

ФОНДАЦИЈА НОВИ САД 2021-
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НОВИ САД

NOVI SAD 2021
- EUROPEAN CAPITAL OF CULTURE -
SECOND MONITORING REPORT

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I LONG TERM-STRATEGY: PLEASE GIVE AN UPDATE ON HOW THE ECOC PROJECT IS CONTRIBUTING TO THE CULTURAL STRATEGY OF YOUR CITY, THE IMPACT THAT THE PREPARATION OF THE YEAR MAY ALREADY HAVE, AS WELL AS THE PLANS FOR MONITORING DELIVERY AGAINST OBJECTIVES AND EVALUATING THE IMPACT OF THE TITLE IN THE CITY, INCLUDING THE ESTABLISHMENT OF A BASELINE FOR COMPARISON AND THE USE OF BIG DATA.

The Cultural Strategy of Novi Sad is being implemented according to plans and timetables by the City Council Department in charge for culture and it is available in English at <http://novisad2021.rs/en/strategy/>.

Bearing in mind close connection 'Novi Sad 2021' Foundation has with this City Department; our team members have been contributing to the processes related to the implementation of the Strategy. This means that Novi Sad 2021 teams are contributing to the creation of the Action Plans –concrete and practical guidelines for the implementation of the strategic measures set in the Cultural Strategy. Every two years, the Council adopts Action Plans for next period and presents the evaluation results on the achievements of the last period and how they met the measures and criteria from the Cultural Strategy.

The successful implementation of the strategic measures on one, and fuller development of the ECOC project on other side, are undoubtedly the precondition of the reforms of both institutional and non-institutional cultural sectors in the city. Changing practices, adopting new models of European policies, reforming the cultural sector, etc. are very demanding, long lasting, challenging but above all – immensely significant processes in the city. Bearing this in mind, we can proudly conclude that the Cultural Strategy is being successfully implemented in accordance with the plans, timelines and in great cooperation among different organisations and sectors. Positive results are being noticed in the following areas connected with the 'Novi Sad 2021' project, as shown in Table 1.

Table no. 1. Visible contribution of the Novi Sad 2021 to implementation of Cultural strategy measures

Cultural Strategy Measure	Already visible contribution of the 'Novi Sad 2021'	Examples of the activity/project already being implemented
Participative cultural policy	1. New participative models and tools on the cultural scene.	A. Out of the Comfort zone – project of dialogue with public cultural institutions through which 'Novi Sad 2021' Foundation develops new programmes, and capacity building platform for employees of the public cultural institutions which is based on the detected needs of the sector. B. New Wave – dialogue platform with non-institutional scene aiming to open new dialogue and ensure wider participation of the non-institutional cultural stakeholders within the 'Novi Sad 2021' programme.
	2. New dialogue regarding cultural policies.	A. Cultural Forum – monthly meetings of the cultural stakeholders from public and non-institutional scenes. This is an open debate about the cultural development and cultural policy of the city. B. Divan platform – an open place for democratic dialogue that gathers experts and wider public in one place to discuss specific topics important for the implementation of the 'Novi Sad 2021' project.
	3. New perspectives for improved accessibility of the cultural venues and programmes.	Accessible Arts –this project is used to raise the question of the accessibility of the cultural venues and programmes through analysis of the existing capacities. After mapping the problems, we have started with a complex grant scheme to support accessible venues, programmes, websites and transportation means for the people belonging to vulnerable categories.
	4. More transparent work and money distribution.	A. Non-institutional scene representatives became members of the commissions that decide about the money distribution at the open calls. B. Open calls for financial support in culture became more transparent, decision criteria are much clearer, while results are being discussed publicly during the Cultural Forum activities.

Culture in dialogue	1. Open dialogues about the problems of the scene that can be resolved with Foundation's assistance.	One of the examples is 'Novi Sad 2021' Foundation's work in order to overcome administrative barriers for cultural organisations to apply for EU calls seen in capacity building; expert assistance and partnership building help the Foundation is providing.
	2. Intersectoral cooperation in the city for more efficient work	A. Frequent intersectoral meetings of the cultural, urban development, financial and economic departments and institutions of the city in order to efficiently organise projects and maximise the effects of the ECoC title in the city. B. Grants for supporting intersectoral connections and joint applications for the EU calls.
	3. Intercultural dialogue	New platform for communication and involvement of the minority cultural institutions through the 'Out of the Comfort Zone' project. Migrations programme Arche offers a place for an open debate about the 'newcomers', plural identities and mutual understanding.
	4. Intercultural cooperation and coproduction.	Project pillar – The 'Second Europe' tackles the questions of 'otherness' in Europe and Novi Sad, and the importance of preserving and presenting the diversity of the multicultural expressions through 'Synergy' Minority Theatre Festival and European Conference on Minority Media.
Citizens' participation	1. New tools to shape public spaces	A. Microgranting – small financial grants for citizens' project ideas for renovation of public spaces in their neighbourhoods. B. New places – a renovation of of small and medium public spaces based on proposals by the citizens
	2. New tools for deciding about cultural events	Cultural Stations – new social and cultural centres in neighbourhoods that develop cultural content based on the inhabitants' needs.
	3. New tools to get bginvolved	A. Divan – enables citizens to get involved in the shaping of the 'Novi Sad 2021' project. B. Heritage Walks – a project in which citizens can become local tour guides and tell hidden stories about the city.
	4. Audience Development	The public call was opened for cultural institutions to develop audience development practices in their work, after which European experts were engaged to help developing new approaches through the 'Audience in Focus' programme.
Vibrant Cultural Heritage	1. Renovating cultural heritage spots in the city and creating cultural stations.	Cultural Station Svilara – renovated former silk factory which became a new cultural-social centre in the old historical part of Novi Sad – Almaš Neighbourhood. CS Svilara opening videos: http://y2u.be/mfwCk84fzaE , http://y2u.be/8kTfPECWbBc
	2. (Re)discovering new places in the city for cultural performances.	New Year's Eve Celebration 13 January based on the old Julian calendar is being organised by the 'Novi Sad 2021' Foundation, involving music performances of local and European musicians on around 50 different locations in the city with the aim of discovering new hidden cultural places and revive them.
	3. Developing new management concepts of the cultural heritage spots.	'Neutralno' conference and workshops last year gathered some of the most prominent experts in management of independent cultural places in Europe in order to discover the most suitable and sustainable ways to manage new cultural centres in the city. The result were new management plans for cultural stations and Creative District venues. Case: Petrovaradin gathered leading young experts in cultural heritage management in Novi Sad to examine new perspectives for managing Petrovaradin Fortress, most important cultural heritage site in the city. Managing creative districts: Youth Creative Polis whose basic idea is to consider the possibilities of a safe and sustainable model of managing of the future Novi Sad cultural district.
Internationalisation and presence at international scene.	1. Developing language skills	Free language courses organised by the Foundation for around 100 cultural workers from Novi Sad.
	2. Boosting Mobility	Mobility call of the 'Novi Sad 2021' organised for cultural workers from the public sector (2018) and non-institutional sector (2019) in the following years, this call will be organised by the City Administration together with a grant for matchfunding to support projects funded by the international calls. This will be the legacy of 'Novi Sad 2021' project fostering international cultural cooperation starting from next year and going on after 2021.
	3. Partnership building	Partnership building conference (2018) – public cultural institutions choose one partner from the European order to develop projects of cooperation together. Tandem for European capitals of Culture (2019) – 10-month long partnership building project with the cultural workers coming from seven different ECoCs. Cultural Bus – cultural workers travelling to different cities (bus-ride distance) and developing projects of regional cultural cooperation for the year of title.
	4. European cultural cooperation	Permanent links and meetings with ECoC cities, new membership of the city in cultural networks, AIR project which started in 2017, EU programme pillar – The Future of Europe and many others.
	5. EU fundraising	EU project proposal writing workshops dedicated to the local scene EU projects management trainings for public and independent cultural workers. EU Fundraising expert team was formed in order to help local cultural stakeholders to develop project ideas and overcome administrative challenges for the EU calls. Call for financial support for EU funded projects of joined cooperation between representatives of the public and non-institutional sector has been opened in 2019.

Even though this was not the part of the initial legacy plans, everything mentioned above became one of the most important contributions of Novi Sad 2021 to the development of the local scene, currently having the most visible results and highest perspective for a long-lasting effect. Using the language of our 4P legacy plan (people, places, processes, programme), this was undoubtedly the most significant process so far. Following this trail, the Foundation has started these annual 12-month long process of capacity building in cooperation with the UNESCO Department at the University of Arts in Belgrade. The aim was ensuring that all the cultural institutions create working strategies for the following 5 years for the first time in history of the city, which was one of the most important and challenging demands from the Cultural Strategy of Novi Sad. Of course, ECoC project in the city do not tend to resolve all the problems from the Strategy, focusing on those which are closely connected with the 'Novi Sad 2021' project.

When talking about the cultural strategies and reforms, it is important to underline that 'Novi Sad 2021' is declared a project of the national significance by the Government of the Republic of Serbia. Being the only project in Serbia with this role, our Foundation and city have additional very important responsibility – to ensure the dissemination of the new models of work and European practices among other cities in Serbia. All the projects currently being implemented in the city within the 'Novi Sad 2021' umbrella is being carefully monitored and the most successful practices together with the know-how guidelines will be collected and summarised in one handbook. This will be done in cooperation with the national government in order to share the gained knowledge and spread European values, cultural policies and models with cities in our country. This is what we and our partners from the Government of the Republic of Serbia perceive to be of importance for the cultural, social and economic development of all parts of our country.

The independent evaluation teams will continue to implement methodology based on three main dimensions (cultural, economic and community impact). The evaluation process is organised and governed by Mr Miroslav Vujičić, Chief Evaluator, from the University of Novi Sad. Most of the data is of primary source and approach is both quantitative and qualitative. In mid-2019, ECoC cultural index will be calculated and presented via developed formula. This cultural index will be later used for presentation of the impact to the wider public.

In order to detect and measure impacts of the title through this formula, the evaluation team conducted baseline research in 2017 and 2018 and gathered data from different target groups:

I Research on community life aimed at analysing main features of community cohesion, social capital and perception and identity of community space among residents.

II Research on cultural needs, habits and potentials for cultural development with the aim of identifying current state in the field of culture – to give an overview of the different areas regarding the needs and habits of inhabitants of Novi Sad as well as potential for cultural development.

III Media and Information consumption research and report that aim at identifying cultural needs and habits of the inhabitants of Novi Sad and Petrovaradin.

IV Art and Creativity research with the aim of identifying current state of affairs in different fields of art and creativity.

V Culture and Creative industries with the aim of identifying current state of affairs in different fields of creative industries.

Summary of the results of these research papers with the most interesting findings are in the Annex III to this document.

The entire baseline research conducted so far is a solid base for measuring impacts of the title in the future, but also clearly shows the positive effects the title has brought to the city after the designation in comparison with research results made in 2015 that formed the basis for the Cultural Strategy. The data collected, including the baseline research, monitoring research, small scale research for different programme platforms and concrete project evaluation results, are being stored in the internal 'Novi Sad 2021' Foundation platform – SharePoint which enables the visibility of the documents to all team members and of course the evaluation team. The whole process is being organised by the Chief Evaluator and evaluation teams selected through an open call for specific types of research.

II PROGRAMME: THIS WILL BE THE MAIN FOCUS OF THE MONITORING AT THIS STAGE, ALONG WITH THE FINANCING PART (IN SECTION E). THE PANEL WILL BE INTERESTED TO LEARN ABOUT THE STATUS OF PREPARATION OF THE PROGRAMME, THE MAIN HIGHLIGHTS TO ATTRACT VISITORS, AND HOW THE PROGRAMME WILL MEET THE "EUROPEAN DIMENSION" AND "CULTURAL AND ARTISTIC CONTENT" CRITERIA (AS DESCRIBED IN ARTICLE 5 OF DECISION 445/2014/EU).

The focus in the period between two monitoring panels was on formulating clear artistic vision and programme structure for the ECoC year. This means that this process was related to five key strategic measures based on the recommendations made by Panel and practical needs on the field:

A. Strengthening the capacities of the 'Novi Sad 2021' programme team

In the past two years, 'Novi Sad 2021' programme team had very intense capacity building programme including trainings with experienced European cultural managers involved in the ECoC programme such as Juliana Endberg,

Xabi Paya Ruiz and others within the framework of the project Build up. The best practices of the programme revisiting were presented through job shadowing events with Leeuwarden 2018, Timisoara 2021, Galway 2020 and other ECoC teams. Throughout the years, the number of project managers in the team has increased, and more importantly, the existing ones have developed their capacities. Currently, there are more than 20 experienced programme managers. The capacities will be further developed, as we expect to engage artistic curators and new project managers by the end of the year.

Explain how your ECoC programme involves local artists and cultural organisations in the conception and implementation of the cultural programme:

B. "From YOU to WE"

One of the biggest challenges for the Foundation was to inform, prepare and involve representatives of both public and non-institutional cultural sectors in the city. The main goal was to have everyone aboard, which we perceived to be the precondition for the successful implementation of the 'Novi Sad 2021' project.

In 2018, the Foundation has started the 'Out of the Comfort Zone' and 'Genesis' projects aiming at involving public cultural institutions in the 'Novi Sad 2021' project. The decision was made to firstly work on participation of the public sector as we perceived it to be more demanding in sense of understanding the European cultural policies and because of the slow administrative and financial procedures. The great role in this process was played by local and regional ministries of culture in order to help us to explain that preparation of the successful ECoC is a job for all of us – representatives of the cultural scene, as well as citizens of Novi Sad, while the Foundation is only there to coordinate the process. After the year of research and mapping the needs of the local public scene, the project started with clear goals:

A) To foster mobility and flexibility of the cultural institutions.

Activities implemented: mobility grants for cultural operators, partnership building conferences, cultural bus, Kizuna, Plants AiR, free language courses and others.

B) To connect the institutions in the European context

Developing strategic partnerships with European organisations, job shadowing in institutions throughout Europe for cultural operators, connecting and offering 'Novi Sad 2021' as a platform for cooperation.

C) To help them in implementation the European models and standards

Activities implemented: open calls to support audience development and participation projects and 'Accessible Art 2021' project open call for improving accessibility of cultural venues and programmes in the city.

D) To help them prepare projects for 2021 – the programme was revisited in cooperation with the institutions. New programme structure and arches were carefully presented to them during the Cultural Forum. It has become clear what kind of projects they need to develop and which principles to use in order to be part of the ECoC year.

E) To provide expertise and professional assistance in developing projects for the ECoC year and EU calls for project proposals in order to help them connect with European partners and secure the sustainability of their projects.

After 15-month-long project, all 33 cultural institutions in Novi Sad were involved through different platforms. The result of this process was the project '33 strategic planning', through which all public cultural institutions are currently preparing 5-year-long strategic plans (for the first time in history) with action plans as a result of the process which involved UNESCO Department of the University of Belgrade and 30 mentors both from Serbia and the EU. These plans will be adopted in September 2019. This will encourage their fuller involvement as the strategies will present plans for 2021 which opens an opportunity for deepening the cooperation.

In 2019, The New Wave project for involvement of the non-institutional scene has started. The project is based on similar principles as the above-mentioned 'Out of the Comfort Zone', although there is a clear difference bearing in mind that non-institutional scene is more experienced in international cooperation and more adjustable to the changes, while at the same time it lacks resources and funding opportunities for its work. The project offers following opportunities for the non - institutional scene to develop and to contribute the 'Novi Sad 2021' project:

A) Places for work and creative exchanges in Novi Sad 2021 Cultural Stations.

B) Volunteering assistance through Novi Sad Voluntary Service within the Cultivator project.

C) Exchanging information and disseminating invitations for cultural programmes.

D) Connecting and networking with non - institutional scenes in European cities through residential and mobility projects of the Foundation.

E) Small grants for making sustainable partnerships and developing projects with their colleagues in Timisoara and Eleusis (Project 20,21).

F) Call for mobility for non - institutional scene.

G) Open discussions about important topics for the non-institutional scene in cooperation with stakeholders in order to enable continuous help and support.

H) Expert assistance for applying and finding match funding for EU and other international grants. New call to support international projects will be launched this year.

I) Call for procurement for working materials for the independent cultural centres.

J) Continuous capacity building that aids young artists in gaining experience and skills through organising EU Summer School in Arts.

Above all, coming mainly from the non-institutional scene, will be engaged for the following artistic areas: dance, theatre, classical music and opera, alternative music, movie, comic books, visual arts, applied arts and literature. Another significant element of the involvement of the local scene is their participation in developing the concept and in selection juries for the calls organised by the Foundation

– such as New places, Heritage Walks, Plants AiR, mobility grants etc.

C. Strengthening the capacities of the production team and making clear production plan for 2021

In the gap period, the 'Novi Sad 2021' Foundation has started with the implementation of big productions in the city. There are two reasons for that. Firstly, the management has decided to launch pilot projects to test and develop the production capacities on the road to the year of the title. This is the reason why three biggest programme arches are already launched. Kaleidoscope and New Year's Eve Celebration are the most demanding. For 31 December more than 50.000 people gathers to attend a unique mixture of musical event and visual arts to celebrate the New Year's Eve. This is by far the most visible project the Foundation has organised. In addition to the hugely successful organisation and big names that performed in the main square, the important legacy is that the Foundation has changed the profile of the event – from the low-quality music event it became high-quality artistic event. On 13 January (New Year's Eve according to the Julian calendar) the music and performative arts events are being organized at 50 different locations being (re)discovered through culture and arts. These events were a great production challenge for our team, however we passed it successfully with much more experience in organising large-scale artistic events. This is the part of our legacy plan – to develop local capacities rather than import foreign productions without any sustainability. *Doček 2019/7526 video: <https://youtu.be/d42ob5fbxao>*. Artists from 18 countries, 33 organizations, 55 locations, 78 programmes, 498 performers, 56.000 visitors.

Secondly, these projects enabled the visibility of the 'Novi Sad 2021' project and helped us explain who we are, and what we do, and more importantly to explain the main new principles we want to bring to the cultural scene in the city. Simultaneously, this relieved the pressure from our shoulders caused by different stakeholders questioning the results of the project, even though we stay focused on the year of the title.

D. Revisiting the original Bid Book and redefining the programme structure while developing clear and easy communication.

Our programme team has revisited the original Bid Book and launched an extensive communication platform with all organisations which are part of the Bid Book in order to: a. check the capacities of the organisations; b. develop project ideas; d. reconstruct the programme structure and e. check the feasibility of the proposed project ideas (we cannot call them projects, because they were hardly

developed). This means that new structure and messages are deeply rooted in the original Bid Book but updated and more realistic after the revision.

E. Delivering strong capacity building platform and visible projects in the gap period

A wide range of the capacity building projects were implemented during the gap period by the 'Novi Sad 2021' Foundation in order to increase capacities of the local scene and, within it, to improve the quality of the cultural programme for Novi Sad 2021. We will mention just a few of them: call for mobility, job shadowing in European cultural organisations, artist-in-residence programme, strategic planning, management workshops, digital tools, etc. The focus in 2017 was on developing human potentials and investing in people, 2018 was dedicated to new processes, while in 2019 and 2020 we put our focus on new places – infrastructure for cultural events.

Programme structure

After the implementation of all the above-mentioned strategies and activities, the clear artistic vision is set out, programme structure is formulated, highlights of the programme are almost completed, production capacities are prepared while cultural scene is ready and open to tackle demanding process of the ECoC.

