

**F R A I H R B  
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E V D N E W D  
D I 2 0 2 1 G  
O C U L T U E  
M R E A R T S**

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### WHY DOES YOUR CITY WISH TO TAKE PART IN THE COMPETITION FOR THE TITLE OF EUROPEAN CAPITAL OF CULTURE?

**We want Novi Sad to become European Capital of Culture** because we believe that the way to reintegrate our city and Serbia into Europe's cultural life lies through a dialogue of cultures. Being awarded this title would be a wonderful opportunity to promote the advantages and positive experiences of Novi Sad as a tolerant, multinational, multi-confessional and multicultural community. At a time of migration and conflict, we would like to offer Europe the experience of 21 ethnic communities who live here in harmony, receiving in return the highest standards and achievements that Europe can give to us.

We would like to see Novi Sad become European Capital of Culture because this will lead to a challenging, exciting and productive flow of knowledge and ideas by creative people. Our focus will be on the creative industries and on the young – an asset that has been insufficiently exploited up to now.

**Placing culture at the focal point for decision-makers** in our candidacy for this prestigious title will support urban regeneration and the building of cultural capacities in new public spaces, ensuring the rights of all Novi Sad citizens to the full span of cultural events, together with increased public participation. This is because genuine support to local artists is essential for cultural policy, and support growing out of international cooperation is one of the best ways of achieving action.

Through the Novi Sad 2021 project, we wish to make our city known as a cultural destination on the Danube, to stimulate the creativity and pride of its citizens as a major

potential for its future development. We want visitors from the rest of Europe to experience our traditional hospitality and the richness of our diversity; to show others the best our city has to offer, and to discover for ourselves what it might still need in order for it to become European Capital of Culture.

Because Novi Sad has so much to offer, and Europe is its home, we will work on all of the above, and more besides, so that in 2021 we will be that home's finest possible cultural host city.

It is our firm belief that this is what we want Novi Sad to be.

### DOES YOUR CITY PLAN TO INVOLVE ITS SURROUNDING AREA? EXPLAIN THIS CHOICE.

#### NOVI SAD – ZONE 021

**ZONE 021** comprises 400,000 inhabitants of various cultures. Novi Sad's urban core is surrounded by 15 suburban areas; our ECoC partner municipalities, Sremski Karlovci, Irig and Beočin lie on the left bank of the Danube, connecting the heart of the city with the hills of Fruška Gora in a unique blend of geography and history. The telephone and postal area code is 021, which gives the zone its name. This easily recognisable number has long been adopted as part of the identity of the city and its surroundings, just as it forms both a real and symbolic part of the NS for ECoC 2021 campaign.

Cultural production in Novi Sad centres around the narrow area of the old city, with little or no participation by residents on the periphery. Novi Sad therefore decided that **Zone 021** would be a key part of the city's application for ECoC, an endeavour to get the surrounding area up and going in economic and cultural terms, an agreement to which the four municipalities have signed up.

ZONE 021 will be **implemented** through the following projects.

## RE: ACTIVATE HERITAGE – SREMSKI KARLOVCI

Sremski Karlovci will be included in this project, a revival of the European civic heritage of the 18<sup>th</sup> and 19<sup>th</sup> centuries in Serbia. This little town mirrors the beginnings of modern European society; here the elements of modern Serbian society grew alongside the cultural and political changes introduced by the baroque and romanticism. These were the literacy, education and culture that formed the basis of Serbian national awareness.

The **Town Stage** project in Sremski Karlovci is how we would like to relive the spirit of the age, while alluding to various themes of the everyday life of its inhabitants. Through dramatic, musical and literary events, reviving the old crafts of wine production, with educational ecological and other items, we want to trigger the great potential of this municipality for developing culture and local participation, cultural tourism and general economic progress.

Through participative strategies Moba, we wish to regenerate public spaces and with expert help, to renew the cultural station in the old town cinema, which will become a cultural centre – and not only here. The **Peace Chapel**, one of the flagships of NS for ECoC 2021, will also be held in Sremski Karlovci, bringing Europe's cultural elite to this little Danube town of only 9000 inhabitants.

## WHEN IRIG MEETS EUROPE – IRIG

As the central point of a wine-producing region, Irig has always attracted merchants, later numerous poets and writers. Today the

town faces many economic and social problems. By volunteer work and the engagement of local government, revitalization of the architectural heritage in the town and surroundings can begin (the mine buildings at Vrdnik, for instance), thus facilitating cultural tourism.

The **Open Theatre** project means the launch of a new open-air stage with performances for children. In addition, we will inaugurate numerous programmes that will present Irig to tourists in an intriguing way, introducing new stories the town would like to relate through its **Cult:tour** programme: **The Hairs of Your Head** – a series of artistic programmes describing the life of the inventor of the first mechanical hair clippers, Sir John Smith, who hailed from Irig; **Tales of the Vine** – stories of the wine for which the town is famous; and **Basket Cases** – Nebojša Popović, a local lad who scored the first basket in world cup history.

## UNITED COLOURS OF BEOČIN - BEOČIN

Beočin, a town of about 8000 inhabitants with a patchwork of ethnic backgrounds, will be part of the cultural transformation we wish to achieve through **Moba**. Here we foresee a four-year project **Culture in Developing Interculturality and the Local Economy**. This would include artists' colonies and an imaginative approach to changing the exterior of this rather grey, industrial town. By encouraging residents to take part in renewing the public spaces, we hope to build a new image for the town as a tourist and cultural centre on the Fruška Gora route.

A special programme will be devoted to a small village in the municipality – Banoštor. This village on the banks of the Danube will endeavour through the Novi Sad 2021 programme to organise the first Danube cultural festival in collaboration with the Ulm

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**Donaufest.** Through the efforts of residents, NGO representatives and the public sector, Banoštor can take its place as a recognized Danube destination, becoming a model for the development of tourist capacities in other villages of the region.

The ***Bikers' Rest*** project, sited on a stretch of the Velo 6, Europe's longest cycle route which passes through the village, will provide cyclists with all they need to continue their journey (cell phone rechargers, camping and bathroom facilities), while at the same time familiarising themselves with the Novi Sad 2021 programme which will furnish them with all the information they require.

## EXPLAIN BRIEFLY THE OVER-ALL CULTURAL PROFILE OF YOUR CITY.

### **Sustainable Babylon on the Danube**

Granted the status of a free city in 1748 by the Austro-Hungarian Monarchy, in the 19<sup>th</sup> century Novi Sad boasted the attributes of a leading institutional seat and creative well-spring of Serbian national culture.

In the 1960s, it became a familiar contributor to the European avant-garde, artistic, intercultural and media exchanges and a conduit for the new, life-changing ideas then percolating through the region and the world. Today, half a century on, our city is once again investigating the current cultural requirements of the age and how to respond to them. This is why we, the inhabitants, consider it our duty to boost our city to become a two-way European urban gateway, fostering the rich and complex cultural atmosphere of the community in which we live. Novi Sad possesses excellent qualifications in what it already claims as a given: an extraordinary historical, natural and cultural heritage, tolerance and a spirit of cooperation and creativity permeating a

life that is multi-ethnic, multicultural and multi-confessional.

### **Bastion of Good Traditions, the Search for New Ones**

The city's most outstanding architectural feature, both in historical and modern terms, is the Petrovaradin Fortress with the old garrison town below. In itself an imposing complex, it sums up many of the key characteristics of the city, its culture, institutional network and ideas for the effective promotion of contemporary creativity. For decades, the Fortress has been home to art studios – some exclusive, some open - that disseminate and maintain the individual discourse of art, while also providing a backdrop for large-scale theatre, musical, multimedia and other spectacles, such as the world-famous EXIT summer music festival.

### **Academic Cosmopolitanism, Focus on the Alternative**

As the political, administrative and cultural centre of the Autonomous Province (AP) of Vojvodina, Novi Sad is the seat of many prestigious regional institutions of culture and the arts, both urban and provincial. Best known are those fundamental to national culture, such as the *Matica Srpska* Literary, Cultural and Scientific Society, the Serbian National Theatre, the Vojvodina Museum of Contemporary Art, the *Sterijino Pozorje* Theatre Festival, the (Hungarian) Novi Sad Theatre (Újvidéki Színház) – open to the latest arrivals in art, and a series of dedicated institutions such as the Vojvodina Institute of Culture, the Novi Sad Cultural Centre, the Cultural Institute of Vojvodina Slovaks, the Museum of Vojvodina and many more.

A notable feature of the city is the University of Novi Sad with 50,000 students, many of whom come from abroad. An open and international spirit is one of the important traditions of this school, which in the late

20<sup>th</sup> century provided an education for hundreds of thousands of students from African and Arab countries and other far-flung points of the globe.

The University's cosmopolitan mission is alive and well today, with specialized departments and teaching in the languages of the national minorities. Kindred experience and practice in the work of most of the city's cultural institutions are an additional advantage for the further development of the arts sector, with similar support coming from the music, drama, fine arts and new media departments of the Academy of Art.

Many locals and foreigners see the prolific and well-developed NGO, artistic and cultural scene as one of Novi Sad's most typical features. Springing up in the 1990s as an alternative to the culturally and ideologically regressive Milošević regime, over the past twenty years it has produced many splendid initiatives, manifestations, networks and individuals, from the internationally acclaimed *kuda.org* or *Per Art* then to the cutting edge of *Napon* and *Videomedaja*, which range from exploring the most recent fields in techno-ecology to inclusive artistic strategies and practices.

### City of Festivals and Engaging the Stars

Festivals do much to enliven city life throughout the year. With their diversity of theme, quality and form, ranging from select to mass appeal, they attract an extraordinary number of locals and tourists. The city also benefits from its distinguished individuals who have left their mark, some still at home, others in foreign capitals. In the world of books, the many novels and stories of Novi Sad by Aleksandar Tišma are a case in point; in cinematography, documentary film-maker and engaged experimentalist Želimir Žilnik is a well-known name; then there are the new young lions, such as musician and composer Aleksandra Vrebalov and other highly regarded personalities.

### EXPLAIN THE CONCEPT OF THE PROGRAMME WHICH WOULD BE LAUNCHED IF THE CITY IS DESIGNATED AS EUROPEAN CAPITAL OF CULTURE.

Novi Sad is not the largest European city on the Danube, but it is one of those that have the most bridges, 11 in all: 8 beneath the waters and 3 above, a testimony to its turbulent past.

But bridges are also the symbol of the Novi Sad ideal of coexistence between ethnic and religious groups and subcultures, of human kindness and freedom of thought.

The concept underpinning this candidacy rests on Novi Sad's four bridges, present and future - a matter of bridging gaps and establishing a balance between the available resources and the challenges posed by the city. In remaking itself as future European Capital of Culture, the bridges will bear the names of the values it desires to develop, cherish and share with all Europeans. These are the Freedom Bridge, Rainbow Bridge, Hope Bridge and the New Way Bridge.

