

### 3.1. WHAT IS THE ARTISTIC VISION AND STRATEGY FOR THE CULTURAL PROGRAMME OF THE YEAR?

In the Central-Eastern Europe, Novi Sad is perceived as an open and exciting city with a number of impressive and internationally recognisable cultural institutions, events and creative minds. This is a city where various European and local identities meet and merge, where old cultural values are constantly revived and new ones created with the support of the international and local public.

However, it is also a city that knows it can do more and better. This is why we see our candidacy for the European Capital of Culture as a top platform for joint creative experiment, dialogue and new encounters in the cultural scene of our city, whose development contours have already been set on that basis.

This means that the ECoC Novi Sad 2021 programme proceeds from the broadest concept of culture as a mode of life and expression, from aesthetic behaviour and meeting people's needs to a model for communication with others and one's surroundings. It encompasses all the *horizontal and vertical* aspects of culture affecting the quality of urban life, giving a chance to all those who want to become actively involved and creatively participate in the project.

In order to make this vision a reality, we have pushed into the background the traditional, institutionally orchestrated access to culture, creating cultural programmes through open, creative communication and new creative platforms. We believe that the demystification of culture is possible only if it comes out into the streets and other public places, if it appears in unexpected locations and among people who are not frequent attendees at elite cultural events.

As the central point of this vision of Novi Sad 2021, we see the Danube and the bridges over it, not merely symbolic but also real. Not just those demolished in 1999 and rebuilt, but also those that we plan to build in the field of culture and through it, as symbolic artistic, media, infrastructural, cultural and inclusive bridges.

Our programme narrative is linked to the bridges that connect people and create opportunity for dialogue and cooperation. That is how we defined our four bridges – as the four pillars of candidacy and programme clusters, linked to the programme lines leading to the realization of our defined vision and which, through the various programmes, address outstanding issues in the eight areas of vital importance for the future of the city.

We have developed those bridges through an analysis of potentials and strengths, weaknesses and opportunities. Thus, the **New Way Bridge** deals with the strengths of our city – its distinctive heritage and hospitality. The **Rainbow Bridge** shows our weaknesses, areas in which we must work and the challenges we have to meet; its main topics, therefore, are reconciliation and migration. The **Freedom Bridge** stresses the innovative potentials of the city – its young and creative industries, while the **Hope Bridge** points to the opportunities opening up through building cultural facilities and public spaces.

Within each of the bridges major **flagship projects** were developed. They were selected on the basis of their artistic and creative concept, attractiveness and compliance with the programme objectives, thus becoming the most visible projects to be implemented in the event of being awarded the title.

Each bridge is then divided into **programme streams**, encompassing the thematic projects of the different applicants. However, these projects do not constitute an

	RESOURCES	TEMPTATIONS
NOW	<b>THE NEW WAY BRIDGE</b> cultural heritage hospitality	<b>BRIDGE OF HOPE</b> cultural capacities public spaces
NEW	<b>FREEDOM BRIDGE</b> creative industry young people	<b>RAINBOW BRIDGE</b> reconciliation migration

exhaustive programme list. They constitute 30% of all planned projects. During the five-year period of implementing this major European project, several public invitations will be sent out, which will further contribute to the vision and objectives of the *Novi Sad 2021* project.

3.2. DESCRIBE THE STRUCTURE OF THE CULTURAL PROGRAMME, INCLUDING THE RANGE AND DIVERSITY OF THE ACTIVITIES/MAIN EVENTS THAT WILL MARK THE YEAR. FOR EACH ONE, PLEASE SUPPLY THE FOLLOWING INFORMATION: DATE AND PLACE / PROJECT PARTNERS / FINANCING.

#### THE OPENING CEREMONY

**The Novi Sad 2021 Opening and Closing Ceremonies** will symbolically present the two banks of the Danube in time, which we hope to bridge through a series of projects introducing the innovation and change essential for the future development of the city and its inclusion in contemporary European trends.

**The Opening Ceremony** will be held on 13 January 2021 when according to the Ju-

lian calendar, New Year's Eve is celebrated, by most Orthodox Serbs. For the people of Novi Sad this date means celebration with family and friends when we visit each other, exchanging gifts for two Christmases and two New Years. This is the reason why we want the Opening Ceremony of the one-year Novi Sad 2021 programme to be held in these days of joy, celebration and togetherness, enabling us to share our values with all Europeans.

The Novi Sad 2021 programme will start in the concert hall of a newly-built ballet and music school, and continue with the ECoC Opening Ceremony on the central Liberty Square, culminating on the Danube Quay.

The ECoC Opening Ceremony will focus on the clock tower at Petrovaradin Fortress. At midnight, when the clock hands meet, we want to transform the so-called 'drunken clock' into a lighthouse by means of a hologram. From that moment on, it will represent a visual call to artists, creative minds, travellers and people from all over Europe to come to Novi Sad, the European Capital of Culture, in order to help us build "new bridges" in Novi Sad and Europe, throughout the year.

**Budget: € 483,000**

Bridge names

Flagship

Streams

Projects

I  
**THE NEW  
WAY  
BRIDGE**

**Creative  
Embassies  
and  
Ambassadors**

1. Synergy – International Festival of Minority Theatres
2. European Cultural Bridge
3. International Gastronomic Conference - Food Dialogues
4. Contemporary Novi Sad Postcards
5. Novi Sad Connection, 6. Bridge – One Memory, One Dream
7. Reading While Visiting: Contemporary Hungarian and Austrian Literature
8. European Jazz Orchestra Twins

**1. Connect**

1. Moba for Heritage
2. Fortification
3. Hakać (Hackathon)
4. Transformation of Small-Scale Urban spaces
5. 360 Degrees NS
6. Gastronomic Identity in Hotels and Restaurants
7. What is the Novi Sad Way? (hub)
8. Surprise Me.

**2. Transform**

1. Matica Srpska Open Doors
2. Intellectual Topography of the Almaš Area
3. Fun on Fruška Gora
4. Intimate History of Novi Sad
5. Liberta – The Birth of A City
6. Alternatura
7. Tell Me a Story
8. Book-Mark
9. Cultural Dining and Authentic Street Food and Wine
10. Taste of the Ancient
11. City of Kindness
12. European School of Hosts.

**3. Cult:tour**

1. My Place
2. The Legacy is You
3. Restoration and Tourist Marketing of the Fortification
4. Enjoy and I Preserve

**4. Our  
Europe**

F R A I H R B  
 R N S B O W R  
 E O A F P O I  
 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

Bridge names

Flagship

Streams

Projects

**II**  
**RAINBOW**  
**BRIDGE**

**Peace Chapel**

**1.**  
**Cross:road**

1. Art of Migration/Migration in Art
2. At the Crossroads
3. (Re)connection
4. One Suitcase, One Hour
5. Theatre Bridges and Migrations
6. All Our Hopes are on the Other Side
7. The Road to Qatar
8. The Fugitives, 9.Composition 2021
10. Once There Was One
11. External and Internal Migration

**2. Dovetale**

1. Šangaj Monodrama
2. Let's Meet the Cultural Heritage Using All the Senses
3. Synagogue – the Meeting Point
4. International Camp for Disabled Young People
5. Live.Play.Dream
6. Bridging Barrier 7.Cultural Capital for All
8. Sound Beam

**3. Piece of Art**

1. Boom 2021
2. Self-Sustaining Art – The Business Mainspring
3. Outside the Centre
4. For New Bridges Philharmonic Orchestra
5. Singing Bridges 6.Reconciliation in the Region – A Students' Perspective
7. The Generation After.

**4.**  
**DanubiaNS**

1. In the Middle of the Danube
2. Art Dialogues
3. Danube festival
4. Danube Promenade

F R A I H R B  
R N S B O W R  
E O A F P O I  
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

Bridge names

Flagship

Streams

Projects

**III  
FREEDOM  
BRIDGE**

**Freedom  
Festival**

**1. Urban  
Zone**

1. Suburb Fest
2. NS Muralisation
3. My Voice Travels
4. Traces
5. Rhythm of Life
6. 3D 7. Street Art
8. Fast Photo
9. Mileva and Albert,
10. Street Dance Festival  
“Grooving”
11. International Exhibition of  
Student Posters and Photos

**2. Just Kids**

1. Music Plays Playgrounds
2. Ask the Children
3. Cultural Scrapbook
4. Let’s Widen the Frame
5. Play and Be My Friend
6. Young People and European  
Values
7. Green Weeks
8. Love Patches
9. Game Hunt

**3. Smart  
Future**

1. Fashion Connection
2. Mileva and Albert
3. Eurobot/ I, Automaton!
4. New Tech Music Bridge
5. Risk Change –
6. Wonder Lab
7. Antifestival 2K+
8. Future Mythologies
9. Maker Media Space
10. Festival of Lights.

**4. Creativity  
at Work**

1. Career Incubator
2. Think Tank UNS
3. Know-How 2021
4. Employability of Young Artists
5. Ars Altera Pars
6. Mapping 2021
7. EDU net

F R A I H R B  
R N S B O W R  
E O A F P O I  
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

Bridge names

Flagship

Streams

Projects

**IV**  
**HOPE**  
**BRIDGE**

**Moba Project**

**1. De:sign**

1. Entrance/Throughway/Exit
2. Public Space Design Project
3. Windows of the City
4. Citizens Thinking
5. Mast Square
6. Sculpture Park

**2. Room  
for Art**

1. Link It, Mark It
2. Novi Sad Now and Then
3. Art in Public Space
4. Festivals in Public Space – The Culture of Use
5. Jukebox Poetry by the Kilo
6. Bring Life to Parks and Music
7. Art Body Art
8. Open Theatre
9. Circle's Circle

**3. Quart**

1. Market Caravan
2. Urban Reactor
3. Ideas Shop
4. Quart
5. Touch
6. In Praise of Theatre

**4. Innovation  
boost**

1. Imagine Europe
2. Genesis
3. Out of the Comfort Zone
4. Build up!

F R A I H R B  
R N S B O W R  
E O A F P O I  
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

## I THE NEW WAY BRIDGE

### HERITAGE AND HOSPITALITY

Heritage and hospitality are fundamental characteristics of the city's urban identity.

Programmes classified in this category are designed to revamp their own potentials and strengthen their interactive dimensions through cooperation with new partners.

This will be implemented through the following three programme streams: **Connect**, **Trans:form**, **Cult:tour** and **Our Europe**, which will strengthen international ties, galvanise both the traditional and up-to-date local scene and attract new audiences from Novi Sad and Europe.

An integral part of the Novi Sad 2021 programme, the projects of this bridge will be implemented in cooperation with prominent, creative European minds, project ambassadors, by linking key Novi Sad institutions, NGOs and other cultural entities with partners in Vienna, Budapest, Perugia, Dortmund and other European cities.

A significant number of projects will be in the presentation, revitalisation and popularisation of cultural heritage in the **digital domain**, archives, data bases, or through the activation or building of intercultural ties and cooperation. We also have developed projects aimed at transforming currently traumatised urban spots in order to provide spatial and technical conditions for work and communication initiatives.

In brief: a collection of creative, artistic and educational projects connecting Novi Sad and Europe via research, workshops, presentations, film, music and other media projects and events, debates, exhibitions and gastronomic experiences.

**Budget:** € 5,903,284

### FLAGSHIP: *Creative Embassies and Ambassadors*

This project will ensure the participation of eminent European and world artists hailing from Novi Sad and other European cultural centres. An exchange of programmes and linking of distinguished cultural institutions from Novi Sad and Europe will also take place. Thus, Balint Sombati, Igor Antić, József Nagy, Aleksandra Vrebalov, Željko Lučić, Jelena Bulajić and Minja Mikić will visit our city while formal discussions will be going on with Claudio Magris, György Konrad and Emir Kusturica.

Eminent artists from Novi Sad who live and work in the EU will become cultural ambassadors for the Novi Sad 2021 project from 2017 to 2020, and in 2021 they will bring to Novi Sad numerous outstanding artists with whom they cooperate in the countries where they live.

In the exchange with Matica Srpska, the Art History Museum of Vienna, Donauschwaben Museum of Ulm and the Museum of Vojvodina will present their programmes. Similar exchanges will take place with institutions from Pula, Perugia, Linz, Szentendre and other European centres.

Because of its focus on the most important individual and institutional resources, this project was given priority in the structure of this thematic bridge as a basis for major amplification of the highest quality cultural exchange in this part of Europe.

**Budget:** € 412,096

**Project leaders:** Matica Srpska Gallery, Museum of Vojvodina, Museum of Contemporary Art of Vojvodina, Matica Srpska Library

**Foreign partners:** Art History Museum of Vienna (AUT), Museum of the Danube Swabians, Ulm (DEU) The National Gallery of Umbria in Perugia (ITA)

## STREAM

### 1. Connect

The interconnection and exchange of artists, institutions and members of the public of Novi Sad with the culture available in European cities and regions is a basic starting point of this programme. In addition to its flagship project, the programme stream will involve several international festival-type gatherings in the sphere of theatre, music, literature, creative productions by minorities and gastronomic events.

**Budget:** € 1,749,030

**Project leaders:** Musical Youth of Novi Sad, Újvidéki Színház/Novi Sad Theatre, Cultural Centre of Novi Sad, World Tamburitza Association, Sterijino Pozorje Theatre Festival, Edition Neusatz, Institute of Culture of Vojvodina, NGO Color Media Events.

**Foreign partners:** European Tamburitza Association (BIH), Austrian Cultural Forum (AUT), Federal Chancellery of Austria (literature) (AUT), Colegium Hungaricum (HUN), National Theatre Tuzla (BIH), Prešern Theatre Kranj (SVN), Svenska Teatern (SWE), The Basque Cultural Institute (FRA), Theatre Gu Leor (GBR), Hungarian Book Foundation (HUN), Code-Blue (SVN), National Sommelier Association of Montenegro (MNE), *Mladina* Weekly Ljubljana (SVN).

### Pillar Projects

**Synergy – International Festival of Minority Theatres** is a theatre festival of linguistic minorities from the countries signatories of the *European Charter for Regional or Minority Languages*. The festival will last eight days, with eight performances by eight companies, and will involve exhibitions, music programmes and conferences on the possibilities of encouraging cultural activities by minority communities.

**European Cultural Bridge** is a project aimed at establishing a tamburitza philharmonic orchestra made up of the members of the best tamburitza orchestras from Serbia, Croatia, Slovenia, Austria, Bosnia and Herzegovina, Hungary, Montenegro and Romania, with a percussionist section and a mixed choir of over 150 members. On World Music Day on June 21, gems of European classical, folk and pop music will be performed by the tamburitza philharmonic orchestra with top soloists and conductors.

**International Gastronomic Conference - Food Dialogues**, reinterpreting traditional European cuisine in the present moment, will bring together professionals from the world of gastronomy, cookery, catering, farmhouse tourism, wine production, as well as producers of food, organic food and beverages, women's rural associations, nutritionists, sommeliers, medicinal herbalists and other guests from the region, Europe and the world, who will through performance, interactive panel discussion and lectures exchange experience and knowledge related to traditional food and new food and wine trends in Europe and Serbia.

**Contemporary Novi Sad Postcards** – a project focusing on postcards and their role in the presentation and popularisation of art. A curator will collect postcards of the past 10 years, featuring contemporary art by Serbian and international artists, and display 325 of them. During the exhibition, visitors will be able to create their own postcards or bring postcards from their home countries showing reproductions of contemporary artworks.

### Other Projects

**Novi Sad Connection, Bridge – One Memory, One Dream, Reading While Visiting: Contemporary Hungarian and Austrian Literature, European Jazz Orchestra Twins**



## 2. Trans:form

This stream will include reconstruction and a fresh presentation of cultural heritage, ranging thematically from the promotion of Cyrillic alphabet and traditional models of collective voluntary work, through the re-designing of urban spaces and summing-up of Novi Sad's creative potential in virtual spaces.

**Budget:** € 1,479,050

**Project leaders:** City Institute for the Protection of Cultural Monuments, Faculty of Engineering/Department of Architecture, Museum of Vojvodina, Association of Citizens 3D, Creative Industries Cluster of Vojvodina, Faculty of Science/Department of Geography and Tourism, Academy of Arts, Novi Sad.

**Foreign partners:** Joubert Architects (NDL), Typofest (BGR)

### Pillar Projects

**Moba for Heritage** – a modern version of one of the most important local working customs – joining hands within the community to help each other through team work. By mobilising forces, this project aims at revamping popular architecture using traditional construction techniques to renew a traditional Slovak house in Kisač, a Swabian house in Futog, a Hungarian one in Budisava, a Serbian one in Kovilj and a Croatian house in Petrovaradin through intercultural cooperation of all the communities living in the city.

**F:ortification – Transformation of the Fortress from the Real to the Virtual** – a complex project involving a network of activities from cleaning and levelling of space below and above the Petrovaradin Fortress, through 3D presentations and a profile of virtual objects, to educational workshops and the discovery of new tourist routes.

All activities are aimed at the protection of the Fortress as the symbol of Novi Sad and

part of the European cultural heritage. The project will be based on the education and participation of members of the public, work camps and volunteer teams.

**Hakać (Hackathon)** – a hackathon festival project aimed at creating new Cyrillic fonts in order to preserve and ensure the wider use of the Cyrillic script as part of the European cultural heritage. In addition to this, an exhibition of works of applied art, obtained by using Cyrillic fonts, is also envisaged in order to promote the alphabet, namely in arts, crafts, branding and packaging design. The main objective of the project is to create at least 30 Cyrillic fonts, thus contributing to placing them in the global database available for free usage.

### Other Projects

*Transformation of Small-Scale Urban spaces, 360 Degrees NS, Gastronomic Identity in Hotels and Restaurants, What is the Novi Sad Way? (hub), Surprise Me.*

## 3. Cult:tour

Introduces the city, its history, natural environment and particular urban characteristics in an interactive and innovative way. Projects in this category will cover a wide thematic and formal range, including reinterpretation of the traditional model of content presentation, serial presentation in new media spaces and the discovery of attractive and interactive tours.

**Budget:** € 2,110,254

**Project leaders:** Matica Srpska, CORSO 2021, Centre for Theatre Research Novi Sad, Cultural Centre of Novi Sad (KCNS), New Cultural Colony, Association of Citizens *Podbara – Almašani*, Network of Women's Organisations - *Vojvođanka*, *Fruškać* - Nature Lovers NGO.

**Foreign partners:** French Institute (FRA), Von Muller Film, (DEU), Vales Film (RUS),

Jaibo Films (ESP), Tourist Organisation *Secret Zagreb* (CRO), AITR – Italian Association for Responsible Tourism – Tourist Office (ITA).

### Pillar Projects

***Matica Srpska Open Doors*** – by using tablets and interactive applications, visitors to this, the oldest and most versatile cultural institution in Serbia, will learn about its history and its current work in digital form, with the option of monitoring the content in several languages. All this will be accompanied by short lectures and presentations of works of capital importance, including the oldest living literary magazine in Europe – the *Matica Srpska Chronicles*.

***Intellectual Topography of the Almaš Area*** – a project that aims to rehabilitate and revitalise the intangible heritage of the Almaš district, the most authentic part of Novi Sad, through research, preservation and presentation. The material will be processed and displayed on bill-boards, as well as in the supporting digital content in a multilingual mobile app. Through a series of workshops, different groups of people will creatively interpret and present the content offered to city residents and visitors from the region.

***Fun on Fruška Gora*** – a project engendered by the need to provide an unconventional tourist option in the northern part of Fruška Gora which, through hiking, mountain biking, agricultural tourism, kayaking and boat excursions on the Danube and Fruška Gora lakes, can contribute to the dissemination and enrichment of the tourist and cultural range of the city of Novi Sad and the revival and promotion of village tourism.

***Intimate History of Novi Sad*** – involves plays which breathe life into historical figures and events celebrating the multi-ethnicity of the city, to be performed in Serbian

and the languages of national minorities living in the city.

### Other Projects

***Liberta – The Birth of A City, Intimate History of Novi Sad, Picture City, Alternativa, Tell Me a Story, Book-Mark, Cultural Dining and Authentic Street Food and Wine, Taste of the Ancient, City of Kindness, European School of Hosts.***

### 4. Our Europe

In this stream, special attention will be paid to the non-formal education of local professionals, as well as representatives of institutions and members of the public in the preservation and presentation of the local and European cultural heritage. Projects within this stream will also involve People of Novi Sad in mapping and preserving the most valuable tangible and intangible heritage in their city.