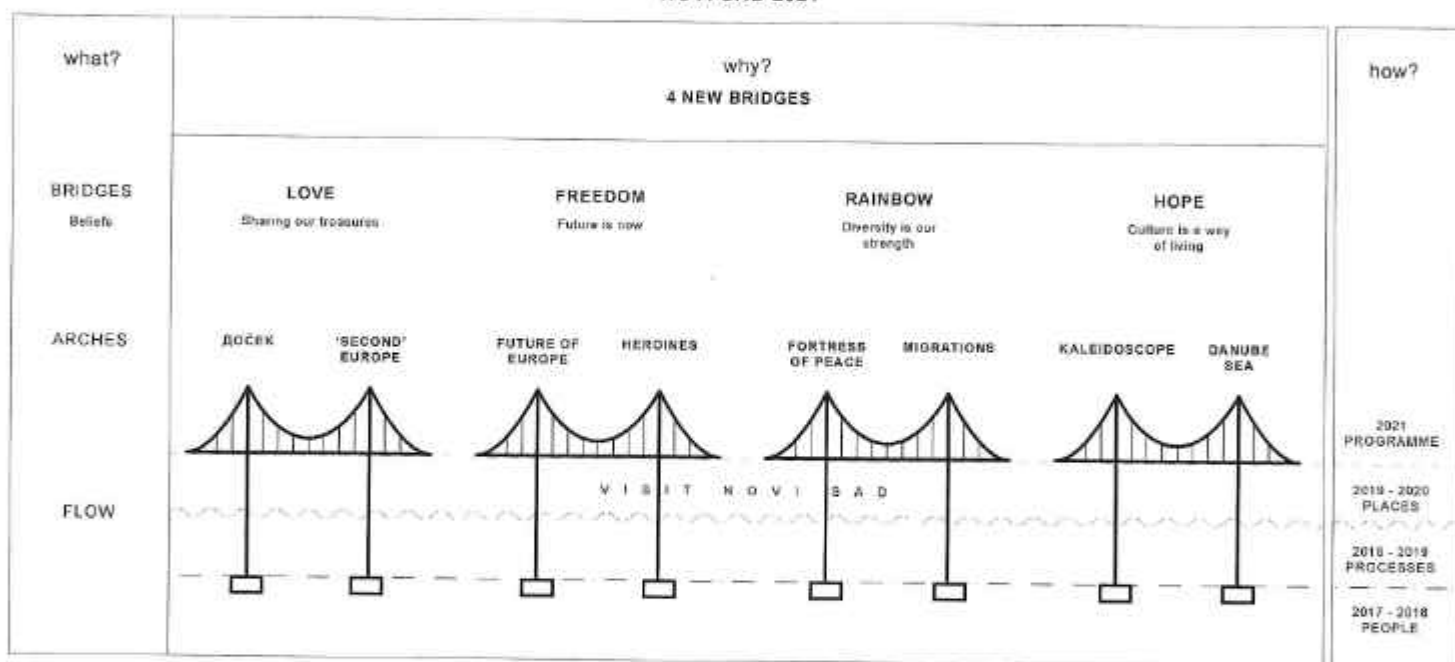
Based on the programme pillars in the Bid Book, Novi Sad 2021 programme has developed new programme structure with clear messages. For New Bridges slogan now has four defined programme bridges, and some of them we symbolically named after the existing bridges in Novi Sad, while others symbolise values that city wishes to develop in the context of European integration, beliefs that it fosters and strives to share with other Europeans. These are the Freedom Bridge, Rainbow Bridge, Hope Bridge and Love Bridge. Each bridge consists of two programme arches, i.e. thematic topics, by which we wish to send clear messages about values we want to nurture, as shown on Scheme 1.

The artistic concept of the "Novi Sad 2021 - European Capital of Culture" is based on the basic values of the European Union, such as human rights, multiculturalism, intercultural dialogue, ecological awareness, and peace policies. These values promote the idea of an open democratic society based on contemporary humanism. We built programme arches, i.e. thematic units, by linking these European values with the history, culture and identity of Novi Sad.

New programme structure is presented in the Table 2 and Scheme 1, followed by the main messages, flagships and highlights of the programme.

Scheme no. 1 Programme structure of Novi Sad 2021

NOVI SAD 2021



TIMELINE 2021

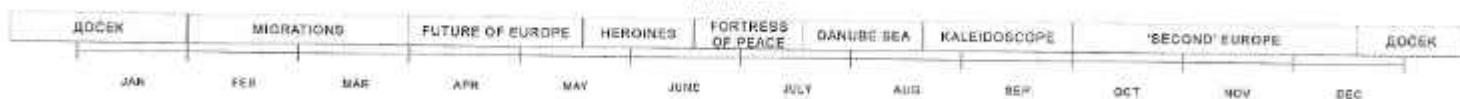


Table 2. Programme structure

Bridge / Programme Arch	Main mission	Short description	Flagship	Highlights
LOVE BRIDGE Sharing our treasure! DĐEČEK New Year's Eve celebration	Celebration of holidays of different traditions and cultures to mark the multiculturalism of Novi Sad. It offers new models for Europe.	Citizens of Novi Sad intensely celebrate their ethnic and religious diversity in the period from mid-December until mid-January. In that period, there are two celebrations of New Year's Eve, two Christmases, two Christmas Eves, Patron Saint celebrations and other customs, which are cause for socialising and family gatherings. In order to celebrate two calendars with two programme concepts within this platform, Novi Sad organises the unique DĐEČEK in Europe, according to Gregorian and Julian calendars. Citizens of Novi Sad, together with guests and tourists, celebrate their multiculturalism by connecting local cultural heritage with intangible cultural heritage of Europe.	DĐeček – Opening Ceremony – January 13. The topic will be the artistic creation of the time bridge inspired by the story of Mikulin Mikanović, famous local and European scientist which invented the most precise calendar, the so-called astronomic calendar. The event will be multimedia spectacle at four different locations in the city.	<ol style="list-style-type: none"> 1. New Year's Eve celebration on 31 December 2020 - the large scale music event on public spaces gathering renowned artists from all around the Europe. 2. Creative calendar is an Exhibition about the time calculation related to the work of one of the most famous Serbian and European Researchers Mikulin Mikanović. 3. First Light Festival in Novi Sad will be organized inspired by European fairy tales. The festival will be organized in the Baroque suburbia of the Petrovaradin Fortress connecting heritage and new technologies.
LOVE BRIDGE Sharing our treasure! THE SECOND EUROPE	Presenting different artistic forms dealing with various aesthetics, ethnic, religious, sexual, political, racial identities and beliefs, rather than socially dominant ones.	European culture is mostly based on dominantly accepted and generally widespread artistic expressions and values, which create a one-dimensional and incomplete image of the complexity of European identity and cultural heritage. Under this surface of dominant expressions, there is a hidden, invisible, base-mech-like, secret, anti-elitist, rebellious, marginalised, minority, counter-cultural, alternative, value-different Europe. Through this platform we try to tackle, discover and tell stories about them.	Synergy #WTF Festival – festival of minority theatres which we organise with Hungarian Novi Sad theatre.	<ol style="list-style-type: none"> 1. Boom 21 – retrospect of Novi Sad alternative scene – punk, rock, comic books, literature 2. Heritage Walks – 20 new alternative cultural heritage routes guided by Novi Sad inhabitants will be presented in 2021. 3. Roma Embassy – artistic installations in public spaces in the city simulating the embassy of the Roma population in order to put focus on the position of Roma community in the society.
RAINBOW BRIDGE Diversity is Our Strength MIGRATIONS	Presenting migrations as opportunities for improving the quality of community life and promoting the value of intercultural dialogue.	Today, when the refugee crisis across Europe brings the risk of deepening racial and ethnic stereotypes, prejudices and potential conflicts, Novi Sad is still facing the challenges of migrations resulting from earlier wars. Today, 21 ethnic communities live in it, seventeen languages are spoken, of which seven official languages of the European Union, and four that are in official use in the city. That is why we see migrations as uniqueness of Novi Sad, stressing their importance in the formation and transformation of the city's identity.	Art in migrations and migrants in art – joint international exhibition of the European and local visual artists who were political, social and economic migrants. This is coproduction between Gallery of Melica Spaska and Kunststiftungches Museum in Vienna.	<ol style="list-style-type: none"> 1. Liberta – the movie about the early history of Novi Sad when the first migrants came to the city and formed the first settlements. 2. Lightscapes – European contemporary dancers in three museums in Novi Sad migrating from one to another telling the story about cultural heritage through movements. 3. Internal and External migrations // theatre play, arts in society method. The topic is readmission and inclusion of the Roma society. 4. Fugitives – coproduction of Novi Sad and Gejzka Academy of Arts – testing the question of the brain drain in Region.
RAINBOW BRIDGE Diversity is Our Strength THE PEACE FORTRESS	Affirmation of Novi Sad as a fortress of peace, through programmes that promote the reconciliation of people, politics of peace and communion, as well as critical attitude towards war and causes of war.	The EU was created on the ruins of Europe after World War II, as a peace project that promotes a policy of preventing armed conflicts. In order not to repeat the horrors of European wars. Therefore, the European Union represents a kind of fortress of peace, because its formal foundation and value orientation is the promotion of peace policies. We believe that art and culture, as effective means, can significantly contribute to the promotion of reconciliation, communion, dialogue, understanding in order not to repeat the suffering of warfare.	The Peace Fortress – four renowned international artists will create four new landmarks – artistic installation on the Petrovaradin Fortress with messages of peace and unity. The first one in 2019 will be made by Yoko Ono.	<ol style="list-style-type: none"> 1. Singing Bridges – regional choir summit where singers from areas which were in direct conflicts in past sing about peace and antifascism. 2. European Photo Album – international exhibition of photography with anti-war topics. This project will be the coproduction with World Press photo organisation. 3. Brotherhood and Unity – participative exhibition where inhabitants of the several cities from all countries from the region will be invited to bring artefacts or any object that reminds them on old joint country and to revive the spirit of unity.

<p>FREEDOM BRIDGE The Future is Now THE FUTURE OF EUROPE</p>	<p>Improving the quality of children's and youth culture and providing opportunities for young people from Novi Sad and European cities to creatively and critically create the future of Europe.</p>	<p>Novi Sad is a university city with a social community of almost 50,000 students who come not only from Novi Sad and Vojvodina, but all over Serbia and the region. Novi Sad bears the title of European Youth Capital in 2019. In accordance with this context, a special focus of the platform is on children and youth. The aim of the platform is promotion and development of children's and youth creation, as well as networking of Novi Sad and Europe through cultural exchange of young people. The European and Novi Sad youth work together in creating better perspectives for the future.</p>	<p>EYE.Nat – joint production of the five different youth theatre troupes from different European countries tackling five topics of the importance for the future development of the EU: feminism, Euroscepticism, migration crisis, anti-fascism, solidarity. Every troupe is preparing a theatre play and afterwards the theatre festivals will be organized throughout the Europe presenting the produced plays.</p>	<ol style="list-style-type: none"> 1. Touch – international festival of puppet theatre which will develop new forms of communication with kindergartens and schools. 2. Children Philharmonic Orchestra – special inclusive music orchestra conceived of children with endangered social status. 3. NS Muralization – 10 murals will be painted by European artists in 10 schools in Novi Sad inspired by current European topics. 4. Youth and European Values – the open call for artistic expression of the high school students from all over Europe will be opened on the topic of Future of Europe. The international commission will choose the best works which will be published in special printed corpus.
<p>FREEDOM BRIDGE The Future is Now HEROINES</p>	<p>Fostering and promoting female culture, art, creation, history and heritage in order to create a more righteous and equal position of women.</p>	<p>The question of gender equality, although up to date in other segments of society, is not sufficiently dealt in culture, although gender stereotypes in society are often generated through it. Our intention is to promote female art and culture, which are mostly invisible and insufficiently recognized, through this platform. Female cultural history of Novi Sad has developed on the trail, and most often in cooperation with the most important European activist, feminist and artistic movements, thus the contemporary creativity of Novi Sad female artists is present on the European cultural scene.</p>	<p>MILEVA – high-tech exhibition about the most famous Serbian female scientist Milica Marić Einstein, wife of the greatest European scientist Albert Einstein. The exhibition deals with scientific achievements, and contribution to the development of European and world science of 20th century of one of the most important women scientists.</p>	<ol style="list-style-type: none"> 1. Reconnection – the project promoting women activism, creativity and arts, engaging through arts and culture for better position of women in Serbian society. The project started in 2016 and has gradually been developing to the main result – an exhibition about political history of women in Europe. 2. Samovila from Fruška Gora – project that gathers female novelists and interpreters from different European countries to work together in old mines in Novi Sad surrounding area in order to reinterpret stories from life great novelists from this part of Serbia.
<p>HOPE BRIDGE Culture is Way of Life THE DANUBE SEA</p>	<p>Contribution to the development of international cultural cooperation in the Danube Region and improvement of the quality of life and awareness of nature conservation.</p>	<p>The most important European river, the Danube, which flows through Novi Sad, represents a significant identity characteristic of the city and its history. One of the focuses of the arch is on the international exchange of programmes and artists from the Danube Region and the creation of joint activities.</p> <p>On the other hand, the Danube is one of the most polluted European rivers, and pollution and destruction of nature are the biggest cultural and political problems not only in Serbia, but in Europe and worldwide. Therefore, through a variety of artistic and sports programmes, we wish to discuss environmental issues such as air and water pollution, filtering, extinction of plants and animal species, and promote the beauty of life in nature.</p>	<p>In the Middle of Danube – the coproduction between Serbian National Theatre and three European troupes which is being organised on the scene in the middle of Danube. The topic will be agonists and war in Troy reinterpreted in contemporary way.</p>	<ol style="list-style-type: none"> 1. Art Dialogues – curators from Novi Sad and Timisoara put in a dialogue contemporary visual artistic expression in both cities. The curators choose artistic works dedicated to ecology and environment protection. 2. Green Weeks. International exhibition of the ecologically engaged artists of photography in open public spaces of the Strand Beach in Novi Sad – the longest beach on Danube. The main goal is eco-education on sustainable development, green energy and recycling. 3. Tamburitza Philharmonic orchestra consists of artists from all around Europe. It is planned to create a new repertoire for tamburitza orchestras with the aim of contemporary interpretation of traditional culture. The new repertoire would be created by contemporary European musicians of different genres. It is also planned to establish a virtual museum of tambouras.
<p>HOPE BRIDGE Culture is Way of Life THE KALEIDOSCOPE OF CULTURE</p>	<p>Affirmation of Novi Sad as a 'stage-city' through the development of new audience and the decentralisation of cultural content.</p>	<p>This idea of the city as a stage, is related to the understanding that city shapes the awareness of citizens not only in some educational institution, but also in every activity, and at every meeting place. The concept, among other things, implies activating all available city spaces and resources (streets, squares, parks, industrial buildings, passages, yards etc), putting them in the service of an artistic act. In this manner, the unique synthesis of the performer-viewer is created, which means that the artistic act is performed in interaction with the audience.</p>	<p>New places – During the preparations until 2021 more than 40 small and medium public spaces of special importance for the inhabitants will be renovated. In 2021 in all of them we will organize cultural events to jointly celebrate new places for culture and leisure time.</p>	<ol style="list-style-type: none"> 1. Gradac. Opening performance of the Festival of street musicians in the Suburbium of the Petrovaradin Fortress. 2. Shunting station. Opening ceremony of the International Theater Festival of Alternative and New Theater (Infant) at the old Railway Station. 3. Corso. Classical music concert on the middle of the main Boulevard in the city, in the place that used to be a promenade and now is occupied by cars. The main message is – culture is central point in the city. We expect in 2021 Tokyo Symphonic Orchestra to perform. 4. Nylon. Opening of Proza Fest literary festival on Nylon Market, which is one of the most visited "Flea Market" in the region. The central event is the Literary Morning with domestic and European writers, in cooperation with the Cultural Center of Novi Sad.
<p>Visit Novi Sad Visit Novi Sad is a digital media journey through Novi Sad, which is covering topics from various fields of culture, through innovative approaches, in order to inform and educate audience in Novi Sad, but also all those that wish to visit our city. In future period, current digital media platform Cult-tour will be integrated into this more comprehensive platform Visit Novi Sad.</p>				

The full list of the projects with all the details is in Annex IV (Programme – State of Play) to this document.

In particular, explain how your ECoC programme does: Promote cultural diversity in Europe, intercultural dialogue and greater mutual understanding; Highlight the common aspects of European cultures, heritage and history, as well as European integration and current European themes; feature European artists, cooperation with operators or cities in different countries including cities holding the title;

EUreka!!!

EU dimension is one of the main principles of 'Novi Sad 2021' project bearing in mind the limited international

cultural cooperation in the city and the fact that this is the biggest and most visible EU project in Serbia. The International Relations Department has been formed with main task to ensure EU dimension and a sound balance between local and European in the programme being developed for 2021. Only 13% of the cultural organisations in the city cooperated with international partners back in 2015 according to the research. This was the red alarm to develop strong strategy to encourage the cooperation between local and European cultural operators and artists. This strategy is being implemented with main aim to secure strong EU element in the programme structure. The strategy was clear and simple and was based on measures presented in Table 3.

Table no. 3. EU dimension strategy measures, activities and main results

Measure	Activities	Results (EUREKA)
Partnership building	<ol style="list-style-type: none"> 1. Partnership building conferences gathering in tandem 1 local and 1 European organisation to work together in Novi Sad on project development. 2. Tandem European Capitals of Culture – gathering professionals from 7 European capitals of Culture. 3. Lab for European Project Making – gathered 30 merging cultural managers from three ECoCs (NS2021, TM2021 and RI2020) 4. Regional ECoC meetings – gathering teams from regional ECoCs and discussing current projects of cooperation. 5. Culture Bus – visits of the cultural operators from the cities in the region to Novi Sad and vice versa in order make initial contacts and develop future cooperation. 	More than 100 cultural operators took part in the partnership building projects.
Supporting Mobility	<ol style="list-style-type: none"> 1. Plants AIR – Artist in residence for local artists in European cities. 2. Kizuna – financial grants for study trips to Japan and developing sustainable partnerships. 3. Open call for mobility – supporting study trips, participation in the international events and festivals for local scene. 4. Job shadowing – capacity building opportunities in the EU cultural organisations for local operators. 	More than 70 cultural operators and artists went for mobility programmes by 2019. This year's plan is to support at least 50 more.
Encouraging international projects	'Novi Sad 2021' Foundation became an intermediary between local and European organisations as we receive international proposals that we redistribute to local operators.	13 new international projects were implemented, and the local cultural scene was presented at international events.
Supporting applications for EU calls	Local organisations are being informed regularly about the opportunities to apply for opened EU calls and the expert team is helping them to successfully apply.	7 new EU projects started in 2019 based on the assistance of the Foundation Novi Sad 2021.
Promoting EU values and policies	<ol style="list-style-type: none"> 1. Organised EU debates and events promoting EU values. 2. EU cultural management policies were presented through capacity building platforms. 3. EU officials and representatives of the EU administration in Serbia were present at the events organised by the Foundation. 	The 'Future of Europe' conference and more than 50 accompanying events will be organised in May 2019 in the light of the EU elections. European commissioner for culture, Mr Navračić has visited Novi Sad and talked with representatives of the project about the ECoC development.
Securing the constant communication with ECoCs and other European partners	<ol style="list-style-type: none"> 1. The Foundation teams were regularly present at the ECoC network meetings. 2. Communication platform within ECoC network was established. 3. Broad platform of cooperation with the EUNIC Cluster Serbia and embassies was initiated with regular meetings. 	New international partnerships are developed and at least 15 projects of ECoC cooperation were already in the implementation phase. 60 projects of potential cooperation between ECoCs are developed during the ECoC Echo meetings in Novi Sad.
Following current European topics and challenges in order to deliver up-to-date programme	New programmes and projects based on the current EU topics were developed.	The developed Programme Arches have a strong EU dimension and they relate to European themes.

Everything mentioned so far had a visible impact in developing international cooperation in the city. While we are still waiting the results of a new research on the international cultural cooperation, we can notice that positive impacts are already visible: A) Number of organisations receiving international funds increased; B) Number of the international (co)productions increased considerably; C) Cultural operators and artists developed new links with European partners and international cooperation became more vibrant. D) In 2017 – Ministry of Culture has invited representative of the Novi Sad 2021 Foundation to coordinate the commission deciding on call to support international projects for own contribution. Back then only four organizations from Novi Sad applied for these funds, in 2019 17 organizations were detected. The latest decision made by the Foundation management brings optimism about the fuller development of the EU dimension.

Namely, the International Board of Experts will be formed in order to monitor the EU dimension development and to ensure constant EU element in the programme. The Board will consist of prominent experts in EU cultural policy, cultural managers of the renowned cultural institutions, decision makers and the artists. The Board chair and coordinator of all the activities will be Ms Sneška Quadvlieg-Mihailović, Secretary General of the Europa Nostra organisation.