### NEW WAY BRIDGE

#### Themes: cultural heritage and hospitality

In the wake of the years of isolation Novi Sad and its citizens lost sight of the broader European perspective from which to evaluate the richness of their own cultural heritage. The New Way bridge brings a new concept of cultural heritage and hospitality, a new way of dealing with our past, present and future. This bridge is not an existing one, but will be built during the preparations for the 2021, and importantly it's name will be given by the citizens through a public referendum. Via this bridge, we wish to reinterpret our culture with all its true values and wealth of

<b>NEW WAY BRIDGE</b>		
<b>Specific Objective:</b> To increase the attractiveness of Novi Sad as a tourist destination, promote its authenticity and make the cultural heritage accessible to the public at large.		
<b>WHY? Operational objectives</b>	<b>WHAT? Expected results</b>	<b>HOW? Methodology used projects</b>
To reinterpret the tangible and intangible cultural heritage and arouse public interest.	Public motivated to value local cultural heritage. Increased number of visitors. More diversity in cultural tourism linked to cultural heritage.	<i>Moba for Heritage, Peace Chapel, Mileva and Einstein, Novi Sad Now and Then, DanubeFest</i>
To create new modalities of presenting the cultural heritage and enhance visitor experience through use of new technology and inter-sector cooperation.	Interconnection of cultural operators, IT sector, academic expertise and public enterprises. The cultural diaspora and important artists working abroad become ambassadors for the project throughout Europe. Greater use of new technologies in communicating with members of the public so as to improve accessibility to cultural heritage.	<i>Matica Srpska Open Doors, Think Tank UNS Know-How 2021 programme, Digitalisation of the Cultural Heritage Creative Embassies and Ambassadors People of Novi Sad, European Cultural Reporters</i>
To promote Novi Sad and Vojvodina as a cultural destination, using the potentials of the original multicultural surroundings.	Authentic multicultural identity of city and region enhanced, Programme exchange with mother countries in the region. Improved intercultural cooperation and co-production among local and regional operators.	<i>Synergy – International Festival of Minority Theatres Creative Embassies and Ambassadors</i>
Actively to promote the Novi Sad 2021 project at local, regional, national and European level.	Positive coverage of project by local, national and foreign media. Activities organized for reporters and tourist operators aimed at promoting Novi Sad and Vojvodina. More positive commentary on project, tours for foreign correspondents and tour operators.	<i>Streaming Channel Novi Sad 2021 Imagine Europe Knights of Culture</i>
To increase involvement of local population in action to preserve and promote city's cultural heritage.	Cooperation among citizens' associations, NGOs and individuals on micro-projects to preserve local identities. Social capital and feeling of belonging in the community bolstered. More start-up projects in area of creative tourism.	<i>Cultural Stations Fortification Moba Good for Life Tell Me a Story The Legacy is You Intellectual Topography of the Almaš Area</i>
To boost capacities in the tourist and services sectors for a guest-centered approach.	Inter-sector cooperation (tourism, services, education, NGOs...) in training projects. Tourists visit city in greater numbers. Increased non-accommodation spending.	<i>Access Art 2021, Youth Creative Polis, European School of Hosts, Breed A.i.R., Good for Life</i>

diversity, and to present it in an European context, as part of the European cultural heritage. We wish to enhance its attraction as a tourist destination, promote its authenticity, and make our cultural heritage accessible to the public at home and in Europe.

### **RAINBOW BRIDGE:**

**Themes: reconciliation and migration**

The rainbow is a natural metaphor for the richness of diversity. Now, as new migrations throughout Europe threaten to reawak-

<b>RAINBOW BRIDGE</b>		
<b>Specific Objective:</b> Reintegration of Serbia, Vojvodina and Novi Sad into European cultural space		
<b>WHY? Operational objectives</b>	<b>WHAT? Expected results</b>	<b>HOW? Examples of projects</b>
To use culture as a way of resolving conflicts (post-war, peer violence, violence against women, minorities etc.) through different forms of participative democracy,	<p>Increase in number of cultural events and educational programmes promoting tolerance and non-violence in society and everyday life.</p> <p>Increased number of cultural events, public discussions, conferences and seminars reflecting problems in local community.</p>	<p><i>Art of Migration/Migration in Art</i></p> <p><i>(Re)connection</i></p> <p><i>One Suitcase, One Hour</i></p> <p><i>Reconciliation in the Region – Students’ Perspective</i></p> <p><i>The Generation After</i></p>
To initiate intercultural dialogue among Novi Sad residents through promoting the city’s cultural diversity and shared European tradition (migrants, minorities and indigenous population).	<p>Higher visibility of artists and programmes from ethnic communities.</p> <p>Greater cooperation among associations and groups of different ethnic, geographical and social background.</p> <p>Improved accessibility for minorities and other groups with restricted means of access to cultural events, through promoting multi-lingualism and inclusiveness.</p>	<p><i>Synergy – International Festival of Minority Theatres Boom 2021</i></p> <p><i>Synagogue – the Meeting Point</i></p> <p><i>My Voice Travels</i></p> <p><i>Šangaj Monodrama</i></p> <p><i>Getting Acquainted With the Cultural Heritage Through All Senses</i></p>
To involve the NGO sector, artists’ associations, the media, in creating and implementing urban cultural policy.	More people involved in public affairs, contacts renewed between civil servants, cultural workers and individuals.	<p><i>46 Urban Pockets</i></p> <p><i>Entrance/Throughway/Exit</i></p> <p><i>Citizens Thinking</i></p> <p><i>Ideas Shop</i></p>
To launch activities on current European questions: migration, violence, youth unemployment.	Increased interactive public debate, action and events surrounding postwar trauma, social inequality, questions of national identity and the importance of the EU as a community of European nations.	<p><i>The Road to Qatar</i></p> <p><i>The Fugitives</i></p> <p><i>Imagine Europe</i></p>
To advance international exchange and networking among local and foreign artists.	More two-way exchange and guest appearances by local and foreign artists.	<p><i>Breed A.i.R. programmes</i></p> <p><i>Singing Bridges</i></p> <p><i>Link It, Mark It</i></p> <p><i>Fashion Connection</i></p>
To support the alternative art and independent cultural scene in creating new artistic experiments connecting science, technology, art and multimedia projects	Enhanced artistic production with a contemporary flavour.	<p><i>Self-Sustaining Art –The Business Mainspring</i></p> <p><i>Street Dance Festival “Grooving”</i></p> <p><i>Eurobot/I, Automaton!</i></p> <p><i>Future Mythologies</i></p> <p><i>Maker Media Space</i></p> <p><i>Antifestival 2K+</i></p> <p><i>Risk Change – Wonder Lab</i></p>
To increase the number of institutions, NGOs, independent artists, groups and individual involvement in cultural events, activities and projects.	<p>Project Novi Sad 2021 positively perceived by people and entire cultural scene.</p> <p>Enhanced support of culture and a vibrant cultural scene.</p>	<p><i>Moba project</i></p> <p><i>Market Caravan</i></p> <p><i>360 Art Factory</i></p> <p><i>House for Us</i></p> <p><i>What is the Novi Sad Way? (hub)</i></p>



en prejudice and potential clashes, Novi Sad continues to face the consequences of earlier conflicts. From its earliest beginnings, it has been a city of migration and migrants, identifiable today by its multi-culturality and the peaceful coexistence of a host of nationalities. After the conflicts in Yugoslavia, the size of the city doubled as a large influx of refugees and Internally Displaced Persons (IDPs) flowed into Novi Sad, creating the challenges of building a shared identity and harmony in the society.

The values of tolerance and culture appear once again as a way of overcoming prejudice towards „the other“, both on the Novi Sad micro- and European macro-level.

This bridge is how we want to span the gap between the 20th and 21st centuries, reintegrating Serbia, Vojvodina and Novi Sad into the European cultural space, offering Europe in return new modalities of integration, dialogue and reconciliation.

## FREEDOM BRIDGE:

### Themes: creative industry (CCI) and young people

We link the ideals of a civil society (freedom, justice and equality, on which the European Union is based) and the name of an existing bridge with the young, creative industries, one of Novi Sad's identifiable resources. Freedom refers on the one hand to a creativity that knows no bounds, joining culture to industry and industry to culture, and on the other hand as a distinguishing characteristic of young people who want to shake free of outworn clichés, beliefs and prejudices. In strengthening the creative industries and the youth sector, Novi Sad would avail of its chance to hold on to its young artists while also opening the door to many young imaginative people from the region, Europe and the world.

## FREEDOM BRIDGE

**Specific Objective:** Strengthening creative industry and the youth sector

WHY? Operational objectives	WHAT? Expected results	HOW? Examples of projects
To define and map creative industries in and around Novi Sad, based on European experience.	Research carried out into capacities and general state of creative industry in and around city. Proposed model corresponds to existing resources.	<i>Mapping 2021 Think Tank UNS</i>
To encourage development of creative industries through inter-sector and international cooperation.	Increase in number of projects in inter-sector cooperation.  Increase in number of exchanges and cooperation with creative districts in other ECoC cities.  Greater interest by the business sector in cooperating with creative sector.  Greater cooperation and mutual support among organisations in the youth sector.	<i>Youth Creative Polis &amp; Freedom Festival Fashion Connection Career Incubator</i>

<b>FREEDOM BRIDGE</b>		
<b>Specific Objective:</b> Strengthening creative industry and the youth sector		
<b>WHY? Operational objectives</b>	<b>WHAT? Expected results</b>	<b>HOW? Examples of projects</b>
To involve young people in all spheres of social and political life in the city through project participation.	<p>More young people define urban public policy.</p> <p>Stronger institutional support for inclusion of young people in city cultural life by improving accessibility and cultural content.</p> <p>Enhanced involvement by students in all activities surrounding Novi Sad 2021; more programmes to employ probationers in cultural institutions.</p>	<p><i>Ask the Children</i></p> <p><i>Genesis</i></p> <p><i>House for Us</i></p> <p><i>OPENS Candidacy</i></p>
To encourage links and cooperation between young people in Europe and the region.	<p>More exchange programmes, youth organisations and young individuals who take part in European exchanges and educational activities abroad.</p> <p>More projects involving inter-sector and international cooperation in youth activism.</p>	<p><i>Good for Life</i></p> <p><i>Europe XXL</i></p> <p><i>Breed A.i.R.</i></p> <p><i>Moba</i></p>

### **HOPE BRIDGE:**

#### **Themes: cultural capacities and public spaces**

Via this bridge, we wish to steer the public and everyone involved in culture away from a passive state of affairs coloured by apathy and mistrust, towards a pro-active, creative

attitude, a feeling of fellowship and pride in their city. In crossing this bridge, the men and women of Novi Sad opt for hope in a better future, leaving behind outworn cultural models and practices, strengthening human and spatial resources and decentralising them from the centre towards the outskirts.

<b>HOPE BRIDGE</b>		
<b>Specific Objective:</b> Strengthening human and spatial resources, decentralising culture		
<b>WHY? Operational objectives</b>	<b>WHAT? Expected results</b>	<b>HOW? Examples of projects</b>
To develop capacities in the cultural infrastructure and revitalize existing ones.	More new and revitalised facilities for cultural production and events. Decentralisation of the cultural infrastructure. New, larger and more varied audiences (in age, social status, ethnicity, including the handicapped and people living in more remote areas).	<i>46 Urban Pockets Cultural Stations Festivals in Public Space – The Utilisation Culture Access Culture Šangaj Monodrama</i>
To ensure mobility for cultural events, while encouraging and promoting authentic cultural production in various parts of the city.	Increase in cultural events in various parts of the city and Zone 021. More trained cultural operators in the locality. Cultural infrastructure ensured in local communities while meeting residents' requirements. Enhanced participation of members of the public in culture and improved quality of cultural product in outlying areas of city; amateur efforts encouraged and promoted.	<i>Tell me a Story The Hairs of Your Head Basket Cases Town Stage Genesis Market Caravan Ideas Shop Culture stations</i>
To provide various models of formal and non-formal education in order to upgrade capacities of cultural operators, NGOs, local government etc.	Workers in cultural institutions and the civil sector linking skills in cultural management, attracting audiences, commercial activity, use of new technology and intercultural dialogue. Cultural institutions become more self-sustainable. New know-how and skills for artists, culture workers and volunteers.	<i>Europe XXL Breed A.i.R. Career Incubator Out of the Comfort Zone Build up!</i>
To provide conditions for increased participation by members of the public in the city's cultural life whilst encouraging volunteer work.	Growing number of people present at and taking part in cultural events. More innovative and experimental approaches in cultural production. More exchange and co-production projects among workers in cultural institutions and independent cultural scene and collaboration at international level. Greater numbers of volunteers engaged in putting on cultural programmes.	<i>Risk Change – Wonder Lab Festival of Lights Future Mythologies: Eurobot/I, Automaton! Virtual Bridge New Tech Music Bridge Genesis, Cultivator</i>
To improve quality of life in public spaces.	Greater number of cultural events held in places that are accessible to all. More places renewed by artistic intervention in a city whose potential has been neglected. Democratic involvement of the public in transforming and arranging public spaces in their immediate surroundings and beyond.	<i>Access Art 2021 Novi Sad muralisation City Paintings 46 Urban Pockets, Entrance/ Throughway/Exit Citizens Thinking</i>

## CONTRIBUTION TO THE LONG-TERM STRATEGY

1.1. DESCRIBE THE CULTURAL STRATEGY THAT IS IN PLACE IN YOUR CITY AT THE TIME OF THE APPLICATION, AS WELL AS THE CITY'S PLANS TO STRENGTHEN THE CAPACITY OF THE CULTURAL AND CREATIVE SECTORS, INCLUDING THROUGH THE DEVELOPMENT OF LONG-TERM LINKS BETWEEN THESE SECTORS AND THE ECONOMIC AND SOCIAL SECTORS IN YOUR CITY. WHAT ARE THE PLANS FOR SUSTAINING THE CULTURAL ACTIVITIES BEYOND THE YEAR OF THE TITLE?