**Budget:** € 152,854

**Project leaders:** Europa Nostra Serbia, Matica Srpska Gallery, Museum of Vojvodina

**Foreign partners:** Europa Nostra, ICOMOS Serbia, ICOFORT Croatia and ECCOFORT

### Pillar projects:

***My Place*** project will be implemented by teams of Europa Nostra Serbia through interactive workshops with People of Novi Sad, inviting them to jointly map places of special significance in the city. As a result, a special map of memories will be created constituting the joint intangible heritage of all the inhabitants of the city.

***The Legacy is You*** is an educational project intended for volunteers and members of the public which will enable their participation in activities that protect and promote the cultural heritage of the city.

**Restoration and Tourist Marketing of the Fortification** is a two-day educational seminar focusing on the protection of cultural heritage and the use of the fortification's tourist potential, planned for September 2017 at the Petrovaradin Fortress in Novi Sad. The project is part of a broader educational programme on the protection of the heritage of fortifications along the Danube.

**I Enjoy and I Preserve** project will be implemented in Novi Sad schools, in cooperation with Europa Nostra Serbia, with the aim of building a positive and active attitude by young people towards the protection of the city's cultural heritage.

## II RAINBOW BRIDGE

### RECONCILIATION AND MIGRATION

The projects of this bridge aim at replacing conflict with dialogue, enforced migration with cultural, educational, sports and scientific mobility in line with the best European traditions and practice of solving pressing crises. At the same time, they will accentuate the role of culture and art in conflict and crisis resolution, as well as promoting good solutions of this kind springing from our multicultural, cross-faith and multi-ethnic urban environment. This will be implemented through the following four programme streams: *Cross:roads*, *Dovetale*, *Piece of (he)Art and Danubians*, offering artistic shortcuts to the solution of global and local conflict and crisis as well as examples of best cooperation practices across the Danube river basin.

**Budget:** € 5,060,422

#### FLAGSHIP: *Peace Chapel*

The project that bears the name of a historic building in Sremski Karlovci, famous for the crucially important signing of the Treaty of Karlowitz in 1699, aims at reviewing and

overcoming historical conflicts and current crises, both locally and in present-day Europe. The main part of the programme will take place in the **Peace Chapel**, including a forum of ministers of culture, philosophers and sociologists who will discuss the peace issues in Europe and the world, European identity, challenges and solutions, proposing the adoption of a joint document on future European cultural policy. We plan also to cooperate with the **Wochen Klausur**, art group dealing with socio-artistic practices for many years, in order to offer many enemies or opponents in the everyday life to meet and discuss in the secret and safe space of the Chapel.

In addition, a number of programmes will be implemented with the aim of defining and resolving conflicts at regional and particularly local level. One focus will be the current migrant crisis, gender issues, problems of the local creative community, modalities of support to minority and marginalised groups.

The initial principle of this project will be trust in dialogue, with the participation of all concerned on both horizontal and vertical level, so that we can expect the results to be equally concentrated in their flexibility and concrete effects.

**Budget:** Eur 618,250

**Project leaders:** Exit Foundation, Balkanopolis, Municipality of Sremski Karlovci, Serbian Ministry of Foreign Affairs

**Foreign partners:** EU Delegation to Serbia, Wochen Klausur, European Commission's Directorate General for Education and Culture, Council of Europe.

#### 1. *Cross:roads*

This programme stream includes projects dealing with migration, leaving one's country and reconciliation, in the form of gender-active dialogues and presentations, internation-

al conferences and workshops, open invitations and individual artistic contributions.

**Budget:** € 1,408,318

**Project leaders:** Academy of Arts of Novi Sad, Serbian National Theatre, Cultural Centre of Novi Sad, Matica Srpska Gallery, Academic Theatre *Change*, Musical Youth of Novi Sad, Centre for Theatre Research, Tko Koln, Citizen's Association *Loft*, Network of Women's Organisations - *Vojvođanka*, Baza Centar NGO, Alumni of Women's Studies and *SAY IT* Organisation.

**Foreign partners:** KulturKontakt (AUT), Institute of Ethnology and Cultural Anthropology Uniwersitet Jagiellonski (POL), CHwB (SWE), The Mighty Creatives (GBR), GISALab (AUT), SCCA – Ljubljana (SVN), Croatian National Theatre Osijek (CRO), Theatre du Rictus (FRA), Arts Association *Institucija* (CRO).

### Pillar Projects

*Art of Migration/Migration in Art* is a research project placed in the context of migration and the cultural and historical changes that influenced the today's cultural profile of Novi Sad. Initially, an exhibition will figure artists who use both contemporary and traditional elements in their work, this time through the visual study of the famous paintings *Migration of the Serbs* by Paja Jovanović, *St. Nicholas Rescues the Shipwrecked* and *The Flight from Herzegovina* by Uroš Predić, with a media sifting of content and re-reading in various techniques.

*At the Crossroads* is a project that promotes reconciliation and understanding in the region by introducing the traditional music of countries in the post-conflict period. As true keepers of musical tradition, the following artists will perform in original and modern ways: Tamar Obrovac (Istria), Amira Medunjanin (Bosnia i Herzegovina), Svetlana Spajić and Slobodan Trkulja (Serbia), Esmā Redžepova (Macedonia), Márta Sebestyén (Hungary),

Bulgarian Voices in Outer Space (Bulgaria).

*(Re)connection* envisages the establishment of the KAT Festival and Female Scene Portal for the preservation of the feminist heritage in new digital forms, striving to make the current creative work of women visible, to valorize it critically, reflect upon it theoretically and place it in the context of the female and feminist history of the city. Through active exchange, getting to know each other and connecting, female artists, theorists and activists will restore their co-operation and opportunities of joint action, at present virtually non-existent.

### Other Projects

*One Suitcase, One Hour, Theatre Bridges and Migrations, All Our Hopes are on the Other Side, The Road to Qatar, The Fugitives, Composition 2021, Once There Was One, External and Internal Migration.*

### 2. Piece of Art

STREAM

This programme stream includes mediation and reconciliation, large and small-scale, from a pacifist regional ex-Yu rock spectacle to diagnosing and applying possible solutions in decades of conflict between the city administration and the creative community.

**Budget:** € 1,450,000

**Project leaders:** Cultural Centre of Novi Sad, Vojvodina Association *Recommended*, Academy of Arts of Novi Sad, Bel Art Gallery, Faculty of Philosophy of Novi Sad, Mafin NGO.

**Foreign partners:** European Choral Association - *Europa Cantat* (DEU) University of Pécs (HUN), Code-Blue (SVN), Kino *Šiška* (SVN), Faculty of Philosophy of Ljubljana (SVN) Faculty of Philosophy of Zagreb (CRO), AEC (European Association of Conservatories), Blank Film Incubator (CRO), Association of Societies of Young and Creative People Tolmin (SVN).

## Pillar Projects

**Boom 2021** is a three-day rock spectacle to be held in Novi Sad envisaging 21 performances by mainstream and alternative groups from Novi Sad and the region. The basic idea of the project is to revive the former BOOM festival which used to gather young and emerging musicians from all over the former Yugoslavia, and to encourage dialogue between young people in the region. The concerts will be accompanied by workshops, public interviews, exchange of publications, rock poetry, film encounters, meetings of rock journalists.

**Self-Sustaining Art – The Business Main-spring** is designed to reconcile problems between the city administration and the independent art scene over rental costs and lack of adequate space for artists, professional associations and NGOs. Several business premises on attractive locations which are not leased out and are owned by the city will be ceded free of charge or at a reasonable price for 20 performances by local and foreign artists and critics.

**Outside the Centre** is an exhibition to be held on multiple locations in the immediate vicinity of Novi Sad, displaying the works of outstanding contemporary artists who belong to minority communities in the Danube region. The exhibition will have four displays: Monologues; Outside the Centre; Flows, Migration and Entanglements, and Dialogues.

## Other Projects

**For New Bridges Philharmonic Orchestra, Singing Bridges, Reconciliation in the Region – A Students' Perspective, The Generation After.**

### 3. Dovetale

Art that involves work with marginalised and minority groups, from the linguistic and religious diversity of the Roma population

and national minorities to persons with disabilities. The aim is to integrate marginalised groups into the cultural life of the city in order to expand equal participation opportunities in culture and creativity. This may be adequately illustrated by the example of the Novi Sad Synagogue, which has become a place of cultural encounters for all the citizens of Novi Sad.

**Budget:** € 1,124,000

**Project leaders:** Association for Affirmation of Young Talents – Youth Festival Subotica, the *Dr Milan Petrović* Special Primary and Secondary Schools for Children with Developmental Difficulties and Disabled Persons, *Intercultural Theatre*, Musical Youth of Novi Sad, Centre for Theatre Research, Jewish Community of Novi Sad.

**Foreign partners:** Mahler Chamber Orchestra, *Slovo 21* Praha (CZE), Piccolo Fiore (ITA), Hellenic Theatre/Drama Education Network (GRC).

## Pillar Projects

**Šangaj Monodrama** is a monodrama festival focused on the Roma population in the outlying Šangaj neighbourhood, with the idea of increasing their cultural participation. The Festival is designed as a series of theatrical and educational gatherings in suburban backyards to popularise culture, creativity and education in cultural management among the Roma population.

**Let's Meet the Cultural Heritage Using All the Senses** - a contribution to sensitizing the community at large to the needs of the disabled from Novi Sad or visiting. A permanent exhibition of multisensory museum exhibits will provide an opportunity for children with developmental difficulties to nurture a need for beauty, develop cultural habits and a better understanding of art from an early age. Moreover, numerous

activities will take place through this project, urging institutions to adjust to persons with disabilities in terms of providing them with easy access to the cultural heritage and contemporary cultural productions.

**Synagogue – the Meeting Point** is a project which, through exhibitions, professional lectures and workshops, shows the importance of the Novi Sad Synagogue for the cultural development and social cohesion of the city. The Synagogue and Jewish Street were once a centre of Jewish life, but in April 1944 they became a collection centre, the first stop in the process of deportation of Jews to the death camps. More than 90 percent of the Jewish population from the territory occupied by Hungary were killed in the Holocaust, but the Novi Sad Jews who survived found the strength to reintegrate into post-war life and will be participating in this project with their family members.

#### Other Projects

**International Camp for Disabled Young People, Live.Play.Dream, Bridging Barriers, Cultural Capital for All, Sound Beam**

#### 4. DanubiaNS

Because of its close historical and cultural ties and respect for different cultures and languages, the Danube region is a colorful melding of various cultures, languages and nations. If the region illustrates the diversity of Europe, Novi Sad illustrates the diversity of the Danube. Most languages spoken along the Danube can be heard in Novi Sad and its surroundings: German, Hungarian, Ruthenian, Slovak, Serbian, Croatian. In mid-course, at equal distance from the source and the mouth, Novi Sad is a bridge between East and West, the developed European countries and those still in transition. Through the projects of this programme series, Novi Sad will become an even more impressive meeting place of different cultures, opportunities for better

understanding, cooperation and exchange, sending a cultural wave along the Danube.

**Budget:** € 459,854

**Project leaders:** Cultural Centre of Novi Sad, Municipality of Sremski Karlovci, BelArt Gallery, Prosefest, Municipality of Beočin, NGO *Danube Alley*, Students' Cultural Centre, Exit Foundation.

**Foreign partners:** Pécs Writers Programme (HUN), KulturKontakt (AUT), Port Cultural Cetate (ROU), The Bridge Guard Residency Programme (SVK), *Art Encounter* Timișoara (ROU), Austrian Cultural Forum Belgrade (SRB), Balassi Institute Belgrade (SRB), Traduki, Donaubüro Ulm/Neu-Ulm (DEU), OK Cultural Centre Linz (AUT), Academy of Performing Arts Baden-Württemberg (DEU), Danube Cultural Cluster (AUT).

#### Pillar Projects

**In the Middle of the Danube** – an educational and artistic project taking place in a ship- theatre sailing the Danube, gathering together artists, researchers and politicians from the region. The aim of the project is to provide a new perspective – from the middle of the Danube - in considering and proposing potential solutions to economic, social and political challenges in the area, in Europe and beyond. *In the Middle of the Danube* is part of a wider Floating Academy project taking place in 2017, an example of art laboratory and research expedition in the Danube region.

**Art Dialogues** – this project envisages a co-curator exhibition featuring the works of contemporary artists from the Danube region. Two curators, one from Romania and one from Serbia, will select artists for a kind of artistic dialogue. The idea is to show the similarities (and/or differences) in concept and artistic sensibility in order to produce synergy and emphasize the universality of artistic messages.

**Donaufest** – in 2020, Novi Sad will be a special guest of the biennial Donaufest, and Banoštor village from ZONE 021 will become the venue of the Danube festival programme in 2021. During the ten-day festival, various encounters will take place of artists, musicians, dancers and writers in a diversity of genres, together with members of the public from all the Danube countries.

**Danube Promenade** - the length of the Novi Sad Danube Promenade, measured in metres, is equivalent to the overall length of the Danube (2800 m - 2800 km). The project will include artists from the partner municipalities on the Danube who will design information points about their cities to be placed along the Promenade. Furthermore, in 2021 a curator will be appointed to develop an artistic concept of talking to pedestrians and making on-the-spot connections.

### III FREEDOM BRIDGE

#### YOUNG PEOPLE AND CREATIVE INDUSTRIES

The Freedom Bridge seeks to channel the energy and activism of young people into the development of the city's creative industries as a potential trigger of economic development. In the context of this bridge, we will develop four programme streams. The first will be devoted to the city's urban culture and the promotion of contemporary art forms. The second one envisages the development of cultural content for children, the third deals with the issue of modern technologies and the relationship of technological progress and culture, and the fourth connects art with business in an innovative way.

**Budget:** € 4,412,489

#### FLAGSHIP: *Freedom Festival*

The Youth Creative Polis creative multidisciplinary centre will come to life through a

range of programmes implemented through this flagship such as **360 Art Factory** – a series of exhibitions of established and unknown European artists, pop-rock concerts, experimental and electronic music, promotions of books by various authors, philosophers and the like. Throughout programmes implemented within the **Smart Design and Fashion Incubator** there will be three centres organizing a variety of activities - a **Design Centre** providing hands-on activities for the development of designing skills, a **Research Centre** implementing and promoting new technologies and “smart materials” research, and an **Education Centre** for training in fashion and culture management, marketing and promotion, culture and fashion events. As a part of YCP, the **“Manual” Forgotten Arts Museum** will be established where exhibitions of objects used by the inhabitants of Central Europe in their daily lives will be held. All these events and more will be part of the Freedom Festival taking place throughout 2021 at the YCP.

**Budget:** € 354,000

**Project leaders:** Exit Festival, Students' Cultural Centre, Academy of Arts of Novi Sad, Faculty of Engineering, *Manual Co.*, Serbian Fashion Week.

**Foreign partners:** Marketplace Boras (NDL), Maastricht Academy of Fine Arts and Design (NDL), *Fashion Clash Festival* Maastricht (NDL)

#### 1. Urban Zone

This programme stream supports urban culture as a specific form of subculture and a mechanism of achieving social dynamics and instigating social change. The project aims at promoting urban culture and art and bringing them closer to the citizens of Novi Sad, while establishing cooperation mechanisms which will ensure growth and development. The series includes projects of intervention in public spaces (installations,

flash mobs, performances), rap and hip hop culture, and urban dance form.

**Budget:** € 1,452,504

**Project leaders:** ETM Production, *SubUrb* Association, *Gruv* Association, *Artfrakcija* Art Association, Association of Citizens *Factory of Culture*, Firchie Think Tank, Milivoj Kostić, *Barabarka* Association.

**Foreign partners:** Europe Jazz Network, World Drumming Association, Disabled Drummers Association, BEAT UP (CZE).

### Pillar Projects

*Suburb Fest* is a festival of urban culture seeking to promote alternative cultural happenings in the city. The Festival will promote hip hop lifestyle, street dance and DJ competitions, danceshop contests and other activities promoting the street culture of Novi Sad and Europe.

*NS Muralisation* decorates the city's wall surfaces by drawing impermanent artistic murals based on pre-prepared plans. This could gradually solve the problem of damaged facades and buildings covered with graffiti. Before the title year, annual competitions will be held for the best solution proposals when topics important from the social point of view will be encouraged. In addition to their aesthetic effect, these murals will serve as a platform for launching public debates on vital local and global issues.

*My Voice Travels* is a project to form travelling performing groups of Roma and non-Roma, aged 15 to 25. In creative workshops, the young people would write lyrics for rap songs based on autobiographical stories about migration, social exclusion, discrimination, and their own identity search. After this, they would jointly compose music, rehearse choreography and perform together, travelling across the region.

*Traces* combines interactive theatre with elements of mystery, based on well-known games such as 'Cluedo' and 'The Amazing Race'. The city of Novi Sad has many well-known areas which have been neglected in daily life. The *Traces* project will, therefore, shift theatres out of established institutions into these forgotten locations, to be discovered by the audience who follow the clues laid along the way.

### Other Projects

*Rhythm of Life*, *3D Street Art*, *Fast Photo*, *Mileva and Albert*, *Street Dance Festival "Grooving"*, *International Exhibition of Student Posters and Photos*.

### 2. Just Kids

STREAM

It is a fact universally acknowledged that creativity is most developed in children but is suppressed and drastically reduced over time, chiefly through the system of formal education. Incentives for children's imaginative engagement should be found in their everyday environment. Through this programme stream, we plan to develop programmes which will encourage cultural habits in children, develop their creative potential, increase awareness of their role in the community and contribute to the development of new cultural audience.

**Budget:** € 1,093,230

**Project leaders:** Vojvodina Guitarists' Association, *Vogram* Association, Little Happy Colony, *V3B Magicana*, Academy of Arts of Novi Sad, Centre for Theatre Research, Know How Centre.

**Foreign partners:** Roma Education Fund Budapest (HUN), Goblin (FYROM), Nagyecséd associatoom (HUN), *Lotus* (CRO), *Spiele Raume* (AUT), *Slovo 21* (CZE), Macedonian Centre for International Cooperation (FYROM), Hellenic Theatre/Drama Education Network (GRC), Give Me Your Hand (HUN), *Alfa Theatre* (CZE).



## Pillar Projects

**Music Plays Playgrounds** relocates art to children's playgrounds. Students and teachers of the Academy of Arts will develop, design and build large musical instruments suitable for outdoor use which can be placed on children's playgrounds throughout the city. These will be percussion instruments of varying size and pitch, made of natural materials and function also as sculptures. Teachers from the Academy will hold on-site training on different instruments.

**Ask the Children** is an attempt to enable children to intervene in simple ways in virtual space by using the Internet and interactive android applications. Through imagination, creativity and games, they can suggest how they imagine the environment in which they live, play, attend school, kindergarten or go off to the playground. The selected locations will be modelled in 3D form, and the children will be able, as in videogames, to add different elements of movable educational furniture, recreational equipment, flowers, plants and other items.

**Cultural Scrapbook** is an outdoor youth camp aimed at developing the art skills, creativity and cooperation of children and young people from different social groups. Participants in the programme will take part in educational workshops for puppet theatre, film, literature and other activities which will enable them to learn more about local and European traditions, while raising awareness of the need to protect the shared cultural heritage.

**Let's Widen the Frame** is a project which, through drama workshops, reconstructs paintings in galleries, with the participation of educators, pupils and students. This type of nonformal education can help young people understand the deeper meaning of artworks and develop a love of art.

## Other Projects

**Play and Be My Friend, Young People and European Values, Green Weeks, Love Patches Game Hunt**

### 3. Smart Future

**Smart Future** is a programme stream based on the need to establish interaction and balance between the technological, social, mental and architectural environment on the one hand, and art on the other. New information technologies are the key dimension of the new, people-centred society of knowledge and creativity. With the help of culture as a driving force and the *For New Bridges* programme, we hope that Novi Sad will become a people-oriented city, where its citizens will be able to enjoy everyday life and work and find daily opportunities to express their human and creative potential.

