialising audience development and participation processes to gain trust of the citizens that they can be involved in programing of institutions. -Developing an international program for cultural managers together with Timisoara 2021 and Rijeka 2020 to build capacities -Developing Program International Summer Academy on Cultural Policy and Management targeting emerging professionals and established practitioners.
-Lack of concern for cultural heritage and its presentation in a modern and acceptable manner to different target groups.	-Preserving industrial heritage of an old Petar Drapšin factory trough the creation of the creative district - Youth Creative Polis. -Renovation of the facades in Petrovaradin Fortress suburbium -Adaptation of the former Silk factory, with intention to transform it into a cultural station -Preparation of platform that will include project of the so-called ‘heritage walks’, which will promote tangible and intangible heritage as well.
- Sluggish implementation and insufficient connection with European digital platforms, such as <i>Europeana</i> . Complicated procedure of copyright protection.	-Preparation of the one of the Divans as a starting point for discussions on this topic will be dedicated to cultural heritage and digitisation process.
- In - - Insufficient connection between art and commerce. - - - Insufficient promotion of art colony.	-Working on creation of art hub in Youth Creative Polis and support for art and creative hubs trough the Creative SOS program. -Development and promotion of artists in residence programs.
-Insufficient student participation in cultural life of the city.	-Strong cooperation with OPENS (Novi Sad – European capital of youth 2019) and developing a volunteering platform – Novi Sad Voluntary Service.
- Cult -Cultural workers insufficiently networked with colleagues in European colleagues.	-Developing artists in residence program – Plants AiR. -Implementing the European dimension in the already existing festivals. -Lab for European Project Making.
- The city is not branded enough as a city of culture, with the largest number of national minorities and as a city of peace.	-Adoption of the communication strategy to attract European audiences. -Synergy platform for supporting minority cultures has been developed and the first stage of implementation including peace building has been started.
-Insufficient communication between members of minority communities and majority population – true interculturalism.	-Synergy platform which will provide minority theatre performance carried out throughout the city and will also include the conference for minority media. -Developing inclusion strategy where the minorities will have significant place in audience development processes.

Weaknesses stated in the Bid Bok	Contingency Plan
-Insufficient use of the geographic potential of Novi Sad and ZONE 021 Insufficient use of capacities in ZONE 021 Inefficient small infrastructural facilities in the ZONE 021 area.	-The geographical potentials of the area are planned to be developed through the European School of hosts program and through the program of Culture Stations and Satellites. -First phase for creating a bus line Novi Sad- Timisoara started, as well as planning other possibilities for connecting the two cities.
-Insufficiently developed capacities for providing a better tourist experience and inadequate quality of services	-Developing the program European School of Hosts, -Developing the program of alternative walks and launching new open calls for developing local hospitality and hosting.
-Insufficient use of all facilities within the Youth Creative Polis and the potential of the entire derelict industrial heritage.	-Starting participation procedure of creating a well-organised and functioning management of Youth Creative Polis. -Adoption of the urbanistic plan which included the whole area of the former Petar Drapšin factory.
-Cultural scene has little understanding for contemporary and amateur art; art tends to be centralized.	-Developing program of participation and decentralisation called Kaleidoscope, which will include the program Creative SOS – workshops with communities including contemporary art education. -Developing new contemporary art programs through Citizens Thinking project.
-Public at large and economic and public sectors poorly prepared to participate in project financing.	-Project has already attracted economic sector and involving sponsor in the project New Places for creating public spaces through participation. -Developing marketing strategy and policy to have clear procedures for involvement of sponsors.
-Festivals insufficiently connected and networked with ICT industry.	-Developing cooperation of ITC with the arts and culture through the Youth Creative Polis program and Culture Stations.
-- Changes in team members of Novi Sad 2021.	-So far there were no significant changes in the team except it started to grow.
-Population tends towards apathy when it comes to cultural events, due to over-exposure to light entertainment such as TV reality shows.	-The Platform Kaleidoscope predicts the content in the wide range of smaller communities and relying on their potentials.
-Slowing down of efficient budget management due to excess adm administration and bad financial procedures.	-By using project management platforms such as SharePoint the work of the team is becoming more organised and efficient. Procedures are being developed to have the clear steps for project implementation.
-Possibility Novi Sad not to be awarded the European Youth Capital title.	-Novi Sad won the title for 2019 and cooperation between the two titles already started.