In the course of 2015 and 2016, Novi Sad decided on its initial cultural strategy. As no document exists at country or provincial level, local strategy aims at setting out principles for local cultural development together with the instruments and mechanisms for their implementation. The Strategy Paper was preceded by thorough research of the cultural domain and included the participation of over 600 members of the public, 100 cultural workers and their organisations. The report was based on a map articulating the problems and challenges, with interviews and action taken by cultural work groups. This resulted in six strategic objectives and directions for development of a local cultural policy:

1. participative cultural policy, including consultation, transparency and access to all public data essential for decision making;
2. intercultural dialogue, including developing knowledge and understanding of the various cultural groups existing in the city;

3. participation by members of the public in cultural life, not merely as spectators or actors, but as those who define how they will take part;
4. support for genuinely independent contemporary production (in terms of space, financing and networking);
5. promotion of the cultural heritage with reference to its protection; including members of the public in revitalising and using it;
6. internationalisation: support for cultural worker mobility, financial assistance for international projects, cultural tourism and for nomination as ECoC.

The idea underpinning the cultural strategy is for the cultural sector to be the central stage for participation by the public, the building of cultural identity and intercultural dialogue. It shifts culture and art from an isolated margin towards the centre, including setting up a network of contacts and shared premises with other sectors.

The strategy was drawn up in keeping with key trends in development and European cultural policy which includes

- understanding culture as a public asset and the right to culture as a fundamental human right;
- acknowledging those active in culture as important agents who make a significant contribution to the development of society;
- transparency and participation in cultural policy;
- planning and decision making based on the facts;
- a feeling for the different organisational and financial backgrounds of cultural workers (public, private, civil);
- strategic and long-term planning.

Novi Sad's cultural strategy was initiated and developed within the framework of its candidacy for 2021 European Capital of Culture; as such it provides the basis for all long-term cultural, social and economic planning for urban development. The strategy spans the ten years from 2016 to 2026, and will do much to ease the task of administering culture in the city, primarily because it is based on extensive research and conveys the attitudes of most of the cultural public and other interested parties.

Our plan for project sustainability envisages interaction and dialogue with all concerned – members of the public, the cultural scene and the decision makers. Consensus will thus be reached on questions vital for the cultural, economic and social development of the city and will identify projects important for such development, which have been included in the strategic documents and for which financial support has been secured from 2016 to 2026. There are some examples:

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CH5 - **Good for Life – International Volunteer Camps** will foster a feeling of solidarity and local attachment, while the large-scale **Moba** programme will encourage members of the public to become active in revitalising public spaces, safeguarding the cultural heritage, planning and presenting cultural events to the public's taste in their own neighbourhoods and communities.
- CH3  
P16 - **46 Urban Pockets** enables the public to become active in cleaning up and embellishing urban sites, together with local NGOs and in cooperation with the relevant institutions and local government; this will help develop the concept of a sustainable and transparent administration.
- CH4  
P8 - **YCP (Youth Creative Polis)**, after the initial burst of enthusiasm engendered by winning the candidacy, YCP will continue to spread, gradually becoming sustainable and remaining the most significant legacy of that candidacy.

- The **Breed A.i.R** programme will be managed in cooperation with independent organisation which will ensure that cultural exchanges with Europe with special focus on the Danube region and will be continued in post-candidacy. CH2  
P6
- The flagship **Creative Embassies and Ambassadors** will lend impetus to cooperation and contacts between European and local artists, the intention being to continue the practice for the next ten years. CH3  
P4

## 1.2. HOW IS THE EUROPEAN CAPITAL OF CULTURE ACTION INCLUDED IN THIS STRATEGY?

Both the Strategy and candidacy for ECoC contain the same assumptions on the place and role of culture and art in society; these are founded on long-term development and present-day European tendencies and principles.

Since application for ECoC and the cultural strategy are parallel, interconnected processes, the objectives of the Novi Sad 2021 project match with the aims of the city's cultural strategy and are incorporated in the Strategy Document. This guarantees their implementation, while at the same time heightening the responsibility of the decision makers.

A comparative analysis of the Strategy aim and the Novi Sad 2021 project shows a broad concurrence between the two:

**Participation** is a fundamental starting point of the Novi Sad 2021 project. From the outset, preparation for candidacy has included a large number of artists, institutions, the University, volunteers and various organizations, and communication with the Novi Sad independent scene was established and developed. Furthermore, many projects are based on the direct

inclusion of members of the public, citizen's associations, professional groups and institutions in planning and implementing cultural events. Cooperation with the educational sector – the University and schools – is of particular significance, increasing participation and the number of new educational projects in culture and the arts.

The Rainbow Bridge bolsters **intercultural dialogue in the city**, the region, Europe, and reconciliation among Europeans living in countries in the post-conflict period. Many projects address the inclusion of members of various national communities, the improvement of their position through art and culture. The aim we wish to achieve in this area is **promotion of the city's diversity**, with intercultural cooperation and culture as a tool for resolving conflicts in society.

The New Way Bridge **reinterprets the cultural heritage and works on discovering new ways of presenting it** in order to make it more attractive to the cultural public. Additionally, special programmes involve members of the public in preserving and using the cultural heritage and public spaces through the *Moba* and volunteer *Cultivator* programme.

As a candidate for ECoC, Novi Sad is mentioned in the Cultural Development Strategy in reference to the **internationalisation of cultural production and building the city's identity**. The Strategy entails mobility and cooperation on the part of artists, cultural workers and the public as the foundation stone of all long-term cultural development, mainly because augmenting the capacities of cultural producers is **unthinkable in a vacuum**. Programmes such as *Breed* envisage the forging of new international ties, partnerships and shared projects.

1.3. IF YOUR CITY IS AWARDED THE TITLE OF EUROPEAN CAPITAL OF CULTURE, WHAT DO YOU THINK WOULD BE THE LONG-TERM CULTURAL, SOCIAL AND ECONOMIC IMPACT ON THE CITY (INCLUDING IN TERMS OF URBAN DEVELOPMENT)?

### The Future Begins Now

Achieving the title of European Capital of Culture will contribute enormously to the city's development; regardless of the ultimate result, however, the mere fact of its candidacy has resulted in the introduction of a **strategic approach to cultural policy** as clearly shown by the adoption of a Cultural Strategy for Novi Sad.

The title will enable all inhabitants of Novi Sad to become **actively involved** in the functioning of the city while contributing their creative efforts to its development, to the measure of its own residents and of the men and women of Europe of our day.

Stimulating the creative capacities of the city's structures and its people will advance segments of the local cultural heritage which have been shown to possess a particularly local quality: the solidarity of the "moba", care for and desire to preserve the cultural heritage, a love of green and public spaces. These will become the focus of Novi Sad's development in the 21<sup>st</sup> century, a return to valuing public opinion, a quality lost in the years of transition.

**Candidacy for European Youth Capital (OPENS) in 2019 will be a sort of trial run in preparation for the even more demanding ECoC project**. Significant effort has been invested to set up a genuine youth co-management that would at last include young people in decision making on questions that concern them.

The recent example of BREXIT shows that young people are frequently not the ones who decide on matters affecting their future; in competing for OPENS and ECoC, this is what we want to change in the long-term. Linking no less than 81 youth organisations, lobbying for increased budgets for youth projects and investing in premises for youth organisations are the basis for a long-term strategic investment in the young, the aim being to enhance their prospects of employment and keep them in the country.

From the cultural, social and economic aspect, in the long-term we anticipate the following positive changes:

### IMPACT ON CULTURE

- In developing three cultural stations throughout Zone 021 and arranging small public spaces in all districts of Novi Sad (**46 Urban Pockets**) we want to expand culture through the entire city, and through decentralisation, improve cultural life in the long-term.
- Participation projects within the **Moba** programme will be a significant step forward in preserving the cultural heritage, developing awareness of it among the public and the wish to care for it as their own.
- Internships in cultural institutions within the **Genesis** programme will help attract a new young element. The **Just Kids** stream will be tasked with developing habits of culture and creativity in children, thus influencing a new generation of artists and audiences.
- Through the **Breed A.i.R** programme, local artists will have the opportunity to visit other cities while their counterparts from all over the Danube region and Europe come to Novi Sad. This will be invaluable in helping to develop creativity and broaden perspectives.

- **Self-sustaining Art – The Business Main-spring** will contribute towards rebuilding trust between the urban administration, public services and the independent artistic scene.

### IMPACT ON DEVELOPING URBAN CULTURE

- The project **Link It – Mark It** takes a fresh look at abandoned and forgotten places in the city with the idea of their artistic revival. Exhibitions by well-known local and foreign artists will attract the public to see these areas in a different light.
- Turning the abandoned “Petar Drapšin” industrial complex into a creative space for young people and artists of the **Youth Creative Polis** to stage events, training courses and discussions will enable the premises to function as a new urban space that promises to become self-sustaining.
- Building a new school of music and ballet with a concert hall will raise a densely populated neighbourhood out of its present cultural vacuum; projects such as **Play and be my Friend** and **The Children’s Philharmonia** will link future young artists in the area.
- Projects such as **Entrance/Throughway/Exit**, **Designing Public space** and **Quart Programme Stream** invite residents to discuss and consider art in public spaces so that account has been taken of public opinion in what ensues.
- **Suburb Fest** and other programmes in the **Urban Zone** stream will promote Novi Sad’s subculture and stimulate the development of alternative art.

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## ECONOMIC IMPACT

- CH5**  
P3

• In *Europe XXL*, we urge our young people, cultural workers and artists using the programme to visit other European cities to acquire useful experience and increase their chances of employment when they return.
- CH4**  
P6

• *YCP* will provide a space for the creative industries to develop and for the presentation and sale of arts and crafts, which will provide more employment opportunities for artists and cultural workers.
- CH3**  
P6

• The importance of being designated the title is huge in terms of attracting tourists, and with programmes like *Cult:tour* tourist agents and members of the public will be inspired in the long-term to present the city sights in exciting ways.
- CH3**  
P16

• The projects *Employability of Young Artists* and *Ars Altera Pars* aim at boosting employment of young artists, emphasising their creativity while working on developing their entrepreneurial skills.
- CH3**  
P16

## SOCIAL IMPACT

- CH5**  
P3

• The *Cultivator* volunteer programme will facilitate the production of numerous programmes for implementation in 2021. Volunteers will thus acquire valuable experience which will contribute to their further participation or employment in the cultural domain. Volunteers will attend programmes of education, and their volunteer hours may be saved in a volunteer online bank, a platform which will be developed within the *OPENS* candidacy.
- P7**  
**CH5**

• *Access Art 2021* will be a model that will enable institutions and organisations to arrange cultural events that are accessible to all, whatever their ethnic or social background or type of handicap.