**Budget:** € 1,310,669

**Project leaders:** Serbian Fashion Week, Museum of Contemporary Art of Vojvodina, Institute of Culture of Vojvodina, Academy of Arts of Novi Sad, *Exit* Festival, Faculty of Engineering Novi Sad.

**Foreign partners:** Malta Fashion Week (MAL), Madrid Fashion Film Festival (ESP), Bulgarian Fashion Week (BGR), Sarajevo Fashion Week (BIH), Berlin Fashion Film Festival (DEU), Athens Exclusive Designers Week (GRC), KID Kibla (SVN), Kontejner (CRO), Ars Electronica (AUT), Reaktiv (BGR), Museum of Contemporary Art of Republika Srpska (BIH), Balkan Computer Congress, The Giuseppe Tartini Conservatory of Trieste (ITA), Centre for New Media Culture RIXC (LAT).

### Pillar Projects:

**Fashion Connection** is major project in this stream, envisaging a large number of programme activities in the field of fashion and design, in cooperation with numerous

foreign and local partners in the period from 2018 to 2021. Beginning in 2018 during Serbian Fashion Week, numerous programmes will be organised on the topics of Novi Sad 2021:

2018 Traditional Costumes of European Countries;

2019 Fashion Styles in the Context of Social Change;

2020 Fashion in Times of War and Peace;

2021 Future Fashion – Cosmopolitan Uniform.

***Mileva and Albert*** is a movie focusing on the theme of the (emotional and business) partnership between Albert Einstein and Mileva Marić-Einstein from Novi Sad. In addition to being technically advanced and attractive for the public, the movie will promote local cultural heritage, multilingualism, multiculturalism and the joint tradition of Europeans but will also open up gender related topics connected to the famous couple.

***Eurobot/ I, Automaton!*** Is a series of lectures and public presentations offering a critical insight into the social context of technology. Conceived as a dialogue between students, teachers and the audience, it touches on: smart environment, spatial intelligence, management of urban life, humane cities, new technologies, social engagement, responsible citizens.

***New Tech Music Bridge*** is a joint project of the Academy of Arts in Novi Sad and the Conservatorio di Musica Giuseppe Tartini, Trieste. Through a digital LOLA (Low Latency) system, artists from Novi Sad can rehearse and perform with artists from Trieste in real time, and audience throughout Europe will be able to watch the performances.

## Other Projects

***Risk Change – Wonder Lab, Antifestival 2K+, Future Mythologies, Maker Media Space, Festival of Lights.***

### 4. Creativity at Work

The Europe 2020 strategy recognises entrepreneurship and self-employment as the key elements for achieving smart, sustainable and inclusive growth which will also be addressed in this part of Novi Sad 2021 programme. This stream will facilitate communication, training and support to artists and workers in creative industries. In addition, mapping and an online know-how based education will bolster management capacities in culture, tourism and the entrepreneurship.

**Budget:** € 202,086

**Project leaders:** Faculty of Engineering – Department of Industrial Engineering and Management, UNESCO Chair of Entrepreneurial Studies and Creative Industries at the University of Novi Sad (UNS), UNESCO Chair of Cultural Management at the University of Belgrade, Faculty of Management in Sremski Karlovci, *KulturaNova* Association, *BiznisNova* Association, Cluster of the Creative Industries of Vojvodina.

**Foreign partners:** TILLT (SWE), Itzinya (SWE), Global Startup Network (SWE).

## Pillar Projects

***Career Incubator*** – this programme envisages the implementation of several job-shadowing and internship projects for young cultural workers, as well as for members of the Novi Sad 2021 team, all in cooperation with the Centre for Contemporary Art in Bratislava, the Pilsen 2015 Foundation and similar institutions. The programmes include a two-week study visit in order to acquire the know-how and skills to manage large-scale art and participatory projects.

**Think Tank UNS** - in cooperation with the University, an open source platform will be developed as an online base of know-how, resources, project and entrepreneurial ideas of the University of Novi Sad. This platform will try to encourage the practical use of knowledge and the development of entrepreneurship, with special attention to the creative industries.

**Know-How 2021** - through this programme five students with the best entrepreneurial ideas will be supported to make use of European funds to help small- and medium-scale businesses.

**Employability of Young Artists** - project aim is to train artists in the methodology of artistic intervention in the business sector and prepare a manual for wider usage of this methodology among artists.

**Ars Altera Pars** - through organising training courses, mentoring sessions, innovative exhibitions and new marketing approaches this project will stimulate artists to become entrepreneurs, to earn a living from their art and develop independent careers.

#### Other Projects

The **Mapping 2021** project will chart creative industries and tourist capacities in the city and surroundings via an interactive map and a mobile app. Cultural stations in the municipalities of Sremski Karlovci, Beočin and Irig will carry out a continuous five-year programme of training, **EDU net**. This involves management training in culture and tourism, entrepreneurship and the creative industries – with special emphasis on the IT sector and multimedia production.

## IV HOPE BRIDGE

### PUBLIC SPACES AND CAPACITY BUILDING

Hope Bridge is concerned with building up the infrastructure and human capacities for

the Novi Sad 2021 project. Via this bridge we hope to ensure sustainability and to involve as many members of the public as possible in all future activities of this type.

Through the Novi Sad 2021 project, the public will for the first time be personally involved in the building of the city's cultural capacity, jointly creating a platform for development. Through group discussion, conferences and public debate, residents will be asked for their opinion on the use of public space, namely through the **De:sign** stream on spatial planning, the **Room for Art** stream for artistic intervention in **Public Spaces** and the **Quart** stream to revitalise small, forgotten corners of the neighbourhood.

**Budget:** € 4,111,526

#### Flagship: Moba Project

Moba is a traditional custom of helping one's neighbours, usually with jobs that require team work by several people, but today it has almost disappeared. Through the **Moba** programme we will mobilise residents to join forces to transform the city. At the beginning we will organize educational activities in urbanism and a competition for utopian architectural projects. Next, we will develop the **Moba** project into three parts: **a local Moba** which would involve citizens of Novi Sad in transforming public spaces in their neighbourhoods, **an intercultural Moba** dealing with refurbishing heritage houses of the various national minorities in Novi Sad and finally, **a European Moba** which will bring Europeans to the city to help transform public spaces and reinterpret local heritage within international working camps.

**Budget:** € 250,000

**Project leaders:** *Novi Sad 2021*, local communities, Faculty of Engineering/Department of Architecture and City Planning, Association of Architects of Novi Sad, Association of Landscape Architects, the

City Planning Institute and the City Parks and Gardens public utility.

**Foreign partners:** Alliance of European Voluntary Service Organizations, CCIVS – Coordinating Committee of International Voluntary Service, Service Civil International.

### 1. *Design*

STREAM

This programme stream is intended to clean and landscape public spaces in Novi Sad – placing art installations at the approaches to the city, putting up artistically designed masts and painting windows, in consultation with the members of the public through the *Citizens Thinking* programme and training through the *Designing Public Spaces* project.

**Budget:** € 1,196,000

**Project leaders:** Bel Art Gallery, Academy of Arts of Novi Sad, Belgrade Association of Group Analysts (DGAB), Association of Fine Artists of Vojvodina, Association of Applied Art Artists and Designers of Vojvodina.

**Foreign partners:** Association of Artists Flag Designers of Hungary (HUN), Plein Art Festival (HUN), Kunstlerhaus Artists Association (AUT), Dortmund Group (DEU), Norwich 40 Art Group (GBR), Association of Artists Timișoara (ROU), Changchun Artists' Association (CHN), Toki Art Space (JPN), OPUS Organisation for Promoting Understanding of Society (GBR), High School of Decorative Arts (FRA).

### Pillar Projects

**Entrance/Throughway/Exit – Welcoming Sculptures on the Approaches to Novi Sad** is a major endeavour of this candidacy involving the placing of monumental sculptures on the five access roads to the city. Following previous public discussion, the sculptures will be created by artists selected in inter-

national competition or by invitation, after which one sculpture will be put up each year.

**Public Space Design Project** - is intended to educate citizens in the importance of design as a form of art affecting the quality of life. It proposes solutions through a book of designer standards for the city of Novi Sad. Training will be carried out through open workshops and encounters with designers from all over the world who will discuss and compare the experience of various cities with that of Novi Sad.

**Windows of the City** - students of the Academy of Arts will explore glass as a material for use in public spaces. Young artists will work on the city windows, providing the inhabitants with a new perspective on the traditional forms of stained glass and the “kibitz Fenster” (a traditional motif of Vojvodina).

### Other Projects

**Citizens Thinking, Mast Square, Sculpture Park.**

STREAM

### 2. *Room for Art*

This segment of the programme discovers sites where artists can express themselves, using new and old spaces to bring the cultural heritage closer to the population in a new and innovative way.

**Budget:** € 1,206,280

**Project leaders:** Musical Youth of Novi Sad, Matica Srpska Gallery, NGO *Šmiranti*, Association of Fine Artists of Vojvodina, “Stevan Šalajić” Folk Ensemble Vrdnik, Association of Citizens *Inbox*, Academy of Arts of Novi Sad, Association of Architects of Novi Sad (DANS).

**Foreign partners:** Igudesman & JOO (AUT), Mnozil Brass Musical Group (AUT), Mozart Group (CZE), Glass Duo (POL), Pagagnini Festival (ESP), Association of Fine Artists of Croatia Osijek HDLU (CRO), *St. Barbara* Croatian Folk Ensemble (CRO),

Spraoui International Street Arts Festival (IRL), Ferrara Buskers Festival (ITA), *Imaginarium* Festival (POR), Art Academy of Osijek (CRO), Faculty of Fine Arts Skopje (FYROM), POPUP Art Organisation (CRO).

### Pillar Projects

**Link It, Mark It** – The project was conceived as the joint effort of a group of artists from Novi Sad and Osijek, aimed at finding alternative exhibition spaces in Novi Sad. The basic idea is to explore, activate and revive the city's public spaces, shopping malls, business facilities or neglected locations – parts of the city's industrial heritage. Artistic intervention will take place in close interaction with local members of the public.

**Novi Sad Now and Then** - the idea behind this project is to revive the atmosphere of a 19<sup>th</sup> century photographic studio where people may have their picture taken. Erected out of doors, the studio will use old, large format cameras and wet-plate collodion technique. Lectures will be held on portrait photography and the history of photography in Novi Sad. At the end of a seven-day workshop, the photos will be displayed in an open air exhibition.

**Art in Public Space** is a project with a group of students, young artists and professionals who will jointly analyse artistic practice in Novi Sad: sculptures, murals and public works of art. Later, participants will consolidate their experience and creative ideas by engaging in a set of "problem works", using both traditional and new media.

**Festivals in Public Space – The Culture of Use** - an exchange of ideas and artists from similar European festivals: Ireland's *Spraoui* International Street Arts Festival (Waterford), Novi Sad's Festival of Street Musicians, Italy's Ferrara Buskers Festival and Portugal's *Imaginarium* Festival. The project includes a conference on festivals in public spaces.

### Other Projects

**Jukebox Poetry by the Kilo, Bring Life to Parks and Music, Art Body Art, Open Theatre, Circle's Circle**.

### 3. ~~Quart~~ **STREAM**

This programme stream will reach the remotest parts of Novi Sad, bringing them theatre, music and gastronomy. This will be preceded by research into the habits, attitudes and ideas of the residents. It is committed to encouraging audience interaction and is part of the audience development strategy and the democratisation of culture.

**Budget:** € 1,024,046

**Project leaders:** Youth Theatre, Creative Software, *Eco Concept* Association, Academy of Arts of Novi Sad, Association of Artistic Activities *Artists 23, Drž' - ne daj* Theatre Company.

**Foreign partners:** Košice 2013/SPOTs (SVK), Timișoara 2021 (ROU), Trans Europe Halls Network, Alfa Theatre Pilsen (CZE), BIÖffique théâtre (FRA), VENI Academy (SVK), Czech Design Week (CZE), CAL-XL (NLD), Johan (CZE).

### Pillar Projects

**Market Caravan** – the idea of this project is to equip two mini vans and a trailer, each representing one part of the Market Caravan project. The caravan would tour 12 city neighbourhoods in a year, interacting with the local population and offering three types of services: a Design Shop for the manufacture and sale of creations by young designers from Novi Sad; a Novi Sad 2021 Info Desk to promote activities related to the European Capital of Culture; a Food Track where, together with local residents, dishes would be prepared and later presented on the Neighbourhood Food market.

**Urban Reactor** involves the development of web and mobile apps enabling the organisa-

tion of cultural events with a small number of performers in urban neighbourhoods. The audience will be able to leave information about when they are usually free, their opinion of a particular cultural event and their selection of three events which they would like to see.

**Ideas Shop** – a colourful kiosk which will serve as a store of ideas will be placed in one of the neighbourhoods of Novi Sad. The young artist Milana Nikić will sell and buy ideas from random passers-by and record the entire experience, including evaluation. Three young artists from Košice, Timișoara and Wrocław will also be selected to repeat the same process in their cities. The material obtained will be edited and used in a documentary showing differences and similarities, including in communicating with the public in all three.

### Other Projects

*Quart, Touch, In Praise of Theatre.*

#### 4. Innovation Boost

This stream is a major human capacity building programme, providing education and experience for artists, creative industries, managers and workers in culture and the media but also working on audience development through cooperation with schools. It will boost the innovation concept through various workshops, debates, seminars and conferences in order to address important issues, among them EU integration.

**Budget:** € 435,200

**Project leaders:** Novi Sad 2021, Students' Cultural Centre, European Movement in Serbia, *Eco Concept* Association, Tourist Organisation of Novi Sad.

**Foreign partners:** EU Delegation to Serbia, Contemporary Art Centre in Bratislava (SVK), Pilsen 2015 Foundation (CZE).

### Pillar Projects

**Imagine Europe** – conferences and seminars on European integration, in cooperation with the EU Info Point, in order to link political decision-makers and members of the public. Each year, at least one conference will be held with the following possible topics: shared memories, European identity and European narratives, culture and development, a strategic approach to EU external relations, cultural coalition for European citizens, etc.

**Genesis** - is a training programme focusing on cultural management, managing participatory projects, large-scale and other projects, with the aim of training and providing basic skills to young people who want to work on culture projects. Seminars envisaged by the Creative Youth Polis programme will be intended for different target groups.

**Out of the Comfort Zone** - is a training programme for people employed in public institutions, involving EU project writing, English language, volunteer management and management in culture, which will build the capacities necessary for accessing European funds and engaging in international cooperation projects. The programme will also include several partnership building seminars to be implemented before 2021.

**Build up!** - aims at building the production team for *Novi Sad 2021*, catering for evaluators and volunteer management, including training for large-scale projects management, fund raising seminars, cross-cultural training and other activities as necessary. This will ensure the stable functioning of Novi Sad 2021 Ltd., and quality implementation of the programme in accordance with the set objectives.

## THE CLOSING CEREMONY

Having watched it generate new knowledge, models and ideas, the Novi Sad 2021 closing programme will be again held on New Year's Eve, this time in accordance with the "new", Gregorian calendar.

The meeting point will be the area of the Youth Creative Polis, moving on to the Novi Sad Quay. Since the weather in Novi Sad is cold at this time of year, we will arrange a unique ice-skating experience. The audience will be able to rent skates and glide through an artistically constructed tunnel leading by the Quay. Skating 2860 metres, the audience will traverse a symbolic length of 2860 km. - exactly the length of the European course of the Danube, the longest EU river and one of the most important waterways in Europe. After passing through the tunnel, visitors will be able to see the fifth, hologram bridge over the Danube. This bridge of culture would be a lasting symbol of joining the old and the new, past and future, citizens of Novi Sad and citizens of Europe, Serbia and the European Union!

**Budget:** € 392,000

## Programme Timeline 2021

We planned the timeline and tempo of the project in the light of various factors. These depended chiefly on the artistic vision and strategy, the types of projects, the conditions required to carry them out (space, weather etc.) and the tourist season when the greatest number of visitors is anticipated. The chief projects marking the title year have been spaced out evenly throughout the year, while the succession of the rest will ensure the unflagging attention of local and foreign guests. The opening ceremony will take place on 13 January 2021, the Serbian New Year, and the closing ceremony on 31 December 2021.

	WINTER/SPRING	SPRING/SUMMER	SUMMER/AUTUMN	AUTUMN/WINTER
<b>THE NEW WAY BRIDGE</b>	The Opening ceremony	<i>Moba</i> for Heritage		Synergy
	Creative Embassies and Ambassadors			
	Food Dialogues	Intellectual topography of Almaš Area		Art Dialogues
	Hakać (Hackathon)	Fun on Fruška Gora		In the Middle of the Danube
	Donau Lounge	European Cultural Bridge	Fortification	
<b>RAINBOW BRIDGE</b>	Art of Migration, Migration in Art	Peace Chapel	At the Crossroads	(Re)Connection
		Sound Beam	Boom 2021	Šangaj Monodrama
	Outside the Centre			
	Synagogue - the Meeting Point			

FREEDOM BRIDGE			Freedom Festival	
	360 Art Factory			
	Design Incubator			
	Manual - Forgotten Arts Museum			
	Ask the Children	Playgrounds - Musical Grounds	Suburb Fest	Smart Fashion Incubator
	Traces		My Voice Travels	Risk Change - Wonder Lab
	Let's Widen the Frame		Cultural Scrapbook	
	Antifestival 2K		Fashion Connection	
	NS Muralisation			
	Mileva and Albert			
HOPE BRIDGE	46 Urban Pockets			
	Public Space Designing Project	Link it, Mark it		Windows of the City
	Imagine Europe	Moba		Career Incubator
	Entrance/Throughway/Exit project			
	Quart			
	Novi Sad, Now and Then		Festival in Public Space	
	Art in Public Space			
	Urban Reactor			
	Market Caravan			
	Quart Theater			
	Idea Store			
				The Closing Ceremony

### 3.3. HOW WILL THE EVENTS AND ACTIVITIES THAT WILL CONSTITUTE THE CULTURAL PROGRAMME FOR THE YEAR BE CHOSEN?

The involvement of all stakeholders is a basic strategic commitment of the team drafting the cultural programme of the Novi Sad 2021 project. Hence, the drafting of the programme included members of the public, representatives of cultural institutions, artists' associations, NGOs, artists, scientists, architects, media, the University, the private sector, as well as our foreign partners and advisers.

The process of selecting projects and formulating programme concepts began in 2013 with the establishment of eight programme working groups of over fifty experts from the public and private sectors, eager to contribute to the development of ideas and

projects for the candidacy. Parallel to this, a campaign of citizen involvement was launched, proposing to create the candidacy programme through a project entitled *My Neighbourhood*. At several points in the city, members of the public were able to obtain information and make suggestions by filling in a questionnaire about programmes and activities that could be implemented in the framework of this candidacy. In seven neighbourhoods, the changes people would like to see in the area were written up on the huge billboards.

Based on proposals from the public and the conclusions of expert working groups, a Draft Strategy Novi Sad 2021 was devised. This was the basis for issuing the first public invitation for project ideas - a democratic way of making sure that proposals from the widest possible circle of applicants were included. The response yielded fifty projects, some of which formed part of the first application form.



After entering the final phase of the competition, the newly formed Arts Council developed the idea of *For New Bridges* based on four pillars. Shortly after, working groups called 'Bridges – Laboratories of Ideas' were formed, involving professors from the Academy of Arts, members of the independent art scene and art students. The purpose of these working groups was to design and propose candidacy projects, but also to encourage other organisations and artists to send in project proposals and assist them in the creative process. The working groups soon prepared another public invitation to submit project ideas. This bore fruit in the form of 240 proposals.

All ideas submitted passed through three stages of selection. The first stage was a technical review of projects and the verification of documents submitted. The second was the selection of projects by independent foreign experts involved in *For New Bridges* and who had already successfully implemented several ECoC projects. The final selection was carried out by the Arts Council, based on the criteria of artistic value, compliance with the programme concept and the rules of the ECoC project, in coordination with foreign advisors and the team writing the application.