Everything mentioned so far was a tool to strengthen EU dimension of the programme structure, for which we strongly believe we succeeded. In the Table 4, we are summarising the EU dimension in our programme structure on which we elaborated above. More information about this subject could be found in Annex IV to this document

Table no. 4. Summary of EU discussion in NS2021 (programmatic structure)

Programmatic Arch / EU dimension	The Future of Europe	Roček	The Second Europe	Migrations	The Peace Fortress	Heroines	The Danube sea	The Kaleidoscope of culture
Cultural diversity in Europe	This Arch provides a unique opportunity to share European values and messages of coexistence through arts for children and teens.	Roček celebrates a diversity of the religious holidays, while examining the questions of different time calendars through artistic research.	This Arch is dedicated to tackling the 'otherness' in Europe, introducing and preserving it. It seeks to support minorities and fight for their better integration in the society.	This Arch tackle migration contribution to the development of arts in history. It tells the story of Novi Sad, the city which was founded on migrations and that is home to 21 ethnic communities.	Peace will be discussed through art and education with our neighbour and European partners.	This Arch promotes female artistic expression and fosters diversity.	This Arch promotes cultural diversity within the Danube region and connects diverse artistic forms of the artists living across the Danube basin.	Local communities in Novi Sad show the European diversity through exposing differences and common things that connects them.
Intercultural dialogue	The Arch opens a place for intergenerational dialogue giving place to young people to discover a new narrative for Europe through culture and Arts.	Participative elements of this arch will bring grounds for sharing the diversity in everyday life of the neighbourhoods as they will learn to communicate in a different way, through arts.	This Arch promotes intercultural artistic forms, while promoting the minority social subgroups traditions and arts. The special focus will be on integration of the Roma population.	It opens a place for a new perspective about newcomers and natives opening a debate: 'Aren't we all newcomers from somewhere?'	This Arch promises a new dialogue between sides which were in conflict in past.	The Arch combines creativity of women around the globe, focusing on women from local ethnic groups.	It promotes cooperation of cultures of the Danube region involving 10 EU countries from the Danube flow.	Diverse people sharing their customs, traditional values and finding common ground to feel as Europeans is what Kaleidoscope is.
Greater mutual understanding	Bringing European young artists and peers to Novi Sad will open a wide range of opportunities for to develop a better understanding of the differences.	Marking Christmas Even according to Julian and Gregorian calendar, Jewish, Chinese, Muslim and other holidays will help people better understand other traditions and their customs.	When second's culture is discovered, this Arch gives an opportunity for an audience to understand their specific context, their needs and position.	This Arch invites people to understand better the value of the migration flows in the past and it is a call to action against the xenophobia.	The Arch is delivering the message of reconciliation and better understanding among the nations with new peaceful artistic installation on the Petrovaradin Fortress.	The Arch contributes to the better understanding of women's role in the local and European trying to reposition it through arts.	Ecology aspect of this Arch is bringing importance of mutual understanding and finding the river as a common ground to start dialog for mutual understanding.	Involving a wide range of citizens while decentralizing cultural content enabling inhabitants and visitors to meet, discover new places and meet each other.
EU culture, heritage, history	This Arch tackle the question of future perspectives of the Europe while drawing lessons from history.	This Arch contributes to the preservation of the intangible heritage of customs of different celebrations in the city.	It discovers new cultural European patterns hidden under the layer of the mainstream.	This Arch tells the story about the migratory history of Novi Sad 2021 and Europe.	The project enriches and develops Petrovaradin Fortress – second largest fortification in Europe which was built but never used for war.	One of the flagships of the Arch will be an exhibition about the women's political history in 20th century.	Danube Sea aims at increasing the awareness about the river pollution and seeks new models of preservation of the Danube.	The Arch promotes the city as a stage offering new, undiscovered and unusual places as a part of the local heritage which will be transformed into stage for European artists to perform.

EU integrations	The Future of Europe is aimed at promoting the EU integration of our country and invite young people to take an active role in developing a better Europe of tomorrow.	Doček will bring performers from around Europe including biggest stars that attract not only a common audience but also EU decision makers.	By providing opportunities for different minority groups and social subgroups it will show the openness of Novi Sad and Serbia to become part of the European family.	The arch will bring artistic view on migrations and show that Serbia has always been a part of the Europe and how its people helped the creation of modern Europe as well.	The project and its visibility contribute to the EU integrations while it shares and spreads the EU values of peace and unity.	Heroin arch will show how women will lead the EU integrations in Serbia and how their creative approach will contribute to faster integration in Europe.	By promoting the microoperation in Danube region, the Arch promotes the European cooperation and sense of belonging.	Programs that offer the participation of the locals also include cooperation with people from European neighbourhoods.
EU themes	Rediscovering new narrative for Europe and youth activism.	Diversity and time measurement heading to 2021 when the seasonal time change will stop in the EU.	Solidarity, unity and inclusion in a time of rising populism and right-wing movements.	Migrations and reconciliation.	Reconciliation, peace, cultural heritage protection.	Women emancipation.	Environment protection, interregional cooperation.	Decentralisation of culture.
EU artists and operators	The Arch will host young European artists and art lovers offering a place for creative synergy.	Big names in music performing on 31 December/ 13 January in more than 50 different locations. Laibach, Etnica, Roby Lakatos, E-mantra, Roman Simović are only some among them.	European minority theatres at Synergy WTP and minority artists at different fields, Nešo Osejan and other Roma artists.	The flagship project Arts in Migration and Migration in Arts will be implemented in cooperation with Kunsthisto-riemuseum in Vienna.	The Arch will host artist from around the world not only Europe giving the wider context on the importance of peace-making.	European photographers active in the field of feminism, feminist theorists and activists.	Performing artists, musicians, marching orchestras other performances to be organised along the Danube and its riverbanks.	Various artistic troupes from Europe performing in suburbs and throughout the city.

• **Combine local cultural heritage and traditional art forms with new, innovative and experimental cultural expressions;**

ECoC in Novi Sad has a very specific context and vision. Novi Sad 2021 wants to establish new, modern cultural expressions and support development of the contemporary artistic forms. This is what we want to learn from Europe. On the other hand, we tend to find and develop new models of interpretation of the local European cultural heritage and share it with Europeans. This is something we are (re) discovering through programme arches *Đoček* and 'Second' Europe.

We use innovation and experiments in culture and arts in several segments combining them with cultural heritage aiming to reinterpret local heritage and traditional artistic forms in accordance to methods and values of the contemporary European society. Those segments are:

1. Raising awareness about innovative and experimental artistic forms among the local scene

The relevant research in the city has shown that cultural scene is underdeveloped in terms of innovative and experimental methods in comparison with other European cities. Therefore, the first step in the reformatory process was to connect local scene to the EU cities and present best models and principles being used outside of their comfort zones. This was done through extensive platform of cooperation with local public and non-institutional cultural scene mentioned above. Next step was to connect two developing sectors in the city – Culture and the IT. The platform of cooperation between largest IT companies and representatives of the traditional cultural heritage institutions helped them to develop new tools to communicate cultural heritage. This platform was supported through 'Audience in Focus' call of the 'Novi Sad 2021' Foundation. The results are already visible: augmented reality and digital memes in the Gallery of Matica Srpska, Escape Room in the Museum of Vojvodina or the open book digitisation workshops for citizens in the City Library. However, we are aware of the fact that this will be the long lasting and demanding process. This is the reason why we have established partnership with VEGA IT company and launched 'Programmers for Novi Sad' call offering new software and IT solutions for different challenges cultural organisations are facing. The cultural players nominate their challenges and needs, citizens vote for most important, while programmers develop digital tools as a possible solution. This is a donation from this IT company and in-kind contribution to the 'Novi Sad 2021' project.

All these measures are just one more step to the goal – creation of the arts innovation centre in Kaleidoscope building in Youth Creative Polis. This will be a laboratory where European and local artist meet and develop innovative and experimental forms and interact with scientists and IT experts working in newly built technological park in the University of Novi Sad. The important process is the 'Novi Sad 2021' Foundation strategy for encouraging intersectoral cooperation between public and non-institutional sector. This enables traditional cultural institutions to open and accept new modern ways to interpret cultural heritage and tradition.

2. Developing new innovative digital forms to present arts and culture

In addition to development processes mentioned above, the 'Novi Sad 2021' Foundation itself tends to develop innovative and experimental forms. Here we mentioned some of them, while others could be found in the programme table and annexes. Mileva – feminist exhibition about the life and work of the most famous Serbian scientist Mileva Marić Einstein and her husband Albert will be positioned in the new Arts Innovation Centre. This will be implemented in cooperation with scientists and IT experts combining new technologies and new artistic expressions. Cyber museum programme explores regional industrial heritage and creates high technology e-museum which enables visitors to walk through and interact with industrial heritage spots. This project will be implemented in cooperation with Osijek and Timisoara. The first phase is already finished with the creation of the 3D virtual tour through Youth Creative Polis which enables citizens to experience the new creative city which will start to live in 2021. YCP VR walkthrough video: <https://youtu.be/zr7AzRoN-qCU>.

3. New approaches in combining traditional and innovative programmes

Other projects are focused on combining modern artistic forms with traditional ones.

Ludifico, young new circus scene troupe is organising daily performances in Cultural Stations – renovated cultural heritage spots in the city used to develop new ways of interpretation of the cultural heritage, more understandable and closer to children and youth. Corso, one of the main projects for the year of title seeks for new ways to present classical music with organising big open space concerts in the biggest boulevard in the city. Furthermore, Walking School project brings the personal story of migrants floating on the sea in multimedia performance which enables audience to follow the show through infrared glasses used for monitoring the situation by the border police. On the other side, Heritage Walks offer new ways of interpretation of intangible heritage, where citizens become new tour guides telling the stories about hidden places in the cities. 'Egység' and 'Svilara' Cultural Stations open doors for coworking between traditional institutions, citizens and non-institutional scene where they develop new experimental artistic forms on weekly basis.

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

During the bidding period, the management of the Novi Sad 2021 team decided to establish the extensive approach regarding the programme of the candidacy. The decision was made to both address all the artistic fields and to include the cultural scene as much as possible, bearing the mind the tight deadlines and the amount of work during the candidacy. Programme Board and afterwards Artistic Council were established consisting of more than 20 representatives of the cultural institutions, University, non-institutional scene, artistic associations. This extensive approach brought us more than 600 projects submitted for the programme open call in 2015. Eventually, 170 of them were accepted which guaranteed the wide range and the diversity of the activities, while artistic council monitored the artistic quality of the project ideas.

In 2018 and 2019 the programme team consisted of Programme Director, Artistic Director and Curators Manag-

er in Programme Direction with supporting programme teams analysed all the proposed ideas, revisited the programme, communicated with the organisations that proposed the projects and on the base of this have developed new programme structure (already presented in Scheme 1). This enabled clearer conclusion about the quality of the programmes which were developed in communication with partner organisations in according to the original artistic vision. Furthermore, this analysis has shown which artistic forms are underrepresented and what kind of events should be more developed in next programme call which will be opened in autumn 2019.

For the purpose of developing high-quality artistic events and monitoring the fuller programme development of Novi Sad 2021, 'Novi Sad 2021' Foundation has decided to enlarge programme team in 2019 by engaging curators for different artistic fields, some of which are the most prominent local cultural managers with experience working for the European cultural projects. Curators' main task would be to:

- Follow the proper implementation and development of the project from the original Bid Book.
- Develop new ideas and concepts within the programme arches.
- Work with cultural institutions in developing new artistic expressions and innovative approaches for 2021 and later.
- Monitor the artistic quality of all the programmes of the Foundation including the programme in Cultural Stations and Youth Creative Polis and artist-in-residence programme.
- Formulate new calls for projects and set out the criteria and artistic fields under the management of the Curators Manager in Programme Direction and Programme and Artistic Directors.

III CAPACITY TO DELIVER: PLEASE CONFIRM THAT THE ECO C CONTINUES HAVING BROAD AND STRONG POLITICAL SUPPORT AND A SUSTAINABLE COMMITMENT FROM THE LOCAL, REGIONAL AND NATIONAL AUTHORITIES. DESCRIBE THE STATUS OF ADVANCEMENT OF ANY NECESSARY INFRASTRUCTURE FOR THE DELIVERY OF THE YEAR.

'Novi Sad 2021 - European Capital of Culture' from the beginning of the project has had strong political support at all three levels of government: national, provincial and local. As mentioned in the previous reports, the Government of the Republic of Serbia officially declared Novi Sad 2021 a project of national significance for the Republic of Serbia. This unique case in Serbian practice shows close partnerships between Serbian Government and 'Novi Sad 2021' Foundation. This results with constant, almost everyday communication between National Ministry of Culture

and Foundation teams, as well as great cooperation with the Provincial Secretariat for Culture, City Administration for Culture, and other competent provincial and city secretariats and administrations, which are responsible for development of infrastructure and other fields that are of crucial importance for successful implementation of the NS2021 ECoC Project, on the topics of financing, development, programmes, international and intercultural cooperation, development of infrastructure and others.

Although there have been certain delays in financing at the provincial level in terms of operating costs which are needed for development of the programme and work of the Foundation, funds have been allocated for infrastructure projects in the city and surrounding area (Zone 021) at the level of the Autonomous Province of Vojvodina, both for the facilities of cultural infrastructure (Cultural Stations and New Places) and for projects for increasing the accessibility in the destination of Zone 021 (open call through Accessible art 2021 project). The 'Novi Sad 2021' Foundation has the continuous support of the President of the Provincial Government and Provincial Secretariat of Culture which has already resulted in numerous joint projects including '33 – strategic planning of all the public institutions in Novi Sad' and 'Awakening of Fruška Gora', which is a communication platform for monitoring of the implementation of projects and programmes in Zone 021. **Awakening of Fruška Gora 2018 video: <http://y2u.be/Mee4DkW2d3w>** .

Having in mind the importance of the NS2021 Project and its continuous funding, first constitutional session of the Honorary Committee of the Foundation was held on 25 April 2019. The members of the Committee are President of the Republic of Serbia, National Prime minister as deputy president of the Honorary Committee, President of the Provincial Government and Mayor of Novi Sad. During the meeting, it was concluded that the funds that are being late at the regional level for 2019, will be provided through the amending provincial budget that is expected in June, while funds from 2018, which are not provided, will be implemented until the end of 2019, which will solve the delay in financing of operating expenditure necessary for the implementation of the programme of the Foundation. It was concluded that the ECoC project will be still the national priority that has the support of all three levels of government as well.

All the infrastructural projects in the City of Novi Sad connected with ECoC are being coordinator by Working Group for capital infrastructure projects in Novi Sad assigned by the Mayor of Novi Sad and implemented by the City departments of urban planning, land development and infrastructure, while it is monitored by the Board and management of NS2021 Foundation. Coordinator of the infrastructure PhD Darko Polić is also a member of the ECoC Steering Committee

Based on the similar principle, the Provincial Secretariat for Culture, Public Information and Relations with Religious Communities formed Working Group, which monitors the implementation of projects of capital and cultural infrastructure on the territory of Zone 021, i.e. municipalities of Irig, Beočin and Sremski Karlovci on 18 December 2018. Working Group consists of representatives of compe-

tent Provincial Secretariats and organisations responsible for the implementation of infrastructure projects.

Projects on the territory of the City of Novi Sad that are being implemented at the moment or have been implemented so far: Youth Creative Polis - Creative District, Svilara Cultural Station, Klisa Cultural Station, OPENS Youth Centre Cultural Station (within the YCP), Novo Naselje Cultural Station, City Concert Hall and Music and Ballet School, New Places - 46 Urban Pockets and Micro granting projects and Restoration of the Suburbium of the Petrovaradin Fortress.

Since the NS2021 ECoC Project is of considerable importance for our City, projects that were not part of the Bid Book were implemented and planned in Novi Sad as well. Accordingly, we mention that, except pedestrian bridge, planned infrastructural projects from the bidding period are in the phase of implementation at the moment, while Svilara Cultural Station, which was completely renovated and officially opened on 23 October 2018, and Egység, the second Cultural Station, which is partly renovated, are managed and governed by the Novi Sad 2021 Foundation, present additional values of the City of Novi Sad within the NS2021 Project. Also, we would like to highlight that thanks to the open dialogue between Working group for capital infrastructure and Foundation team members, restoration of the Suburbium of the Petrovaradin Fortress, that was not part of the Bid Book, has started, instead of the bridge project, having in mind the importance of the Suburbium as one of the most prominent local and European cultural heritage.

Detailed information regarding the infrastructure projects in the City could be found in the Annex no. 2, as well as financial details about invested funds that show that infrastructure funds within the NS2021 Project were allocated not only by the City (EUR 10,995,762.00), but also by the Province (EUR 42,194.00) and the Republic (EUR 5,063,695.00) (detailed outline in the table of the Annex no. 2).

Similar situation is in the Zone 021, where Working Group for infrastructure projects divided projects in 4 big units. First unit consists of infrastructure projects, which will make the destination of Novi Sad and Zone 021 more accessible with road, railway and water traffic and this is a precondition for visitors to reach cultural contents and spaces of the European Capital of Culture faster and easier. This refers to the following projects: Construction of international infrastructure corridor of the Beograd – Novi Sad – Subotica – state border – Kelebija railway, construction of first-grade state road no. 21 Novi Sad – Ruma – Šabac and first-grade state road no. 19 Šabac – Loznica, reconstruction of Fruška Gora road, reconstruction of Sremski Karlovci – Banstol road, construction, construction of the dock in Banoštor (municipality of Beočin), construction of the dock in Sremski Karlovci, reconstruction of the Petrovaradin – Sremski Karlovci road and landslide mitigation.

The second group of projects include projects of cultural infrastructure called Cultural satellites in Zone 021. The Satellites are the infrastructural projects that are connected to Cultural stations and present their programme implementation in other spaces; they are not run by the Foundation directly but by partners from municipalities in the

Zone 021. Although only one cultural station in the Bid Book is envisaged for Zone 021, there will be 4 cultural: Cultural satellites, one in each municipality, and one additional mobile satellite that will sail along the Danube, by connecting these three municipalities with Novi Sad. For this time being these infrastructure projects are planned: Reconstruction and refurbishment of Mihiz's House – Cultural Satellite no. 1 in Zone 021, reconstruction and refurbishment of Homeland Museum in Čerević – Cultural Satellite no. 2 in the Municipality of Beočin in Zone 021, Cultural Satellite in Sremski Karlovci – Cultural Satellite no. 3 in Zone 021, reconstruction of the building of 'Svetosavski Dom' in Sremski Karlovci and opening of the Archives of the Serbian Academy of Science and Art, Ship Theatre - Cultural Satellite no. 4 in Zone 021 – mobile Cultural Satellite, floating caravan,

The third group of projects includes spaces called New Places, i.e. 46 Urban Pockets, how they were named in the Bid Book, and these are the places that have the concept of galleries in open and outdoor stages. This refers to the following projects: Reconstruction of Kamenci Park, reconstruction of the centre of Sremski Karlovci, construction of Mihiz's path – from Mihiz's House to Cultural Centre – Serbian reading rooms in Irig, restoration of the main square in Irig, restoration of park and market in Vrdnik in the municipality of Irig.

Detailed Report regarding the projects implemented by the Provincial Government in Novi Sad and Zone 021, can be found in the Annex no. 1, while financial details can be found in the table of Annex no. 1. The City of Novi Sad, municipalities of Beočin, Irig and Sremski Karlovci (EUR 790,450.00), the Republic (EUR 823,751,453.67) and the Province (EUR 5,667,135.00) participated in the allocation of funds, which were larger than it was envisaged in the Bid Book.

IV OUTREACH:

Please explain how the local population and the civil society are being involved in the preparation and implementation of the year, including specific actions towards young people, minorities, persons with disabilities, the elderly or other groups that might be disadvantaged in accessing culture. Describe your plans for audience development and the link with education and participation of schools.

Based on the Panel recommendations made in previous reports, the 'Novi Sad 2021' Foundation has formed the Participation and Audience Development Department to create a clear strategy and to summarise it in one document. The audience development and participation strategy has been drafted and it is closely linked to programme and legacy plans of the 'Novi Sad 2021' Foundation. In the text below, we are listing the most important projects and strategies which have already started in 2018 and 2019.

PLACES

Strategic goal:

Creating new and renovating and rediscovering existing places in order to make them available for the art scene's and citizens' creative expression. This is being implemented with new programmes for unused existing places in the city but, above all, through Cultural Stations project of new cultural-social decentralised stations in neighbourhoods throughout the city. All culture stations implement 4 basic principles: participation of citizens, innovation, European dimension and sustainability and relate to Cultural Strategy plan for decentralisation of the local content. Namely, findings of the research have shown that more than 90% of the cultural events are being organized in a very centre of the city.