- P7**  
**CH2**

• *People of Novi Sad, European Cultural Reporters* will further develop the *Cult:tour* platform through practical educational exercises, preparing participating journalists to report on events in the city with emphasis on culture, as part of the Novi Sad 2021 programme.
- CH5**  
P7

• *Dovetale* will contribute to greater social cohesion and good relations among different social groups and minority communities, while developing intercultural cooperation in the city.
- CH3**  
P10

1.4. DESCRIBE YOUR PLANS FOR MONITORING AND EVALUATING THE IMPACT OF THE TITLE ON YOUR CITY AND FOR DISSEMINATING THE RESULTS OF THE EVALUATION. IN PARTICULAR, THE FOLLOWING QUESTIONS COULD BE CONSIDERED:

### 1.4.1. WHO WILL CARRY OUT THE EVALUATION?

In order to evaluate this project we will include many interested partners in research and periodic evaluation, each one contributing his/her knowledge and resources. This, we feel, will avoid clashes of interest and make for objectivity and factual results. Evaluation will be carried out by the Evaluation Team who will be cooperating with the *LOCOP - Local Operators' Platform* - that will be also included in the process of evaluation.

*The Evaluation Team* will be comprised of academics from the University of Novi Sad. Members will be experts in the social and cultural sciences, European affairs, brand-



ing and communication, new media, tourism and cultural management. Together with the Chief Evaluator, the team will be responsible for identifying a methodology for evaluation and monitoring.

**The Chief Evaluator** heads the Evaluation Team and is appointed by the Supervisory Committee, based on possession of the essential qualifications. He/She will coordinate the work of the Evaluation Team and the management of Novi Sad 2021, collate results, write and submit reports to the CEO and be responsible for implementing everything to do with evaluating and monitoring:

**The Advisory Body** will be comprised of 4 foreign advisors from former ECoCs who, because of the specific nature of the project, will pass on their experience to the Team through counsel and training.

External evaluation will be carried out by an independent body selected by public tender.

### Evaluation and Monitoring Stages

Evaluation will take place in four stages: before, during and immediately after the title year, and will identify the short-term impact of ECoC. Long-term longitudinal research will enable us to measure the long-term impact of achieving the title on life in the city. We plan to set aside 1% of the total Novi Sad 2021 project for monitoring and evaluation.

### PREPARATORY STAGE

Evaluation and monitoring will be preceded by a preparatory period when the Chief Evaluator will be selected and appointed; he/she will then form the Evaluation Team. The Chief Evaluator will set up training sessions with the members of the Advisory Body and the Evaluation Team, thus boosting the capacities of the Evaluation Team.

### EX-ANTE EVALUATION

Prior to project implementation, baseline and initial research will define the evaluation framework from the indicators obtained from the general, specific and operational objectives. In 2017 and 2018, these will provide the groundwork for two studies to yield a set of basic data for the sector of creative industries and the tourist potential of the city and its surroundings. Monitoring (baseline measurement) of the baseline data set will take place in 2019 and 2020 and a Baseline Report issued. The management team will then be in a position to propose and apply corrective measures in order to define the specific and operational objectives.

### ONGOING EVALUATION

All activities surrounding NS 2021 will be monitored; this will be coordinated by the Chief Evaluator who will also be responsible for classifying and storing data. Because of the size and complexity of the *For New Bridges* programme, all members of the management team, volunteers and other groupings will be included as necessary.

### EX- POST EVALUATION

At the close of *For New Bridges*, the Evaluation Team will sift all the data in accordance with the previously defined methodology, and must submit a final report by end June 2022 at the latest. Having disseminated the result to all stakeholders, there will be a number of public discussions, self-evaluation of cultural institutions and operators, tourist organisations and local government bodies. Local government will then issue a report on the short and long-term contribution of the ESCoC title to overall sustainable urban development and propose strategic directions for cultural development; on the basis of

these, a long-term evaluation of the impact of the Novi Sad 2021 project will follow.

## LONG-TERM EVALUATION

Long-term evaluation will take place in two stages: from 2023 to 2026, while the *Strategy for Cultural Development 2016-2026* is still in force, and again from 2026, in keeping with the strategic aims adopted in the next Strategy paper. Evaluation will be entrusted to the University in Novi Sad and financed by European or independent funds, in order to eliminate the possibility of influence by political circles in the city and to ensure complete objectivity.

### 1.4.2. WILL CONCRETE OBJECTIVES AND MILESTONES BETWEEN THE DESIGNATION AND THE YEAR OF THE TITLE BE INCLUDED IN YOUR EVALUATION PLAN?

The general aim of monitoring and evaluation is to provide information relevant for decision making to the management team, and to be able to take the necessary corrective measures in *For New Bridges* (a good quality programme, accessibility, visibility, attendance, marketing, timeline etc.). This will be achieved by ensuring consistent, accessible and comparable data throughout the first and second stages of evaluation, in order for us to have as reliable a framework as possible in the title year for assessing the cultural, social and economic impact of the *For New Bridges* programme.

#### Concrete objectives and milestones:

**2017** – appointment of the Chief Evaluator, formation of the Evaluation Team; acquainting the Evaluation Team with the Novi Sad 2021 application and relevant EU documents pertaining to ECoC.

**2018** – defining general framework for evaluation, analysing existing surveys and studies, and the implementation of envisaged new baseline research. Developing pre-defined indicators based on data collected. The transfer of good practice experience and training of the Evaluation Team by the Advisory Body members. Training students through the **Build up!** programme for field work and data collection.

**2019** – implementation of the first cycle of monitoring (baseline measurement) in line with the established time frame, collection, classification and analysis of data; preparation of final report (baseline report '19), its publication and making it available to the public at large. Taking corrective measures in compliance with the findings of the report in areas where the need arises.

**2020** – implementation of the second cycle of monitoring (baseline measurement) in line with the established time frame, collection, classification and analysis of data; preparation of final report (baseline report '20), its publication and making it available to the public at large. Taking corrective measures in compliance with the findings of the report in areas where the need arises. If necessary, further involvement in the process of evaluation by experts, institutions and the like. Training of volunteers, members of the management team and other persons who will participate in the process of data collection in the title year 2021.

**2021** – main monitoring (data collection). Writing six-monthly report – evaluation. Taking corrective measures where appropriate and necessary.

**2022** – writing and publishing of the final report and the dissemination of results.

**2023-2026** – first stage of long-term evaluation.

**2027-...** – second stage of long-term evaluation.

### 1.4.3. WHAT BASELINE STUDIES OR SURVEYS - IF ANY - WILL YOU INTEND TO USE?

The purpose of baseline study is to provide a database enabling us to monitor and evaluate the progress and effectiveness of the *For New Bridges* project. As stated above, in the process of evaluation we will use existing data bases and information from research, but also the data and information resulting from new research we intend to carry out in the absence of relevant data, based on which we will be able to measure our performance in implementing some of the segments of the *For New Bridges* programme.

The research and databases we intend to use are the following:

1. *Culture Base*, <http://www.bazakulture.rs/o-procesu-rada-na-strategiji/>;
2. *Study Research of the Institute of Culture of Vojvodina in 2012-2015*, Culture Requirements of the Citizens of Vojvodina, New Creative spaces, Managing the Resources of Architectural Heritage, Cultural Transformation of the City; <http://zkv.rs/istrazivanje/>;
3. *Plans and Reports*, City Planning Institute of Novi Sad, <http://www.nsurbanizam.rs/>
4. *Cultural Practices of the Citizens of Serbia and Other Research*, Institute for Cultural Development Studies; <http://zaprokul.org.rs/category/projekti/arhiva/>;

5. *Publications and Data Bases*, Republic Institute of Statistics; <http://webrzs.stat.gov.rs/WebSite/Public/PageView.aspx?p-Key=3> and other relevant data provided by academic community, institutes and local government.

The planned research which will provide baseline data that is missing according to defined indicators, specific and operational objectives of the project:

1. *Mapping of Creative Industries in the City and Surroundings (Mapping 2021)*; UNESCO Chair of Entrepreneurial Studies, University of Novi Sad;
2. *Mapping of Tourist Potential of Novi Sad and Surroundings* (three partner municipalities); Faculty of Science of the University of Novi Sad, Department of Geography, Tourism and Catering, TONS -Tourist Organisation of the City of Novi Sad.

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### 1.4.4. WHAT SORT OF INFORMATION WILL YOU TRACK AND MONITOR?

**Given the set of indicators chosen on the basis of specific and operational objectives, the following fields of monitoring have been selected:**

1. System used by the city in culture management
2. Social impact
3. Identity, image and perception of the city
4. European dimension
5. Economic impact

Fields of Monitoring	Indicators	
<b>1. System used by the city in culture management</b>		
<b>Scope of activities and diversity of cultural supply</b>	Level of overall cultural supply in the city	
	Degree of innovativeness and in cultural and artistic production in the city	
	Number of new technologies applied in the presentation of cultural heritage	
	Number of people attending cultural events related to cultural heritage	
	Number of cultural events related to cultural heritage	
<b>Access to culture and participation</b>	New types of activity and audience involvement	
	Number of new and diverse audiences (in age, social and ethnic profile, people with disabilities and people from remote areas)	
	Number of citizens involved in the <i>For New Bridges</i> programme	
	Number of new cultural infrastructure facilities outside the city centre.	
<b>Cultural vibrancy</b>	Number of cultural events in different parts of the city outside the city centre.	
	Degree of public satisfaction with cultural programmes on offer	
	Number of visits to museums, galleries, theatres, concerts, literary events	
	Number of programmes involving members of ethnic communities	
	Increased cultural cooperation (number of ties established and coproduction projects implemented between local and regional cultural operators, NGOs and groups)	
<b>Cultural capacities</b>	Increased intercultural cooperation and coproduction between members of different ethnic communities	
	Number of employees in culture supported (new generation of cultural managers)	
	Level (%) of allocations from the city budget for culture	
	Number of new or revitalised spaces for cultural production and cultural events	
	Number of cultural infrastructure facilities in local communities to meet the cultural needs of their residents	
<b>Identity, image and perception of the city</b>	Number of trained cultural operators in local communities	
	<b>Media coverage</b>	Annual level (%) of positive reviews of local, national, international and digital media for the Novi Sad 2021 project
		Number of media (local, regional, national, international) with whom official cooperation was established
Level of coverage of culture by the media (Novi Sad recognised as a cultural city)		
<b>Awareness and perception</b>	Level (%) of perception of Novi Sad as a good place to live	
	Level (%) of perception of Novi Sad as a place for artistic creativity	
	Level (%) of perception of Novi Sad as an interesting place for investment	
<b>Promotion</b>	Number of promotional activities and presentations at tourism fairs and similar events	
	Number of promotional tours for foreign journalists and tour operators	
	Number of cultural ambassadors of the Novi Sad 2021 projects from the diaspora	
<b>Social impact</b>		
<b>Strengthening social cohesion</b>	Level (%) of positive overall perception of the ECoC title by citizens	
	Boosting social capital and a sense of belonging to the community (in accordance with World Bank methodology)	
	Number of cultural events and educational programmes promoting tolerance and non-violence in the society	
	Number of cultural events, public debates, conferences and seminars reflecting problems in the local community	
	Number of inclusive projects (increased accessibility for minorities and other groups on all grounds)	
	Number of new forms of participation in public affairs (renewed links between public officials, cultural activists and citizens)	
	Number of information points, offices, workshops, camps, fairs for providing quality information to young people regarding nonformal education in the country and abroad	