Describe your strategy in the field of communication.

Communication is one of the most important and most challenging processes in the newly funded Foundation. The efficient tools for communication if implemented from very beginning, would prevent problems in the implementation process and overlapping (internal communication), and would increase the level of support and visibility of the project in the city and throughout the Europe.

We sincerely believe that efficient **internal communication** is the precondition for the successful implementation. This is why we have been developing the

system of communication which will enable further prosperity of the project.

We have started with providing efficient communication tools:

Microsoft office system which enables connection, online collaboration and joint work of all team members. This includes **SharePoint platform** as the online archive of all the documents which provides the accessibility of the information to all team members. For matters of urgent communication – **mobile platforms** (Viber, joint mobile network, Microsoft teams)

are being used. In case of a spatial distance, **Skype conference** meetings are being held.

And after it with developing the efficient System:

The Foundation is organised in different sectors governed by heads of the departments. They are responsible for work of the Foundation and they communicate with directors and Board members. All of the sectors are obliged to write reports about the work of the sector for two months period. Those reports and notes (minutes) from meetings are available on the **Sharepoint network** to all the other teams and sectors in order to increase the transparency of the information in the team.

Deputy CEO coordinates the communication with public authorities. Communication with the **City Administration** is on everyday basis through different forms – Monitoring Board where City Administration officers are presented; Regular meetings with representatives of City Administration regarding coordination of the activities; Working group for infrastructure where our Board member is proceeding. Communication with the **National Ministry for Culture** also goes through Monitoring Board, where representatives of the Ministry are permanent members. Communication with **European Commission** is under the responsibility of the Department for International Relations.

The internal communication is based on a system that we named **'Remote Control'**. This system consists of three phases:

1.Initial phase – Information coming from different sources to the Foundation (citizens, team members, organisations, through open calls).

Button: POWER

2.Second phase – project classification (internal, external, from bidbook, participative, international and etc.)

Button: STOP

3.Third phase – executive pyramid – This phase starts with (A) **developing phase** answering questions **WHY** proposed project should be implemented, of **WHAT** should be this project consisted and **WHO** is the project manager. This is being decided by the Artistic Director and his team. After this the (B) **executive phase** starts. This phase answers the question **WHEN, WHERE** and **HOW** proposed project will be implemented. This phase is being realized under the monitoring of the Project managers (managers of the departments) who are responsible for the further development of the project.

Button: PLAY

If internal communication is important for efficient work of the Foundation, external communication is even more important for the visibility of the Novi Sad 2021 and ECoC Brand. This is the reason why communication sector has undertaken implementation of the pilot communication strategy in order to ensure abovementioned visibility.

The facts about the first communication results shown reasonable success in a field of early control of the ECoC marketing and communication:

FACTS	NUMBERS
Public Events organised by the Foundation	65
Average Number of Visitors	300
Posts on Novi Sad 2021 website	110
Visitors on Novi Sad 2021 website	95648
Posts on Novi Sad 2021 Facebook	302
Posts on Novi Sad 2021 Twitter	150
Posts on Novi Sad 2021 Instagram	158
Media Reports about Novi Sad 2021	3479
Posts on KultTura website	146
Posts on KultTura Facebook	160
Instagram Followers	1840
Facebook Followers	18351
Twitter Followers	707
YouTube Subsribers	73

The external communication strategy consists of different measures that aim to increase the visibility of the project and ECoC brand in country, region and throughout Europe.