Three cultural stations are already opened in the city attracting over 22 000 people and implementing 450 programs. These are:

'Egység' Culture Station - an old chateau used as shooting range in the 19th century. It was renovated in 2012 for culture purposes but it was barely used, mostly for limited audience and art lovers. In September 2018 it was opened under the program direction of Novi Sad 2021 implementing new European models and strategy of creative places for citizens. Now the Egység is open towards citizens and cultural scene and managed as a 'Chateau for Families' offering wide range of programs for families with children and senior citizens. The programs are mostly produced by local and active artists, NGOs and citizens but also European artists and producers coming to the city throughout Novi Sad 2021 mobility projects.

'Svilara' Culture Station - Within the framework of the 'Novi Sad 2021' project, an old factory for silk dyeing was renovated before deadlines in October 2018. This project was initiated by the local community and organisation fighting for preservation of the cultural heritage of the historical part of Novi Sad - Almaš neighbourhood and was part of the Pan-European initiative for the year of cultural heritage. The culture station implements the program 'Urban Heritage' which brings various kinds of culture programs that are connected to contemporary heritage interpretation. Neighbouring Academy of Arts is a strong partner as well as local NGO 'Almašani', which gathers community as well as experts in heritage preservation. The audience attracted to this place are usually young people, artists and schoolteachers.

Cultural Caravan Station - is a mobile culture station which brings programmes to all parts of the city including rural areas. Caravan started working in August 2018 as a piloting program and continuing in April 2019. The Caravan offers equipped small cultural centre for use to local NGOs, non-formal groups of young people and culture institutions in order to implement culture programs but this time decentralised. On the other hand, the Caravan is coming to communities offering artist-in-residence programmes, cultural programmes, education and research for mapping creative communities. In 2018, Caravan supported 10 events within 'Novi Sad 2021' programme and the Audience in Focus open call which is part of Out of the Comfort Zone project.

Before the Cultural Stations started working, a series of citizens meetings were organised as well as two important international conferences - 'Neutralno' which presented different practices in Europe on sustainability of cultural spaces and 'Management of Creative Districts: Kineska - Creative Polis' with the aim to define the frame of creative work and find the best applicable model for management of Youth Creative Polis-Creative District. This was an initial trigger to create a new management strategy for Cultural Stations based on the principles mentioned above. In 2019, the 'Novi Sad 2021' Foundation will open one more culture station in Slana Bara - which will be dealing with the topic of intercultural cooperation and inclusion of the Roma community and 3 facilities in Youth Creative Polis - Youth centre, Visual Arts Studios and Multimedia art centre 'Six'. Cultural Station in Novo Naselje is planned to be opened in 2020 along with three more facilities in Youth Creative Polis.

PEOPLE

Strategic goal:

The audience development strategy goal is to involve community as creators of the programme. People, ordinary citizens are the ones who can revive the city.

These are the projects already implemented as a support platform for the local's creativity:

New Places - an open call supporting citizens' ideas for small urban interventions in the neighbourhoods was implemented as the very first participatory project with citizens and continues in 2019. Within this project, 11 'new places' were realised in Novi Sad and 7 were implemented in Zone 021 directly through micro-granting calls for citizens. This program also involved larger urbanistic interventions which citizens proposed, but there was a need for involvement of the expert public - architects in order to propose suitable projects through an open call. There were 8 solutions offered within this 'M sized' New Places platform. In 2021, all these places will be venues for new programmes organised on that venues of special emotional importance for the citizens.

Heritage Walks - an open call was opened for citizens to offer walks that will tell unusual hidden stories of the city. After series of discussions and development of the walks with local and European experts, the total of 11 new walks were supported. The walks are telling new hidden stories from different perspectives of common citizens seeing the city as migrants, nature preservers, students of architecture and young people. The idea is to prepare at least 20 new heritage stories to offer European visitors in 2021 to understand this part of the European heritage.

Moba for Schools - a project supporting high school students' ideas for artistic expressions and improvement of their everyday school life. Also, a microgrant scheme was developed together with Novi Sad 2019 European Youth Capital followed by non - formal education on the activism and importance of art and culture for transformation of everyday life in the city. The total of 16 non - formal high school students' groups will be supported in 2019.

Voluntary Service - a long-lasting platform, as part of the Cultivator project that is being built in order to outlive the two titles (ECoC and EYC) tending to become a sustainable service for citizens. So far, it has built a base of 700 volunteers and implemented 70 volunteering activities. The platform is strongly promoting volunteering of people of any age. By 2021, we expect to develop the base of 2021 volunteers contributing the successful implementation of the project.

Accessible Art 2021 - the project was developed with cultural institutions that were encouraged to increase their accessibility for people with disabilities in cooperation with local civic initiatives in the mentioned field. Firstly, an analysis was implemented to determine the current state in this field and a handbook for culture institutions with standards explaining how to help. Secondly grants were given to increase the accessibility, and workshops were organised to develop full understanding of what accessibility means. The total of 6 cultural institutions were financially supported to develop accessible programs and contents. People with disabilities were directly involved in this process through a council, while the exhibition that offers the most comprehensive program for people with disabilities is being prepared for 2019 in order to provide an example how to organise accessible exhibition approaching the ECoC year.

Roma Station project: Street Studio - Street Sound Studio is a model of engaging people of all ages and music abilities in the process of music composition, production, and performance, gathering sounds from one's environment, creating 'beats' using recorded and synthesised sounds, as well as integrating song writing, instrumental improvisation, rapping, sound collages. The project will be implemented within Caravan Cultural Station and it is aiming at involving large number of members of the Roma population in Slana Bara, introducing new Cultural Station which will be opened later this year. Participants will be guided through this process of composition and production by European producers who have ten years of experience working in collaborative settings ranging from schools to music festivals, public parks to juvenile detention centres. The street studio will work under the Roma Station platform that will produce Roma programs and programs for Roma. The main result will be the comprehensive intercultural programme with wide inclusion of Roma population in 2021.

Divan which is a communication platform that has been used for presenting new ideas and projects to the citizens, starting a dialog with them and presenting examples of good practice offered by the Foundation developing the 'Novi Sad 2021' programme. In 2018, the Foundation organised five Divans in various places in the city - promoting the concept of involving citizens and making changes in the society, new ways of presenting heritage, new ways in management of culture spaces, mobility of artists and cultural workers, and managing historical districts. Divan platform directly involved over 200 citizens into topics they usually considered reserved only for professionals and decision-makers. The main idea is to develop programmes on the basis of actual needs and to involve citizens in the implementation of the ECoC year.

PROGRAMMES

Strategic goal:

Establishing a mechanism for the continuous processes of involving and dialogue with local cultural institutions and NGOs in order to develop their audience and involve citizens.

Audience in Focus - This open call, part of the Out of the Comfort Zone project, was launched with the idea to build capacities of public institutions in the field of culture in order to develop and deepen their audience involvement. It was a grant scheme followed by a series of seminars and consultation meetings organised by local and European experts working for the UNESCO Department, University of Belgrade. The total of 36 institutions were supported in order to increase the number and widen the diversity of the audience, as well as to offer programs for citizens with lesser opportunities. The program also insisted on networking between the institutions and non-institutional scene, media, schools and the University. Supported projects included research on the audience participation within institutions programs exploring barriers for participation, introduced employees with new methods of presentation of content, participation, animation and audience education; explored new locations in the areas where the audience is offering cultural contents in public spaces, presentation of content in electronic media and the like; using advanced technologies for informing, calling and communicating with the audience as well as for reservation and purchase of tickets.

Cultural Education Methodological Centre project through this project, methodological hub was created, which is supporting teachers to develop cultural activities with their students, linked to the program priorities in the classrooms and outdoors. Mapping of schools and interested teachers and a couple of meetings with them has already been organised. The program for kindergarten children is organised regularly in Culture Stations (Egység) and programs of popular science and art is organised for the student population (Svilara). Very important connection is being developed with the elementary school 'Ivan Gundulić' close to Svilara cultural stations where teachers and students are actively involved in the implementation and/or attending the cultural activities throughout the school year. The plan for the spring 2019 is to establish a teacher's board that will propose programs in the Culture Stations for high school students.

New Wave - platform for cooperation with the non-institutional sector and involvement of independent artists, organisations and places into the 'Novi Sad 2021' project. The reason for using the term "non institutional" instead of "independent" is that many artists, organisations and spaces are not founded by the government, but they depend on funds or support of the government. The process consists of three stages: mapping and dialog, open call, developing ideas. The first conversations with the non-institutional scene started by inviting independent cultural expert in cultural planning and place mapping for sustainable cities, Ms Lia Ghilardy. Three meetings with the non-institutional scene have been conducted as well as meetings with the programme sector in 'Novi Sad 2021' Foundation. This year the 'Novi Sad 2021' Foundation will invest EUR

150,000.00 in capacity building and participatory process with the non-institutional sector offering: mobility projects, call to support technical equipment, partnership building meetings with other ECoCs independent workers, call for developing projects with Timisoara and Eleusis, ECoCs in 2021, volunteering assistance, expertise help to apply for international calls for support of their projects and others.

Kaleidoscope of culture is program arch that promotes Novi Sad as a "city-scene" through the development of a new audience and the decentralization of cultural content, starting from 20. of August until the end of September. In 2018, this Arch gathered more than 40.000 visitors and 1000 artists in 400 programs at 80 locations, and in cooperation with more than 60 organizations. **Kaleidoscope 2018 video:** <http://y2u.be/8wynjdyKavg>.

V MANAGEMENT: OUTLINE THE CURRENT SITUATION OF THE GOVERNANCE, MANAGEMENT AND ADMINISTRATIVE STRUCTURES OF THE ECoC AND HIGHLIGHT ANY CHANGES SINCE THE FIRST MONITORING.

This would include:

- **Change in the legal structure and status of the ECoC delivery body; the structure, composition and working of the Board; the relationship between the Board and the ECoC executive team; the relationship between the delivery body (Board and executive team) and the various territorial levels of government and public administration;**

When compared to the last Monitoring Panel, there are no changes in team management and organisation structure, which provides much needed continuity in work important for achieving success and implementation of the strategic measures and plans for ECoC 2021. All the team members which were engaged in the bidding process are still working for Novi Sad 2021 Foundation. From the early period of the implementation – 'Novi Sad 2021' Foundation is in charge for the implementation of the ECoC title and no legal or status changes occurred since this period.

The Foundation has the legal form of an NGO founded by the Cultural Centre of Novi Sad. Since the last report, the 'Novi Sad 2021' Foundation, apart from changing the headquarters of the organisation, have not had any other status changes.

The structure, composition and decision-making procedures did not change. The president of the Steering Committee is still Ms Tijana-Palkovljević Bugarski, PhD in History of Arts. No problems in the communication between the Steering Committee and Team management were detected.

The City Assembly has appointed Mr Nemanja Milenković as the CEO of the Foundation, as well as the Steering Committee members, experts in different fields of importance for the project. Supervisory Board, also appointed by the City Assembly, consists of representatives of all three levels of political governance and it is in charge for coordination of the political support for the project. The Steering Committee, Supervisory Board and executive management work in close cooperation with the Mayor of Novi Sad, City Administration, Government of the Republic of Serbia and Autonomous Province of Vojvodina in order to ensure maximum effects of the title in the city and wider region without any significant problems detected in this respect.

- **The staffing of the ECoC's delivery body; changes at senior staff level (if appropriate with brief CVs) and responsibilities; the current staffing plan;**

The most significant change happened in the period between two reports is the growth in number of employees which is in accordance with very dynamic and ambitious plans of the Foundation. Currently, the Foundation numbers 45 employees hired based on different types of contracts. There is a plan to additionally strengthen the programming team which bring the number to around 60 people employed full time by the end of this year. The staffing plan is to involve up 100 people until the ECoC year.

Based on the comments from the last report, the new organisational chart was made in order to ensure the clarity of the decision-making process.

Chart 1 shows the structure of the Executive management, Steering Committee and Supervisory Board of the Foundation and the independent team of the evaluators.

Chart no 1. Organisational scheme of the Foundation - Senior Management, Steering Committee and Supervisory Board

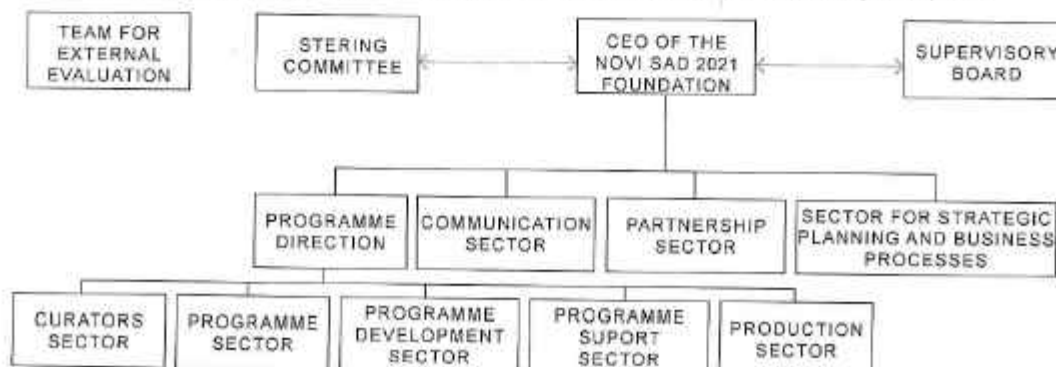


Table no. 5. CVs of the senior staff management and their responsibilities

Name and position	Tasks	Short CV
Nemanja Milenković CEO	<ul style="list-style-type: none"> - Organises everyday decision-making process; - Ensures political and financial support; - Presents the project and strategically plans the development and implementation of the project; - Establishes the internal organisation and management processes. 	For the past two decades he has worked on the development of the famous brands in the region. He was president of the Board of the most successful Festival in the region – Exit. He is an initiator of the Candidacy of Novi Sad for Youth Capital and leader of the Novi Sad 2021 team that won the ECoC title.
Dušan Kaličanin Programme Director	<ul style="list-style-type: none"> - Organises the work of programme sectors and manages the programme team; - Selects new projects and manages the implementation of programme activities - Defines the criteria and evaluates proposals for establishing cooperation in the implementation of programmes and projects. 	Experienced in a field of Cultural management and Creative Industries. One of the founders of the Technokratia international organisation which promotes techno culture. He was producer of numerous events and he was involved in developing big brands in Creative Industry sector. Has experience in working for TV and other media as an editor and producer of different TV formats.
Jovan Trkulja Artistic Director	<ul style="list-style-type: none"> - Contributes to the artistic vision and design of the artistic concept of the ECoC project. - Develops and improves the artistic content of projects under the authority of the Foundation; - Manages and organises the work of curators. 	Currently, one of the best-known creative directors in the Western Balkans region. He has years of experience in international artistic scene. He has been awarded internationally and is self-motivated creative director with an ability to successfully translate desired moods, messages, concepts, and underdeveloped ideas into imaginary worlds.
Tamara Zelenović Vasiljević Manager of the Sector for Strategic Planning and Business Processes	<ul style="list-style-type: none"> - Organises and coordinates business processes at the Foundation level (Law, Finance, General Affairs, Strategic Planning, IT, Internal Evaluation); - Responsible for the internal organisation and coordination of employees in the Foundation; - Maintains communication with the representatives of the Steering Committee, Supervisory Board, city, provincial and republic authorities. 	PhD of Technical Sciences. She has been working in management in various sectors for 15 years. For the last 10 years, she has been successfully involved in management of projects financed by the EU funds, as well as in evaluation of EU and USAID projects. Experienced expert in strategic planning and managing business processes.
Lezar Jovanov Curator Sector Manager in Programme Direction	<ul style="list-style-type: none"> - Participates in creating a development strategy of artistic programmes; - Coordinates and participates in the development of new and artistic programmes; - Monitors the implementation of artistic programmes. 	Graduated actor and PhD in Cultural management and a cultural policy. Experienced in working with social theatre concept. Wrote several research papers regarding the cultural policy. His field of special interest is city transformation through culture.
Vuk Radulović Program Support Manager in Programme Direction	<ul style="list-style-type: none"> - Manages affairs in the field of international cooperation; - Manages the process of reporting and communication with the European Commission; - Represents the Foundation in international contacts and public appearances. 	PhD Candidate in Law and EU Integrations. Working for ECoC project from the very beginning for the past six years. He was part of dozens of international and European projects. He has conducted several research studies in the fields of democracy, EU integration and reconciliation.
Dušan Vuković Production Sector Manager in Programme Direction	<ul style="list-style-type: none"> - Conducts mapping and directly cooperates with production houses, - Manages production of all events organised by the Foundation 	Graduated manager in Media. He gained experience working for local TV and newspapers outlets. Active in local NGO sector and one of the funders of the first Food Market projects in the city. For the past five years has worked in the Cultural Centre of Novi Sad in the production and PR sector.
Milica Rašković Programme Development Sector acting Manager in Programme Direction	<ul style="list-style-type: none"> - Manages the process of implementation of development projects in cultural spaces, - Participates in creating strategies for the sustainable management of spaces for creativity, - Develops programmes that include citizens and citizens' associations 	Holds a university degree in Pedagogy (specialisation in youthwork) and a master's degree in Gender Studies. Engaged in NGO activism for over 14 years as a project coordinator, facilitator and trainer, founded and lead 3 NGOs. Holding the prestigious PDAA Public Diplomacy Achievement Award for leading one of the most interactive and community-oriented culture spaces in Novi Sad.
Filip Ruvinov Manager of the Communication Sector	<ul style="list-style-type: none"> - Organises and coordinates activities related to marketing and promotion, - Coordinates and monitors implementation of the communication strategy, - Defines the dynamic for renting and buying media space for the purposes of the Foundation. 	Experienced in the field of communications, marketing and digital communications in creative industries and culture. Founder of Belgrade Banging, organisation proclaimed in public as the best brand in Serbia which successfully promoted integration of art, music and technology through entertainment events. He managed communications and marketing campaigns for over 200 projects/events.

• **Your current financial projections (please use the tables in the file attached, they follow the ones in the bid-book: Expenditure should be detailed in the first sheet, and Income in the second sheet); and indicate how firmly committed funding is; your plans for private sector funding and your audit arrangements;**

According to the recommendations of the Panel, the executive team of the Foundation has made revisions of the financial plans from the Bid Book. In the Table 6 below you can follow the current financial situation. As mentioned in the previous report, financial forecasts from the Bid Book were unrealistic, in terms of planned annual amount, i.e. relatively high amounts in the first two year of the implementation of the project that were made based on the assumption of the costs which were unfounded. New

projections were given in the report from 2018 (Annex IV, New Programme Funding Plan 2018). It also stresses the need to execute reallocation of the finances during the ramp period aiming at increasing the budget for 2020 and 2021 and decreasing budget for the ramp period as it is visible. In the table below you can see current status of the operating incomes. The stated amounts are those that were directly paid through the account of the Foundation. However, there is significant financial amount from the EU and international calls and funds of the embassies and foreign cultural institutes which is invested directly in programme as it is shown in Table 9.

In the Table 7 we have also shown the current status of the costs of the 'Novi Sad 2021' projects compared to planned ones in our Bid Book.

Table no. 6. Income to cover operating expenditures- comparison between Bid book and Current situation

Income to cover operating expenditures	Bid Book		Current situation (April 2019)	
	In millions €	In %	In millions €	In %
City	11,175,223.94	39,02	4,054,792.19	52,51
National Government	5,287,423.00	18,46	1,983,922.14	25,89
Region	7,424,550.00	25,93	1,372,881.36	17,78
EU (with Melina Mercuri prize)	2,837,248.00	9,91	98,354.00*	1,27
Private	1,208,209.00	4,22	118,644.07**	1,54
Other	706,646.06	2,46	93,220.34	1,21
TOTAL	28,639,300.00	100.00	7,721,814.09***	100.00

*The amount of EUR 98,354.00 is paid directly to the account of the Foundation, and the amount of EUR 368,935.00 is paid on the accounts of our partners (see Table 9 of this Report), so the total amount of this item is EUR 467,289.00 (5.58 %)

**The amount of EUR 118,644.07 is paid directly to our account, and the amount of EUR 290,000.00 is paid on the accounts of our partners, so the total amount of this item is EUR 408,644.07 (4.88 %)

*** Total Current Situation with payments to our account and accounts of our partners is EUR 7,721,814.09 + EUR 655,935.00 = EUR 8,377,749.09

Table no. 7. Operating expenditures according to type-comparison between Bid Book and current situation

Operation expenditures	Programme		Promotion		Administration		Others		Total	
	In mil €	In %	In mil €	In %	In mil €	In %	In mil €	In %	In mil €	In %
Bid Book	21,478,475.00	75	3,723,109.00	13	3,438,716.00	12	/	/	28,639,300.00	100
Current situation	6,032,734.00	78,1	739,380.00	8,6	949,700.00	12,3	/	/	7,721,814.00	100

According to the annually budgetary system, every year we are opening the public call for independent organizations to perform audit arrangements for our last year's budget.