Fields of Monitoring	Indicators
<b>Strengthening the youth sector</b>	Number of programmes and opportunities for nonformal education of young people in the country and abroad
	Number (%) of joint projects of youth organisations
	10,000 volunteers involved in the Novi Sad 2021 project
	5,000 students of the University of Novi Sad involved in activities related to the Novi Sad 2021 project
	Reduced level (%) of unemployed young people up to the age of 30
<b>Economic impact (economy and tourism)</b>	
<b>Creative industries</b>	Research carried out into the status and capacity of the creative industries and proposed models for their development
	Number of start-up projects in creative tourism
	Number of projects based on inter-sectoral cooperation
	Number of annual exchanges and cooperation with creative districts in other ECoCs
	Number of start-up companies in creative industries
	Number of cooperation projects between the business and creative sectors
	Number of new affirmative measures by relevant city administrations in creative industries (micro grants, facilitating measures, partner- and supportive action by the public sector)
	Number of employees in the creative industries sector (annual increase)
<b>Tourism</b>	Number of trained workers in the tourism and services sectors to achieve full visitor satisfaction (European School of Hosts)
	Perception of local brands bearing the name Novi Sad 2021
	Average annual increase in total number of tourists
	Average annual increase in overnight stays
	Average annual increase in the length of stay (in hotels overnight)
	Average amount of spending per tourist
	Number of people working in the tourism and services sectors
	Increase in share of own revenue in budgets of cultural institutions
<b>European dimension</b>	
<b>Cooperation with Europe</b>	Number of exchanges and guest appearances by local and international artists
	Number of memberships in international institutions and networks
	Number of projects with former, current and future ECoCs, or candidate cities
	Number of training sessions, seminars, creative workshops, conferences on current European issues intended for young people, with local and foreign speakers
	Number of youth organisations and individuals participating in international exchange programmes (educational activities, training, volunteer camps, conferences)
<b>European visitors</b>	Number of European artists and cultural operators
	Number of European visitors to cultural events
<b>European awareness</b>	Level (%) of the individual's sense of belonging to shared European space
	Number of conferences, workshops and events in the <i>Imagine Europe</i> programme
	Level (%) of support to the European integration of Serbia
	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



**Budget: € 922,426**

## 2.1. ELABORATE ON THE SCOPE AND QUALITY OF THE ACTIVITIES:

### 2.1.1. PROMOTING THE CULTURAL DIVERSITY OF EUROPE, INTERCULTURAL DIALOGUE AND GREATER MUTUAL UNDERSTANDING BETWEEN EUROPEAN CITIZENS;

#### Wealth of Diversity

Within Europe, the wider cultural context of Novi Sad is the Danube region which is known as one of the most colourful and densely populated areas in the world. Being part of this region, Novi Sad and Vojvodina have 21 ethnic communities, with seventeen languages, of which seven official languages of the European Union, and four that are in official use in the city. In addition to Serbian, spoken by the majority, Hungarian, Slovak and Ruthenian are used on equal terms. Nine different confessions live and conduct religious services in the city. Two alphabets are in equal use – Cyrillic and Latin. Due to its ethnic, linguistic, confessional and cultural diversity, Novi Sad is a symbol of tolerance, multiculturalism and co-existence for the Danube region. This opens doors for communication, intercultural understanding, mobility of citizens and exchange of cultural organizations and artists within this region.

Through the Novi Sad 2021 project, we will celebrate this diversity of Novi Sad and Europe, encourage, preserve and develop it. A series of art projects we plan to carry out will serve to achieve this goal.

The *Breed* programme stream develops a complex *Artist in Residence* programme,

with the idea of introducing the diversity of contemporary European culture to Novi Sad artists. Within this stream, special attention will be paid to close cooperation among A.i.R. programmes along the Danube river.

The *Hakać (Hackathon)* project focuses on the preservation of the Cyrillic script, an alphabet less widely used in Europe, contributing to the promotion of European diversity by developing new Cyrillic fonts and logos. The European spirit of this region is reflected in the *Gastronomic Identity* project – which explores how local cuisine combines different influences to offer an exciting taste of multiculturalism in the local gastronomy.

Our flagship *Creative Embassies and Ambassadors* appoints as project ambassadors successful Novi Sad artists living in other European countries, who will subsequently, during 2021, together with colleagues from their countries of residence, introduce the culture of their countries of origin.

#### Culture of Dialogue

Both Europe and Novi Sad face many challenges today. One of them is reconciliation and trust-building of with other communities in the society, the region and in Europe. A precondition for this is the active encouragement and promotion of intercultural dialogue. We therefore offer projects that, through culture and art, deal with the issues of social cohesion, inter-ethnic cooperation and reconciliation.

The *Bridging Barriers* project encourages intercultural cooperation and improving the position of national minorities through a forum theatre. The Novi Sad Theatre – Újvidéki Színház, performing in Hungarian, will organise *Synergy – International Festival of Minority Theatres*, bringing together eight theatrical companies from the signatory countries of the European Charter for Regional or Minority Languages.

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Everyone in Novi Sad has his or her own story about the NATO bombing in 1999 and we will encourage them to tell it through the project of short stories *Where were you when the bombing started?* The project deals with collective memory formation and the true stories of people behind brutal political decisions, as well as with the process of subsequent reconciliation. Its aim is to contribute to the development of a culture of transitional justice but also to provide a platform for sharing joint memories, photos and stories. We are aware of the fact that this kind of trauma is a pan-European, not a local problem and therefore we develop this project in cooperation with Osijek (*Where were you in 1991?*), Timișoara (*Chiaroscuro*) and Kalamata (*Where were you when the earthquake started in 1986?*)

*European Moba* project brings young Europeans to Novi Sad to work together on revitalisation of the public spaces in the city, while *Moba for Heritage* encourages people to work together on the renewal of traditional houses representative of the joint cultural heritage in multinational environments. With the professional assistance of the city administration and the relevant institutions, a German, a Hungarian, a Slovak, a Romanian and a Serbian house would be renovated, thus contributing to enhanced social cohesion and intercultural cooperation. On the other hand, the *My Voice Travels* project encourages the cooperation of young Roma and Serbian artists, who will work together to create a choreography made up of dance and rap music, and give street performances throughout the region.

### Art of Peace

The integration of Serbia in Europe is also a process of learning from the experience of countries in the European Union. One of the things that countries in the region of Western Balkans can learn is how former parties to a conflict, such as France and Germany, can

become stable partners, building a better European future together. The Novi Sad 2021 project promotes culture as a tool for restoring destroyed bridges and cultural cooperation between the countries of the Western Balkans.

Consequently, the flagship *Peace Chapel*, dedicated to the theme of peace and reconciliation, will bring together European diplomats with the idea of creating a new dialogue on the future of the EU, but will also compel representatives of countries in conflict to face one another in order to find new solutions. In that framework, we plan also to cooperate with the Wochen Klausur, an art group dealing with socio-artistic practices for many years. The main objective of the *Fugitives* project which will be carried out by young theatre artists from Novi Sad and Osijek is to present the reasons and motives of young people for leaving these two cities, and to offer models for preventing the 'brain drain' as a joint problem. Regional cooperation is encouraged also by the *At the Crossroads* project – a music festival which will bring together prominent traditional music ensembles and artists from the former Yugoslavia, and bring the culture of neighbouring countries in the post-conflict period closer to young people.

The *Boom 21* project will revive a former rock music festival which used to gather young, relatively unknown artists from all over Yugoslavia, while the *Brotherhood and Unity* project will focus on a collective exhibition of memories of people who used to live in the former Yugoslavia. The project *Reconciliation in the Region – A Students' Perspective* will involve a seven-day trip by students from all the countries in the region to visit traumatic spots that have become symbols of suffering during the wars of the 1990s. Within the framework of the *Breed* programme, we will organize exchanges with Albanian artists, in cooperation with Art Kontakt, Tirana. In this way, we want to contribute to the latest political initiatives

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for new and better relations between Serbia and Albania, after a period of conflicts.

Representatives of Novi Sad 2021 team work with the team in Sarajevo, aiming to increase the capacities of this city for future ECoC candidacy.

### 2.1.2. HIGHLIGHTING THE COMMON ASPECTS OF EUROPEAN CULTURES, HERITAGE AND HISTORY, AS WELL AS EUROPEAN INTEGRATION AND CURRENT EUROPEAN THEMES;

In these difficult times of political, social and economic fragmentation in Europe and in Serbia, the empowerment of the European cultural sector is a logical solution for reconciling diverse European identities. Culture can be a powerful cohesive factor in shaping a new European narrative, which should connect the past and future of this continent, if we learn to rise to the challenge of sometimes conflicting interpretations of European history.

Yet, no matter how diverse, rich and important, the cultural heritage of Europe remains *incomplete* without incorporating the legacy of countries that are presently outside the European Union, although part of the European cultural space. Novi Sad 2021 seeks to preserve the local and European cultural heritage, find new methods of cultural presentation and promotion, and develop new and adequate educational mechanisms.

2018 has been declared the year of European cultural heritage. We want to join in the effort to **preserve** the wealth of Europe's cultural heritage and that of the world, so that future generations may enjoy it too. Therefore, we plan a series of projects aimed at preserving the cultural heritage of the 21 national communities living in our city.

In 2014, in order to protect our heritage and increase the transparency and accessibility of culture, we launched a major project entitled ***Digitalisation of the Cultural Heritage***. Our objective is to work on the digitalisation of our cultural heritage until 2021, and subsequently incorporate it into the European Digital Library, *Europeana*.

The ***Tell Me a Story*** project calls on the members of the public to tell stories, legends and anecdotes related to their neighborhoods through creative workshops, thus creating new tours of culture and preserving the intangible heritage of the city, while the ***Peace Chapel*** flagship revives one of the most important historical events of pre-modern Europe – the signing of the peace treaty between the Christian alliance and the Ottoman Empire in 1699.

We are especially proud of our cooperation with the team of ***Europa Nostra Serbia***, which is part of large civic movement created with the aim of protecting Europe's cultural and natural heritage. By applying the proven methods of conversation, we want to contribute to the protection of the legacy and to the enrichment of a diverse mosaic of European cultural expression.

Within the project ***Cult:tour*** we will collaborate with the **Council of Europe** and the **Faro community network** in order to exchange knowledge with other cities where local inhabitants identify, protect and promote their intangible cultural heritage and offer European participatory tourism exchanges with cities like Marseille, Venice and Pilsen, thanks to the H2H - Host to Host tourist platform.

In cooperating with the **European Network Remembrance and Solidarity** and projects like ***Brotherhood and Unity*** or the ***The Walking School***, we want to offer a possibility of re-examining the 20th century history of Yugoslavia from the perspective of hindsight.

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Today, the European integration of Serbia is probably one of the most topical issues in the country, and in Brussels too. Through this candidacy, Novi Sad wants to position itself as a staunch protagonist of the European integration of Serbia, viewing the project as a unique opportunity for promoting European culture and history, values and ideas.

Support for European integration is presently declining in Serbia, verging on 50%. We want to encourage euro-enthusiasm in the country by ensuring high visibility for Novi Sad 2021 as an important programme of the European Commission and by promoting the EU through our projects. Our goal is to see an increase in support for the European integration of Serbia of at least 5% nation-wide by 2021.

Projects like the flagship *Peace Chapel*, *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 to promoting European values, activities and projects locally.

Most of the challenges facing the people of Novi Sad are similar to those facing Europeans – making this yet another bridge that connects us. The Novi Sad 2021 project tackles many pressing European Union issues, and offers its contribution and model for addressing joint challenges.