Parallel to this process, our team for international cooperation was planning and developing cooperation with other European capitals of culture. This communication resulted in more than twenty international projects, which were included in the Novi Sad 2021 programme. After that, the final list of projects was established and classified according to the programme concept. The only projects selected were those that, in the view of the Arts Council, best matched the programme concept of the candidacy. Of course, these projects will not be the only ones to be implemented in the framework of the Novi Sad 2021 programme, since the process of developing the programme continues through the following forms:

In case of being awarded the title, local and international calls for projects will immediately be sent out for projects with clear criteria, respecting the principles of transparency and equal opportunity. At least twice a year we will organise *Idea Labs* – creative workshops gathering together representatives of festivals, institutions, organisations and artists in the city with the aim of jointly producing creative ideas and project proposals. Throughout all four years, at least twice a year we will organise micro grants for the realisation of project ideas – small local citizen's projects in neighbourhoods and local communities.

#### 3.4. HOW WILL THE CULTURAL PROGRAMME COMBINE LOCAL CULTURAL HERITAGE AND TRADITIONAL ART FORMS WITH NEW, INNOVATIVE AND EXPERIMENTAL CULTURAL EXPRESSIONS?

**Novi Sad has always been a hub of creative minds, ready to instigate change**

**Novi Sad – the City of Neo Avant-garde**

In the late sixties and early seventies, besides Zagreb, Ljubljana and Belgrade, Novi Sad was a vibrant cultural centre and a focal point for new artistic ideas. The Youth Tribune was one of the liveliest cultural institutions in the country, where people engaged in open discussion and provocative debate, expressing the most liberal ideas. For example, at that time, *body art* performances, the most visible expression of the conflicted relationship between individual and collective, concealment and exposure of privacy, were more frequent than today. Marina Abramović, one of the most distinguished personalities of that era and former assistant lecturer at the Novi Sad Art Acad-

emy, has been invited to be part of the Novi Sad 2021 programme.

The *Yellow House* on the bank of the Danube, although now demolished, still retains the memory of the passionate civic activism of the 1980s, generated by young artists and largely focused on youth. Since the time when music in the “old” Yugoslavia began to evince the first timid signs of rebellion and counterculture, Novi Sad has been an important point on the Yugoslav musical map, culminating in the era of new wave and punk with “Pekinška patka” (Beijing Duck band) and other cult bands. This has earned the city the accolade of the centre of progressive music in the Balkans even today.

### The Missing Screw

After the war, and largely due to a lack of space and financial support, Novi Sad’s independent cultural scene gradually faded away. However, some ten years ago, riding a wave that may have been triggered by the neo avant-garde, artists, activists and musicians began to use the premises of the former “Petar Drapšin” screw factory and turn it into a new cultural scene.

Things started to change when distinguished cultural institutions (the Student Cultural Centre’s ‘Factory’) and festivals (Cinema City) became involved. The City of Novi Sad soon recognised the potential of this space. Official planning was initiated to change its purpose and, from 2012, to invest in its infrastructure. The Office for the Sustainable Development of the City of Novi Sad has completely taken over the plans to develop this complex, which was given the name of *Youth Creative Polis* for the ECoC candidacy.

At Liman, one of the more prosperous neighbourhoods of Novi Sad where this old industrial complex is located, the Creative Youth Polis will contribute to new transfor-

mations of this part of the city, developing it into a more innovative cultural district.

### Old for New

The structure of the *For New Bridges* programme has been designed so as to combine traditional and contemporary art forms. The *Novi Sad – Then and Now* project includes taking photos of people in Novi Sad with the use of old, large format cameras and wet-plate collodion technique, invoking the atmosphere of the city’s 19th century photographic studios. The *Fast Photo* project, on the other hand, will give us mobile phone photo workshops involving Instagram stars as teachers.

The *Bring Life to Parks and Music* project presents classical music in new light, with concerts of European ensembles performing in an interesting and humorous way, bringing music closer to the public, while *At the Crossroads* will bring in performers of traditional music from the region, with the idea of promoting reconciliation. The *Hakać (Hackathon)* project will be an opportunity to preserve the Cyrillic alphabet through a modern approach to creating fonts for designers who may use them free of charge.

The *Matica Srpska Open Doors* project will use modern technology to present the work of this traditional institution.

The Petrovaradin Fortress, a symbol of pride and the cultural heritage of Novi Sad, will be introduced by the project *F:ortification*. The project will be an impetus for cleaning up the Fortress by local people, its professional restoration and innovative tourism planning. In addition, a technological innovation will for the first time enable the Fortress to become visible in 3D format, with users navigating over the entire virtual feature, both above and below ground.

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3.5. HOW HAS THE CITY INVOLVED, OR HOW DOES IT PLAN TO INVOLVE, LOCAL ARTISTS AND CULTURAL ORGANISATIONS IN THE CONCEPTION AND IMPLEMENTATION OF THE CULTURAL PROGRAMME? PLEASE GIVE SOME CONCRETE EXAMPLES AND NAME SOME LOCAL ARTISTS AND CULTURAL ORGANISATIONS WITH WHICH COOPERATION IS ENVISAGED AND SPECIFY THE TYPE OF EXCHANGES IN QUESTION.

The official process of the city's candidacy for the ECoC has been in hand for four years. Throughout that time a major part of the artistic scene of the city has been involved in many ways.

Poet Selimir Radulović and the rock critic Obrad Škrbić, members of the Organising Committee managing the city's candidacy for European Capital of Culture, have been actively involved. Heading the Arts Council, whose artistic vision engendered the programme concept for candidacy, is the pianist Rita Kinka; among its members are the painter Danijel Babić, Vladimir Kopicl, poet and theatre critic and other artists, educators, producers and managers in culture. There are artists among the members of the team writing the application, e.g. the painter Zoran Tairović and the actor Lazar Jovanov. Evidently, many creative people were in a position to participate in decision-making, which was crucial in making this unique cultural process as democratic as possible.

Public competitions and working groups in the "Bridges – Laboratories of Ideas" were also an opportunity to engage local artists,

NGOs, associations and cultural institutions to contribute ideas.

Local artists active in various fields will be involved in numerous projects during the period of preparation until the title year. Thus, in the context of the project *At the Crossroads*, local musicians, headed by multi-instrumentalist Slobodan Trkulja, will perform and hold discussions with musicians from the region. Fine artists engaged in the project *Link It, Mark It*: Korina Gubik, Danilo Vuksanović, Bojan Novaković, Jelena Sredanović, and Danijel Babić, together with artists from Osijek, Croatia, will try to find alternative exhibition spaces in their cities in order to revive public spaces and derelict areas of their cities, including abandoned industrial complexes. Within the project *Creative Embassies and Ambassadors*, Novi Sad artists living and working abroad will become ambassadors for the project. At the moment, these include Igor Antić, Jelena Bulajić, Minja Mikić, Željko Lučić, Zvonimir Tot, Boris Kovač, Aleksandra Vrebalov, Stevan Kovač Tikmajer, Nebojša Živković, Kemal Gekić. And more will join.

The programme of Novi Sad 2021 includes projects proposed by around 100 local, provincial and national institutions and organisations ranging from university departments (Department of Geography, Tourism and Catering, Department of Architecture, all departments of the Academy of Arts) foundations (EXIT Foundation, Balkankult Foundation) cultural institutions (Matica Srpska Gallery, Museum of Contemporary Art of Vojvodina, Novi Sad Theatre, Cultural Centre of Novi Sad etc.) associations and clusters (Creative Industries Cluster of Vojvodina, Vojvodina Guitarists' Association, Association of Architects of Novi Sad), media (Novi Sad School of Journalism, Radio Television of Vojvodina) and non-governmental organizations (Kulturanova, Inbox, Šmiranti etc.).



#### 4.1.: PLEASE CONFIRM AND SUPPLY EVIDENCE THAT YOU HAVE BROAD AND STRONG POLITICAL SUPPORT AND A SUSTAINABLE COMMITMENT FROM THE RELEVANT LOCAL, REGIONAL AND NATIONAL PUBLIC AUTHORITIES

By mid-July 2011, the City Assembly of Novi Sad passed a decision on the city's candidacy for European Capital of Culture. The decision was passed unanimously, without any objections by any of the political parties. This was later confirmed by the City Council.

In 2012, the city government changed and a fifteen-member Organising Committee was appointed. It continued working on preparing the application. The elected members of the Committee included the Republic Minister and Provincial Secretary for Culture, as well as the Mayor of Novi Sad. All parliamentary parties still support the city's candidacy and we are free to say that Novi Sad enjoys undivided support for its candidacy at local, regional, and national level.

Once Novi Sad, Serbia's only candidate, entered the final stage of the ECoC competition, support from central government increased. The Prime Minister of Serbia expressed his official support for the candidacy and promised all available assistance from the Serbian Government. Support and a letter of official support came also from the Ministry of Culture, while the Permanent Mission of the Republic of Serbia to the European Union in Brussels made all its capacities available for the requirements of project implementation. Consequently, Novi Sad 2021 became a national project and was recognised as a programme of strategic significance for the Republic of Serbia.

The period from 2012 to 2016 was characterised by political stability and steady support to the city's candidacy. However, members of the Team have managed to retain a high level of autonomy, having been selected exclusively on the criteria of professional competence.

At the general election of May 2016, the same political option was granted support at all government levels and the Mayor remained in office. The Prime Minister of the Republic, who had already supported to Novi Sad's candidacy, was re-elected, while the new President of the Provincial Government of Vojvodina also pledged his support immediately following his appointment. Thus the Novi Sad 2021 Project became a very positive example in terms of stability of support from all levels of government in the country. The high level of public support to the parties in power indicates that until the year 2020, when new elections are scheduled, Serbia will be led by a stable government.

#### 4.2. PLEASE CONFIRM AND EVIDENCE THAT YOUR CITY HAS OR WILL HAVE ADEQUATE AND VIABLE INFRASTRUCTURE TO HOST THE TITLE. TO DO THAT, PLEASE ANSWER THE FOLLOWING QUESTIONS:

##### 4.2.1.: - EXPLAIN BRIEFLY HOW THE EUROPEAN CAPITAL OF CULTURE WILL MAKE USE OF AND DEVELOP THE CITY'S CULTURAL INFRASTRUCTURE.

The existing cultural infrastructure of the City of Novi Sad was set up immediately after World War II and, with minor changes, has remained to the present day. The system

is over-centralised (cultural institutions at all levels are grouped exclusively in the city centre), resulting in inflexibility towards new cultural activities, neglect of outlying areas, no renewal of the use of the cultural heritage, and the gradual dereliction of public spaces.

In the transition period following 2000, the cultural values and needs of the Novi Sad public have modified considerably, but this has not been accompanied by enhancement of the infrastructural capacities. Fortunately, this was also a time of lively developments that contributed to the planning, fulfillment and production of cultural activities. However, adequate space for all this is a lack felt even today. It is a missing element, whether for regular activities or further development in a European context.

The implementation of most of the guidelines from the candidacy concept may be judged from the project proposals for the cultural infrastructure. The choice of projects includes both the existing infrastructure and new facilities, and is focused on boosting spatial and organisational capacities via:

- Inclusion of all characteristic aspects and levels of candidacy due for development, establishment and promotion through projects affecting the cultural infrastructure;
- Building new and re-vamping existing cultural facilities in order to introduce new models for cultural institutions;
- Better use of the facilities present in the cultural heritage, in particular those owned by the city; re-programming, preservation and restoration of existing capacities;
- Innovative use and promotion of the value of public and landscaped municipal areas in the entire Novi Sad area;
- Strengthening the capacities of the city administration and other urban institutions responsible for planning, management and co-operation;

- Strengthening ties with the non-governmental sector involved in diverse cultural production, with particular regard to content profiling;
- Restoring co-operation with educational, professional, artistic and other associations that may participate in different stages of project drafting and implementation, in various capacities.

#### 4.2.2.: WHAT ARE THE CITY'S ASSETS IN TERMS OF ACCESSIBILITY (REGIONAL, NATIONAL AND INTERNATIONAL TRANSPORT)?

Novi Sad is the centre of the northern Autonomous Province (AP) of Vojvodina, Serbia's most developed region. It lies at two to three hours' drive from other major towns and international airports in the vicinity – Belgrade, Budapest, Timișoara and Osijek. In order to increase accessibility to nearby airports in neighbouring countries we will organise low cost branded shuttles to Novi Sad.

Novi Sad is the second largest city in Serbia by number of inhabitants. Together with the municipalities of ZONE 021 – Sremski Karlovci, Beočin and Irig - it counts 400,000 inhabitants. Thanks to its favourable position on the Danube at the crossroads of international routes, it is well connected with the surrounding towns and cities of the Danube basin. Located on an important transport corridor, it enjoys good road, rail and river connections. Corridor 10 passes through the city, linking eight countries along its main trunk from Salzburg to Thessaloniki and Athens, six more along its off-shoots.

Land transport will be significantly improved by 2017, when work should be completed on the Ruma to Novi Sad road. This project is significant not only for the trans-

port system of Vojvodina and Serbia, but also for the international road network. A future fast rail connection from Novi Sad to Ruma will link three municipalities – Novi Sad, Irig and Ruma. Novi Sad is one of the stations on the route of the international Vienna-Budapest-Belgrade-Istanbul train. This will shorten the journey from Budapest to Novi Sad to one and-a-half hours.

Taking the Danube as starting point, almost all major tourist sites are located within a circle of a few kilometres. Novi Sad currently has three docking facilities for river shipping and a fuel supply terminal for passenger and freight vessels, while construction of a new, larger dock is in the pipeline. Around 590 vessels dock annually in Novi Sad and approximately 68,000 tourists disembark to visit the city. River tourism is a major potential for Novi Sad as the Danube connects it with ten countries. The most frequent tourists come from Germany and the Benelux countries, but it is not rare for larger cruise ships to carry tourists from the USA and Canada.

And that is not all. The Euro Velo 6 cycle route connecting Novi Sad and Belgrade with the Hungarian border runs by the Danube, following its course. Cycle paths have been built along most of the main traffic routes in Novi Sad - an overall length of 85 km. Riding a bike through the city is convenient since the terrain is flat.

#### 4.2.3.: WHAT IS THE CITY'S ABSORPTION CAPACITY IN TERMS OF TOURISTS' ACCOMMODATION?

Novi Sad disposes of sufficient accommodation facilities to satisfy the requirements of tourists visiting the city, and is capable of meeting a potential increase in numbers in the event of being awarded the ECoC title.

The city has 25 hotels in all categories, including some in the luxury class. The number of hotel beds available is estimated at around 3,000. Hotels are distributed evenly about the city, are accessible and all have private car parks.

For those wishing to enjoy an authentic local experience and a family atmosphere, there are 1,000 beds available in private homes in the city and surroundings. These are rural households, traditional Vojvodina "salaš" farmsteads, and accommodation in private homes. This type of accommodation is particularly convenient for events taking place in rural communities.

Over the past 10 years, the annual growth in tourism has resulted in a corresponding increase in the number of hostels, motels and overnight facilities. Latest estimates indicate that this type of accommodation can provide at least another 3,000 beds. Their advantage is that they are usually located in the city centre at affordable prices, which makes them particularly attractive to the younger generation.

During the summer months, a further 3,000 beds are available on the university campus, a useful factor for Flagship projects that may take place in that period, potentially attracting greater numbers of tourists.

Several hundred beds and apartments are available for rent over the Internet via services such as Airbnb and Couch Surfing. Additionally, we intend to launch a volunteer b&b programme, notably in the year of the title, when we expect the largest number of visitors.

4.2.4.: IN TERMS OF CULTURAL, URBAN AND TOURISM INFRASTRUCTURE WHAT ARE THE PROJECTS (INCLUDING RENOVATION PROJECTS) THAT YOUR CITY PLAN TO CARRY OUT IN CONNECTION WITH THE EUROPEAN CAPITAL OF CULTURE ACTION BETWEEN NOW AND THE YEAR OF THE TITLE? WHAT IS THE PLANNED TIMETABLE FOR THIS WORK?

In the forthcoming period, the City of Novi Sad plans to implement several strategic and spatial planning documents that have been adopted by the City Assembly. The most important include the Novi Sad Sustainable Development Strategy 2016-2020, the Novi Sad Cultural Development Strategy and a series of urban planning documents for specific city zones. These documents define the stages of implementation and financing within the given timeframes.

The main infrastructural objectives are: strengthening the existing cultural infrastructure and building new capacities, renovation of existing facilities, building new ones, and refurbishing public spaces. These projects

will be implemented in accordance with the guidelines defined by the above documents.

There are several projects for renovation of existing facilities and the building and extending of new ones, that embody the ideas of Novi Sad's candidacy for ECoC.

These include:

1. *Youth Creative Polis,*
2. *New music and ballet school,*
3. *New pedestrian and cycle bridge across the "Dunavac" channel in the Danube,*
4. *Cultural stations at Novo Naselje, Klisa and in Sremski Karlovci,*
5. *46 Urban Pockets.*

In addition, we anticipate the launching of other, small and large scale projects of spatial transformation in and around these sites (construction of a car park to free up public space, renovation of facades, additional landscaping of public spaces, etc.).

Most projects are part of a broader spatial refurbishment process, including renewal and development of the cultural infrastructure, strengthening of the tourist infrastructure and building of new capacities for new forms of tourism

Project	Brief description	Current status	Planned changes	Estimated costs	Implementation timeframe
<b>Youth Creative Polis (YCP)</b>	<p>Youth Creative Polis is a new concept on the site of the former “Petar Drapšin” factory in the extended city centre zone, adjacent to the Freedom Bridge and the Danube channel (“Dunavac”). It is close to the mainly residential Liman neighbourhood, built between 1958 and 2000, with approx. 60,000 inhabitants.</p> <p>The idea is to renew the so-called Chinatown and transform it into a creative district suitable for the development of youth activism. The city supports the idea and has proposed the inclusion of a new Youth Creative Polis as part of the candidacy for European Capital of Culture.</p>	<p>The site of the future YCP is located on the site of the abandoned factory, an area of about 2 ha. The factory was moved to another site in the 1960s but due to an absence of vision regarding site development, the buildings have remained virtually intact.</p> <p>They were divided into 20 units and leased out to small companies dealing with culture, artisan workshops, night clubs, cafes, bars, and warehouses.</p> <p>Apart from general neglect, there are problems with water and power supplies, parking space and pedestrian routes for access to the complex.</p>	<p>The plan anticipates the renovation of approx. 55% of the existing premises and construction of new ones with the assistance of public and private partnership. Extensive rehabilitation of the infrastructure, public and green spaces is also planned. New, privately owned premises are planned along the eastern and southern border towards the Danube.</p> <p>Various activities are planned for the YCP premises in the visual and performing arts, information and communication technology, crafts, small creative and cultural enterprises, together with restaurants and cafés.</p>	<p>Reconstruction of existing facilities (City of Novi Sad) €4 million; new premises (City of Novi Sad) €1.65 million; private investors €9.5 million; infrastructure and public spaces (City of Novi Sad) €1.5 million</p>	<p>October 2016: planning procedure completed;</p> <p>2017: demolition of premises and development of infrastructure;</p> <p>2018: commencement of construction work; work on public spaces;</p> <p>2019: completion of construction, renovation of buildings and public spaces.</p>
<b>New music and ballet schools</b>	<p>The music and ballet schools are two independent institutions within the Serbian secondary school system. Both institutions have lengthy traditions: the Ballet School since 1947 and School of Music since 1909. An important part of Novi Sad’s cultural ambience, they are insufficiently recognised due to their location in old and unsuitable buildings.</p>	<p>170 teachers and 1,200 pupils of the School of Music work in a building rented from a Roman Catholic parish. The Ballet School, with a small ensemble of teachers and pupils, works in a building leased from the Jewish Community. The commitment of the City of Novi Sad to build a new building for both institutions has been in procedure since 2013.</p>	<p>Music and ballet schools are planned according to the City Development Plan (<i>Official Gazette of the City of Novi Sad</i> no. 3/2012).</p> <p>Documentation has been completed and commencement of works is planned for September 2016.</p>	<p>€14.5 mil</p>	<p>2016: Commencement Construction Work.</p> <p>2017: Completion of construction and renovation of public spaces.</p> <p>2018: Planned official opening.</p>



Project	Brief description	Current status	Planned changes	Estimated costs	Implementation timeframe
<b><i>New bridge across the "Dunavac" channel</i></b>	A pedestrian and cycle bridge across the Danube "Dunavac" channel is planned to connect "Chinatown" and the Liman neighbourhood with Ribarsko Ostrvo (Fishermen's Island). The island was connected to the mainland in the 1950s by a small embankment upstream. However, it is still cut off and a more convenient connection should be provided by a new bridge.	Ribarsko Ostrvo (Fishermen's Island) lies on a small inlet of the Danube between the Liman neighbourhood and the green recreational area of the island. It is the site of a small fishermen's settlement with approx. a dozen night clubs, restaurants and cafés situated along the river banks. Formerly home to a shipyard, the channel is currently used as a marina for boats and houseboats.	The pedestrian and cycle bridge will be 270 m long, 5.5 – 7.5 m wide and 9 m high, in accordance with the Danube Convention.  A development plan ( <i>Official Gazette of the City of Novi Sad</i> no. 16/2007) was adopted in due procedure and following public competition. The bridge is on the list of projects contained in the Novi Sad Sustainable Development Strategy for 2016-2020. Construction plans for the bridge have also been completed.	€2,236,000	2016:  Acquiring permits and beginning of construction work.  2017:  Completion of construction work.
<b><i>Cultural stations</i></b>					
<b><i>Novo Naselje</i></b>	Apart from the Cultural Centre located in the downtown area, no other local cultural centres have ever been established in the city of Novi Sad. The idea of new centres results from the growing needs of the population, suddenly enlarged by the cessation of the wars of the 1990s. Local non-government organisations, whose activities are limited to open public spaces, are interested in acquiring premises and motivated to increase their work capacities throughout the year. Three neighbourhoods in Novi Sad and Sremski Karlovci are in need of local cultural centres.	Novo Naselje is a Novi Sad neighbourhood of around 40,000 inhabitants, erected between the 1970s and 1990s. It is good example of former Yugoslav late modern and early post-modern architecture for a lower density residential area. The central one-storey department store has a small supermarket on the ground floor. The first floor (now a general store) is suitable for conversion into a cultural station, while the space in front is suitable for re-shaping into a small square for diverse activities.	The <b>Novo Naselje Cultural station</b> in the former municipality centre could be feasibly developed according to the Development Plan ( <i>Official Gazette of the City of Novi Sad</i> , no. 19/2007).	€370,000	2017:  Beginning planning; acquiring administrative permits.  2018:  Start re-furbishing process  2019: Official opening.