Incomes from the private sectors are already sound, especially the support of the Kaleidoscope and New Year's Eve celebrations projects. Some of the companies such as IDEA merchandising chain are supporting financially specific projects (New Places), while others are offering in kind help. The example for this is IT VEGA Company which is offering free assistance for developing new digital tools for the local cultural scene through programme 'Programmers for Novi Sad'.

Plans for private partnerships for 2021 are directed in three ways:

- Strategic partnerships of the whole project – big sponsors
- Programme arch partnerships
- Sponsorship for concrete programmes/events which are financially demanding.

Bearing in mind limitations in number of pages we are offering deeper elaboration during the meeting in Timisoara.

• **Your plans and current perspectives of the use of European Union funding, including (but not limited to) ERDF and ESF;**

Serbia is still not a member of the European Union. This means that not all EU funding opportunities are accessible for cultural organizations from our country. We want to underline that above-mentioned ERDF and ESF funds are not available for organizations and institutions based in Serbia. Nevertheless, we perceive this fact as an additional reason to work even harder in the field of EU and international funding. Bearing in mind the poor international cultural cooperation in the city detected back in 2016, we realised that process of encouraging international partnerships for applying for EU calls is also part of the strategy of internationalisation in order to successfully implement international projects of large scale such as ECoC. In practice, this has proven to be a very efficient tool for making long-lasting partnerships between local and international organisations (Table 8).

Table no. 8. Novi Sad 2021 EU fundraising strategy- strategic measures and actions

Strategic measure	Action
Creating conditions and encouraging environment for local cultural operators to apply for EU calls	<ul style="list-style-type: none"> - Free language courses for 100 cultural managers (2019) - Working with decision-making bodies to change the procedures which are the administrative obstacles for organisations to apply for EU calls - Increasing the visibility of the EU calls with a constant dissemination of the opportunities to local scene through direct communication and publishing the EU Calls brochure
Partnership building	<ul style="list-style-type: none"> - Culture Bus - connecting cultural workers in the region. More than 500 cultural workers involved - Partnership building conferences - working in tandem with European organizations and developing projects - Mobility calls, providing grants for job-shadowing, developing links with European cultural workers and artistic residencies. More than 200 people supported
Expert assistance	<ul style="list-style-type: none"> - Trainings for 200 cultural professionals up to 2021 for: EU projects proposal writing and implementation - Developing potential ideas for concrete calls with local cultural operators through IdeaLabs project - Team consisted of most experienced experts for EU projects writing in the city is formed. This team writes the EU proposal for accessible Calls for cultural organizations which are part of the NS ECoC bidbook

In the Table 9 we want to offer an overview of the international funds invested in the programme which are part of 'Novi Sad 2021' project not necessarily directly implemented by the Foundation but by the partner organisations by April 2019. This is an addition to the chart above explaining the current state of project incomes. Bearing in mind the specific case of our project, we are focused on

the accessible funds for culture and social questions such as: Creative Europe, ECF, IPA, Erasmus+, Europe for Citizens, Interreg Danube, Interreg Adriatic, Fund for Western Balkans and others. All additional information is available in our EU Fundraising strategy available for reading (in Serbian) for local cultural players on NS2021 website.

Table no. 9. Overview of international funds invested in the Novi Sad 2021 Programme

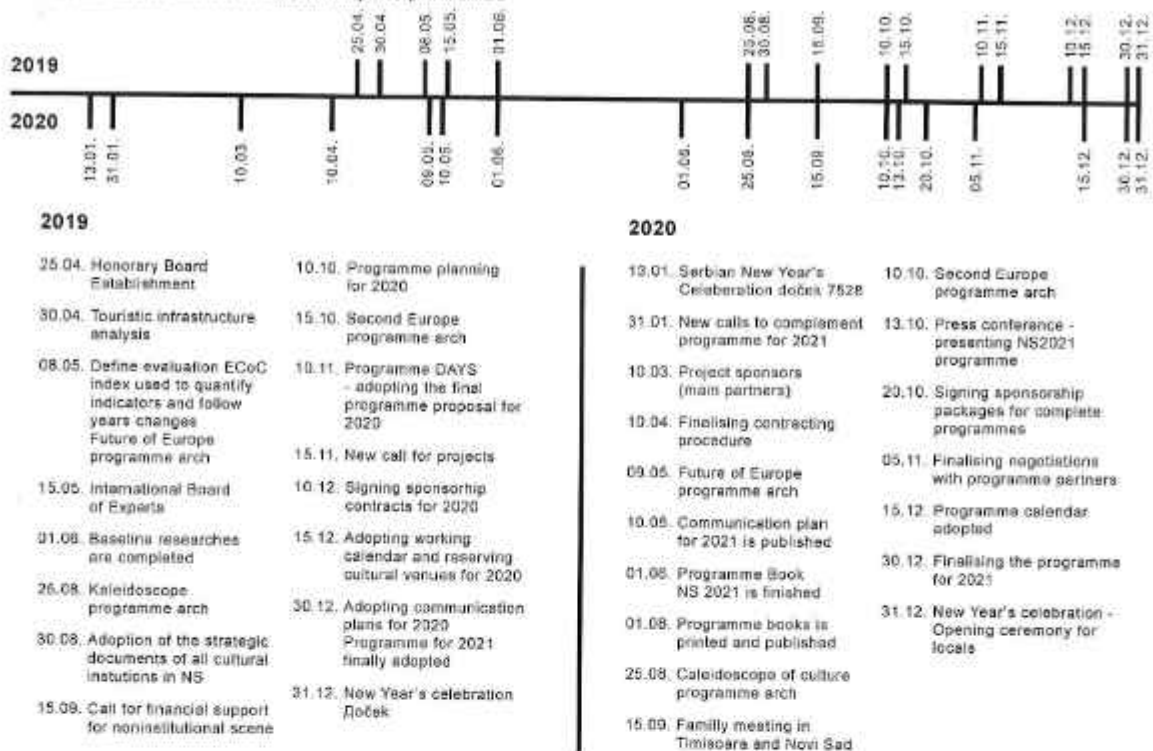
Name of the Call/Donor	Projects from Bid Book	Partner organisation	Amount (in EUR)
IPA SRB - HU	Cyber Museum Soundbeam	Faculty for natural sciences and mathematics, University of Novi Sad 'Milan Petrović' School for Children with Disabilities.	123,739.00
Europe for Citizens	Imagine Europe Quart Industrial heritage	Municipality Tiggiano, youth troops throughout Europe, local Theatre Troupe "Drž, ne daj" + more than 30 European cultural organisations and municipalities.	168,944.00
Erasmus +	Mapping NS2021	Universitat Politècnica de Valencia	44,704.00
EUNIC Cluster Serbia	Imagine Europe	Italian institute, Goethe institute, Embassy of Portugal, Embassy of Israel, Konrad Adenauer Stiftung, French Institute, Austrian Cultural Forum etc.	13,750.00
Artist in Residence cooperation	PlanisAIR	KAIR, DEPO 2015, AIR WRO, MSUV, ART Box, Veratris.	9,450.00
Kizuna	Distance	EU-Japan Fest	10,348.00
Total amount			368,935.00 EUR

VI MILESTONES: YOUR KEY MILESTONES IN 2019-2020, WHICH MAY INCLUDE PROGRAMME ACTIVITY, MARKETING, EVALUATION, SPONSORSHIP ETC.

Our team has decided to present Novi Sad 2021 key milestones in a timeline presenting the most important events in 2019 and 2020, as shown in Scheme 2.

Key milestones for programme, evaluation, communication, sponsorships and other important fields of work were defined during February and March 2019 for the period 2019-2022. In order to do so, CEO of the Foundation has conducted series of brainstorming meetings with different sectors and the Steering Committee of the Foundation and consultation with several other ECoCs. The document is the result of the consensus of team members and is distributed to all teams and sectors in order to coordinate activities based on the milestones defined in the timeline.

Schéma no 2. Milestones 2019 and 2020 Novi Sad 2021 European Capital of Culture



VII DESCRIBE YOUR CURRENT PLANS TO MONITOR AND EVALUATE YOUR ECOC YEAR. PRESENT AS WELL AS YOUR CONTINGENCY PLANNING

Following the track of the recommendations made by Panel in the previous report, our team has decided to reorganise evaluation and monitoring procedure in order to deliver new guarantees for the independence of the evaluation team. The Chief Evaluator was elected through an open call back in 2017. His main responsibility according to the new plan is to organise and coordinate the evaluation process, to collect the materials and data and to inform the Steering Committee and executive management about the findings and impacts of the title in the city but also about the fulfilment of the Novi Sad 2021 projects strategic plans and impacts.

Chief evaluator is following the ECoC process and based on the requirements and needs he proposes analyses and research fields to measure the impacts of the title. However, for those propose, Foundation opens calls/public procurements annually for the experts - evaluators to conduct researches and analysis needed to follow the impacts of the title. This means that findings are gained by independent experts for different fields of significance for the ECoC who are chosen on the basis of an open call and clear criteria connected to the expertise and field of work.

Chief Evaluator periodically organizes workshops with programme team members where main findings and impacts are presented and proposals for development of the project and improvement are suggested. His role is also to

inform the Steering Committee about the impacts of the title in the city and if any problems or shortcomings are detected in order to overcome the problems in the implementation of the year.

Previously mentioned ECoC index will quantify all the indicators in the previously developed methodology and will be used to present impacts and research analysis in an understandable and measurable way. With this indicator, we would be able to easily notice in which way and to what extent certain dimensions influence the city. What is more important, we can follow it on annual basis and monitor the progress. During 2019, most of the baseline researches in all defined dimensions will be conducted and ready for future comparison.

Foundation has its own evaluation team that conduct internal evaluation, in order to support project/programme implementation with accurate, evidence-based reports that informs management and decision-making bodies and helps them in guiding and improving internal procedures and project/programme results and impacts. The continuous internal evaluation upholds accountability and compliance by demonstrating whether projects, outputs and processes, have been carried out as agreed and in compliance with established standards and other requirements. The internal evaluation team is in communication with the external evaluation team in order to get the results of the work measurable, and the indicators harmonised. Internal evaluation will be focused on the assessment of the achieved project objectives, number of project activities implemented against planned activities; outputs and timeliness of the activity implementation and assessment of project budget performance and compliance with expenditures.

As the title year approaches Foundation Novi Sad 2021 has become stronger, better organized and developed to undertake the program as well as to follow and monitor infrastructural projects. Opening of two cultural stations and preparations for five yearlong strategies of all culture institutions in the city as well as numerous projects for capacity building set the ground for successful project implementation. Nevertheless, there are some occurrences that can influence the project that must be detected in advanced. In the table below are listed possible weaknesses or risks that can influence the project and contingency plan to overcome them. We have sorted out the risks in 3 categories: People - types of risk such as change of team members

and difficulty to maintain the knowledge and consistency, lack of cooperation with non-institutional local scene and involvement of local artist in the project; System – a one year budget system and delay in financing operational costs; Processes - types of risk such as political change or maintenance of investment projects in a due time; The overall strategy is: A) gathering information and evaluating; B) preparation of an action plan for use in a contingency situation; C) communicating on a regular basis with domestic and international professional organizations and standards-setting; D) providing relevant information on a timely basis to the public and stakeholders E) protect people, information and reputation.

Table no. 10. Possible risks and risk management in NS 2021 ECoC

Type of risk	Risk	Risk Probability	Contingency / Risk management
PEOPLE	New team members and a challenge to maintain the knowledge, skills and consistency	1	The team that wrote the bid book has been the core of the project still is. As the team is growing Foundation is building strong internal communication strategies and procedures that can help old and new team members to understand and creatively contribute to the project. Team building events and well-organized information flow is a way to overcome these challenges.
	Lack of cooperation with non-institutional scene and involvement of local artist in the project	2	In order to overcome this challenge, Foundation has set up a complex platform called "New wave" with clear strategic actions for including the representatives of the non-institutional scene in the project. Foundation will invest more than 150.000 EUR this year in order to achieve this goal.
SYSTEM	A one-year budget system and delays in financing operational costs	2	The ongoing financial planning management in the city, Province and Republic is being implemented in the annual basis which makes the financial planning of the project difficult. The strategy is to focus more on external funding, sponsors, developing business models for most of the projects and signing the Annex of the Contract on financing the NS 2021 Project for spending funds allocated for the current year in the following years, until the year of the title. Honorary Committee, which would meet periodically and ensure the stable funding of the NOVI SAD 2021 Project, was established.
	Lack of the implementation of the planned strategies	2	Throughout Project 33 all Cultural institutions in Novi Sad are developing strategies. Since it is the first time, they develop them, strategies are general and therefore challenging to follow. The plan to overcome it is timely development and execution of action plans and the provision of relevant and timely information about the implementation
PROCESSES	Political changes	3	Political instability and change of the political establishment are among highest risks. If the political structure changes it is going to affect the project and can change it in multi ways. Keeping the autonomy in decision making, participation of independent experts in steering committee, organisation board, evaluation and monitoring groups are the ways to overcome this risk.
	Maintenance of infrastructure projects	2	The biggest challenge of almost every ECoC were infrastructural projects. In order to overcome these risks Foundation decided to involve all stakeholders into the project in all phases. Likewise, sustainability is in focus of each infrastructure by creating private public partnerships.

VIII DESCRIBE YOUR STRATEGY IN THE FIELD OF COMMUNICATION. DESCRIBE YOUR MARKETING AND COMMUNICATION STRATEGY AS WELL AS THE CURRENT MEDIA AND PUBLIC REACTION TO THE ECOG.

The online research on audience and social visibility of Novi Sad 2021 conducted by independent researches within the monitoring process NS2021 in late 2018 has shown

a positive attitude in media and public regarding the ECoC in our city. 91.1% of the respondents knew Novi Sad holds the title of the European Capital of culture, and the average grade regarding their positive attitude towards NS2021 is 4.36 (scale 1 of 5). More than half of respondents (54.8%) have heard about the events and projects implemented by the 'Novi Sad 2021' Foundation. Another monitoring research based on questionnaire method proved that 85% of respondents were aware that Novi Sad holds the European Capital of Culture title and 87.3% respondents have positive attitude towards the Novi Sad 2021 – European Capital of Culture title.

Based on the results and other data from the researches, which are valid indicators for the Communication and Marketing Sector, the following measures will be implemented in the future:

A) Creating improved offline image by implementing the campaign on the territory of the city and suburbs (BTL activities);

B) Strengthening the recognition of activities within the project and visibility of connection between the activities and European Capital of Culture project;

C) Initiation of long-term official cooperation with Tourist Organisation of the City of Novi Sad, Tourist Organisation of Vojvodina and Tourist Organisation of Serbia regarding the local and international promotion of Novi Sad 2021 project and its activities;

D) Initiation of official cooperation with organisations, culture and sport associations and universities, which will round up the networking process with youth from Novi Sad;

E) Establishing the list of main messages and programmes in easy-to-communicate language;

F) Reconstruction and redesign of the official website in order to be more interactive and communicate better NS2021 project and its messages.

In order to communicate the programme Novi Sad 2021 as the programme of the EU ECoC initiative we use various of different challenges and methods described below.

COMMUNICATION ACTIVITIES

Novi Sad 2021 - European Capital of Culture Communication Activities will be described in a Scheme below.

Scheme no. 3. Communication timeline until 2021



Table no. 11. Communication tools, reach/impact

Communication tools	Reach/Impacts
Official websites	novisad2021.rs currently in restructuring process. Two biggest platforms: kaleidoscope.rs , docek.net
Official social media NS2021	facebook.com , instagram.com , twitter.com , youtube.com More than a 30.000 followers
NS2021 projects social media	Cultural Stations: facebook.com/svilara.kulturnastanica , instagram.com/svilara_ke facebook.com/Fdjsegkulturnastanica , instagram.com/edjsegns Doček: facebook , instagram Kaleidoscope: facebook , instagram Novi Sad Volunteering service: facebook.com , instagram.com More than a 30.000 followers
Newsletters	NS 2021 and Cultural Stations use newsletters to inform local public (for now) about the projects being implemented. Several thousand readers already subscribed.
Divan – series of dialogues with the citizens and culture professionals	Developed as a specific channel/platform for direct communication of the topics with high importance for the cultural scene in the city, but also as a channel that enables 'face-to-face' communication between the 'Novi Sad 2021' Foundation, artists, culture professionals and citizens.
Printed Publications in 2018	1.Youth creative polis – a brochure that represents the idea and plan of future 'Kineska – Youth Creative Polis' 2.Infrastructure projects in Novi Sad: 3.Year two LOVE – a 'Suma Summarum' brochure of 'Novi Sad 2021' Foundation projects and activities from 2017 and 2018 presented through the '4P' principle: People, Processes, Places and Programme; 4.Get to know Novi Sad – European Capital of Culture 2021 – a promo brochure prepared for international audience; 5.The Awakening of Fruška gora through the European Capital of Culture project – a publication that promotes infrastructure and culture projects that will be implemented in the area of Fruška gora National park by the end of 2021.; 6.Kultura; monthly magazine that covers cultural topics and events in Novi Sad and starts dialogue on the position of culture in the city, contains interviews with the artists, representatives of cultural institutions and follows the projects and activities of Novi Sad 2021. More than 100.000 copies.
Public relations	- 804 print media coverage pieces in the 2018; - 821 TV and radio pieces with 189.869 seconds „on air“ in total; - 5221 online media coverages; - 145 media agencies' coverage stories; In total, in 2018 project Novi Sad 2021 – European Capital of Culture was in media 6991 times (19,15 stories per day, on average!)
Outdoor Campaigns	-Doček 2019/7526: 11 billboards, 32 city light displays, 5 LED billboards in Novi Sad, 5 Three-boards (15 advertising positions) -Kaleidoscope of culture: 33 billboards, 16 city light displays, Mega board, Glass panels in the city centre (30 positions), 5 Three-boards (15 advertising positions), LED advertising - 8 displays in Belgrade and Novi Sad -Doček 2018: 60 billboards in Novi Sad, 155 city light displays in Novi Sad, 27 billboards in cities in Serbia (Belgrade, Sremska Mitrovica, Subotica, Zrenjanin, Kragujevac, Čačak, Sombor, Vršac, Ruma, Pančevo), LED displays in Novi Sad and Belgrade.
Radio and TV commercials	TV & Radio buying campaign was implemented only for Doček 2019/7527. TV: 3960 seconds on Al Jazeera Balkans TV, 1740 seconds (29 minutes on air) for Doček 2019, 2220 (36,6 minutes) for Doček 7527 - Radio Television of Vojvodina, 2100 seconds on air (35 minutes in total), Radio 'Naxi' – set of radio channels with local and national broadcasting, 7000 seconds on air (around 117 minutes in total)
Online advertising	Online campaign on Internet portals was implemented during the campaign for Doček. In total, 21 online websites (media and lifestyle portals) published the web banners in 38 positions in two phases of our campaign. Social media advertising campaigns are active during the whole year, depending on the topic. In 2018 via all our social media channels, we reached around 2,5 million people in Serbia and region, and our adverts were shown 11 million times on screens of our online audience

ANNEX I CAPITAL INVESTMENTS IN THE REGION OF VOJVODINA

According to the Bid Book, the obligation of the Autonomous Province of Vojvodina within the 'Novi Sad 2021 - European Capital of Culture' project is to invest the amount of EUR 1,8 million in capital infrastructure, within four years, in the period 2017 - 2021. Having in mind that infrastructure investments are carried out with competent city administrations on the territory of the city, the priority of the Province is to direct its investments towards three municipalities, which are the subject of cultural activism in the Bid Book, the so-called Zone 021 - Sremski Karlovci, Irig and Beočin.

In order to implement the activities in the best possible way, the expert team comprising representatives of the Provincial Government and 'Novi Sad 2021 - European Capital of Culture' Foundation, visited the municipalities during 2017 and in early 2018 in order to coordinate the needs for investments and develop a solid database for identification of key investments in capital cultural and another infrastructure in these three municipalities, with the aim to improve the accessibility of their territories, as well as better accessibility of certain sites where programmes of the European Capital of Culture will be implemented during 2021.