**a) Migrations** are something we see as potential for Europe and Serbia, stressing their importance in the formation and transformation of the city's identity. The *One Suitcase, One Hour* project deals with the stories and memories of immigrant women, refugees who came to Novi Sad from war-torn areas in the 1990s, while *Once There Was One* is a performance depicting the lives of the author's family members born in Novi Sad who emigrated to various European countries.

**b) Conflicts and reconciliation** - one of the main objectives of the Novi Sad 2021 project is the building of trust and the restoration of cooperation between countries in the post-conflict period. The *For New Bridges Philharmonic Orchestra* is a project to make a philharmonic orchestra of the students from art academies in the region, while the *Singing Bridges* project aims to gather choir members from all over Europe to sing together in public places in Novi Sad.

**c) Youth unemployment** remains the most pressing problem in Serbia. Some data show that 50% of young people in the country are unemployed. Special programmes are, therefore, focusing on the issue. For example, *Ars Altera Pars* encourages young artists to become entrepreneurs and provides for a number of activities aimed at developing their entrepreneurial skills, while the project *Increasing the Employability of Young Artists* deals with the role and importance of creativity in the process of solving business problems.

**d) The Roma** are still a disadvantaged ethnic community, with a huge unemployment rate and low education level. Unfortunately, this is a pan-European and not just local problem, so apart from supporting local Roma communities, we developed a project tackling the situation at European level. The *Mobile Roma Embassy* is an international project, a mobile art installation which will be placed on the streets of Novi Sad and several other European capitals in order to change the perspective on Romas from miserabilism to citizenship, and to highlight the Roma national construction process. It will have a critical view of the social exclusion of some Roma communities in Europe and will contribute to the better understanding of Roma cultures and traditions.

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e) **Gender perspective** – despite the fact that women constitute the majority population in the city and have had a notable historic influence on its development, they are still not very visible. The names of streets, squares and city monuments, are just one example showing that the collective memory of Novi Sad is a male one. **(Re)connection** envisages the creation of a portal and the organisation of a festival of the female artistic scene in Novi Sad, which will make the works of women in the city more visible and link female activity throughout history with their contemporary artistic production.

#### **Breed A.i.R.**

**Budget:** € 350,000

**Project leaders:** ITD Gallery, Cultural Centre of Novi Sad, Faculty of Sciences, Novi Sad School of Journalism.

**Foreign partners:** Associazione Culturale Basilicata (ITA), Art Kontakt (ALB), Association of Regional Youth Info Centres, Rijeka, (CRO), Big Brothers Big Sisters of Bulgaria Association (BGR), Hera Project - Rijeka 2020 (CRO), Kalamata 2021 (GRC), Cluj-Napoca 2021 (ROU), Tabakalera/Donostia-San Sebastián 2016 (ESP), K.A.I.R. - Košice Artist In Residence (SVK), BLITZ, Valleta 2018 (MAL), Rupert - Vilnius 2009 (LTU), Osijek 2020 (CRO).

This group of projects includes the **Artist in Residence** programme which will be implemented continuously from 2017 to 2022, in cooperation with numerous organisations from all over the Danube region and Europe. The programme will be a tool for strengthening international cultural cooperation, essential both for gaining experience and capacity building on the local art scene.

In 2017 and 2018 we will focus on sending local artists abroad in order to provide them with an opportunity to get to know and par-

ticipate in the contemporary international art scene, while developing skills necessary for the implementation of the Novi Sad 2021 project. Special attention will be, therefore, devoted to cooperation with cultural organisations from the past, present and future European Capitals of Culture.

As of 2019, Novi Sad will be ready to host foreign artists from partner organisations and those responding to **Artist in Residence** invitations via international portals. As of 2017, we plan to become a member of the worldwide A. i. R. network programme – **Res Artis**, enabling us to develop new contacts and invite programmes. Through web portals such as **On the Move** we will keep artists across Europe informed about residential programmes in Novi Sad 2021.

Artists from Novi Sad will welcome artists from Europe and outside, as for instance Japan, the U.S.A. and Australia. Design and graphic artists will attend studios at the Petrovaradin Fortress and those involved in the creative industries at the **YCP**. Photography and fine arts programmes will take place throughout the city. In this way, we want to inspire all artists from Novi Sad to connect with European artists and keep up with contemporary trends.

**A.i.R Programme in Literature and the Visual Arts** has numerous exchanges in cooperation with other similar residential programmes in the Danube region. In the period 2017-2021, a programme of exchange and grants for sustainable artists' exchange will be established in Novi Sad and Sremski Karlovci. The basic idea is to strengthen the Danube identity by inviting artists to live and work in different places in the Danube region.

A part of this programme will be implemented through student exchanges:

a) **Gastro Challenge** – gastronomic exchange of students from Novi Sad and

other European universities to be implemented in 2020.

b) *European Culture Reporters Novi Sad* - enabling students of journalism to report from European capitals of culture and subsequently to arrange the exchanges themselves in 2021, enabling their counterparts to report on the Novi Sad 2021 programme.

2.1.3. FEATURING EUROPEAN ARTISTS, COOPERATION WITH OPERATORS AND CITIES IN DIFFERENT COUNTRIES, AND TRANSNATIONAL PARTNERSHIPS. NAME SOME EUROPEAN AND INTERNATIONAL ARTISTS, OPERATORS AND CITIES WITH WHICH COOPERATION IS ENVISAGED AND SPECIFY THE TYPE OF EXCHANGES IN QUESTION. NAME THE TRANSNATIONAL PARTNERSHIPS YOUR CITY HAS ALREADY ESTABLISHED OR PLANS TO ESTABLISH

Research into the cultural policy of Novi Sad in early 2016 pointed to some alarming data in international cultural cooperation. Only 13% of all cultural organisations surveyed cooperate with partners from Europe, whereas as many as 19% of organisations have not established any partnerships in the last four years. We want to assert the Novi Sad 2021 project as an intermediary between local and European cultural organisations, artists and cultural workers, and change this situation.

In addition to the European Capital of Culture project, which is a *door opener* for local

organisations and artists to cooperate with the European cultural scene, our strategy for encouraging international cultural exchange in the city is based on cooperation with a number of organisations, networks and institutions at home and abroad.

These are the following organisations:

- a) ***EUNIC Cluster Serbia*** – Cooperation with this organisation will enable us to connect with European cultural organisations in Serbia, but also, indirectly, to establish ties with numerous European artists, managers and organisations.
- b) ***Creative Europe Desk*** – communication with the Desk has enabled us to acquire new knowledge of how European funds work and how to access them, while providing opportunities for linking up with partners in Europe and Serbia through the network of desks and database of the Serbia Desk.
- c) ***Delegation of the European Union to Serbia*** – cooperation with the Delegation paved the way to communication with 28 EU embassies in Serbia, with whose support cooperation with numerous artists and cultural organisations throughout Europe will be achieved. In cooperation with the EU Info Point, educational projects within the *Imagine Europe* programme will be realised.
- d) ***National Minority Institutes of Culture*** in Novi Sad and Vojvodina have proven to be a very important resource in the development of cultural cooperation with artists, cultural organisations and cities from their original countries.
- e) ***Tempus Foundation*** - Serbian National Erasmus + office - cooperation with this office is very important as Erasmus + projects are a significant part of our project's fundraising strategy.

Cooperation was also established with the following networks:

- a) **In Situ** – the Street Musician Festival in Novi Sad will join this network, thus facilitating connections to be established with leading experts and to monitor the latest achievements in culture and art in public spaces.
  - b) **Balkan Express** – within this informal network, which rallies artists from the Balkan countries, we have already developed cooperation with cities in Romania (Timișoara and Cluj) and Greece (Eleusis), candidates for the ECoC 2021.
  - c) **Res Artis** – in 2017, Novi Sad 2021 will join this network in order to organise the Artist In Residence programme as efficiently as possible, and connect more easily with organisations in Europe.
  - d) **Network of Universities of the European Capitals of Culture (UNeECC)** – the University of Novi Sad joined this organisation in order to be able to participate in an exchange of experience in this field, and contribute to the research and evaluation of the ECoC project.
  - e) **Agenda 21 for Culture** – in 2010, the city of Novi Sad adopted this global document advocating the importance of culture as an important factor for sustainable development, and bringing together over 500 cities and local governments worldwide.
  - f) **European network Remembrance and Solidarity** – Novi Sad 2021 will develop cooperation based on an examination of dictatorial regimes, wars and resistance to oppression in the 20<sup>th</sup> century.
  - g) **Council of Danube Cities and Regions (CoDCR)** - The City of Novi Sad is a member of CoDCR, a council that will support Novi Sad as ECoC with a networking project partnership and marketing.
  - h) **Danube Rector's Conference (DRC)** - The University of Novi Sad is a member of this network which will help in establishing partnerships in ECoC projects.
  - i) **Danube Cultural Cluster** - Three Novi Sad NGOs (Balkankult Foundation, The Iwano Project Foundation, Bel Art Gallery) are active members of the only cultural platform for the Danube region and they will be partners in ECoC projects. The Danube Cultural Cluster and the Novi Sad Academy of Arts are associate strategic partners in a running INTERREG project application within the Danube Transnational Programme (*Danube Culture Platform – Creative Spaces for the 21<sup>st</sup> Century*).
  - j) Novi Sad institutions and individuals are members of eminent organisations and networks, such as **ICOM** and **the Forum of Slavic Cultures** (Matica Srpska Gallery and the Pavle Beljanski Memorial Collection), **Association of European Conservatories AEC** and the **European Piano Teachers Association EPTA** (Academy of Arts). Several authors and teatrologists from Novi Sad are active members of the **PEN International**, **International Association of Theatre Critics – IACT**, and the **International Theatre Institute - ITI**.
  - k) **Eurocities** – as an associate member of this network, Novi Sad contributes to fostering cooperation among 170 European cities and actively contributes to meeting the challenges of today's Europe at local level.
- Planning and cooperation with the project proposers made it possible to connect with a large number of prominent European artists. Here we will mention only a few artists who have agreed to participate in Novi Sad 2021:
- Domagoj Mrkonjić (CRO) Petar Novaković (MNE) – **In Praise of Theatre** project

Nebojša Živković (DEU), Olja Lopušanski (NLD), Dušan Mihalek (ISR) – ***Tell Me a Story*** project

David Fennessy (GBR), Dimitrios Polisoidis (AUT), Horia Dumitrache (CHE), Kaja Farszky (CRO), Jan Jelinek (GER), Sven Kacirek (DEU), Pierre Bastien (FRA), Georg Dzodzuashvili (GEO) – ***2K+*** project

Monika Kompanikova (SVK), Selma Selman (USA), Magdalena Sztandara (POL), Mirjana Peitler (AUT), Nataša Urban (NOR), Barbara Borčič (SVN) – ***(Re)connection*** project

Wolfgang Reisinger (AUT), Daniel Mraz (SVN), Dragoljub Đuričić (BIH), Garo Tavitijan (FYROM), Jojo Mayer (CHE), Trilok Gurtu (IND), Giovanni Hidalgo (ITA), Denis Chambers (GBR), Hernandez El Negro (CUB) – ***Rhythm of Life*** project

Lucia Tkačova (ROU/DEU), Anetta Mona Chişa (SVK/DEU), De Stil Marković (SRB/DEU), Eva Petrić (AUT/SVN), Lena von Lapschina (AUT/RUS), János Megyik (AUT/HUN), Jan Triaška (SVK), Olivera Stefanović Triaška (SVK/SRB), Vladeva DeXebova (SVK/UKR), Alexander Tinei (HUN/MDA), Davor Sanvicenti (CRO/ITA), Alexandru Pataticsh (ROU/SRB), Vasile Rata (ROU/MDA), Dilmana Stefanova Jordanova (ROU/BGR) – ***Outside the Centre*** project.