Project	Brief description	Current status	Planned changes	Estimated costs	Implementation timeframe
<b><i>Klisa</i></b>		The Klisa neighbourhood is located to the north of Novi Sad. This rapidly expanding neighbourhood consists mainly of family housing. In addition to the majority Serbian population (predominantly from Bosnia and Herzegovina) it is also populated by members of the Roma Ashkalia community. The neighbourhood centres around the Orthodox church and a new business and sports centre, but a local cultural centre is still missing.	<b>Klisa Cultural station</b> is planned as a part of the new Community centre of the area. Present Community centre is in bad condition and needs refurbishment which is an opportunity for expanding its program. Development plan ( <i>Official Gazette of the City of Novi Sad</i> no. 13/2012) envisages the site for a public purpose.	€181,500	2017: Start of the refurbishing process.  Acquiring permit for change of function.:  2019:  Completion of the refurbishing work.
<b><i>Sremski Karlovci</i></b>		Sremski Karlovci is a small historical town of national significance, due to its rich cultural heritage. Exceptional historical monuments are attractive, primarily to visitors, but a local cultural centre is necessary in order to preserve the vitality of the local community.	<b>Sremski Karlovci cultural station</b> is planned within an old cinema. The change is in accordance with the current plan ( <i>Official Gazette of Sremski Karlovci Municipality</i> no. no. 4/2106)	€145,000	2017: Start of the refurbishing process  2020: End of works and official opening.
<b><i>46 Urban Pockets</i></b>	The City of Novi Sad is officially divided into 46 local communities. Each of them is interested in restoration of municipal public spaces. A Study of Green Oases and Small Public Spaces throughout the city was a positive response, showing the readiness of the City of Novi Sad to act in this regard.	Public spaces are the most neglected spatial aspect of the city of Novi Sad, in particular on the outskirts. An invitation to restore and re-shape, in particular small spaces and meeting points, thus embellishing and making them safer, has been included in local development agendas.	The Study of Green Oases and Small Public Spaces was compiled in compliance with city planning documentation and is therefore ready to be implemented.	€300,000	2017: Finalising studies, plans and administrative procedures.  2018: Beginning of restoration process.  2019: Finalising the process and undertaking security measures.

**Budget:** € 1,319,328

The burning issues facing all previous European Capitals of Culture have been how to reach out to the public while developing new audiences, and to render a public project, owned by the citizens, capable of altering the traditional culture to fit the needs of the local population.

In order to make this transformation possible we will need to develop this project through different forms of action:

Novi Sad 2021 as foundation – financing activities through grants and capacity building;

Novi Sad 2021 as a development agency, working on social engineering aimed at transforming the local creative environment;

Novi Sad 2021 as programme generator, raising awareness through change and inspiring the public to future changes.

A balance between artistic and community projects is therefore necessary and we will try here to present our view of that relationship.

The Novi Sad 2021 programme will include all citizens and visitors, although young people will be the main target group. Naturally, a significant part in programme planning and participation will be aimed at groups such as children, the elderly and disabled, ethnic minorities, newcomers and residents in the suburbs and surrounding areas.

### 5.1. EXPLAIN HOW THE LOCAL POPULATION AND YOUR CIVIL SOCIETY HAVE BEEN INVOLVED IN THE PREPARATION OF THE APPLICATION AND WILL PARTICIPATE IN THE IMPLEMENTATION OF THE YEAR?

The Decision of the City of Novi Sad in 2011 marked the beginning of the city's European Capital of Culture 2020 candidacy, later changed to 2021. A large number of artists, cultural, media and professional stakeholders together with the people of Novi Sad participated in preparing the application throughout the next four years. Numerous site visits, conferences and seminars were organized with various parties concerned. A two-day conference on Creative Economy and Development held in May 2015 was attended by over 50 participants representing all key stakeholders who adopted the *Novi Sad 2021 Charter*. Two-day public debates - **Bidding Dialogues** - with directors of the city's cultural institutions, representatives of seven former ECoCs, ECoC candidates and members of *Likovni Krug (Fine Arts Circle)*, the largest and oldest artists' colony in Europe, were held at the Petrovaradin Fortress the same year.

Nine working groups were formed, totalling 67 representatives from different areas of social and cultural life. They identified the topics, potentials and challenges of the city and produced a report that formed the basis of the Draft Strategy *Novi Sad 2021* and the first Bid Book, preceded by the first public invitation for project proposals.

Once Novi Sad had passed the first selection round, the City began drafting its first Cultural Development Strategy and initiated an in-depth research of the cultural scene and public participation (*the Cultural Base*). Over 600 members of the public and 100 cultural workers took part. Based on the results, a series of public debates, interviews and focus groups took place, all aimed at drafting a cultural strategy.

In the light of comments from the Panel and results of the research, candidacy aims and the vision contained in the first bid book were re-defined. The initial **Cult:tour** concept became part of a more comprehensive programme entitled *For New Bridges*.

Special co-operation was established with the Academy of Arts in order to develop artistic projects for each bridge.

In May 2016, the second public call for Project Proposals was launched, attracting great interest and 230 applications. A new Arts Council, consisting of representatives of the Novi Sad cultural scene and chaired by renowned pianist Rita Kinka, supervised the selection of projects and drafted the programme concept.

Participative interviews were conducted with 100 prominent cultural figures in the city, which will be part of a video project titled *CultureFaces* available on the Novi Sad 2021 YouTube channel. During the summer, a series of cultural events took place to present the idea of the candidacy programme to the public: a concert by the Netherlands VU Symphony Orchestra, an open-air concert featuring Serbia's best-known violinist, Stefan Milenković, a play *Naše mesto* (Our Place) performed on a boat on the Danube, etc. The **EduMonday** project was launched in order to keep the public informed about the ECoC and the Novi Sad 2021 project via social networks.

If we are awarded the title, from 2017 to 2021 we plan to offer many opportunities for the public to take part in the 2021 programme: pilot projects, active reporting, implementation of small grants projects through public invitation or through skills development in our **Innovation Boost** educational programme. During 2021, we expect citizens to take the opportunity to participate by volunteering or otherwise joining in major participatory activities in their neighbourhoods or elsewhere.

The following seven programmes will be implemented in order to attract people and encourage them to become active in transforming the city through culture:

#### **Cultivator** /Volunteer Programme:

We will launch a modern volunteer's management system that will establish a balance between their interests and what is available on the local cultural scene. We want to offer them a well-developed, rewarding system with a marketing approach, visibly branded products, free tickets, access to education, European mobility, VIP events and exclusive meetings with artists.

The **Cultivator** will send and receive volunteers in order to increase manpower and capacity to implement projects which will be carried out through the European Volunteer Service and other programmes of the European Commission. Volunteers will also be involved in international volunteer work camps, the 'European Moba', arranged throughout Zone 021, with the objective of preserving the heritage. They will also participate in volunteer and internship programmes of cultural institutions. An online database for the accreditation of volunteers will be designed in 2019 through *Novi Sad - Youth Capital of Europe*, if the city is awarded this title.

**Europe XXL** – in the period from 2017 to 2022, we plan to send between 15 and 25 volunteers to former European capitals of culture, so that, upon return, they become active in the preparation and implementation of programmes in Novi Sad. They will stay in these cities in order to explore their artistic and cultural practices and promote the Novi Sad 2021 project. They will also take part in writing articles for the web portal for citizen journalism.

**Good for Life** is a programme of international volunteer work camps through which we hope to boost volunteerism and promote intercultural cooperation in Novi Sad. Young people from all over Europe will gather together in these camps to revive the cultural and natural heritage of Novi Sad and its surroundings.

*A House for Us* aims at strengthening the capacity of institutions and organisations to accommodate local volunteers. It will be implemented in the 2019-2021 period in cultural institutions – public and private, and in organisations engaged in the Novi Sad 2021 programme. The idea is to make it a long-term project. Training courses are included, along with a system of quality control of volunteer management at local level.

Each organisation implementing a Novi Sad 2021 programme will become part of the project and will have at its disposal 1-3 volunteers, whose work will be coordinated by one leading organisation.

**Expected partners:** European students' network, Tempus Foundation (Erasmus+ Office for Serbia), Environmental Protection Engineers, Scouts' Movement Vojvodina.

**Cult:tour/Hospitality and Cultural Heritage Programme:**

*Cult:tour* was a key vision in the first bid book, and is now an important programme, promoting mobility of cultural content and audiences, the cultural heritage and hospitality programmes, in line with the Faro Convention (Framework International Convention on the Value of Cultural Heritage for Society of the Council of Europe). It is divided into 3 parts:

**Hospitality programme:** The idea is to implement the *European School of Hosts* project in co-operation with the H2H European Participative Tourism Agency. This means training those interested in developing creative hospitality activities, from renting accommodation in their homes to original cultural tours and local produce promotion.

**Heritage walks and cultural tourism:** Public calls for proposals for people wishing to organise creative walks in their neighbourhood, the city or surroundings. For example: taking part in the grape harvest

and local wine production; discovering the tunnels under the Fortress; walks ending in a rooftop dinner in the city centre, etc.

**Cult:tour Caravans:** Cultural programme on the outskirts of the city with 2 trucks and 2 caravans re-designed as mobile cultural community centres, and booths selling food and products by local designers. During one year, the caravan would tour 12 city neighbourhoods and interact with local population.

**Expected partners:** Hotel du Nord (FRA), Bucharest 2021 (ROU), Council of Europe – Faro Community, H2H - European Cooperative Hospitality Platform, Novo kulturno naselje (SRB), Almaški Kraj (SRB), Fruškać (SRB), EkoKoncept (SRB), Faculty of Tourism and Hospitality Industry (SRB), Institute for Conservation and Restoration Novi Sad (SRB).

**Culture Stations / Culture on the Outskirts:**

We plan to open 3 new culture stations on the city outskirts that would support the cultural development of several neighbourhoods. Each space would be run by one community worker while the programmes would be mainly run by local organisations and artists. In terms of methodology, we will be starting by mapping the cultural needs and resources of the target communities in order to define cultural responses together with them. The responses are of 4 types: iconic events raising public awareness, educational activities allowing personal development of inhabitants, socio-cultural activities reinforcing collective identity and social ties, and finally transformative activities to improve public spaces.

The first **Culture Station** would be opened at Novo Naselje, the second at Klisa, an area with a large Roma community and refugees from Kosovo and Bosnia, and the third at Sremski Karlovci would serve as a starting point for activities on Fruška Gora.

**Expected partners:** Amfiteatarns Association (SRB), CAL-XL (NDL), K13/SPOTs Project (SVK), Bucharest 2021 (ROU), Mladost Futog (SRB), Novo kulturno naselje (SRB), Municipality of Sremski Karlovci (SRB).

**Moba / Public Spaces Participatory Programme:**

The **Moba** programme is a multifaceted strategy for the transformation of Novi Sad into heritage zones, with the assistance of the local population. We want to motivate inhabitants to take care of their neighbourhoods and transform their public space with the help of micro grants for small projects. In return they would receive backing for buying tools, material, and technical support.

These **Moba** participatory principles will be used in some city investments in public space and will lead to better cooperation between public servants and urban residents (**Innovation Boost**). It will be earmarked for different projects developed by partners (**Art in Public Space and Small Scale Urban Space**), some will be dealing for instance exclusively with heritage (**Moba for Heritage**); some with specific spaces (**F:ortification, Refurbishing in Karlovci, and Irig**), some will be focusing on education (**Moba for Schools**), and finally some on collecting ideas from the public or in organising civic debate (**Ideas Shop, Citizens Thinking**).

**Expected partners:** Pestuj Prostor (CZE), Mo.Ba (BIH), Faculty of Architecture and Academy of Arts, Novi Sad (SRB).

**Novi Sad Cultural platform/**Participation of independent cultural scene and grants:

The aim of this platform, which is part of the Council of Citizens structure, is to support the capacities of cultural NGOs in the city and to involve them in the Novi Sad 2021 Project preparation. This platform will be allotted a certain budget to organise meetings, public debates, educational activ-

ities, study visits, etc. in cooperation with Novi Sad 2021 teams. Moreover, each year, Novi Sad 2021 will make grant schemes available (in addition to those already existing at city level) or micro grants for pre-selected projects that fit the NS 2021 frame and need a pilot programme. One platform representative will be always invited to take part in evaluation. We want this platform to become a partner in building strategy for the Youth Creative Polis and in evaluating Novi Sad 2021; we will facilitate its communication with the city in order to support the long term development of the Novi Sad independent scene.

**Expected partners:** Kulturanova Association (SRB), New Media Centre\_kuda.org (SRB), Independent Association of Artists Izba (SRB), DRUID Agency for Film and Video Production (SRB), Institute for Flexible Cultures and Technologies Napon (SRB).

**Cult:tour online platform/**Digital Participation and Citizens' Journalism

In order to improve digital participation by local citizens, cooperation with the local cultural scene and interaction with the ECoC project, we will develop the existing portal [www.kultura.rs](http://www.kultura.rs). It already includes the first shared calendar of events, drawn up through co-operation with cultural operators in the city, but we want to create a platform for active reporting by members of the public, including on ECoC events. Citizen journalists will provide a more personal documentation of the ECoC's preparation process, collecting feedback and success stories for the Novi Sad 2021 project directly from local residents. It will start with media and journalism training and continue with the creation of blogs, attractive tutorials, videos and other educational elements.

**Expected partners:** Novi Sad 2021, Novi Sad School of Journalism (SRB), Environmental Protection Engineers (SRB).

5.2. HOW WILL THE TITLE CREATE IN YOUR CITY NEW AND SUSTAINABLE OPPORTUNITIES FOR A WIDE RANGE OF CITIZENS TO ATTEND OR PARTICIPATE IN CULTURAL ACTIVITIES, IN PARTICULAR YOUNG PEOPLE, VOLUNTEERS, THE MARGINALISED AND DISADVANTAGED, INCLUDING MINORITIES? PLEASE ALSO ELABORATE ON THE ACCESSIBILITY OF THESE ACTIVITIES TO PERSONS WITH DISABILITIES AND THE ELDERLY. SPECIFY THE RELEVANT PARTS OF THE PROGRAMME PLANNED FOR THESE VARIOUS GROUPS.

Increasing the cultural participation of young people is one of our main priorities and the city was actually shortlisted to become **European Youth Capital for 2019**. The involvement of the elderly is very important in transforming the atmosphere in the city and in defining its identity. Another key element of the Novi Sad 2021 Project is the intercultural dimension of the city and the region, which needs to pass from an **inherited multiculturalism to proactive intercultural co-operation**.

The Novi Sad 2021 programme wants to **inspire and then empower all cultural stakeholders in establishing new standards and effective mechanisms to improve the current accessibility and inclusiveness of culture in Novi Sad**. This will be achieved through sustainable and long-term co-operation between the cultural and social sectors. We want to step up co-operation with the civil sector, developing guidelines and tools that will be sent to each cultural

organisation taking part in the Novi Sad 2021 programme.

Increase in cultural participation by members of various social groups will be achieved in two ways – through the development of programmes for specific groups and adapting the major, large scale programmes so that they become accessible for everyone.

Main target group: **Young people**

**Young people** are our priority target group and with this in mind, we joined forces with **OPENS – the European Youth Capital 2019 bid team** in organising platforms for young people in Novi Sad. Our programme places special emphasis on youth culture, but the most visible element is the Youth Creative Polis, which will be co-managed by both teams and used for creative or artistic activities and youth organisations.

The active inclusion of young people in transforming the city is visible through the programme bridge we called **Hope**.

Its projects specifically address this target group, including those from socially vulnerable backgrounds. These are projects such as **Street Dance Festival**, featuring both the educational and competitive aspect of street dance, and **Game Hunt** which deals with youth hospitality through a concept entitled The City Plays.

Compared to other young Europeans, for years our young people have been unable to travel abroad due to sanctions or visa requirements for the EU, so that majority have had no personal contact with other European cultures. For this reason, we want to propose a real mobility programme for them via the **Cultivator** volunteer programme. We will promote this programme in schools and organise **debates on the role and functioning of the European Union**, issues of national identity and European citizenship within the programme entitled **Imagine Europe**.

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### Elderly fellow citizens:

Elderly people are an audience that is usually more difficult to involve, as they can be critical of contemporary art forms or changes in the city, and sometimes possess only modest financial resources. At the same time, they are a very loyal audience and often avail a lot of free time. We would like to pay special attention to them by launching our *Cultivator* programme with the assistance of the city.

We would also like to invite them to participate in the *Brotherhood and Unity* project dealing with memories and city identity, where their knowledge and experience will be invaluable. This is the so-called *time capsule* exhibition based on memories of the former Yugoslavia (1943-1992) with participation of the citizens of Novi Sad and several former Yugoslav cities. This envisages video interviews with witnesses and mobile workshops in the region with the assistance of students interested in history, anthropology and archival work.

**Expected partners:** European Network Remembrance and Solidarity, Centre for History, Democracy and Reconciliation Novi Sad (SRB), Museum of Vojvodina (SRB), Katarina Živanović, PhD (SVK), City of Osijek (CRO).

*European Photoalbum and Novi Sad Family Album* are similar in what they offer and in potential effect. They are inspired by programmes in Marseille in 2013 and Pilsen in 2015. *Novi Sad Family Photo Album* will offer the opportunity to create a collective album made of our individual albums, an album of the lives of Novi Sad's residents, a kind of collective picture of the city. These projects will be completed up to the first Pan-European Photo Album Exhibition, where for the first time, everyday life in Europe will be presented by comparing images from at least three European cities.

**Expected partners:** Jean-Pierre Moulères (FRA), Hidden place Pilsen (CZE), Novi Sad Humanitarian Centre (SRB), Caritas (SRB), and Museum of History of Yugoslavia (SRB).