Some of them are:

- Artistic Director will take a control of the marketing and design actions of the project in order to ensure quality of the artistic presentation and cultural nature of the project.
- Constant communication with wide public and media through **Divan Platform** as the concept of a new dialogues with citizens and stakeholders.
- Free Cult:Tour magazine informing about Novi Sad 2021 project and other cultural activities.
- **Permanent representatives** of the project in different EU countries in charge for PR and attracting EU audience.
- Establishing **network of the ECoC media** in the region (Rijeka 2020, Timisoara 2021, Osijek 2020, Pecs 2010, Novi Sad 2021) in order to disseminate information regarding cultural programmes highlights through those websites and social networks.
- **Joint strategy** of PR and Tourism with Timisoara and Rijeka – attracting visitors in the region.
- **Street promotion** of the events (light interactive panels on the streets), cultural events in public spaces, joint (interactive) PR projects with citizens (FB stories and status, free tickets challenges, Instagram stories and hashtags, etc).
- **Wide public promotional actions** in all countries of the region (Croatia, Montenegro, FYR of Macedonia, Bosnia and Herzegovina, Slovenia) and eight other targeted countries (for the first year) which includes use of the billboards, city lights, promotion in local media, cooperation with local TV stations and newspapers.
- **Online promotion** using tools such as Google, YouTube and social networks.
- All the important information regarding the projects and programmes will be published on **Wikipedia** leaving at the same time a solid documentation basis for the future.
- **Press trips** – hosting European journalists working for the most prominent media in Europe in a field of culture for two-days presentation of the project providing them the information of the programme Novi Sad 2021 in order to attract European audience.
- Organising events in order to mark important **European days**. This year we started by organising ECoC conference for the 9 May which was the most successful PR event of the year so far.

- Inviting **EU officials** for the opening ceremonies of the launched projects in a field of cultural heritage in cooperation with EU Commission and Europa Nostra Foundation.
- Contributing to the Pan-European action regarding the **European Year of Cultural Heritage** applying projects for the base of the cultural heritage activities celebrating the year in 2018 in order to increase the visibility.
- Organising a project of the **EU Cultural Heritage Stories** in cultural institutions emphasising the link of the cultural heritage cites in all Europe.
- **Ensuring the visibility of the ECoC logo** and visibility of the project as the EU actions as it was done up until now: a) during all the organized events, press conferences and public actions; b) on all the production and postproduction video materials c) on all brochures, invitations, booklets and other printed materials and d) putting visible marks on all the infrastructural projects initiated in this initiative.

VI KEY MILESTONES FOR 2018

The Key milestones for 2018 are based on two very important facts: topics in focus for the Foundation – *cultural heritage and hospitality* and need for further progress of the project, organisation and communication.

The Key milestones for 2018 for Foundation Novi Sad 2021 are:

Capital projects

- Finishing the renovation of 10 New Public Places.
- Finishing and beginning of the work of two New Cultural Stations.

Programme

- Implementing Cultural Heritage and Hospitality programmes.
- Joining Pan European initiative and platforms for European Year of Cultural Heritage.
- Finishing the revision of the Artistic programmes and completing new structure
- Completing and revising the Finance Structure.
- Organising the visit of the EU official to the city for celebration of EU Days and opening ceremonies of the Cultural Heritage Cites.
- Launching Kaleidoscope programme.
- Starting with the implementation of at least 10 long-term sustainable projects from bidbook.
- Fostering internationalisation of the local scene, implementing projects with foreign partners.

Organisation

- Completing organisational structure. Engaging new team members in accordance to the staffing plan.
- Implementing internal and external communication strategy.
- Developing and strengthening marketing and fundraising capacities.
- Fostering cooperation with OPENS 2019 (European youth capital) organisation and implementation of joint activities.
- Implementing new efficient mechanisms and procedures.



EUROPEAN CAPITAL
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