In addition to artists already contacted, we have invited the following artists and writers to be part of the programme and help us attract the attention of the European cultural public to these events:

Claudio Magris (ITA), György Konrád (HUN), Marina Abramović (USA), Emir Kusturica (SRB) – ***Creative Embassies and Ambassadors*** project

Anna Kim (AUT), Thomas Glavinic (AUT), Péter Zilahy (HUN), Krisztina Tóth (HUN) – ***Reading While Visiting: Contemporary Hungarian and Austrian Literature*** project

Igudesman & JOO (AUT), Mnozil Brass (AUT), MozART Group (POL), Ensemble Paganini (ESP), Glass Duo (POL) – ***Bring Life to Parks and Music*** project

Mahler Chamber Orchestra – ***Live.Play.Dream*** project

Very successful cooperation was established between the City of Novi Sad and its institutions and other European cities, including the following:

**Dortmund** – Serious cultural cooperation is reflected in the Summer Jazz Academy, held annually in Novi Sad with the engagement of both cities.

**Vienna** – Cooperation between the two cities resulted in the signing of an agreement to mount joint programmes between the Art History Museum of Vienna and the Matica Srpska Gallery.

**Ulm** – A city with which Novi Sad has significant cultural exchange as part of the Danube Strategy and the Danube Festival.

**Perugia** – Thanks to the special link between the provinces of Umbria and Vojvodina, there is great cooperation in the areas of museums, protection of cultural heritage and contemporary artistic production.

**Pécs** – In 2010 when Pécs was a European Capital of Culture, many institutions from Novi Sad participated in the programmes of this sister city. Cooperation continues to grow, resulting in 2016 in several joint programmes (workshops and GEOCONTEXT between both the academies of art and the Matica Srpska Gallery exhibition: ‘Serbian History of Art in 10 Pictures’).

In preparing for candidacy, noteworthy cooperation was established between local and European cultural organisations and institutions. Here we mention only some:

Swedish Theatre (FIN), Basque Cultural Institute (FRA), National Theatre of Catal-

onia, (ESP), Theatre Gu Leòr (GBR), Wales Theatre Company (GBR), Russian Regional Theatre (KAZ), Hungarian State Theatre (ROU) – *Synergy – International Festival of Minority Theatres*

Von Muller Film (DEU), Vales Film (RUS), Jaibo Films (ESP), co-oproduction – *Liber-ta, the Birth of a City*

Malta Fashion Week (MAL), Bulgaria Fashion Week (BGR), National Fashion Chamber of Bulgaria (BGR), Istanbul Fashion Film Festival (TUR), Sarajevo Fashion Week/Sarajevo Film Festival (BIH), Athens Exclusive Designers Week (GRC), Fashion Clash Festival Maastricht (NLD), Ukraine Fashion Week (UKR), Global Sustainable Fashion Week Budapest (HUN) – *Fashion Connection*

## 2.2. CAN YOU EXPLAIN YOUR STRATEGY TO ATTRACT THE INTEREST OF A BROAD EUROPEAN AND INTERNATIONAL PUBLIC?

Our strategy to attract an international public, especially from the European geographical area, is based on examples of good practice and an analysis of cultural events in Novi Sad which have been attracting foreign audiences to our city in large numbers in recent years.

At the centre of strategic planning is the visitor from abroad, who explores, visits and helps create a cultural programme. Our desire is, through planned actions, to ensure four fundamental visitor rights:

- a) **The right to be informed** – efficiently and in a timely manner, in different languages about the projects we organize.
- b) **The right to participate** and freely choose a cultural event, with a guarantee

of variety and the right to participate in selected programmes.

- c) **The right to enjoy quality art** – the right to enjoy a high-quality artistic programme, based on a clear artistic vision.
- d) **The right to unique experience** – the right to enjoy cultural content which presents the authenticity of the local cultural area

### Strategic Measures

The strategic measures for achieving set objectives depend on innovation and this is why our strategy focuses on four areas:

#### 1. New Ways

**Objective:** Creating new modalities of presenting the local cultural heritage in order to attract foreign visitors.

We will modernise the organisation and presentation of cultural events in the city in order to provide visitors with a unique experience that typifies the geographical area of Serbia and Vojvodina. This will be achieved by using new technologies and ways of presenting cultural content.

We wish to encourage people to take part in hospitality and educational programmes that would inspire them to participate in the presentation of cultural events in the city. Citizens would thus become promoters of authentic local experiences and the ECoC project and would share the spirit of the city with foreign visitors. Furthermore, we want to provide non-formal education for public servants and other employees in public cultural institutions in order to improve the quality of services and the organization of cultural programmes attractive to a wider international audience.

Examples:

*Jukebox Poetry by the Kilo* is a project where actors “selling” poetry by European authors will come to Novi Sad markets;

*Alternatura and Topography of the Almaš Area* encourages the presentation of culture-on-the-move along walking and cycling routes around Novi Sad, while the *Novi Sad Now and Then* project provides public photo sessions of People of Novi Sad and visitors in the atmosphere of a 19th century photography studio.

## 2. New Resources

**Objective:** Using new modalities to present culture while keeping the European and international public informed and virtually present at events organised by us.

In order to strengthen a participatory approach, special attention will be attached to social networks as a channel of communication with visitors of the modern era. Existing profiles on Instagram, Facebook and Twitter will be used to announce the events. Social network administration teams have already been formed, and strategic plans adopted up to 2021.

In the process of candidacy preparation, a unique portal entitled **kultura.rs** has already been set up, announcing all the cultural events in Novi Sad. The portal is in Serbian and English, and the plan is, if we are awarded the title, to adjust it fully to the Novi Sad 2021 project and translate the content into Hungarian and Romanian and to develop participative journalism within this framework. Through this web portal we will also develop a special system of booking and paying for tickets for cultural events.

We want to give our visitors every opportunity to participate in the implementation of programmes using modern technology; we plan on using at least three ways:

- a) Broadcasting of all cultural events in real time through appropriate providers – live stream.
- b) Posting recordings of completed programmes on the official project website.

- c) Through programmes that allow two-way communication, firsthand participation and involvement of visitors in the cultural content.

## 3. New People

**Objective:** With the support of famous artists willing to act as special agents of promotion, we will attract the attention of the European and international public

Within the *Creative Embassies and Ambassadors* project, prominent Serbian artists who live and work outside Serbia will become our project ambassadors. Thus far, our invitation has been accepted by Stefan Milenković, Igor Antić, Jelena Bulajić, Minja Mikić, Zvonimir Tot, Aleksandra Vrebalov, Stevan Kovač Tikmajer, Nebojša Živković, Željko Lučić, Kemal Gekić and other renowned artists. Also we will develop programmes promoting the new ambassadors in various institutions in Serbia (schools, retirement homes and others).

In addition, traditional international festivals that take place in Novi Sad, but are not part of this application, will include eminent artists from all over the world, as befits the prestigious title the city might be awarded in 2021. These are primarily EXIT, the Novi Sad Jazz Festival, Novi Sad Music Festivities, *Sterijino Pozorje* Theatre Festival and Cinema City. We also plan to launch new festivals that could conceivably become traditional and will attract European audiences as, for example, *Rhythm of Life*, the drum festival which will host world famous musicians such as Trilok Gurtu and Giovanni Hidalgo.

A particularly important part of the strategy of attracting foreign audiences will be the Serbian population living abroad. Today, an estimated 4,000,000 or more Serbs live in 159 countries all over the world. Our idea is that many of them could become not only ambassadors and promoters of the Novi Sad 2021 project in the EU, but also of the



European Capital of Culture project. By extension, European culture and tradition could also be promoted outside Europe, especially in Australia, North and South America where the Serbian diaspora lives.

#### 4. New Places

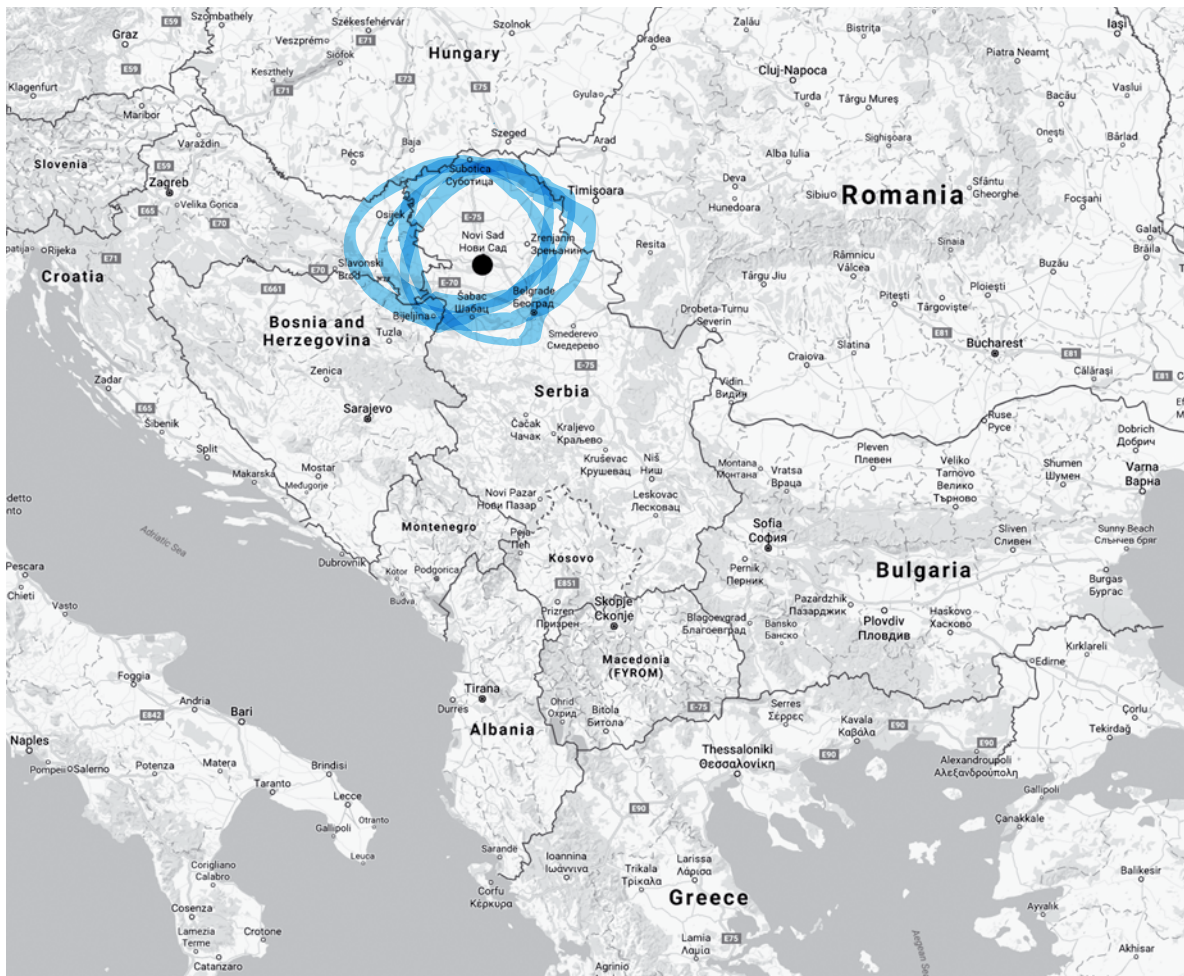
**Objective:** We will also attract foreign audiences by offering a unique cultural experience in unusual and exotic locations and in striking and original sites around the city.