### Persons with Disabilities:

Due to the limitations at political level, slow technological transition in Serbia and economic challenges, people with disabilities are insufficiently supported to take part in cultural programmes and even less encouraged to produce anything on their own. In terms of infrastructure, the project envisages the adaptation of the current venues, seating and access routes to people the disabled, especially those with physical disabilities. The Strategy on Accessibility obliges all cultural institutions to modify their premises in compliance with the current Strategy. Together with the City Development Institute, these activities will be implemented from 2016 to 2020.

In terms of inclusive cultural policy, we anticipate an innovative cross-sectoral proposal encouraging cultural stakeholders to co-operate with organisations dealing with disability issues. We will develop new standards, guidelines and tools for the participation in culture of persons with disability. Implementation will be mandatory for all cultural organisations taking part in preparing the Novi Sad 2021 programme.

**Access Art 2021:** Naturally, we will not be content with merely enabling access to cultural events to physically challenged persons and training volunteers to work with them. We plan to produce special promotional material in several languages, in print and online, for audiences with disabilities, and will also offer special programmes for the disabled. We will use visual and perceptual displays that allow hearing-impaired and deaf people to feel music through vibrations and low frequency tones in addition to the visualisation of music. Sign language

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interpreters and special subtitles, audio description of performances, catalogues in Braille's alphabet, etc. are also planned.

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The project entitled *Let's Meet the Cultural Heritage Using All the Senses* is intended to adapt space in cultural institutions to the needs of the disabled while making the cultural heritage and contemporary creative work more easily accessible.

*Sound Beam* is a project of performances in public locations by people with poor mobility who would perform music with the help of a sound-beam system which allows even the smallest movement of the body to produce sound.

**Expected partners:** Accès Culture (FRA), the Milan Petrović Special Primary and Secondary Schools for Children with Developmental Difficulties and Disabled Persons (SRB), "Živeti uspravno" (SRB), Institute for City Construction and Development (SRB).

### Marginalised People

It is important for us that the Novi Sad 2021 programme includes everyone living in Novi Sad. Through a critical review of Želimir Žilnik's *Black Film*, homeless people will be given the possibility to tell their story and how they experience Novi Sad. With the help of local humanitarian organisations and once a group is created, we would continue working with them in order to find them a role in the Novi Sad 2021 programme. In co-operation with the Academy of Arts and local film associations, we plan to run a series of workshops through which students, local and from European countries, will try to make their own versions of Žilnik's film, exploring current conditions for homeless people in the city, in order to see up the extent to which the situation has changed in the last fifty years.

**Expected partners:** Novi Sad Humanitarian Center (SRB), Mafin Association (SRB),

Center for Social Work (SRB).

### Minorities/Cultural Diversity:

The situation concerning minorities is unique in Novi Sad and Vojvodina. Many minorities live in the city, 25 % of whose inhabitants are not of Serbian origin. The size of the city almost doubled after the collapse of Yugoslavia, due to the influx of refugees and newcomers from other parts of the former homeland. The situation regarding education, information, cultural needs, language and other rights of ethnic minorities has been largely regulated in the intervening period and has improved in the meantime, but the city should move on more firmly from peaceful tolerance to a proactive intercultural public policy.

### Intercultural City of Novi Sad:

We will propose an agenda for Novi Sad to apply for membership of the Intercultural Cities of Europe network, in order to facilitate an exchange of intercultural experiences with other European cities. This network assembles data and good practices in managing and valuing diversity. It also offers some self-assessment tools which would contribute to improving our intercultural practice and drafting a new intercultural strategy for the city.

Raising intercultural awareness and promoting multilingualism are clearly fields where *Novi Sad 2021* can intervene. This will be most visible in the *Moba for Heritage, International Festival of Minority Theatres* and *Let's Widen the Frame* projects.

**Expected partners:** City Council (SRB), Council of Europe - Intercultural Cities Programme, Centre for Theatre Research Novi Sad (SRB), Újvidéki Színház (SRB).

### Roma Station:

In view of the specific situation of the Roma community, we will merge two approaches:

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specific projects with and for the Roma community and an inclusive approach that enhances the participation of the Roma population in regular activities of the European Capital of Culture. There is a need for certain support measures in capacity building of Roma NGOs and promotion of Roma culture in the country and abroad.

### Mobile Roma Embassy:

This project, initiated by the Romano ButiQ association from Bucharest in cooperation with Bucharest 2021 and Novi Sad 2021, aims to deal with the Roma political situation in Europe. We would like to launch a Europe-wide political debate within the EU framework for a national integration strategy that will shift public perception of the Roma from victimization and miserabilism to one of citizenship and culture. Our idea is to organize a Roma embassy as a mobile art installation, moving around to public spaces in several European capitals and hosted by local partners. This contemporary art installation takes the form of a social and political act. It will make use of the traditional codes of international diplomacy and will challenge the perception of the Roma as a nation, requiring visitors to think about an equal relationship. The already existing Roma passport (Romano Lil), developed by the International Romani Union, will be accessible on the spot at the exhibition site; we may also set up a visa system at the entrance. As a symbolic gesture, we would like to organize an official ambassadorial dinner in each country, to which local state representatives will be invited. We symbolically support the process of Roma nation capacity building, as one of the largest pan-European ethnic minorities.

**Expected partners:** Romano ButiQ (ROU), Bucharest 2021 (ROU), IRU, Jean Michel Bruyère and LFKs, Plastic Fantastic (FRA), International Romani Union, CCFD Paris (FRA), Roma Women's Initiatives (SRB),

Open Society Foundation Bratislava(SVK), Foundation Centre for Contemporary Art Bratislava (SVK).

Naturally, we also plan other projects related to marginalised people within the Rainbow - *Reconciliation and Migrations Bridge* and the sub-programme *Dovetale*.

### 5.3. EXPLAIN YOUR OVERALL STRATEGY FOR AUDIENCE DEVELOPMENT, AND IN PARTICULAR THE LINK WITH EDUCATION AND THE PARTICIPATION OF SCHOOLS

The key principles that audience development strategy will be based on include:

- Educational programmes and participation of schools;
- Capacity building of cultural operators in the field of audience development;
- Drawing closer to audiences - decentralisation of culture and mobile programmes;
- Getting digital;
- Accessibility and inclusiveness;
- Participative democracy, debating the role of culture and contemporary aesthetics.

#### Educational Programme and Participation of Schools

Young people are our priority target group but they can be split into three categories with different approaches. Children and young people will be approached by implementing modern educational programmes through informal methods. Children and youth programmes in *Novi Sad 2021* will be developed through the *Just Kids* programme stream that will foster creativity and familiarity with culture and art in ways that are accessible and understandable to them. In addition, we will also implement several projects not included in the programme but that are part of the development of this target group as future audience.

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### a) Children – primary school age (7-14 years)

#### **Cultural education methodological centre:**

Through the Novi Sad 2021 programme we would set up a methodological hub to advise teachers on developing cultural activities with their pupils, linked to the programme priorities of the Novi Sad 2021 Project and with micro grants for activities in the classroom and outside. We will also ask preschool and school institutions for their support in developing educational programmes to accompany our main events, so that the largest possible numbers of children visit the programmes of Novi Sad 2021.

#### **Children's Philharmonic Orchestra:**

Close co-operation with the future ballet and music school will be established once the new building is officially opened.

A large children's philharmonic will be also established, where children from under-privileged families will learn to play musical instruments. We would also invite famous European conductor for the orchestra's premier performance.

### b) Young people – secondary school age (15 - 19 years)

In cooperation with school managements and teachers of art, we will keep secondary school pupils regularly informed of opportunities to join the activities of the Novi Sad 2021 Project. In *Let's Widen the Frame* we will organise workshops for young people with artists in art galleries, while the *Game Hunt* project will include them in making a large virtual game to be played through Novi Sad.

**Peer education programme:** To spread the word about Novi Sad 2021 and *Cultivator* projects, we will launch peer education in schools. This programme starts by training young people about the EU, art and the Novi Sad 2021 Project. It goes on to develop

debates and presentations by trained young people for their peers.

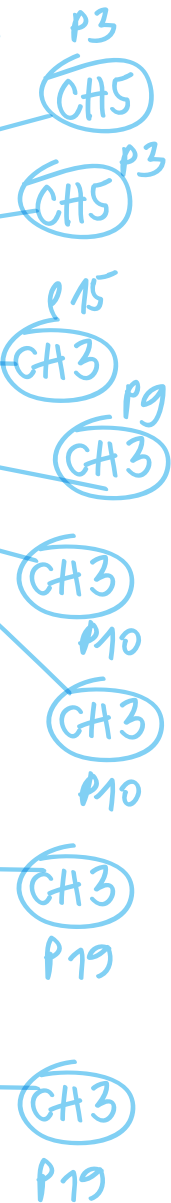
### c) Students – young people aged 19 to 25

The project addresses the target group mainly through formal institutions but also through their own informal associations. Co-operation has been established with the University of Novi Sad so that many projects will be implemented together with the different faculties. The Academy of Arts in particular has been included in the candidacy process from the outset. Young students will be included in volunteer programmes (*Cultivator, Europe XXL, Good for Life International Camps*), exchange and career development projects (*Career Incubator*), and programmes with debates new ideas of reconciliation (*All Our Hopes are on the Other Side, Reconciliation in the Region – A Students' Perspective, The Generation After*).

#### **Capacity building for cultural operators in audience development**

This programme will help strengthen and build the capacities of cultural stakeholders in order to devise strategies and activities for audience development in a long-term perspective. In *Out of the Comfort Zone* we will offer opportunities for free education and training of cultural stakeholders by using new and tested modalities and practices from other European countries.

**Innovation Boost** is the main educational programme of Novi Sad 2021: capacity building of the urban cultural scene. A life-long learning educational programme for cultural workers, it has a two-fold focus: working on audience development of existing cultural organisations and bringing NGO workers and public servants closer together through joint training sessions and working in tandem on developing international cooperation projects.



An international project with a significant impact on audience development is entitled **The Walking School**. This is a five-year project in six European countries that addresses issues of European identity, migration, borders, protest walks, national and regional identity. It will provide an opportunity to pupils, artists, activists, students of art and the humanities to share their experiences in a changing European context. One walk would be organised in Serbia in 2020 and will deal with the subject of the partisans in Serbia in World War II and issues of national and regional identity in the context of globalisation.

### Closer to Audiences - Decentralisation of Culture and Mobile Programme

In **Culture Stations** we plan to develop three new cultural spaces on the outskirts of Novi Sad and in Sremski Karlovci. **The Quart** and **Market Caravan** – touring city neighbourhoods, **In Praise of Theatre** – in public places, **Jukebox Poetry by the Kilo** – at markets, **Music Plays Playgrounds** – in children's playgrounds, and **Urban Reactor** – in people's homes, all share similar objectives.

### Getting digital

The digitalisation of Novi Sad's cultural heritage has been initiated and will be developed during the Novi Sad 2021 programme in order to provide ease of access and enlarge audiences. In addition to the portal [www.kultura.rs](http://www.kultura.rs), we will enable inhabitants to reflect the programme of the capital and to become citizen journalists. Through the development of this platform we want to improve cultural activities of different audiences using the Internet and new media.

Additionally, numerous projects will address digitalisation for presentation (**Matica Srpska Open Doors**) and preservation of cultural heritage (**F:ortification**).

### Participative democracy

In a post-socialist country where participation was largely lip-service only, there is a need to redefine this term. In order to address new audiences, it is not enough to improve the communication channels: audiences must become genuinely involved. In the Novi Sad 2021 programme, we will apply the concept of cultural democracy to heritage (**Cult:tour**), intercultural issues (ICC Novi Sad) and projects where people develop their own programmes (micro-grant schemes).

In view of the gap between present-day art forms and audiences that rarely take to contemporary or critical art practices, we will try to open up room for a debate on the role of culture in society and contemporary aesthetics through projects such as **Ideas Shop, Entrance/Throughway/Exit, Citizens Thinking**. We will try to reduce the mistrust between the independent art scene, staff in cultural institutions and those who head municipal cultural policy by applying standards of transparency and democratic practice. As a symbolic element of citizen consultation, we want to organise a referendum to choose a name for the new pedestrian bridge to be constructed in the framework of the Novi Sad 2021 candidacy.

## MANAGEMENT

### 6.1. FINANCE

#### City budget for culture:

#### 6.1.1.: WHAT HAS BEEN THE ANNUAL BUDGET FOR CULTURE IN THE CITY OVER THE LAST 5 YEARS

(excluding expenditure for the present European Capital of Culture application)? (Please fill in the table below).

Year	Annual budget for culture in the city (in euros)	Annual budget for culture in the city (% of the city's total annual budget)
2012	€11,552,159.95	5.37 %
2013	€11,996,541.60	6.36 %
2014	€11,407,912.59	6.15 %
2015	€9,284,188.10	5.68 %
2016	€8,053,308.78	4.62 %

Over the past five years, the City of Novi Sad has allocated an average €10,458,822.20 or 5.64% of its budget to culture. In the period from 2012 to 2016, the City invested

around 6% of the budget for culture in maintenance of cultural institutions and organisations.

Year	Annual budget for culture in the city (in euros)				Annual budget for culture in the city (% of the total annual budget of the city)			
	Novi Sad	Irig	Beočin	Sremski Karlovci	Novi Sad	Irig	Beočin	Sremski Karlovci
2012-2016	10,458,822.20	118,315.40	396,576.70	119,923.60	5.64%	2.45%	7.54%	5.35%
Total income	11,093,637.90				5.25%			
Total income	10,458,822.20	634,815.70			94.28%	5.72%		

#### Zone 021 – Surrounding area

The Table shows the funds allocated for culture by municipalities in ZONE 021 from 2012 to 2016. Beočin municipality (approx. 16,000 inhabitants) made the largest allocation for culture – 7.54%, while Sremski Karlovci with half that number allocated 5.35%. The smallest amount was allocated by

Irig municipality (11,000 inhabitants), whose average budget allocated 2.45% to culture.

6.1.2: IN CASE THE CITY IS PLANNING TO USE FUNDS FROM ITS ANNUAL BUDGET FOR CULTURE TO FINANCE THE EUROPEAN CAPITAL OF CULTURE PROJECT, PLEASE INDICATE THIS AMOUNT STARTING FROM THE YEAR OF SUBMISSION OF THE BID UNTIL THE EUROPEAN CAPITAL OF CULTURE YEAR.

The City plans to invest the following amounts in the Novi Sad 2021 project (per year):

Year	Annual budget for ECoC project (in euros)
2016	162,500.00
2017	1,127,095.57
2018	1,421,716.30
2019	1,712,911.20
2020	2,792,045.26
2021	3,358,955.61

The total to be invested by the city from the annual budget of the Culture Administration amounts to an average €1,762,537.32 per year of candidacy. This equates to 0.99% of the total budget of the City of Novi Sad, or 16.85% of its culture budget.

6.1.3: WHICH AMOUNT OF THE OVERALL ANNUAL BUDGET DOES THE CITY INTEND TO SPEND FOR CULTURE AFTER THE EUROPEAN CAPITAL OF CULTURE YEAR (IN EUROS AND IN % OF THE OVERALL ANNUAL BUDGET)?

Following the ECoC project, the city plans to allocate an additional ca. €650,000.00 annually from the city budget for culture. In that case, the total sum would amount to €11,108,822.20, an increase of 5.85% on the overall budget for culture over the past five years.

## 6.2. OPERATING BUDGET FOR THE TITLE YEAR

### Income to cover operating expenditure:

6.2.1. PLEASE EXPLAIN THE OVERALL OPERATING BUDGET (I.E. FUNDS THAT ARE SPECIFICALLY SET ASIDE TO COVER OPERATIONAL EXPENDITURE).

THE BUDGET WILL COVER THE PREPARATION PHASE, THE YEAR OF THE TITLE, THE EVALUATION AND PROVISIONS FOR THE LEGACY ACTIVITIES. PLEASE ALSO FILL IN THE TABLE BELOW.

Total income to cover operating expenditure (in euros)	From the public sector (in euros)	From the public sector (in %)	From the private sector (in euros)	From the private sector (in %)
30,139,300.00	25.618.405,00	85	4.520.895,00	15

### Income from the public sector:

6.2.2.: WHAT IS THE BREAK-DOWN OF THE INCOME TO BE RECEIVED FROM THE PUBLIC SECTOR TO COVER OPERATING EXPENDITURE?

Please fill in the table below:

Income from the public sector to cover operating expenditure	In euros	%
National Government	5.336.313,00	17,71
Region	7.472.889,00	24,79
City	12.809.203,00	42,50
EU (with the exception of the Melina Mercouri Prize)	2.750.060,00	9,12
Private sponsors	1.158.253,00	3,84
Other	612.582,00	2,04
<b>Total:</b>	<b>30,139,300.00</b>	<b>100%</b>

6.2.3.: HAVE THE PUBLIC FINANCE AUTHORITIES (CITY, REGION, STATE) ALREADY VOTED ON OR MADE FINANCIAL COMMITMENTS TO COVER OPERATING EXPENDITURE? IF NOT, WHEN WILL THEY DO SO?

Current Serbian legislation lays down an annual system of budget planning. This means that financial plans for all organisations within the public sector are adopted at the end of each year for the following year. The plans define financing of operating costs. If we win the title all the above-mentioned financial authorities (local, regional and republic) will adopt a financing plan for the Novi Sad 2021 Project for 2017 in November and December 2016. However, the representatives of all three levels of government have already issued written guarantees to provide support to project implementation.

6.2.4.: ACCORDING TO WHAT TIMETABLE SHOULD THE INCOME TO COVER OPERATING EXPENDITURE BE RECEIVED BY THE CITY AND/OR THE BODY RESPONSIBLE FOR PREPARING AND IMPLEMENTING THE EUROPEAN CAPITAL OF CULTURE (HEREINAFTER "ECOC") PROJECT IF THE CITY RECEIVES THE TITLE OF EUROPEAN CAPITAL OF CULTURE? PLEASE FILL IN THE TABLE BELOW

Source of income for operating expenditure	2016	2017	2018	2019	2020	2021
National Government	/	352.476,00	756.763,00	796.577,00	1.690.205,00	1.691.402,00
Region	/	697.107,00	970.857,00	1.579.435,00	1.923.904,00	2.253.247,00
City	162,500.00	1,127,095.57	1,421,716.30	1,712,911.20	2,792,045.26	3,358,955.61
EU (with the exception of the Melina Mercouri Prize)	/	272.025,00	336.837,00	448.943,00	808.210,00	851.233,00
Private sponsors	/	42.250.00	141.345,00	142.840,00	398.252,00	433.520,00
Other	/	72.087,00	99.974,00	143.549,00	148.261,00	148.704,00

6.3. INCOME FROM THE PRIVATE SECTOR:

6.3.1: WHAT IS THE FUNDRAISING STRATEGY TO SEEK SUPPORT FROM PRIVATE SPONSORS? WHAT IS THE PLAN FOR INVOLVING SPONSORS IN THE EVENT?

The fundraising strategy for seeking support from private donors/sponsors will be implemented through various mechanisms aimed at a broader inclusion of the private sector in the candidacy process.

#### 1. DONATIONS/GRANTS

In order to provide financing, we plan to organise a special promotional campaign



that will involve all available public resources – media, public figures, city representatives, artists, entrepreneurs and etc. The point of the campaign is to raise the awareness of all target groups of the significance of the Novi Sad 2021 Project and emphasise the benefits to the city and its inhabitants if we win the title. That is how we plan to effect an increase in private donations. In order to ensure **transparency**, the public will be able to follow the **fundraising and spending process** on the novisad2021.rs website.

## 2. EVENTS

A detailed plan of events to attract donors (concerts, interactive exhibitions, public discussions, auctions, events, etc.) will be designed and elaborated in the period from 2017 to 2021. This segment will pay attention to already existing events financed by the city that can contribute from their own revenues or have the potential to raise funds from donors. Although access to most of them will be free, tickets will be on sale for some, which will generate income through ticketing. There are also opportunities to raise funds via the sale of products and through individual donations. We plan to organise training and courses in cultural management, marketing and social network management, thus acquiring additional funds for Novi Sad 2021 Ltd. from fees. The Novi Sad 2021 web page will provide marketing opportunities and heightened visibility for individual donors which should result in added income.