As the result of joint work, the total of 18 infrastructure projects that will be implemented and presented to the European Commission as the work of the Provincial Government on the implementation of the European Capital of Culture project have been identified. Subsequently, big plans for the 20th project entitled the Museum of 20th century, were announced during the opening of the 'Svilara' Cultural Station in Novi Sad at the end of 2018. The Provincial Government, the City of Novi Sad and Republic Government will jointly work on the project.

In the following text, the selected projects are divided into 4 parts.

First unit consists of infrastructure projects, which will make the destination of Novi Sad and Zone 021 more accessible via road, railway and water traffic and this is a precondition for visitors to reach cultural contents and spaces of the European Capital of Culture faster and easier. This refers to the following projects:

1. Construction of international infrastructure corridor of the Belgrade – Subotica – state border – Kelebija railway (section Belgrade – Novi Sad) – first-grade access to the destination via railway (international importance),
2. Construction of first-grade state road no. 21 Novi Sad – Ruma – Šabac and first-grade state road no.19 Šabac – Loznica – second-grade access to the des-

ination via road infrastructure (regional and local importance),

3. Reconstruction of Fruška Gora road (Greben road) with the total length of 57 km – second-grade access to the destination via road infrastructure (regional and local importance),
4. Reconstruction of Sremski Karlovci – Banstol road – second-grade access to the destination via road infrastructure (regional and local importance),
5. Construction of the pier in Banoštor (municipality of Beočin) – first-grade access to the destination via waterway (international importance),
6. Construction of the pier in Sremski Karlovci – first-grade access to the destination via waterway (international importance),
7. Reconstruction of the Petrovaradin – Sremski Karlovci road and landslide mitigation – second-grade access to the destination via road infrastructure (regional and local importance).

The second group of projects includes projects of cultural infrastructure, i.e. Satellites in Zone 021, as well as other important objects of cultural infrastructure:

8. Reconstruction and furnishing of Mihiz's House – Satellite no. 1 in Zone 021,
9. Reconstruction and furnishing of Homeland Museum in Čerević – Satellite no. 2 in Zone 021,
10. Satellite in Sremski Karlovci – Satellite no. 3 in Zone 021,
11. Reconstruction of the building of 'Svetosavski Dom' in Sremski Karlovci and opening of the Archives of the Serbian Academy of Science and Art
12. Ship Theatre - Satellite no. 4 in Zone 021 – mobile cultural station, floating caravan.

The third group of projects includes spaces called New Places, i.e. 46 Urban Pockets – their original name in the Bid Book. These are the places that have the concept of galleries and stages in open spaces. These refer to the following spaces:

13. Reconstruction of Kamenički Park – gallery and stage in open space no. 1 – New Places in Zone 021,
14. Reconstruction of the centre of Sremski Karlovci – gallery and stage in open space no. 2 – New Places in Zone 021,
15. Construction of Mihiz's path – from Mihiz's House to the Cultural Centre – Serbian reading rooms (local importance, cultural complex),
16. Restoration of the main square in Irig – gallery and stages in opens space no. 3 – New Places in Zone 021,
17. Restoration of park and market in Vrdnik – gallery and stage in open space no. 4 – New Places in Zone 021.

The Museum of 20th century is of special importance, thus, as a complex, it is separated from other projects.

18. Museum of 20th century in Novi Sad

In order to monitor the implementation of the above-mentioned projects as efficiently as possible, the Provincial Secretariat for Culture, Public Information and Relations with Religious Communities established the Working Group for reporting to the Panel of Independent Experts of the European Commission, which monitors the 'Novi Sad 2021' project, pursuant to Article 16 paragraph 5 and Article 24 paragraph 2 of the Provincial Assembly Decision on the Provincial administration ('Official Gazette of the Autonomous Province of Vojvodina', no. 37/14, 54/14-second decision, 37/16 and 28/17). The Working Group consist of appointed bodies, representatives of Provincial Secretariat for Urban Planning and Environmental Protection, Provincial Secretariat for Energy, Construction and Transport, Provincial Secretariat for Regional Development, Interregional Cooperation and Local Self-Government, Provincial Secretariat for Education, Administration and National Communities, Provincial Secretariat for Economy and Tourism, City Administration for Capital Investment, representatives of municipalities of Beočin, Sremski Karlovci and Irig, and representatives of the 'Novi Sad 2021 – European Capital of Culture' Foundation, Institute for Urban Planning of Vojvodina PE and Provincial Institute for Protection of Cultural Monuments.

In addition to the Provincial Government, the Republic Government, as well as local self-governments

from the Zone 021, invested significant funds in the above-mentioned projects, due to the synergy and joint work. Therefore, the amounts for each of the above-mentioned projects, are displayed according to the sources of financing.

Three sessions of the Working Group were held in January, February and April 2019. Summary report and an overview for April 2019 are drawn up in the following text. Summary table is shown at the end of the Report, according to the sources of financing for defined projects.

I ACCESSIBLE ZONE 021 AND THE CITY OF NOVI SAD (RECONSTRUCTION AND CONSTRUCTION OF ROAD, RAILWAY AND WATER INFRASTRUCTURE)

1. Construction of international infrastructure corridor of the Belgrade – Subotica – state border – Kelebija railway (section Belgrade – Novi Sad) – first-grade access to the destination via railway (international importance)

Construction of international infrastructure corridor of the Belgrade – Subotica – state border – Kelebija railway (section Belgrade – Novi Sad) is under the jurisdiction of the Republic of Serbia. However, all the activities are being monitored by the Autonomous Province of Vojvodina, since the railway line is placed on the territory of the Province.

According to the Report, the construction of the above-mentioned railway, which will unequivocally



Image no. 1. Construction of railway line - detail no. 1 (Gutanovci)

contribute to improving the accessibility of Novi Sad and Zone 021, will be implemented in two phases.

The section from Stara Pazova to Novi Sad will be implemented in the first phase. In this regard, complete project technical documentation was been finished and the construction of the above-mentioned corridor has started.

The end of works is planned for 2021. The total investment value for this section is EUR 512,300,000.00.

The second phase of the construction that is being implemented simultaneously with the first phase, includes the section from Belgrade to Stara Pazova. The end of the phase is planned for mid-2021.

The total investment value for this section is EUR 306,400,000.00.

The total amount from the budget of the Republic of Serbia is EUR 818,700,000.00.

2. Construction of first-grade state road no. 21 Novi Sad – Ruma – Šabac and first-grade state road no. 19 Šabac – Loznica – second-grade access to the destination via road infrastructure (regional and local importance)

Construction of first-grade state road no. 21 Novi Sad – Ruma – Šabac and first-grade state road no. 19 Šabac – Loznica presents the important strategic project, which will improve the accessibility of municipalities of Zone 021, especially Irig, as well as better accessibility of Novi Sad and Zone 021 from Eastern and Central Serbia and countries in the region.

Drafting documentation for Fruška Gora corridor is in the final stage. Contract for the implementation of preliminary design for three sections was signed with the Highway Institute on 10 December 2015. The total cost of the implementation of preliminary design for three sections is RSD 93,177,000.00. The Ministry, together with Capital Investment Office of the Autonomous Province of Vojvodina, works on the implementation of preliminary design for three lots. On 22 December 2017, the Ministry and Highway Institute signed the Contract on provision of services of modifications of spatial planning of the area of special purpose of infrastructure corridor of first-grade state road no. 21 Novi Sad – Ruma – Šabac and first-grade state road no. 19 Šabac – Loznica with the implementation of preliminary design with valid studies of I B-21 state road Novi Sad – Ruma, section no. 4: from the bypass motorway of Ruma to Ruma routing.

Memorandum of Understanding on cooperation on the project of construction of IB 21 state road Novi Sad – Ruma ('Fruška Gora corridor') between the Republic of Serbia and China Road and Bridge Corporation was signed in May 2017.

According to the Decision no. 127/02-103/2018 from 3 October 2018 of the Provincial Government, the Working Group for monitoring the activities of the 'Construction of fast highway - state road no. 21 Novi Sad – Ruma (Fruška Gora corridor)' was formed, with the task to coordinate activities regarding the project on the territory of the Autonomous Province of Vojvodina.

The total amount from the budget of the Republic of Serbia is EUR 1,088,975.00.



Image no. 2: The corridor of first-grade state road no. 21 Novi Sad – Ruma – Šabac and first-grade state road no. 19 Šabac – Loznica.

The total amount from the budget of the Autonomous Province of Vojvodina is EUR 30,000.00.

The value of construction is undetermined, and it will be announced in 2020 when the projects for construction permits are finished.

3. Reconstruction of Fruška Gora road (Greiben road) with the total length of 57 km – second-grade access to the destination via road infrastructure (regional and local importance)

Greiben road (Fruška Gora road) is placed at Fruška Gora and spreads over the ridge, with the total length of 57 km. The exploitation of this road resulted in considerable damage, and due to the irregular maintenance, there is need for the repair of the above-mentioned road.

With the implementation of this project, the connection with state road no. Ib-21 (Novi Sad – Ruma), state road no. IIA-100 (Novi Sad – Belgrade), state road no. IIb-313 (Vrdnik – Rakovac) and state road no. IIA-123 (Sremska Mitrovica – Banoštor) becomes functional, which will result in several beneficial effects such as development of tourism and economy, accessibility of objects at these locations, as well as closer and better connection with the city of Novi Sad. The implementation of the project will increase the possibility for investment in tourist complexes at the above-mentioned locations, as well as better approach to cultural contents at Fruška Gora (numerous churches and monasteries, cultural monuments and tourist complexes) in Zone 021 and region.

In this regard, one phase of repair, the part from the Ib state road no. 21 to the 'Norcev' hotel with the total

length of 3400 m on the territory of the municipality of Irig was finished in 2017. Regarding the second phase of the implementation of the project, the repair of the road with the length of approximately 10,200 m, from the 'Norcev' hotel to the I1 state road no.100 was finished.

The total amount from the budget of the Autonomous Province of Vojvodina is EUR 2,820,735.00.

The total amount from the budget of the municipality of Indija is EUR 131,950.00.

Assessment of necessary funds for all 57 km is approximately EUR 8,000,000.00.

4. Reconstruction of a part of the state road second-grade A no. 100, section from km 135-580 to km 142-400 (Sremski Karlovci – Banstol road) – second-grade access to the destination via road infrastructure (regional and local importance)

Section of the part of the second-grade state road A no. 100 from Sremski Karlovci to Banstol, where traffic is quite heavy, was in extremely poor condition. Annual average daily traffic (AADT) was approximately 5100 vehicles in 2017, which demanded urgent reconstruction. By laying tar instead of dilapidated slabs of concrete, the road across Banstol became more functional, and safety of all traffic participants has been significantly increased. In addition to complete reconstruction, new stretch was expanded for one meter with the installation of curb. The road is of great importance, not only as an alternative to the Beograd – Novi Sad highway, but because it connects Indija, Karlovci, Čortanovci, Iriški Venac and Fruška



Image no. 7: Reconstruction of Greiben road – a detail, before the reconstruction

Gora, i.e. it has a big influence on improving accessibility of Zone 021.

The total amount from the budget of the Republic of Serbia is EUR 1,700,812.00.



Image no. 4: Restoration of Goleben road – a detail, after the reconstruction

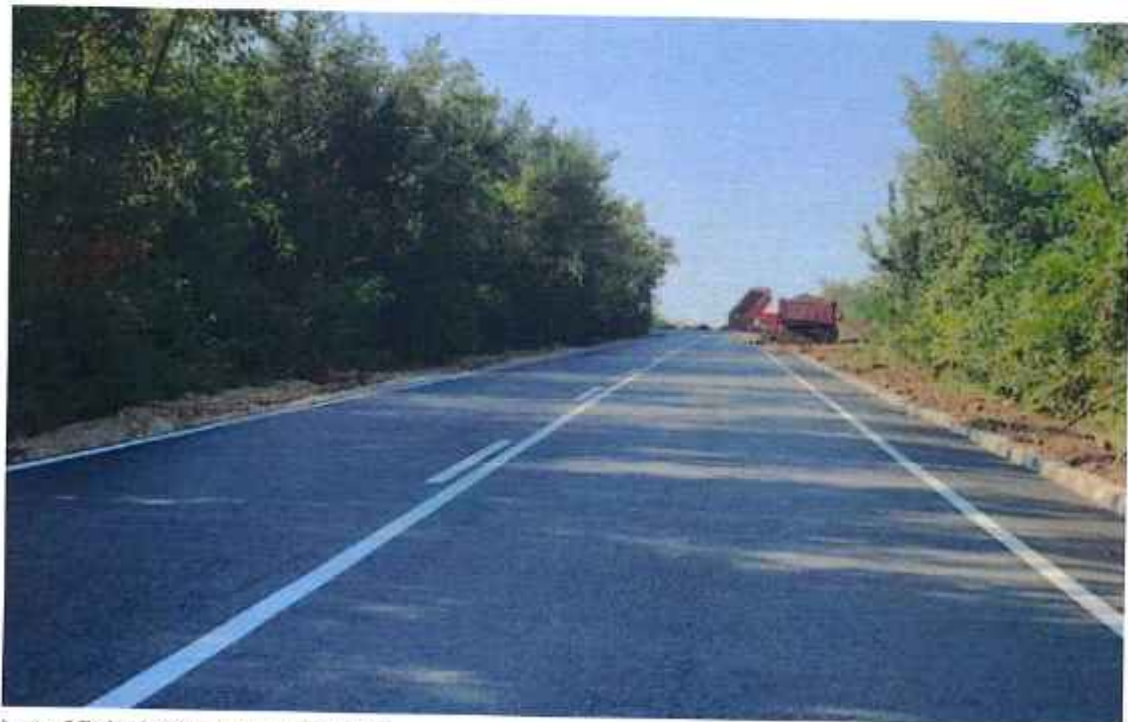


Image no. 5: The Stenčić Karlovec – Banat road reconstructed

5. Construction of the pier in Banoštor (municipality of Beočin) – first-grade access to the destination via waterway (international importance)

Construction of the pier in Banoštor (municipality of Beočin) will contribute to improving accessibility of the territory of the municipality of Beočin for future tourists and visitors of the municipality, as well as better access to cultural contents, both in Beočin and other municipalities in Zone 021, as well as the City of Novi Sad.

According to the data from the general project, the total amount of necessary funds for construction and making the above-mentioned facility functional, is EUR 580,700.00.

The total amount from the budget of the Republic of Serbia is EUR 167,000.00.

The total amount from the budget of the Autonomous Province of Vojvodina is EUR 8,000.00.

The total amount from the budget of the municipality of Beočin is EUR 10,000.00.

Estimated value of the investment is EUR 580,700.00.

6. Construction of the pier in Sremski Karlovci – first-grade access to the destination via waterway (international importance)

Construction of the pier in Sremski Karlovci will contribute to improving accessibility of the territory of the municipality of Sremski Karlovci for future tourists and visitors of the municipality, as well as better access to cultural contents, both in Sremski Karlovci and other municipalities in Zone 021, as well as the City of Novi Sad.

Drafting the plan of detailed regulation was financed from the budget of the Autonomous Province of Vojvodina in the amount of EUR 10,000.00.

The Republic of Serbia EUR 184,000.00.

The Autonomous Province of Vojvodina EUR 10,000.00



Image 00.6 The location of the future pier in Banoštor



Image no. 7: The location of the pier in Sremski Karlovcima

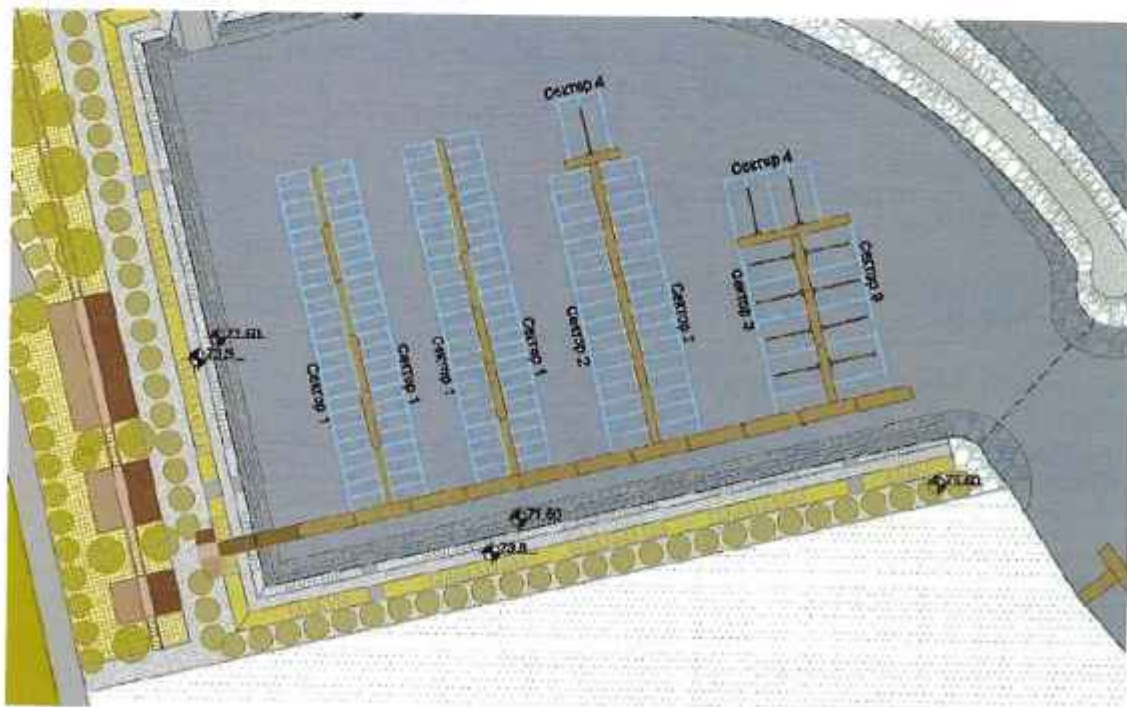


Image no. 8: The preliminary design of the marina and pier in Sremski Karlovcima



Image no. 9 The location of the pier in Sremski Karlovci

7. Reconstruction of the Petrovaradin – Sremski Karlovci road and landslide mitigation – second-grade access to the destination via road infrastructure (regional and local importance)

The project of reconstruction of the Petrovaradin – Sremski Karlovci road and landslide mitigation is the project of great importance, having in mind that the reconstruction of the road will improve the access of Sremski Karlovci from the direction Novi Sad – Sremski Karlovci and vice versa.

Projects for the implementation of the works are divided into two sections:

- First section includes the part from the exit from Petrovaradin to the entrance into Sremski Karlovci, with landslide mitigation.
- Second section includes the road through Sremski Karlovci with the construction of roundabout way in Sremski Karlovci.

The total length of the Petrovaradin – Sremski Karlovci stretch is from km 129+673 to km 135+580 (6,907km)

The selection of architects and implementation of projects should be finished by November next year.

A public procurement for the selection of contractors will be launched during winter, in order to start works at the beginning of construction season in 2020, and finish the works by winter 2020.

After finishing the section, the road II A 100 road from the crossroad in Petrovaradin, from km 127+663 to km 135+580, will be completely reconstructed and safe for traffic flow.

The problem of black spot at the above-mentioned road will be solved with the construction of roundabout in Sremski Karlovci.

The Autonomous Province of Vojvodina allocated funds for the implementation of project technical documentation, while the Republic of Serbia allocated funds for the construction via its Roads of Serbia PE.

It is estimated that additional RSD 100,000,000.00 (EUR 840,000.00) will be necessary for the landslide mitigation at this section.

The Republic of Serbia EUR 1,766,666.67

The Autonomous Province of Vojvodina EUR 125,000.00

II SATELLITES AND OTHER FACILITIES OF CULTURAL INFRASTRUCTURE IN THE ZONE 021

8. Reconstruction and furnishing of the Mihiz's House - Satellite 1 in Zone 021

Mihiz's House is a space that will be used for the purpose of education, participation, promotion and presentation of cultural contents of the municipality and the region. The renovation of the birth house of Borislav Mihajlović Mihiz, a writer, dramaturge and literary critic, was a decennial dream of the citizens of Irig. Thanks to the synergy of the republic, province and local community governments, this important fa-

cility will become a Satellite in Zone 021, which has already actively started with programmes and work during 2019.