Part of the activities within the project *F:or-tification – Transformation of the Fortress from the Real to the Virtual* will take place in the catacombs of the Petrovaradin Fortress. The *Circle's Circle* presents the work of artists, members of Europe's oldest fine arts colony – Art Circuit - which will take place on the upper plateau of the Petrovara-

adin Fortress; Related exhibitions will be held in the attractive underground military galleries. The *Jukebox Poetry by the Kilo* project will take place on the markets of Novi Sad, while the *Link It, Mark It* project will take in exhibitions in shopping malls, office buildings and abandoned urban sites. The flagship *Peace Chapel* will be held at the spot that saw the signing of the Treaty of Karlowitz in 1699. *In the Middle of the Danube – Floating Culture* will take place on a ship sailing along the Danube. In addition to these venues, we will build up new cultural spaces such as the Youth Creative Polis and three modern cultural centers on the outskirts.

#### ECoC ZONE

Novi Sad's geographical location is a huge advantage and part of the strategy to attract international audiences. Five different



European countries and 16 medium-sized European cities lie within 150 kilometres of the city. Furthermore, the four million people who inhabit the area are also a potential audience for the events envisaged.

A special potential for attracting the public is language. In three adjacent countries – Croatia, Bosnia and Herzegovina and Serbia – people speak a language that is mutually comprehensible. Hence, the programmes that will be implemented, marketing, websites, social networks and announcements will be accessible to everyone. Furthermore, the languages of the remaining two countries – Romanian and Hungarian – are official languages in the City of Novi Sad and the Province of Vojvodina, so all organisational content will certainly be translated into these as well.

The fact that as many as five cities in the area participated in the preparation of the candidacy for this title shows that there is an audience that is both informed and interested in the ECoC programme. In 2010, apart from Novi Sad, Belgrade announced candidacy, but subsequently withdrew. Osijek was the finalist for Croatian representative in 2020. Of the Romanian cities, Timișoara is a finalist for 2021. Pécs (Hungary) was a European Capital of Culture in 2010, and up to 10 cities are interested in the 2023 candidacy in Hungary. This prompted us to designate the region as an “ECoC Area”. As we already cooperate with all these cities, we will benefit by ECoC cooperation to present the Novi Sad 2021 programme through the local media, official websites and social networks of the candidacy projects of these cities in order to attract audiences from these countries.

### 2.3. TO WHAT EXTENT DO YOU PLAN TO DEVELOP LINKS BETWEEN YOUR CULTURAL PROGRAMME AND THE CULTURAL PROGRAMME OF OTHER CITIES HOLDING THE EUROPEAN CAPITAL OF CULTURE TITLE?

Cooperation with future and former European Capitals of Culture and the cities candidates is a very important segment of preparing for *Novi Sad 2021*. It is also part of the educational process through which the members of our team have gained the skills and know-how required for the preparation and implementation of the project.

We see cooperation with the projects of the European Capital of Culture as a series of exchanges of know-how and experience of special importance for the cities candidates, or potential candidates for joining the EU. This is why we are determined to continue and intensify cooperation with other projects of the European Capital of Culture across Europe in the future.

**20,21**

**Budget:** € 196,430

**Partners:** Novi Sad 2021, Timișoara 2021 (ROU), Cluj-Napoca 2021 (ROU), Bucharest 2021 (ROU), Kalamata 2021 (GRC), Eleusis 2021 (GRC), Baia Mare 2021 (ROU). Centre for Peace, Non-Violence and Human Rights (CRO),

2021 is also the first year when three European Capitals of Culture will be chosen. That year, coincidentally, all three candidates will be chosen from Southeastern Europe - Romania, Greece, Montenegro and Serbia. We are determined to encourage cultural exchange and plan joint projects with cities from all the 2021 candidate countries, offering culture as a model for overcoming conflicts and forging new ties.

The Novi Sad 2021 project will cooperate with projects Timișoara 2021 and Eleusis 2021 in creating the **ECoC Open Data Platform**. All participating cities that join the project will share documents and experiences, making them available free of charge to future ECoC candidates on this internet platform. We will cooperate with the Cluj and Eleusis 2021 projects as part of the **Balkan Express** caravan, focused on developing joint programmes in contemporary art.

Especially close co-operation has been developed with the Timișoara 2021 project. **ECoC Echo** gathers together ECoC cities and cities candidates to share knowledge and experience gained in the process of candidacy. **Lightscares** invites creative people from both cities to find answers to joint problems and challenges through the interaction and introduction of innovative tools.

Through the **Festival of Stories** project, we wish to build a bridge between Timișoara, Novi Sad and Osijek, addressing the topic of trauma through art. Thus, the festival **Chiaroscuro** (TM2021) will be linked to **Where were you when the bombing started?** (NS2021), **Where were you in 1991?** (OS2020) and **Where were you when the earthquake started in 1986?** (*Kalamata 2021*), all dealing with issues of trauma in the region in the late 20th century. With *Kalamata 2021* project, we cooperate also on DigiKa project which aims to cultivate digital culture and to create a digital heritage for the city.

Together with the Bucharest 2021 project, we are developing the **Mobile Roma Embassy** (a mobile embassy that would travel to several European capitals), an art installation aimed at changing the perspective on Roma from miserabilism to citizenship and to introduce the Roma nation and culture to Europe. In addition to this project, we will also cooperate on the project **European**

**Photo Album** – a European joint exhibition of family photographs, following exhibitions in Marseille, Pilsen, Novi Sad and Bucharest revealing the similarities and differences of family life in several European countries. Collaboration on heritage walks and participative tourism within **Cult:tour** and in the Faro community network is also planned.

### **Distance**

**Budget:** € 78,250

**Partners:** Novi Sad 2021, Donostia-San Sebastián 2016/Tabakalera (ESP), Valetta 2018 (MAL), Plovdiv 2019 (BGR), Rijeka 2020 (CRO), Typofest (BGR).

We also want this candidacy to be a catalyst of new energy and cultural interaction, creating new programmes and ties that will remain as a legacy, regardless of the results of the candidacy itself. For this reason, we will pay special attention to cooperation with the capitals of culture elected between 2016 and 2021; so far, cultural exchange with those cities is limited.

Together with Valetta 2018, we will implement the **Quintessence** project, which, through solo performance, tells a story to visitors that is important for the city, combining sound, digital technology and music. Novi Sad artists will become part of the cooperation with Valetta 2018 in the context of the Artist In Residence programme **Blitz**, where they will be staying between 2017 and 2019.

With the Plovdiv 2019 project, we will organize the **Hakać (Hackathon)** project to develop digital fonts in the Cyrillic script in cooperation with Typofest from Bulgaria. Novi Sad artists will be sent to San Sebastián within the **Tabakalera** Artist in Residence programme.

The Croatian ECoC Rijeka 2020 has invited us to be part of their capacity building

project *Lab for European Project Making*, a coproduction of long-term workshops and summer schools, exchange of interns and co-arrangement of European network meetings, in cooperation with Matera 2019 and Timișora 2021. Artists from Novi Sad will present their art works in Rijeka within the project *27 neighbourhoods*.

### **Old School**

**Budget:** € 51,226

**Partners:** *Novi Sad 2021*, Pécs 2010/Zsolnay Cultural Quarter (HUN), Vilnius 2009/Rupert Center (LTU), Košice 2013 (SVK), Pilsen 2015 (CZE).

The 54 former European Capitals of Culture have produced at least as many ideas for the development and revitalization of their cities, and each of these projects sent an important message to the world regarding the significance of culture for future development. We wish to revive the spirit of these former culture capitals, convey the important messages they carried and present examples of successful practice. Learning from their experience, we hope to improve monitoring and be able to spot errors in good time.

The experiences of Pécs, Košice and Pilsen are extremely important for our most important infrastructure project – *Youth Creative Polis*. Cooperation was agreed with representatives of projects *DEPO2015*, *Kasarne KulturPark* and *Zsolnay Quarter*, aimed at capacity building in our city for the construction of a large multidisciplinary cultural complex. The *Novi Sad 2021* team members will undergo advanced training in these cities as part of this effort, and a public presentation of these projects as examples of good practice will take place in Novi Sad. In addition, there will be cooperation with the Pilsen 2015 project within the *Hidden City*, *Photo Album* and *Foster the City projects*, successfully implemented in 2015 in Pilsen.

The *Breed* project will closely cooperate with the Košice K.A.I.R. programme as well as the A.i.R. Rupert Center from Vilnius and the Pécs Writers Programme.

### **Second Chance**

**Budget:** € 208,520

**Partners:** *Novi Sad 2021*, Larissa 2021 (GRC), Osijek 2020 (CRO), Croatian Folk Ensemble Osijek 1862 (CRO), Tamburitza School Batorek (CRO), World Tamburitza Association (SRB), Art Academy of Osijek (CRO), *Milutin Milanković* Cultural and Scientific Centre (CRO), Art Academy of Osijek, Department of Cultural Studies of the *J.J. Strossmayer* University in Osijek (CRO), Minority Associations of Osijek and Osijek-Baranja County (CRO), Three Sisters 2020 (IRL), *Inbox* Art Association (SRB).

We intend to encourage candidate cities to implement their projects even if they do not win the title. In this way, we wish to emphasize the importance of the ECoC project as an opportunity for development and to invite cities with which we have worked and which were unsuccessful, to carry out a part of their programme within the framework of our candidacy.

### **Cooperation with the Croatian city of Osijek has been especially prominent in the preparation of our project so far.**

Over the past three years, the two cities, twenty years ago embroiled in bitter conflict, closely cooperated in the preparation of the programme concept. We firmly adhere to the agreement reached with the colleagues from Osijek at the very beginning of our cooperation that, no matter which city is selected, it will give the other the opportunity to implement a part of its programme and thus share in the title of the European Capital of Culture.

The projects *Lend Me a Haiku* and *Labyrinth* deal with the linguistic diversity of both Osijek and Novi Sad.

The tamburitza is an instrument of which we are equally proud both in Novi Sad and in Osijek, in Slavonia and in Vojvodina.

With its help, we wish to build musical bridges between the two cities. That is why we are organising the ***Tamburitza Street Battle*** which will be held on the streets of Osijek, and sending some of the best tamburitza orchestras from Novi Sad to perform songs that are part of our joint musical tradition.

The ***Creative Calendar*** encourages artists from Osijek and Novi Sad to sign up for a best art calendar contest, focusing on the personality and work of Milutin Milanković, and the relationship between astronomy and culture. Milutin Milanković is arguably one of the greatest Serbian scientists, a mathematician and an astronomer, born in Dalj, near Osijek, and a very strong link between the two cities.

Cooperation with the Greek city of Larissa will be through the ***Memories & Identities*** project which will be connected with the ***Photo Album*** project, planned to take place in Novi Sad. The main topic is collective memory and how it impacts the creation of identities.

With the ***Three Sisters 2020*** project we will cooperate in the exchange of street artists during the festival of street art held in Novi Sad and Waterford.

### ***New Potentials***

**Budget:** € 38,000

**Partners:** Novi Sad 2021, Cultural Centre of Skopje 2024 (FYROM), Sarajevo 2024 (BIH), Akcija (BIH), Hungary 2023 Programme (HUN)

As we have said, we view communication with other ECoC cities as an on-going exchange of knowledge which we do not wish to break. This is why we have already started cooperation with Sarajevo and Skopje's candidacies for European Capital of Culture 2024. Since we are in the same category of cities candidates or potential candidates, we

face similar challenges, and it is our desire to share our current four-year experience in preparing with these cities, and to help them in turn with their application project. In this manner, we will also strengthen cultural cooperation in the region.

Moreover, Hungary is interested in a continuous exchange of ECoC-information and experiences, having started with an international conference in May 2016 in Pécs. ECoC-workshops are planned in Hungary for the entire bidding period (for 2023) with active participation and contribution from Novi Sad and other ECoCs of the region.