## 3. SERVICES

The production of a professional documentary film showing how Novi Sad 2021 is introducing socially useful activities and positive changes will be a part of our strategy. Some of this will be shown on social networks and YouTube and will be accessible to donors. We will approach the private sector for sponsorships, while equipment-related donations will be elicited

as part of the corporate social responsibility of private companies.

Fundraising through the inclusion of artists in commercial activities will be conducted through the *Creativity at Work* stream, within which we plan to re-orientate the artists concerned towards the creative industries. In return, successful business people would invest a share of their income in the development of the Novi Sad 2021 programme.

## 4. SPONSORSHIP

There are around 7,500 companies in Novi Sad, predominantly privately owned – 0.94% large, 3.74% medium-sized and 95.32% small enterprises. There are also approximately 14,000 small businesses. The main lines of business are trade, the transport and processing industries (in particular manufacture of food, beverages, tobacco, paper and cellulose). In total, 28 banks and 24 insurance companies are active in Novi Sad.

Dominating the economy as they do, the small and medium enterprises should be kept in close focus. The funds they contribute may be smaller, but these will be significant over the four-year period. In fundraising, special attention will be paid to tax relief that the city can offer to donors and sponsors – local levies, taxes, free concessions.

Public companies such as NIS (Serbian Oil Company) will be invited to become a part of the project. The IT sector, a growing segment in the urban economy, will have an especially important role in providing technical support and sponsorship of planned events.

In addition, the *Knights of Culture* action planned for all shops, hotels and restaurants implies that a small percentage of every transaction will be allocated to the ECoC between 2017 and 2021. All businesses that agree to co-operate would be marked with

Novi Sad 2021 logo stickers with the QR candidacy codes. In this way, members of the public and tourists will be able to see who has opted to support the project and will be encouraged to do likewise.

## 5. CROWDFUNDING

Novi Sad 2021 will be very active on the crowdfunding platform to be created for individual projects. This will be used in issuing micro grants for local projects and for the sale of creative industry products. Our fundraising management will devote time and energy to gaining crowdfunding support, disseminating information and arousing local communities to become active in their selected crowdfunding platforms and on social networks.

## 6. MERCHANDISING

The Fundraising Strategy Implementation Team will focus also on the commercial aspect. Original souvenirs, works of art, accessories, traditional products of the region, visibly identifiable the Novi Sad 2021 Proj-

ect, will be sold at several sites around the city, primarily at the Youth Creative Polis. Here we plan to involve local artists and art associations who will work on production and sale of souvenirs in their own studios, together with the ECoC candidacy project team.

Novi Sad registers around 120,000 tourists a year, more than 70,000 of whom come from abroad. So far, the city has not produced its own souvenirs or a sales network, which makes this a good opportunity to create a ECoC 2021 souvenir aimed at better project visibility and additional fundraising.

### Operating expenditure:

6.3.2. PLEASE PROVIDE A BREAKDOWN OF THE OPERATING EXPENDITURE, BY FILLING IN THE TABLE BELOW.

### Breakdown of operating expenditure

Programme expenditure (in euros)	Programme expenditure (in %)	Promotion and marketing (in euros)	Promotion and marketing (in %)	Wages, overhead and administration (in euros)	Wages, overhead and administration (in %)	Other (please specify in euros)	Other (please specify in %)	Total of operating expenditure
22.604.475,00	75	3,918,109.00	13	3,616,716.00	12	-	0.00	30,139,300.00

### 6.3.3. PLANNED TIMETABLE FOR SPENDING OPERATING EXPENDITURE

Timetable for spending*	Pro-gramme expenditure (in euros)	Pro-gramme expenditure (in %)	Promo-tion and marketing (in euros)	Promo-tion and marketing (In %)	Wages, overhead and administra-tion (in euros)	Wages, overhead and administration (In %)
2016	20.250,00	0.09	48.750,00	1.24	93.500,00	2.59
2017	3,772,686.88	16.69	575,570.21	14.69	458,961.26	12.69
2018	4,082,368.19	18.06	825,153.76	21.06	617,011.75	17.06
2019	3,004,134.73	13.20	677,441.05	17.29	625,330.20	17.29
2020	5,418,292.00	23.97	821,627.46	20.97	758,425.35	20.97
2021	5,730,234.41	25.35	797,335.18	20.35	772,168.87	21.35
2022	352,630.46	1.56	93.755,99	2.40	104.609,55	2.89
2023	244,128,33	1.08	78.475,35	2.00	186.709,02	5.16

### 6.4. BUDGET FOR CAPITAL EXPENDITURE :

6.4.1.: WHAT IS THE BREAK-  
DOWN OF THE INCOME TO BE

RECEIVED FROM THE PUBLIC  
SECTOR TO COVER CAPITAL  
EXPENDITURE IN CONNECTION  
WITH THE TITLE YEAR? PLEASE  
FILL IN THE TABLE BELOW:

Income from the public sector to cover capital expenditure	In euros	%
National Government	1,785,947.50	5.22
City	17,474,057.00	51.03
Region	1,692,755.50	4.94
EU (with the exception of the Melina Mercouri Prize)	2,388,090.00	6.97
Other	10,902,350.00	31.84
<b>Total</b>	<b>34,243,200.00</b>	<b>100</b>



#### 6.4.2.: HAVE THE PUBLIC FINANCE AUTHORITIES (CITY, REGION, STATE) ALREADY VOTED ON OR MADE FINANCIAL COMMITMENTS TO COVER CAPITAL EXPENDITURE? IF NOT, WHEN WILL THEY DO SO?

According to current legislation, investment plans for infrastructure projects in cities and municipalities of the Republic of Serbia are passed annually, i.e., the City of Novi Sad approves financial plans for building of facilities and infrastructure development every year in December for the following year. It is thus possible to plan other infrastructure projects, in addition to existing ones, and enables a flexible approach in case of need for intervention and change from year to year.

However, all the infrastructure projects above are planned based on strategies and development plans that have been adopted by the Novi Sad City Assembly. The building of a new ballet and music school was planned according to the development plan (*Official Gazette of the City of Novi Sad* no. 3/2012) and work was set to commence in September 2016. Elaboration of planning documents for the **Youth Creative Polis** (YCP) is in progress and will be completed in autumn 2016. The completion of the plan will enable the drafting of a financial plan that will be defined in the budget of the City of Novi Sad for 2017. The construction of a new pedestrian and cycle bridge was adopted by the development plan (*Official Gazette of the City of Novi Sad* no. 16/2007) and is on the list of projects of the Sustainable Development Strategy of Novi Sad for 2016 to 2020. The construction of cultural centres at Novo Naselje (*Official Gazette of the City of Novi Sad* no. 19/2007), Klisa (*Official Gazette of the City of Novi Sad* no. 13/2012) and Sremski Karlovci (*Official Gazette*

*of the Municipality of Sremski Karlovci* no. 4/2016) was enabled by the passing of detailed development plans. The Study of Green Oases and Small Public Spaces was drafted in accordance with the adopted development of Novi Sad and covers the 46 *Urban Pockets* project.

#### 6.4.3.: WHAT IS YOUR FUND-RAISING STRATEGY TO SEEK FINANCIAL SUPPORT FROM UNION PROGRAMMES/ FUNDS TO COVER CAPITAL EXPENDITURE?

In view of procedural complexity when it comes to infrastructure projects involving capital investment, we will place special emphasis on closer co-operation and linking between all the stakeholders in a single infrastructure project cycle – from municipal administration and relevant departments to contractors and designers. A part of this strategy will be co-operation SLAP for infrastructural projects and the existing Capital Investment Office of the Autonomous Province of Vojvodina. SLAP is the basis of all national infrastructural projects enables potential donors and investors to gain an insight into the status of individual projects in a clear and easy manner.

We estimate that around 55% of the overall annual allocations of IPA pre-accession assistance designated for Serbia will be invested in investment projects of Novi Sad 2021. Taking this into account, we will establish good and continuous co-operation with the main Ministries participating as stakeholders in programming of these funds. Infrastructure projects will be directed mainly to funds from IPA II (INTER-REG CBC programme), MISP and Horizon 2020 Programme.

6.4.4.: ACCORDING TO WHAT TIMETABLE SHOULD THE INCOME TO COVER CAPITAL EXPENDITURE BE RECEIVED BY THE CITY AND/OR THE BODY RESPONSIBLE FOR PREPARING AND IMPLEMENTING

THE ECOC PROJECT IF THE CITY RECEIVES THE TITLE OF EUROPEAN CAPITAL OF CULTURE? (PLEASE FILL IN THE TABLE BELOW.

Source of income for capital expenditure	2016	2017	2018	2019	2020	2021
National Government	/	596,262.00	535,600.00	362,085.50	328,000.00	/
Region	/	1,692,755.50	/	/	/	/
City	/	8,974,057.00	7,000,000.00	1,500,000.00	/	/
EU (with the exception of the Melina Mercouri Prize)	/	477,600.00	534,000.00	614,890.00	433,600.00	328,000.00
Other (Private companies)	/	3,270,705.00	5,451,175.00	1,635,352.50	545,117.50	/

6.4.5.: IF APPROPRIATE, PLEASE INSERT A TABLE HERE THAT SPECIFIES WHICH AMOUNTS WILL BE SPENT FOR

NEW CULTURAL INFRASTRUCTURE TO BE USED IN THE FRAMEWORK OF THE TITLE YEAR.

Project	Cost estimate
<b>Youth Creative Polis (YCP)</b>	€16.65 million
<b>New ballet and music schools</b>	€14.5 million
<b>New bridge across the Danube</b>	€2,236,000
<b>Cultural stations</b>	
Novo Naselje	€370,000,
Klisa	€181,500
Sremski Karlovci	€145,000
<b>46 Urban Pockets</b>	€160,700

## 6.5. ORGANISATIONAL STRUCTURE

6.5.1. : WHAT KIND OF GOVERNANCE AND DELIVERY STRUCTURE IS ENVISAGED FOR THE IMPLEMENTATION OF THE EUROPEAN CAPITAL OF CULTURE YEAR?

### NOVI SAD 2021 LTD.

In the case of a positive outcome, we plan to establish Novi Sad 2021 Ltd. in the first quarter of 2017.

The advantages of opting for a limited liability company include **efficiency and flexibility of management, independence in business operations, possibility of independently forming the company's management structure and establishing a mixed modality of financing.** This will do much to facilitate the acquisition of funds from a large number of sources and from different levels of government, which will reduce dependence on a single source of financing and the risk of political pressure. On the other hand, this organisation will be closely connected with the city administration and local authorities because **it will be founded by the City of Novi Sad.**

6.5.2.: HOW WILL THIS STRUCTURE BE ORGANISED AT MANAGEMENT LEVEL? PLEASE MAKE CLEAR WHO WILL BE THE PERSON(S) HAVING THE FINAL RESPONSIBILITY FOR GLOBAL LEADERSHIP OF THE PROJECT?

### The Company General Meeting:

The General Meeting is the company's highest body. Company's members will be appointed based on a founding document and will include the employees, which will ensure a democratic character and participation in management.

The General Meeting will appoint and dismiss the members of the Supervisory Board, adopt reports by the Board, approve financial reports and decisions on payments to members, decide on increase and reduction of equity, etc.

### Supervisory Board:

Members of the Supervisory Board will be appointed based on the founding document of Novi Sad 2021 Ltd. They will include a representative of the City Cultural Administration, a representative of the University of Novi Sad, a representative from the tourism sector, an independent international expert for ECoC, a representative of the youth sector, and a representative from the public media. The Supervisory Board will be chaired by **Momčilo Bajac**, who acted as Programme Director for the candidacy preparation.

The Supervisory Board will supervise and monitor the implementation of Novi Sad 2021 Strategy. This body will pass and approve all important decisions related to ownership structure and business results, and check the legality of all procedures. In addition, it will appoint an Artistic Director on the proposal of the Arts Council and a team of consultants composed of former managers of ECoCs with whom Novi Sad 2021 cooperates.

The Supervisory Board will appoint a Chief Evaluator who coordinates internal evaluation and monitoring and will launch a tender for an organisation to take charge of external evaluation.

### Honorary Committee

The Honorary Committee will be designed as a professional advisory body appointed by the Supervisory Board. It will provide continuous professional support to the Executive Director in decision making, irrespective of whether this concerns municipal economic issues or cultural activities. The Honorary Committee will give its opinion on the Strategy proposed by the Supervisory Board.

Members of the Honorary Committee will include a representative of the Republic Ministry for Culture and Information, a representative of the Provincial Secretariat for Culture and Public Information, a prominent business person from the private sector, a representative of a successful public company, and representatives of partner municipalities appointed by the Supervisory Board. The Honorary Committee will be chaired by the Mayor of Novi Sad.

### Council of Citizens

The Council of Citizens is an independent body, a participative element in the organisational structure that will ensure on-going dialogue and give due consideration to the opinions of our fellow citizens on the Novi Sad 2021 Project.

### CEO (Chief Executive Officer)

The Chief Executive Officer will co-ordinate the work of the entire management team and be responsible for management, co-ordination and implementation of Novi Sad 2021 Ltd. in accordance with the strategy. He/she will be in charge of the budget and on-going consultations with the Artistic Director, while working in close co-operation with the Relation Manager.

The CEO is responsible for ensuring continuing political support and regular project funding.

### Deputy Chief Executive Officer/Administrative Manager

The CEO will appoint a Deputy CEO who will assist him/her in coordinating human resources, marketing and public relations, applications to European funds and with administrative tasks. His/her responsibility will be to provide for the day-to-day security, continuity, and efficiency of working teams.

The Deputy CEO is also Administrative Manager, which means that he/she will be responsible for legal affairs and contractual relations with artists and performers, as well as for public procurement.

The Deputy CEO will also coordinate investment projects, which means that he/she will be monitoring planning and realisation of the infrastructure projects. This position will be filled in 2017 by selection procedure.

### Arts Council

Together with the Application Team and chaired by internationally recognised pianist Rita Kinka, the Arts Council has worked out an artistic vision and programme structure of the final version of the Novi Sad 2021 Project. The monitoring process has shown that work will be more efficient if responsibility for the segment is taken over by a person who will thus become Artistic Director. In order to maintain a democratic character in designing and implementing artistic concepts, the existing Arts Council will transform into an advisory body that should provide for continuing professional and creative support and supply guidelines for the Artistic Director in decision making.

### Artistic Director

The Artistic Director will be responsible for artistic programmes in toto. He/she will enjoy full autonomy in planning their creative aspects. He/she will be responsible for the professional and independent fulfillment

of the artistic vision of Novi Sad 2021 in compliance with the programme concept. It is of particular importance that the Artistic Director should shape a recognisable and authentic aesthetic programme profile and take on the role of “social researcher” who will be involved in active audience development and participation.

The daily tasks of an Artistic Director mean continuous close cooperation with the *bridge managers*, as well as co-ordination with other production managers and their organisational teams.

### **Bridge Managers**

Bridge managers will be appointed by the Artistic Director, in cooperation with the Human Resources (HR) Manager. The tasks of bridge managers will imply the implementation of projects according to theme, namely the “bridges”. Bridge managers will submit punctual and regular progress reports to the Artistic Director. They will also be responsible for implementing Flagship programmes.

The manager of one of the bridges will also act as Deputy Artistic Director. He/she will be appointed in 2017 and assist the Artistic Director in the operational implementation of the artistic concept.

### **Production Managers**

Production managers will be responsible for infrastructure, equipment and events management. Together with the HR Manager they will coordinate the work of volunteers and take responsibility for evaluation of each project in accordance with the set criteria.

### **HR Manager**

The HR Manager will be responsible for staffing and the qualification profile. He/she will carry out selection and recruiting procedures and the subsequent evaluation

of human resources, assessing results and achievements. He/she will submit reports to the programme director and Deputy CEO and make the necessary corrections.

This position will be filled by the beginning of 2017 by selection procedure.

### **Participation Manager**

He or she should provide opportunities for target groups and public visitors to interact with the ECoC programme and artists, through mediation and high quality, meaningful participatory methods.

He/she will also be responsible for recruiting and coordination of volunteers.

### **Relations Manager**

The Relations Manager will be responsible for local and international linking and networking, and for communications between the Novi Sad 2021 Project and EU institutions. This includes management of international relations and management in the local community.

His/her task will be to establish and maintain relations with international artists and agencies, operators, partner cities and European institutions before, during and after the title year. In addition, he/she will also be responsible for maintaining relations with regional public and private institutions and groups, tourist organisations and operators, ensuring their inclusion in the work of Novi Sad 2021. Vuk Radulović, who occupied this position in the preparation period, is planned to assume this position in 2017.

### **Finance and Fundraising Manager**

The Finance and Fundraising Manager will be responsible for budget and finance management, will manage the Accounts Department and co-ordinate the team in charge of fundraising and donations. He/she will be responsible for the operational budget, economic organisation management



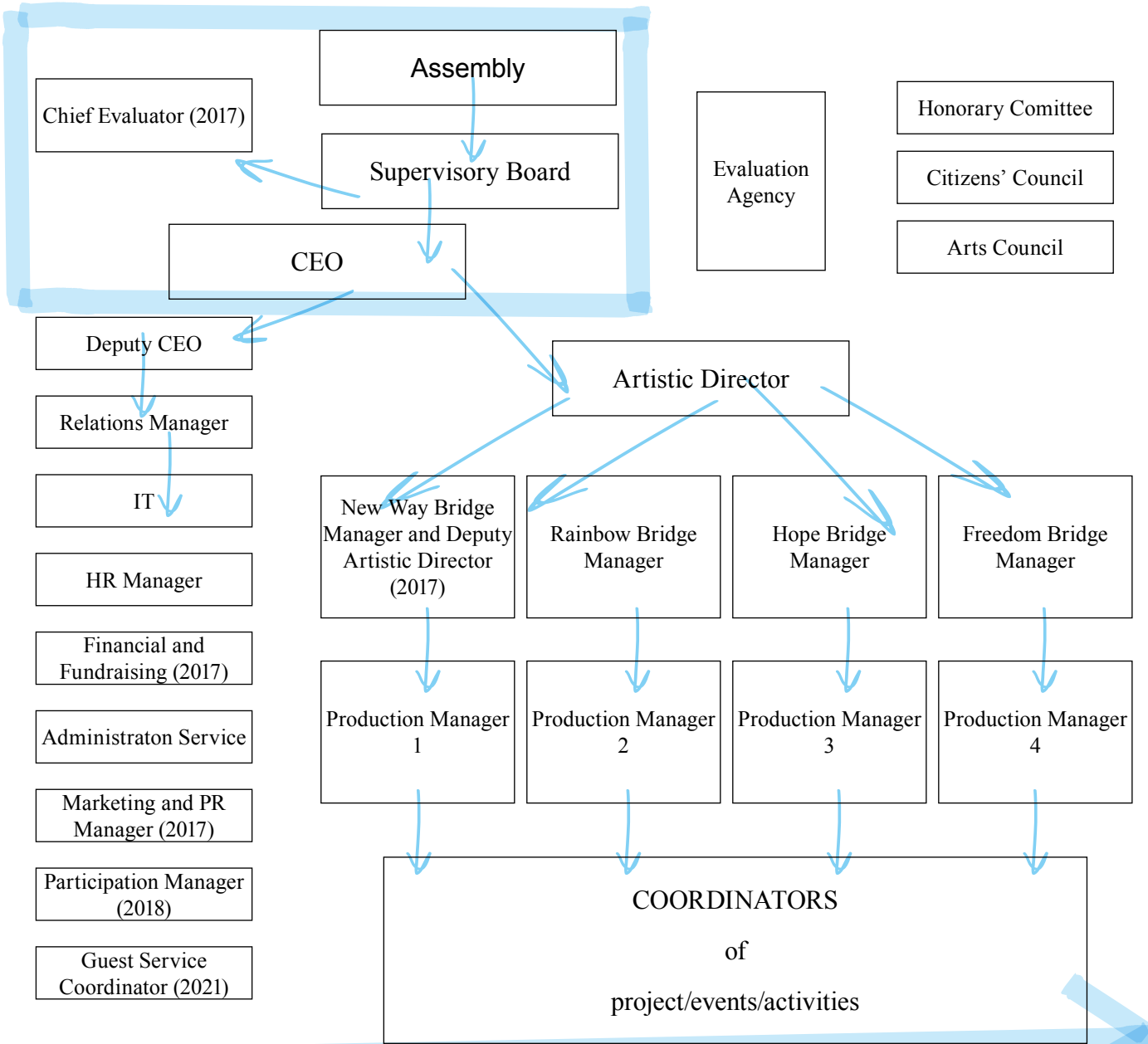
and financial security of the programme. A special task will be to enable a diversity of funding sources, i.e, a large number of financers. He/she will be responsible for income generation and earnings from primary cultural and secondary commercial activities. He/she will submit financial reports on monitoring and evaluation to the Supervisory Board and Chief Evaluator.