Total amount from the budget of the Republic of Serbia EUR 10,000.00.

Total amount from the budget of the AP of Vojvodina EUR 100,000.00.

Total amount from the budget of the Municipality of Irig EUR 39,000.00.



Image no. 10: Mihaj's House before restoration



Image no. 11: Mihaj's House after restoration



Image no. 12: Mihail's House Interior detail 1



Image no. 13: Mihail's House Interior detail 2



Image no. 14: Mihov's House interior detail 3

9. Reconstruction of the Homeland Museum in Čerević -Satellite 2 in Zone 021

Rehabilitation of the Homeland Museum in Čerević will have a great significance for the Municipality of Beočin. It is expected that the conditions to restore the museum to its full function will be created through this project, which would therefore restore the cultural heritage of the municipality and its surroundings and continue to preserve and maintain cultural values. The facility is owned by the municipality of Beočin and it is used and managed by the Local Community Čerević. There is a permanent exhibition of the archaeological and palaeontological collection, and the memorial rooms of Jovan Grčić Milenko, a poet, and Jovan Soldatović, a sculptor.

The project will have a great impact on the development of the tourist potentials of the municipality and the region, and better preparation of the area for 2021 when Novi Sad, with its surroundings, is going to be the European Capital of Culture. The stimulation of tourist and cultural development is defined as the strategic goal of the municipality, including the AP of Vojvodina and the Republic.

In order for the Museum to be the carrier of the 'European Capital of Culture 2021' programme in Zone 021, it is necessary to:

- Define the status of the 'Museum' as a gallery within the Cultural Centre in Beočin. Without this categorisation it is not possible to provide the minimal activity of this institution. Without a manager of the future gallery it is not possible to manage, exhibit collections

and expand the activity, which is necessary after 40 years since the opening.

- Restore the building, because in addition to the ongoing maintenance, the building is very neglected, and the exhibits are subject to rapid decay. Part of the collection of paintings has been temporarily moved to the depot of the Gallery of Matica Srpska, since the conditions for exhibition are poor (insufficiently clean, safe and temperature-stable space);

- In addition to the existing rooms, it is necessary to renovate the attic and courtyard buildings in order to expand the programme (expansion of the collection, implementation of the artist-in-residence programme, etc.).

In April 2019, through the call launched by the Secretariat for Interregional Cooperation and Local Government of the Provincial Government, the municipalities received funds for the preparation of the 'Project Ideas for Reconstruction of the Homeland Museum Čerević.' The projects should be completed by the end of 2019. Afterwards, the amount of funds needed for the reconstruction of this facility will be known, and it is expected that the works will begin in 2020.

Total amount from the budget of the Autonomous Province of Vojvodina EUR 10,000.00.



Image no. 15: Homeland Museum in Cerević (Municipality of Bosnia) - exterior

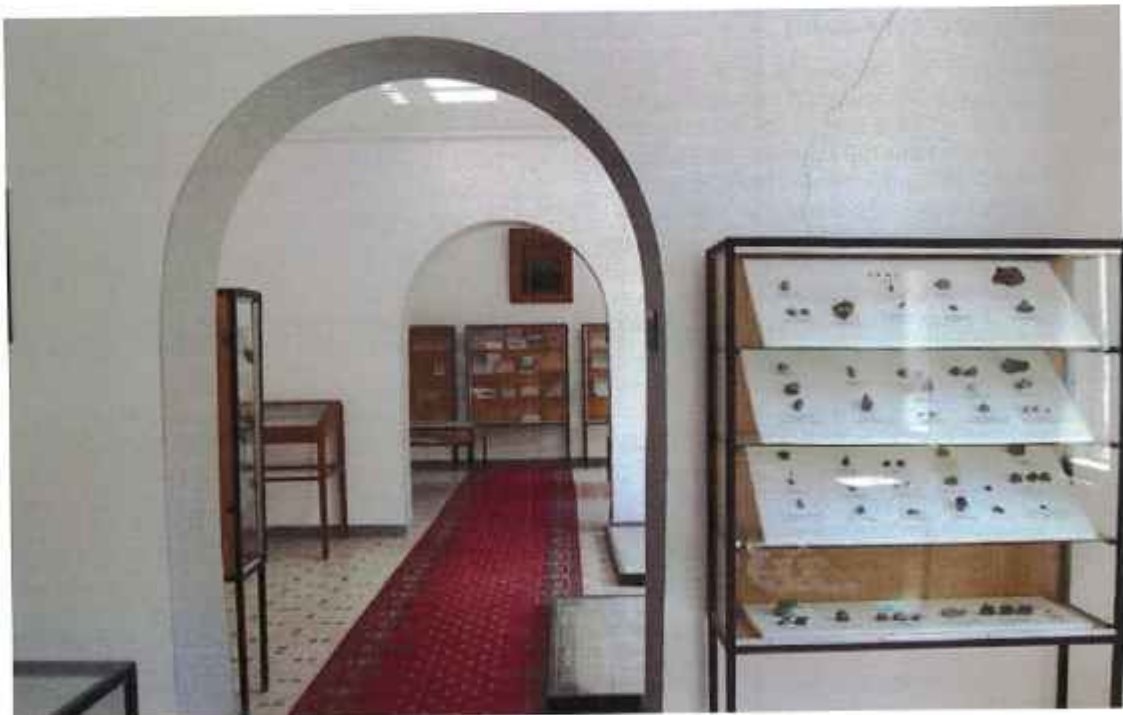


Image no. 16: Homeland Museum in Cerević (Municipality of Bosnia) - interior

10. Satellite in Sremski Karlovci - Satellite 3 in Zone 021

Considering the complex legal property relations regarding the planned location of the Cultural Station in Sremski Karlovci in the premises of the old cinema, representatives of the Working Group for Infrastructure from the municipality of Sremski Karlovci suggested that the Satellite is formed in the premises of the Sremski Karlovci Grammar School.

Therefore, the meeting with Radovan Kovačević, the principal of the Sremski Karlovci Grammar School, who proposed the space within the Grammar School, which has its own independent entrance and sanitary blocks of 200 m², was held on 16 February 2019. According to the specification of the costs, the reconstruction of this facility and putting it into function of the future Satellite will cost approximately EUR 60,000.00.



Image no. 17: Sremski Karlovci Grammar School



Image no. 18: Sremski Karlovci Grammar School - current condition 1



Image no. 19: Sremski Karlovci Grammar School - current condition 2

11. Reconstruction of the building of 'Svetosavski Dom' in Sremski Karlovci and opening of the Archives of the Serbian Academy of Science and Art in which equipment for digitisation of cultural material is placed - other objects of cultural infrastructure

The rehabilitation, adaption and reconstruction of the building of 'Svetosavski Dom' in Sremski Karlovci

for the Archives of the Serbian Academy of Sciences and Arts of the Metropolitanate of Karlovci, is aimed at providing the necessary conditions in the existing building for the accommodation and protection of extremely valuable archival materials, its preservation and use in a modern and functional way. This is the opportunity to provide better conditions for the preservation and protection of extremely valuable



Image no. 20: The building of 'Svetosavski Dom' in Sremski Karlovci

materials that are physically endangered by moisture and other factors, and are rapidly being destroyed. Furthermore, employment of young people in culture

will be ensured, and its digitisation will increase the availability and better visibility.

Total amount from the budget of the AP of Vojvodina EUR 98,000.00.



Image no. 21: The building of 'Svatosavski Dem' in Sremski Karlovec, digitisation equipment, detail 1



Image no. 22: The building of 'Svetosavski Dem' in Sremski Karlovec, digitisation equipment, detail 1

12. Ship Theatre - Cultural Station 4 in Zone 021 - mobile Satellite, caravan on water

Ship Theatre is the summer scene of the Student Cultural Centre of Novi Sad. This unique kind of caravan - Cultural Station on water has been anchored for five years in a row on the Danube bank at the Belgrade Quay (next to the Rainbow Bridge) in Novi Sad from July to August and offers various contents on the river.

The basic idea of the programme is to develop co-operation between cultural stakeholders and artists through the concept of 'open doors', and on the other hand to offer a quality, diverse and accessible cultural programme to the audience. The ship is anchored to the 1255 kilometre of the Danube and offers a rich cultural programme every day from 6 p.m. The audience have a chance to enjoy watching movies, workshops for children and youth, theatre plays, concerts and other content.

Ship Theatre is registered as a floating object, and there is a planned reconstruction for 2020. After the reconstruction, it will be possible to use it as a kind of 'Cultural Centre on Water', which would sail on the waterways of Serbia and the European Union. It could be used as a showroom where all the potentials of the cultural scene of Novi Sad, as the upcoming European Capital of Culture, would be presented. This is a complex and complicated production venture for which it is necessary to take time for strategic planning and financing.

So far, the Provincial Government has allocated the funds for: shipbuilding works, architectural adaptation of the ship, thermo and technical works, scenic mechanics, audio-video system and power installations of the ship.

Total amount from the budget of the AP of Vojvodina EUR 210,400.00.



Image no. 23: Ship Theatre detail 1



Image no. 24: Ship Theatre detail 2



Image no. 25: Ship Theatre - detail 3

III NEW PLACES

13. Reconstruction of the Kamenički Park - open space galleries and theatres.

Reconstruction of the Kamenički Park is an important infrastructure project having in mind the fact that adaptation of this park will create spatial conditions for tourist infrastructure, but also for open-air stages.

The first phase of the project implementation - 'Improvement of pedestrian paths with accompanying mobilier and public (solar) lighting on the part of

SP 'Kamenički Park' was completed within defined timetable for 2018.

The projected goals and results of the project were implemented, and they relate to:

- improvement of pedestrian and biking paths (paths were renovated, solar lighting installed, as well as elements of the park mobilier),
- increasing the possibility of recreation and education in the park (children playground has been installed and the accesses to the monuments and view-points in the park were places)



Image no. 26: Kamenički Park - detail 2

- awareness of the Kamenički Park as a tourist destination of the City (increasing the number of tourist visits).

The second phase of the project implementation - 'Improvement of the park and tourist infrastructure of SP 'Kamenički Park' envisages improvement of trim track, installation of outdoor recreation equipment, renovation of public toilets in the park, setting up in-

formative and educational boards in the park, during 2019. The project envisages the renovation of the gate on a concrete bridge that bridges the stream (entrance to the park).

Total amount from the budget of the Autonomous Province of Vojvodina EUR 585,000.00.

Total amount from the budget of the City of Novi Sad EUR 587,000.00.



Image no. 27: Kamenički Park - Detail 1

14. Renovation of the town centre in Sremski Karlovci - open space galleries and theatres

Having in mind the size and significance of cultural and architectural heritage of Sremski Karlovci, located on the fringe of the central squares and streets, this area has clearly been distinguished through the history of its creation, and represents a living pulsating point of the area.

In the process of development and protection of immovable cultural assets, this valuable area is recognised as a development resource that needs to be protected, regulated and used in a way that will contribute to the establishment of regional and local identity in accordance with European standards of protection. The landscaping of this space is thus carefully considered as the concept of re-modelling, which offers a contemporary, functional and artistic urban space adapted to the contemporary way of life, harmonically integrated into the inherited scenography of squares and streets. In this way, after becoming a

unique and complete area, it will be an ideal space for open space gallery and theatre in open.

In 2018, the Budget Fund for the Reconstruction of Cultural and Historical Heritage and the Promotion and Development of Sremski Karlovci was established by the Decision on the Formation of the Budget Fund for the Reconstruction of Cultural and Historical Heritage and Encouraging Development of Sremski Karlovci ('Official Gazette of Autonomous Province of Vojvodina', no. 24/18). The total allocated funds of the Budget Fund for 2018 amounted RSD 50,000,000.00 and were intended for financing and co-financing the restoration of cultural and historical heritage (rehabilitation, restoration, conservation, revitalisation) and encouraging the development of Sremski Karlovci.

During 2018, the Provincial Secretariat for Culture, Public Information and Relations with Religious Communities approved funds for 2 projects:

1. Project-technical documentation for 'Landscaping of the part of the tow centre of Sremski Karlovci with the construction of the necessary infrastructure network'.

(refers to the design of the project-technical documentation for landscaping of the part of the town centre of Sremski Karlovci, having in mind the fact that the

city core has been declared a immovable cultural asset of the highest importance).

2. Project-technical documentation for 'Renovation and conservation of facades in the city centre of Sremski Karlovci'.

Total amount from the budget of the Autonomous Province of Vojvodina EUR 1,670,000.00.



Image no. 38: Sremski Karlovci Square - detail 1



Image no. 39: Sremski Karlovci Square - detail 2

15. Construction of the Mihiz's Path - from Mihiz's House to Cultural Centre - Serbian Reading Room

'Construction of the Mihiz's Path with a Pedestrian Bridge to Vinska Street' project, with infrastructure works and programme contents, will completely transform Irig, both from the outside, in the field of architecture and horticulture, as well as from the inside, referring to culture of its citizens. Along with the Serbian Reading Room (which has been lonely in its noble mission for a long time), Irig will get a Cultural Station - Mihiz's birth-house, with a planned park with pedestrian bridge, a kind of Cultural Centre in the open. Construction of the path from the Mihiz's House (next to the state road of Ib order no. 2) to the central square and further to the Serbian Reading Room in the length of about 500 m will include the creation of horizontal signalisation ('Mihiz's road sign') from the Mihiz's House, the city park to the Serbian Reading Room.

Horizontal signalisation gives a symbolic dimension: the signalisation climbs uphill, from the Mihiz's House, across the pedestrian bridge, by the park in the city centre, and to the Serbian Reading Room. It will represent the world of literature, science and art, in which our famous fellow citizen found himself. Mihiz's Path wants to show the way in which the cultural life of Irig will move in the future. It is a path that fosters tradition and cultural heritage, which by contemporary methods and contemporary approach, is being revealed to domestic and international audience, and represents our city and our country in the most beautiful light.

The construction of the pedestrian bridge will solve the decennial problem of the local population, since

the main road passes through the city centre, park and the city square - Vinska Street, which represents a neuralgic point. This solution would ensure the integrity and functionality of public space. Furthermore, an adequate architectural proposal, the pedestrian bridge would be a unique cultural feature.

A preliminary design for this space is planned for 2019, which would be a project task for drafting technical documentation and for works during 2020, so that everything would be ready for the year of the title.

16. Renovation of the park and the square in Irig - open space galleries and theatre

Project-technical documentation is provided and approval for the execution of works obtained. The documentation was financed by the Municipality of Irig.

The reconstruction of the Main Square in Irig is a significant infrastructure project for the European Capital of Culture referring to the planned renovation that will completely revitalise this space and turn it into open space gallery and exhibition space (theatre in open, sculpture park, etc.).

Municipality of Irig has applied to the Ministry of Trade, Tourism and Telecommunications of the Republic of Serbia for funds for landscaping, i.e. for the work with total amount of RSD 16 million and received the funds in March. It is expected that the works on renovation of the square will be completed in 2019.

Total amount from the budget of the Republic of Serbia EUR 134,000.00.

Total amount from the budget of the Municipality of Irig EUR 10,000.00.



Image no. 30. State road of Ib order no. 21 that crosses the park and central square in Irig - current condition

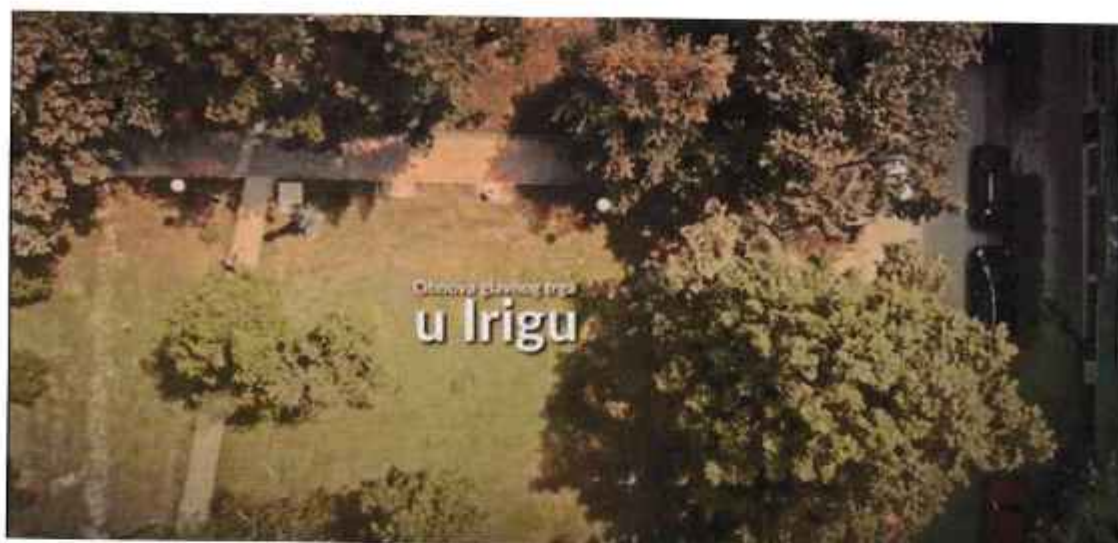


Image no. 31: Square in Irig - detail 1



Image no. 32: Square in Irig - detail 2

17. Reconstruction of the park and market in Vrdnik - open space galleries and theatre

Reconstruction of the park and market in Vrdnik is a significant infrastructure project for the European Capital of Culture since the planned reconstruction will completely revitalise this area and turn it into open space gallery and performing space (outdoor stage, sculpture park, etc.).

The 'Novi Sad 2021 – European Capital of Culture' Foundation in cooperation with the Faculty of Technical Sciences, and through the 'Transformation of Small-Scale Urban Spaces' project from the

Bid Book, has undertaken to provide several dozens of design solutions through student works, of which the best will be selected and be the basis according to which the project technical documentation for this space will be made.

In April 2019, the Municipality of Irig applied to the Provincial Secretariat for Energy, Construction and Transport and the Provincial Secretariat for Urban Planning and Environmental Protection and received funds for project-technical documentation and planning documents. Municipality of Irig will co-finance the development of the planning document. By the

end of 2019, after the project technical documentation will have been completed, it will be known how much funds should be allocated for work in 2020 in the context of the preparation for the year of title in 2021.

After the development of the project technical documentation, the funds for the works will be known.

Total amount from the budget of the Autonomous Province of Vojvodina EUR 29,000.00.

Total amount from the budget of the Municipality of Irig EUR 12,500.00.



Image no. 33: Park in Vidnik - detail 1



Image no. 34: Market in Vidnik

IV NEW TECHNOLOGIES OF THE 20TH CENTURY - MUSEUM OF PRIVATE LIFE

18. The Museum of the 20th Century

The Museum of the 20th Century, placed in the building of the Radio-Television of Vojvodina in the centre of Novi Sad, will be an interactive museum of private life of the 20th century. This multifunctional, multimedia museum that has a clearly defined period

of 20th century as a theme, will put users at the very centre of events through interactive exhibitions.

The museum will keep unified digital archives of the 20th century. This institution will be a place for collecting, preservation and education. It will be adapted to new technologies and directed events, without neglecting the tasks of the museum and its essence.

The idea is to have its own production and to follow the international dynamics of the development of similar institutions, through a business strategy to new communication techniques. If this is achieved, the first important step towards partial self-sustainability will be fulfilled. Private donations and sponsorships would certainly be an important part of financing, but they cannot replace public and republic state funds. It is expected that the museum will be engaged in marketing, openness and fast response in implementation and post-production.

In addition to the basic concept of preserving the past, we will try to present the possible worlds of the future through the significant part of the exhibition format. The adoption of the founding act would define the tasks of the museum, which would list all its basic functions. The lack of this act often leads to problems in the application of the programme policy and it affects most of our cultural institutions. This act protects the institution from the rapidly changing expectations of the public and helps it to gain a clear profile in the country and abroad. The museum must

be flexible and multi-functional, as a place with its own gallery, publications and catalogues, a restaurant, a concert hall and a cinema hall, and a gift shop. It would certainly produce contemporary art, and thus gather other cultural centres of different profiles, as well as guest artists, which would build its reputation.

The advantage of such an institution is that it would be without competition since it would be the first museum of this type in this part of Europe. This implies that we could choose the fields of our competences, which is of great significance. This also means that it must actively cooperate with partners who are often not in the field of culture, who can become sponsors at some point. Building such a unique museum and investing in it implies achieving very important economy effects. Cultural offer of the region, i.e. of the city, would significantly increase, along with tourist offers and accompanying events. Such a centre can become a trademark of the region and a epitome of progress and social development.