The position will be filled in 2017 based on selection criteria for potential candidates (7 to 10 years of experience in financial tasks at international level).

**Marketing and PR Manager**

The tasks of the Marketing and PR Manager will include the implementation and further development of marketing and media strategies, as well as ongoing public relations. A person conducting these activities, according to the selection criteria, will need to have a minimum five years experience in marketing in projects of similar size at international level.

**Guest Services Coordinator** - he/she is in charge of coordinating accommodation and transport for participants, and for providing them with all necessary information and services.



6.5.3.: HOW WILL YOU ENSURE THAT THIS STRUCTURE HAS THE STAFF WITH THE APPROPRIATE SKILLS AND EXPERIENCE TO PLAN, MANAGE AND DELIVER THE CULTURAL PROGRAMME FOR THE YEAR OF THE TITLE?

Key project participants will be selected in a democratic and transparent manner – based on public advertising, and candidates will be expected to be competent and experienced in the same or kindred fields. It will be necessary for staff in key positions to be ready and able to share the same vision and values, namely successfully to implement the Novi Sad 2021 vision.

6.5.4.: HOW WILL YOU MAKE SURE THAT THERE IS AN APPROPRIATE COOPERATION BETWEEN THE LOCAL AUTHORITIES AND THIS STRUCTURE INCLUDING THE ARTISTIC TEAM?

The presence of local government representatives in the Supervisory Board will provide for maximum support and personal connection between the vision and mission of Novi Sad 2021 Ltd. and the City's Sustainable Development Strategy, in particular its Cultural Development Strategy. The Mayor, partner municipalities and representatives of local and regional executive authorities are all members of the Honorary Committee. The combination of membership, responsibilities and the areas of work of these bodies guarantees synchronisation, mutual consideration, efficiency and continuity, irrespective of potential political changes.

6.5.5.: ACCORDING TO WHICH CRITERIA AND UNDER WHICH ARRANGEMENTS HAVE THE GENERAL DIRECTOR AND THE ARTISTIC DIRECTOR BEEN CHOSEN – OR WILL BE CHOSEN? WHAT ARE – OR WILL BE – THEIR RESPECTIVE PROFILES? WHEN WILL THEY TAKE UP THE APPOINTMENT? WHAT WILL BE THEIR RESPECTIVE FIELDS OF ACTION?

### CEO

The CEO will be appointed by the founding document of the Company, Nemanja Milenković, who carried out this function in the preparation period for ECoC candidacy is a potential CEO of Novi Sad 2021 Ltd.

Up to the present, as a CEO he has shown himself capable of formulating sustainable and recognisable medium-term and long-term development strategies. He has outstanding leadership skills and a keen sense of time and space. His vision is at least five years ahead, with an understanding of the immediate environment and how it fits into the wider one. He is able to motivate his associates and establish a team that shares the same vision; he is communicative, thinks strategically, is ethical, shows empathy and has experienced success in managing similar reputable international projects.

### Artistic Director

The Artistic Director will be appointed in 2017.

In order to maintain continuity and links with the previous work of the Arts Council, it is desirable that the Art Director is elected from among the members of the current Arts Council, if possible.

It is necessary to appoint a person who is already an established creative and original artist, capable of conceptual thinking and of bringing resonance and vibrancy to the creative environment he/she works in. He/she should have a developed network of contacts with artists, art institutions and agents throughout Europe and the rest of the world.

decided to consider all the risks and devise a contingency plan ahead of time so that the project may progress without obstacles.

In order to determine potential risks in the Novi Sad 2021 project, after previous secondary researches and discussions with experts, we began SWOT analysis. The objective is to transform all potential weaknesses into future strengths.

## 6.6.: CONTINGENCY PLANNING

### 6.6.1.: HAVE YOU CARRIED OUT/PLANNED A RISK ASSESSMENT EXERCISE?

Risk management has received special attention in project planning. Aware that each project may encounter challenge, we have

### 6.6.2. : WHAT ARE THE MAIN STRENGTHS AND WEAKNESSES OF YOUR PROJECT?

Strengths	Weaknesses
Academy of Arts in Novi Sad, secondary and third-level school of art, University of Novi Sad with around 50,000 students.	- Insufficient student participation in cultural life of the city.
Partnership with previous capitals of culture, also with Novi Sad's twin cities (Pečs, Dortmund, Linz, Košice, Pilsen, Marseille).	- Cultural workers insufficiently networked with colleagues in Europe.
The city re-branded in the spirit of a young city, of culture, of peace and reconciliation, open to everyone who wishes to live and work in it.	- The city is not branded enough as a city of culture, with the largest number of national minorities and as a city of peace.
Multiculturalism – 21 national communities live and work in the city of Novi Sad.	- Lack of sufficient communication between members of minority communities and majority population – true interculturalism.
Excellent connection of the city with Europe and Asia in all forms of transport.	- Insufficient use of the geographic potential of Novi Sad and ZONE 021 - Insufficient use of capacities in ZONE 021 - Insufficient small infrastructural facilities in the ZONE 021 area.
Sufficient accommodation facilities.	- Insufficiently developed capacities for providing a better tourist experience and inadequate quality of services
Artists have already started to move into the Youth Creative Polis which already possesses a rich legacy of cultural assets.	- Insufficient use of all facilities within the Youth Creative Polis and the potential of the entire derelict industrial heritage.

Strengths	Weaknesses
Infrastructure potential for cultural programmes on smaller sites – the local communities system and a programme designed to influence audience development with active participation.	- The public has little understanding for contemporary and amateur art; art tends to be centralised.
Political agreement, hence financial stability.	- Public at large and economic and public sectors poorly prepared to participate in project financing.
°City of festivals and information technology (ICT) industry.	- Festivals insufficiently connected and networked with ICT industry.
Organisational structure matches needs and individual characteristics of projects and selected strategies (project oriented).	- Changes in team members of Novi Sad 2021.
Programme is designed as participatory and emphasises the European dimension of the project.	- Population tends towards apathy when it comes to cultural events, due to overexposure to light entertainment such as TV reality shows.
Realistically planned budget based on the current status.	- Slowing down of efficient budget management due to excess administration and bad financial procedures.
Developed and networked youth sector; city's candidacy for European Youth Capital.	- Possibility not to be awarded the European Youth Capital title.

### 6.6.3. : HOW ARE YOU PLANNING TO OVERCOME WEAKNESSES, INCLUDING THROUGH THE USE OF RISK MITIGATION AND PLANNING TOOLS, CONTINGENCY PLANNING ETC.

WEAKNESS	OPPORTUNITY	IMPACT	RESOLUTION PROPOSAL
Insufficient amount of funds collected for implementation of all planned projects, inadequate communication strategy, audience does not identify itself with the brand <i>For New Bridges</i> .	3	5	Political support gained for this project, in particular the national significance it will acquire if the title is awarded, will provide for necessary financial support that will be supplemented by other sources such as EU funds, sponsorship, etc. Communication strategy will be developed by highly experienced team that has already organised large artistic events such as EXIT Festival, Festival of Street Musicians, etc. Promotion of candidacy's visual identity and concept has already gained acclaim from the public, in particular in its final stage. Good branding and highest possible participation of public in project implementation will be significantly facilitated if the audience identifies itself with the brand.

WEAKNESS	OPPORTUNITY	IMPACT	RESOLUTION PROPOSAL
Artists are not networked, they are indifferent to forms of creative industry and continue working on the lines of “art for art’s sake”. In addition, they are indifferent to contemporary forms of art presentation or bringing art closer to a wider audience and end users of projects.	3	4	This weakness will be overcome by the constant involvement of artists in all stages of programme development and implementation. Artists will be able to participate creatively through different projects within the New Way Bridge, in audience development and familiarising themselves with classic contemporary art projects. Through the <i>Breed</i> programme they will have the opportunity to educate themselves and network, i.e. work together with colleagues from Europe. A large number of projects will have research preparatory parts that will deal with the audience needs and habits.
Insufficient use of abandoned industrial facilities refurbished to establish creative hubs and places for representatives of independent art scene, art colonies and places where they can develop productions that would attract audiences from commercial and civil sectors.	2	4	Development of creative hub within the <i>Youth Creative Polis</i> , already the site of a self-initiated gathering of artists and cultural stations all around ZONE 021, will enable the entire area to come to life. Organisations experienced in development of entrepreneurship will deal with education of artists in the ways in which they can present their art products and place them on the market.
Proposed organisational units within the proposed organisational structure have not been formed; members of <i>Novi Sad 2021</i> organisation selected on political instead of professional grounds; interference by representatives of creative sector in administrative sector affairs and vice versa; insufficient co-operation between these organisational units and sectors.	2	4	Members of <i>Novi Sad 2021</i> Ltd. will be selected based on public competitions. Communication between artistic and administrative sectors strictly via the CEO with the use of contemporary project management methods.

### Legend for risks:

#### POSSIBILITY:

- 1 - Almost none
- 2 - Small
- 3 - Medium
- 4 - Large
- 5 - Almost certain

#### IMPACT:

- 1 - Very low
- 2 - Low
- 3 - Medium
- 4 - High
- 5 - Critical



## 6.7. MARKETING AND COMMUNICATION

### 6.7.1.: COULD YOUR ARTISTIC PROGRAMME BE SUMMED UP BY A SLOGAN?

*Novi Sad 2021* is presenting itself with the slogan ***For New Bridges***

There are four reasons for this:

#### **Rainbow**

The slogan is colourful and rich with diversities just as our city is. Placing the bridges in focus as the city symbols, it invites dialogue, reconciliation and is essentially the key representative of the overall programme concept of *For New Bridges*.

#### **Hope**

Calls on us to accomplish the objectives of Novi Sad 2021 project locally – for its citizens - and towards all citizens of Europe, with the hope that the river banks will come together in Novi Sad in 2021.

#### **Freedom**

Provides for freedom of interpretation. In addition to the set objectives of the application, it paves the way towards believing that everyone as an individual is free to build his/her own bridges.

#### **New**

Creates a new and ambitious six-year vision of Novi Sad, symbolically and in terms of infrastructure. It will be a city with two existing and two new bridges. It will be Novi Sad in Vojvodina and Serbia, but also in the European Union.

6.7.2.: WHAT IS THE CITY'S INTENDED MARKETING AND COMMUNICATION STRATEGY FOR THE EUROPEAN CAPITAL OF CULTURE YEAR? (IN PARTICULAR WITH REGARD TO THE MEDIA STRATEGY AND THE MOBILISATION OF LARGE AUDIENCES. AT THE FINAL SELECTION STAGE, CONSIDERATION MUST BE GIVEN IN PARTICULAR TO THE PARTNERSHIPS PLANNED OR ESTABLISHED WITH THE WRITTEN PRESS AND THE AUDIO-VISUAL SECTOR WITH A VIEW TO ENSURING MEDIA COVERAGE OF THE EVENT AND OF THE PLANS RELATING TO THIS STRATEGY).

The success of the project and its good image do not depend on good communication with the surroundings alone, but also among key persons in the activities for the candidacy. This refers primarily to Novi Sad 2021 Ltd, the City Cultural Administration, representatives of participating municipalities (Sremski Karlovci, Beočin, and Irig), representatives and partners of Novi Sad 2021, and others.

The Novi Sad 2021 Communication Strategy will be directed towards setting up an information system for dissemination of prompt and correct information within all the company's structures. This will be possible through regular meetings of teams and online communication using tools for efficient time management (Doodle), ideas management (XMind), tasks management (Asana) and information management (Google drive).

In the first stage of implementing this candidacy, communication with the public was confined to the city of Novi Sad and its surroundings; in the second stage, after obtaining the title of the European Capital of Culture, this would be extended from local to regional and European level. Due to the range of tasks, required expertise, complexity and significance of these activities, we have created professional PR and marketing teams who will be responsible for their work to the CEO.

The third stage will be carried out in the year of Novi Sad 2021 Project implementation. Public relations will relate to the implementation of projects, audience motivation, information, etc. Marketing will have an important role by that stage and will be aimed at promoting the project as a cultural event with all its accompaniments.

### Marketing Strategy

Marketing Strategy will be directed to promotion of the Novi Sad 2021 Project among the national and European public.

We will try to share project vision and information about the programmes with potential visitors using *all available communication channels*. These include traditional electronic and printed media, outdoor media, web presentations, social networks. The period from nomination up to the title year has been divided into stages during which we will use all communication channels, although one of them will be particularly emphasised in each stage.

**Following title designation in 2017** we will *focus on outdoor promotion* and social networks. On the main E70 and E75 highways, in particular on access routes to the city, we will place billboards with information announcing Novi Sad's nomination for ECoC 2021. The same information will be placed at *Nikola Tesla Airport* in Belgrade and airports in Osijek and Timișoara, at the

busiest points in the city for foreign visitors, such as the Novi Sad Fairground, the railway and central bus station, hotels, etc.

**In the period from 2018 to 2019** we will *focus on electronic media*, mainly on European and world TV stations with offices in some of the cities in the region, such as Arte, N1, Aljazeera and specialised channels dealing with promotion of destinations. We will make promotional films featuring the cultural and historical heritage, Novi Sad festivals, the natural and ethnological wealth of Vojvodina and the Danube, etc.

Prior to the commencement of the official programme, in 2020, we will conduct a marketing mix with special emphasis on *destination branding via Tourist organisations*. Moreover, intensive branding of the city as the European Capital of Culture will begin with products and souvenirs bearing the brand identity of *Novi Sad 2021*. Communication with European audiences would be achieved via co-operation with the European Integration Offices of the Government of the Republic of Serbia and the Office of the AP Vojvodina in Brussels.

**In 2021 as the title year**, when most visitors will already have decided or thought of visiting Novi Sad, the emphasis will be placed on *interactive communication and online marketing*. As by then the City will be most certainly fully covered by WiFi, specialised android apps and media streaming will be the prevailing communication channels. Virtual tourist info centres will be available via mobile apps and will provide all necessary information at each moment and place. **Streaming and YouTube Channel** Novi Sad 2021 on the Internet will provide for a direct or delayed follow up of the main programmes.

### 6.7.3.: - HOW WILL YOU MOBILISE YOUR OWN CITIZENS AS COMMUNICATORS OF THE YEAR TO THE OUTSIDE WORLD?

#### **Mobilisation of Diaspora**

Within the last 20 years, the Serbian diaspora has multiplied due to the economic crisis and the wars in the Balkans. Currently, Serbs live in 159 countries around the world and approximately four million Serbs live outside their native country. They will be a very important communication channel for their fellow citizens in the European countries.

#### **Active participation of influential citizens of Novi Sad**

Novi Sad artists and representatives of institutions and organisations will take advantage of membership in professional organisations, personal contacts and networks in order to promote Novi Sad 2021. This refers primarily to representatives of the independent scene who have the best developed international contacts.

When participating in international competitions, **Novi Sad athletes** will wear the Novi Sad 2021 logo on their sports equipment; and during international competitions in Novi Sad we will see to it that spaces are branded with the visual identity of the project.

Together with internationally recognised citizens of Novi Sad, the PR team of Novi Sad 2021 will create **video and textual promotional messages** in English about the city's candidacy for later distribution on the Internet site and on social networks.

#### **Involvement of programme Novi Sad 2021 participants as promoters**

Before departing on EVS, Erasmus Plus, Artist in Residence and other exchange programmes, participants will be offered educa-

tion about the project and ways and means of presenting it during their stay in Europe.

Thanks to participative projects, many citizens of Novi Sad will be involved as online project ambassadors via Internet campaigns and announcements of events, as well as on other public pages watched by a large number of visitors. Bus and taxi drivers, restaurant and café owners, tourist guides, shop assistants, market workers and employees working on international projects will be included in special training programmes and participate in certain promotional and programme activities.

#### **Including of the candidacy for the European Youth Capital**

In 2018 and 2019, a number of TV and online media adapted to young people promoting Novi Sad and other former youth capitals will be used through the campaign entitled "Youth Opens the Door" and so confirm the importance of activism.

### 6.7.4.: - HOW DOES THE CITY PLAN TO HIGHLIGHT THAT THE EUROPEAN CAPITAL OF CULTURE IS AN ACTION OF THE EUROPEAN UNION?

In 2021, a candidate country for EU membership stands a chance of being awarded this prestigious title, which is of exceptional significance for Novi Sad and Serbia in terms of their unambiguous commitment to European integration. For this reason we will invest maximum energy and project space to point out to the citizens of Novi Sad, Vojvodina and Serbia the contribution of the European Union to fulfilling all the projects and programmes we plan to implement under the European Capital of Culture title. In this way, we want to counter the problem of lack of visibility of EU invest-



ments in Serbia, despite the fact that it is the biggest donor and investor in our country.

One of the objectives of *For New Bridges* is to provide the public with all the necessary information to understand European values and develop a more positive attitude towards the European Union. This demanding task will be accomplished, first of all, via a high-quality, participative and accessible programme, and opening a debate with the public on EU topics, most of all through the *Imagine Europe* programme, in co-operation with the EU Delegation to Serbia.

*Cult:tour* and *Entrance/Throughway/Exit* will ensure the visibility of the ECoC project and the display of EU symbols in public spaces in Novi Sad, while the *Europe XXL* project will help train young people in other ECoC's and will give us fresh ideas for promotion of the EU within the project.

The **brand** of the European Capital of Culture as a European Union project will be presented by all promotional means (billboards, city lights at stations, posters, stickers etc.), printed and digital materials and the media. We will use the EU flags and official logo of the European capital of culture project during all cultural and public events within the project.

Infrastructure projects to be carried out within this candidacy will be visible and permanently marked as projects generated with the support of the European Capital of Culture programme.

### Additional information

**In a few lines explain what makes your application so special compared to others?**

Novi Sad has worked on this application for five years with many different social and political circles, in various surroundings and dealing with many challenges, but has managed to endure in this important process and present itself as we do here. We believe

that these five years of work on our application are visible and we are also convinced that many programmes will be accomplished irrespective of the final results of this competition. Some of the steps forward are already visible, such as the adopting of the City of Novi Sad Cultural Development Strategy, an achievement involving a high level of participation, transparency and a feeling of pride.

The work of the Novi Sad 2021 Team is marked by transparency of process and full autonomy of its members in regard to the candidacy concept and programme creation, work on the application form and involvement of independent experts. It is at the same time a model that deviates from the regional practice of politically-inspired employment and interference of political interests in cultural initiatives.

The main objective of this project was not to write a good Bid Book, but sincere and committed work to accomplish positive changes in the city. This project is a genuine invitation to all parties concerned to reach a consensus for the development of a better, more equal, cultural and developed European society.

One of the main principles of the candidacy was participation. Over 200 artists, cultural operators, managers and representatives of cultural organisations were actively involved in the project preparation. This has once again shown that Novi Sad has a developed network of cultural workers and institutions well prepared for the implementation of the most demanding cultural projects.

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## INFOGRAPHIC

Novi Sad 2021 in figures

200 artists and cultural workers participated in the preparation process

200

3 official web sites– novisad2021.rs kulttura.rs and bbns.rs

3

70 official releases on the web site in 2016

70

250 artistic photos published

250

Several thousand articles about the Novi Sad 2021 project in local media

2021

Cooperation with 20 capitals of culture

20

Cooperation established – University of Novi Sad has become a part of the Universities of European Capitals of Culture

20 100

20 public cultural institutions, 100 private cultural organisations

**Add any further comments which you deem necessary in relation with your application.**

We believe that our application speaks for itself without any surplus words we might add.

## ACKNOWLEDGMENTS

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