The originality of the Museum of the 20th Century exceeds the basic idea of museumography, in way that it will use the principles of interactive digital art, new media and technology in full. This approach allows us to easily multiply parts of the exhibition, to use them in other media, which is of crucial importance for marketing. The field of digital and virtual exceeds the limited boundaries of classical concepts of museums.



Image no. 35: Studio M4, part of the future museum complex



Image no. 36: Building that will be reconstructed into Museum

Number	Project Name	Implementation phase (design / construction)	Source of financing - Local Self - Government	Source of financing – Autonomous Province of Vojvodina	Source of financing- Republic of Serbia
PROJECTS OF ACCESSIBILITY (ROAD, RAILWAY AND WATER INFRASTRUCTURE)					
1	Construction of the international infrastructure corridor of the Begrade – Subotica – state border – Kelebija (section Begrade – Novi Sad) railway	Construction works			918,700,000.00
2	Construction of the State Road I Order no. 21, Novi Sad – Ruina – Šabac and State Road I Order no. 19 Šabac – Loznica	Design and contracting of construction		30,000.00	1,088,970.00
3	Reconstruction of the Fruška Gora road (Grebenski Road) with a total length of 57 km	Design and construction	191,950.00	2,620,735.00	
4	Completion of the reconstruction of the Sremski Karlovci – Benaki road (3.8 km)	Completed			1,700,812.00
5	Reconstruction of Petrovaradin – Sremski Karlovci road and landslide mitigation	Construction works		125,000.00	1,736,686.67
6	Construction of the pier in Banatski (Municipality of Beočin)	Planning documents and design	10,000.00	8,000.00	167,000.00
7	Construction of the pier in Sremski Karlovci	Planning documents and design		10,000.00	184,000.00
NEW PLACES (46 URBAN POCKETS) – THEATRES IN OPEN AND OPEN SPACE GALLERY					
8	Reconstruction of the Kamanski Plak	First phase completed, the second phase to be completed by the end of 2019	587,000.00	585,000.00	
9	Reconstruction of the town centre in Sremski Karlovci	Design		1,570,000.00	
10	Construction of the Mihiz's path – from Mihiz's house to the Cultural Centre – Serbian Reading Room	Conceptual design			
11	Reconstruction of the main square in Inđ	Design	10,000.00		134,000.00

12	Reconstruction of the park and market in Vrdnik	Planning documents and design	12,500.00	25,000.00	
CULTURAL STATIONS AND OTHER OBJECTS OF CULTURAL INFRASTRUCTURE IN ZONE 021					
13	Satellite in Sremski Karlovci in the Sremski Karlovci-Grammar School	Conceptual design and preparation for design			
14	Reconstruction of the Homeland Museum in Čerović (Bocšin)	Design		10,000.00	
15	Reconstruction of the Mihiz's House in Ilig	Opened, in function	38,000.00	100,000.00	10,000.00
16	Reconstruction of the "Svetosavski Dom" in Sremski Karlovci and the opening of the Archives of the Serbian Academy of Sciences and Arts in which machines for the digitisation of cultural heritage will be kept	Opened		98,000.00	
17	Ship Theatre	Opened but needs reconstruction		210,400.00	
MUSEUM OF THE 20th CENTURY					
18	Museum of the 20th Century in Novi Sad	Preparation of the working group for implementation			
	Total		790,450.00 €	5,667,135.00 €	823,751,453.67 €

ANNEX II CAPITAL INVESTMENTS NOVI SAD 2021

After winning the title, two entities were founded with the task to direct and coordinate drafting of project documentation and renovation of facilities and spaces: Working Group for Capital Infrastructure Projects of the Mayor of Novi Sad, within the implementation of the 'Novi Sad 2021 – European Capital of Culture' projects and 'Novi Sad 2021 – European Capital of Culture' Foundation.

Projects of cultural infrastructure are listed in the Bid Book of the 'Novi Sad 2021 – European Capital of Culture'. The implementation began in spring 2017. The projects are being continuously developed, complemented and changed during the implementation process. The main challenge in the implementation are complex procedures for collecting documents, procedures of public procurements for design and construction works on facilities, problems with illegal users of facilities, etc.

YOUTH CREATIVE POLIS (CREATIVE DISTRICT)

This creative district of Novi Sad is located on the edge of the city centre, along the Danube quay. Pedestrian and bicycle lanes connect it with the old town centre, University campus and all three bridges over the Danube. The area of the former metal factory was

built in the period 1922-1970 and it spreads over 2.7 ha. There are 13 smaller and bigger objects owned by the city, having the total surface of about 12,500 m². The plan is to build 4 new objects, with an area of 15,393 m².

The plan for detailed regulation, which had been in preparation since 2013, was adopted in April 2017 by the City Assembly of Novi Sad. Its preparation was financed by the City of Novi Sad in the amount of EUR 27,595.00.

After the Plan was adopted, the City Administration for Construction Land and Investments began drafting the project covering part of the communal infrastructure in mid-2017. The City Administration successfully implemented the public procurement for the project of communal infrastructure (traffic areas and parking, waterworks and sewer), landscaping (pedestrian surfaces) and horticulture (greening) management. The cost for drafting of project documentation was EUR 72,025.00.

The first phase of the restoration, which includes renovation of the most important peripheral traffic areas and around 1/4 of surface of the complex, should be finished by the end of July 2019. The investment costs for the first phase are EUR 1,357,686.00. Out of this amount, EUR 1,179,27.00 is planned for traffic surfaces (roads, parking), and the additional EUR 4,632.00 (for heating), EUR 4,092.00 (for Novi Sad electronic communications), EUR 22,617.00 (for Telekom Serbia electronic communications) and EUR 156,118.00 (for electricity).

Renovation of other surfaces is planned for the second phase, i.e. by the end of 2020. Value assessment of



Picture no. 1 Works on the renovation of the facility no. 3 and piping infrastructure.

the second phase, which is planned for 2019, is EUR 1,157,067.00, i.e. EUR 843,882.00 (for waterworks, landscaping and horticultural restoration), EUR 233,341.00 (for heating) and EUR 79,845.00 (for Telekom Serbia electronic communications).

The restoration of 3 out of 13 facilities started in 2019. Facilities no. 2 and 3 are buildings in the main street and, in a way, they constitute the 'facade' of the whole creative district. The 'Fabrika' Student Cultural Centre is in the facility no. 2, along with several other spaces planned for different activities in the domain of creative industries. The facility no. 3 is intended for numerous smaller premises, such as shops for different accompanying and service activities of the creative district. The amount planned for the restoration is EUR 1,716,334.00. The project documentation for the restoration of other 10 facilities will be completed in 2019, and the amount planned for the restoration is EUR 140,590.00. The amount of EUR 366,123.00 has already been allocated for the cost of the restoration of facilities after drafting the project documentation.

CITY CONCERT HALL, BALLET AND MUSIC SCHOOL

The construction of the building of new secondary music and ballet school, and new city concert hall started in 2016 and it was based on the strategy of sustainable development of the city of Novi Sad, as well as on the urban planning. The beginning of the last, fourth phase, which is the equipping of the facility, is planned for mid-2019. The total amount of

spent funds for the implementation of the facility is EUR 7,734,326.00 from the budget of the City of Novi Sad. The total amount planned for the investments is EUR 16,177,918.00. In addition to the City of Novi Sad, the financial support from other public sources is expected.

CULTURAL STATIONS

Cultural Stations is a project that comprises construction of cultural and social centres in four neighbourhoods, mostly on the outskirts of Novi Sad. Open surfaces in the immediate surroundings are also being renovated within the project.

The part of the former factory for silk dyeing was restored for the implementation of the cultural station no. 1 - Svilara, in Almaš Neighbourhood, north from the old town centre. The building was thoroughly reconstructed and adapted for the purposes of creation and presentation of traditional and contemporary cultural productions, above all, for citizens of Almaš Neighbourhood, where the facility is placed, and for other suitable productions. Numerous programmes are being held daily in the building, which Prime Minister of the Republic of Serbia opened together with President of the Government of the Autonomous Province of Vojvodina and Mayor of Novi Sad on 23 October 2018. The costs of restoration of the facility were EUR 634,483.00 and costs for landscaping and horticultural restoration of the yard and immediate environment were EUR 50,164.00.



Picture no. 2 Works on the third construction phase.

The cultural station no. 2 - Klisa, in the northern outskirts of Novi Sad, which consist mainly of family housing and characteristic multinational communities, will host a local social and cultural centre. This cultural station is in the vicinity of primary school, sports and business centre, and Serbian Orthodox church, thus its future function as the place for cultural exchange of Klisa Neighbourhood is of special

significance for social emancipation. Funds for drafting the project documentation and construction of the facility are EUR 626,940.00. The end of the construction is expected by autumn 2019.

The reconstruction and upgrade of the facility no. 7 (Youth creative polis) for the purposes of the cultural station no. 3 – Youth Center "Opens" have start-



Picture no. 3 Cultural Station 'Svilava'



Picture no. 4 Cultural Station no. 1 - Svilara

ed, and the end of works is expected in autumn 2019. Having in mind that the city of Novi Sad is the European Youth Capital in 2019, and that youth activities, activism, as well as entrepreneurship are important part of the European Capital of Culture project, the centre is expected to be opened as the operational headquarters of youth organisations of Novi Sad in autumn 2019. The amount spent for preparation of extremely dilapidated parcel is EUR 15,190.00. The planned amount for the reconstruction and upgrade of the facility is EUR 646,400.00.

The Cultural Station no. 4 – Novo Naselje is placed in the green, western outskirts of Novi Sad. Novo Naselje was constructed in the period 1978-1991 and is a good example of modern and postmodern architecture and urbanism of Yugoslavia. Although far from the city centre and partially isolated, this part of the city has vivid cultural scene and active civil associations. The project documentation for the construction of the cultural station no. 4 - Novo Naselje will be completed by mid-2019. The beginning of implementation is planned for the end of 2019 or first half of 2020, while the end of implementation is planned during 2021. The total amount planned for the project documentation for the restoration, upgrade and construction of cultural stations no. 4 is EUR 28,025.00.

NEW PLACES – 46 URBAN POCKETS AND MICROGRANTING

The project is envisaged in several forms, out of which 46 Urban Pockets and Microgranting projects are completely developed, and their implementation has already started.

Urban Pockets is a project with methodology that includes several steps: citizens survey on proposal of good, yet abandoned small public spaces, focus groups with local activists and associations, international public call for design and restoration. All the activities were financed from the programme budget of the 'Novi Sad 2021' Foundation in the total amount of 5 million RSD for 2017 and 2018. On the open calls during 2017 and 2018, the total of 8 project ideas were selected. They are project tasks for launching public procurement procedures for drafting project-technical documentation and for construction. These public procurement procedures are implemented by the City Administration for Investments, which will also implement the construction works. Four public spaces will be selected and restored, one in each of 4 local communities, in the period of 3 years (2017 – 2019). The investment for drafting plans for restoration of urban pockets in 2017 is EUR 46,413.50 and in 2018 it is EUR 44,557.00. The planned amount for project documentation in 2019 is EUR 33,417.00. The amount planned for the implementation of urban pocket in the Sremska Kamenica Local Community is EUR 76,184.00 and for the Bistrica Local Community the amount is EUR 83,775.00. The implementation of urban pockets designed in 2017 and 2018 is planned for the second half of 2019, and the implementation of projects selected after the public call in spring 2019 is planned for 2020. For this purpose, funds from the



Picture no. 5 Urban Pocket in Sremska Kamenica (design from the open call in 2017)

budget of the City of Novi Sad will be allocated in the following two years.

The 'Novi Sad 2021' Foundation opened a public call for citizens and associations for implementation of 19 sites on the territory of Novi Sad and Zone 021 within the Microgranting project. The maximum amount of the grant was EUR 3,000.00. The selection jury selected the best project proposals that were developed and implemented in a participative manner with the expert help provided by the Foundation in the period July-October 2018. The total funds allocated for the projects are EUR 42,200.00 from the programme budget of the Foundation, financed by the Autonomous Province of Vojvodina. The open call will be re-launched in 2019 and in 2020.

THE RESTORATION OF BAROQUE SUBURBIUM OF THE PETROVARADIN FORTRESS

This important project was initiated after Novi Sad won the title of the European Capital of Culture 2021. The restoration of the neglected baroque 'city', legally protected cultural-historic environment, attracted the attention of the Year of Cultural Heritage of the European Union, when the neglected cultural heritage was brought into focus in Novi Sad. Having in mind numerous facades and their condition, the amount of EUR 1,470,185.30 was invested in the restoration in the first two years.



Picture no. 6 Microgranting project 'Among Birches'



Picture no. 7 Micrograzing location Bike Taxis of the Fly Kicir association.



Picture no. 8 Restoration of suburban of the Petrovaradin fortress -detail no. 1



Picture no. 8 Restoration of suburban of the Petrovaradin fortress –detail no. 2

Number	Name of the project:	Phase of implementation (projection works/ construction)	Sources of financing – The City of Novi Sad	Sources of financing – Autonomous Province of Vojvodina	Sources of financing – The Republic of Serbia
The 'YOUTH CREATIVE POLIS' Project in Novi Sad					
1	Implementation of detailed regulation plan	Works finished	27,595	-	-
2	Preparation of venue (demolition of premises and clearance)	Works finished	98,898	-	-
3	Construction and restoration of communal infrastructure (1st Phase)	Implementation of work	1,250,986	-	174,966
4	Construction and restoration of communal infrastructure (2nd Phase)	Planned funds	843,882	-	-
4	Upgrade and restoration of facilities (no. 2, 3 and 7).	Projection works and negotiation on construction		-	1,687,763
5	Projection of restoration of all other facilities.	Projection works and construction	140,591		
6	Restoration of facilities.	Start of planning funds	-	-	366,123

CULTURAL STATIONS (CS)					
7	Restoration of CS no.1 – Svlara	Works finished	50,164	-	634,483
8	Construction of CS no. 2 – Klisa	Planned funds for the implementation	626,940	-	-
9	Restoration and construction of CS no. 3 – Youth Centre (facility no. 7 in the 'YCP')	Implementation of work	15,190	-	646,400
10	Construction of CS no. 4 – Novo Naselje	Projection works	40,037	-	-
City Concert Hall, Music and Ballet School					
11.	Construction of Music and Ballet School with Concert Hall	Completion 3 (from the 4th phase)	7,734,326	-	-
NEW PLACES (46 URBAN POCKETS AND MICROGRANTING)					
12.	Implementation of Urban Pocket in Sremska Kamenica.	Completed works	76,183	-	-
13.	Implementation of Urban Pocket in Novo Naselje.	Planned funds for the implementation	-	-	83,775
14.	Projection of Urban Pockets, 2017	Planned funds	46,413	-	-
15.	Projection of Urban Pockets, 2018	Planned funds	44,557	-	-
16.	Implementation of 18 locations within Micro-granting project	Completed works	-	42,194	-
THE RESTORATION OF BAROQUE SUBURBIUM OF THE PETROVARADIN FORTRESS					
17.	The restoration of baroque suburbium of the Petrovaradin fortress	70% of works implemented	-	-	1,470,185
Total amount			EUR 10,995,762.00	EUR 42,194	EUR 5,063,695

ANNEX III EVALUATION FIRST RESEARCH INSIGHTS

This document is a short overview of conducted research in the field of ECoC evaluation. Research report is divided by research phases, including research on different target groups. The following text presents summary and most interesting findings, while the detailed report is included in the Evaluation Phase Reports.

COMMUNITY LIFE RESEARCH

Research on community life aimed to analyse main features of community cohesion, social capital and perception and identity of community space among residents. Also, the goal was to identify perception of ECoC among locals. We have used several indicators previously defined within official evaluation methodology such as community belonging, social exclusion, social capital, perception of urban space, availability of urban space, transportation, specifics of the ECoC identity. The face-to-face survey was conducted in two spatially and functionally connected municipalities – Novi Sad and Petrovaradin. Population of 16 settlements was included. Twelve field researchers collected data during April and May 2018. We have applied stratified sampling, by age, sex and residency. The only criterion in selecting respondents was if they are of legal age. Participation in survey was voluntary and anonymous. The total of 797 respondents participated. The sample size (2‰ of total population of 16 settlements) meets the standards of statistical analysis. Data were collected based on original questionnaire. Final version consisted of 92 questions classified into three main groups: basic socio-demographics (16 questions), community life (23 questions) and cultural participation and capacities, and audience development (50 questions). Different types of questions were used: open-ended and closed-ended questions, short answer, paragraph, checkboxes. Some questions were formulated as five-level Likert scale while few questions implied ranking.

Interesting Findings:

Respondents have marked five the most distinctive urban markers – the Petrovaradin Fortress, Roman Catholic Church of the Name of Mary, Matica Srpska, Danube and Serbian National Theatre. Selected referral points reflect the continuity of urban tissue in temporal, but also in spatial dimensions. In addition, the most distinctive urban markers are, at the same time, reference to urban specifics and an integral part of the city image. Furthermore, selected urban markers are part of special urban design. They are often used as nodes in the urban tissue that attract domicile population, but also visitors.

Majority of the respondents perceive impacts of ECoC – NS2021 as positive (59%). Three main positive impacts on the community are tourism development, improvement of cultural offer and increase of the city budget. Other positive effects of ECoC are improvement of city image, increase of sense of community belonging, strengthening of multiculturalism, intensification of citizens' participation in community life, new employment opportunities, promotion of cultural heritage, etc.

Data reveals disparity between potential and actual level of citizens' participation in community life – while majority of the respondents (85%) is willing to participate in various activities aiming to improve quality of life in their community, only ¼ have actually participated, regardless the type of activity (charity work, volunteering, sharing information, different activities aiming to solve community problems, etc.).

RESEARCH OF CULTURAL NEEDS, HABITS AND POTENTIALS FOR CULTURAL DEVELOPMENT

The main aim of this quantitative research is to identify the current state in the field of culture – to give an overview in the different areas regarding the needs and habits of inhabitants of Novi Sad as well as potential for cultural development. The research is designed with the aim to offer insights, conclusions and recommendations that can serve as a good basis not only for understanding and explaining these phenomena, but as a starting point for creating sustainable cultural policy – since every strategy and policy assume – to a certain extent – participation of citizens. Questionnaire was filled out by 797 respondents – inhabitants of Novi Sad and Petrovaradin. Questions were formulated with reference to the existing similar research and were grouped in five clusters, with the aim to identify: a) perception and evaluation of culture – how citizens perceive different cultural fields; b) development of needs and habits in the field of culture; c) needs and habits in the field of media and information consumption; d) aspects and potentials for intercultural communication.

Interesting Findings:

Research results indicate the following: citizens of Novi Sad and Petrovaradin recognise the Serbian National Theatre and Matica Srpska as the most important cultural institutions of the city; the Exit Festival is recognised as the most important cultural event; in addition to this, respondents recognise the need for more investment in the field of culture, the importance of heritage, cultural institutions and multiculturalism of the city and region; when it comes to cultural needs, most of the respondents spend their leisure time in activities with families or friends; they are mostly interested in cinema and theatre; more than half of the respondents are satisfied with the ac-

tual cultural offer in the city, but not with the cultural offer in different parts of the city and in suburban settlements; as the biggest obstacle for the cultural development and their personal engagement and participation in cultural life, our respondents stated the lack of free time and money.

MEDIA AND INFORMATION CONSUMPTION

This research and report are integral part of the previous one, which was designed with the aim to identify cultural needs and habits of the inhabitants of Novi Sad and Petrovaradin. Questions in this part of the questionnaire were of closed type and respondents had the opportunity to choose among multiple choice answers; also, they gave us information on what kind of media they consume and how often. Through the following questions, we tried to identify the needs and habits of our respondents when it comes to media and information use: what type of media they prefer and how often; what kind of media content and media genres they prefer; do they perceive the lack of any type of media content; whether they use social media and how often.

Interesting Findings:

Research results indicate that majority of respondents choose television as the most important media they consume. Internet is immediately after. Our respondents mostly follow news programs and entertainment and would like to see more cultural content in the media.

ART AND CREATIVITY

- PILOT RESEARCH -

The aim of this pilot research is to identify the current state of affairs in the different fields of art and creativity. Since this kind of research has not been previously done, we designed it as a pilot project, an exploratory research that could give us the broad picture about the state of art and artists. The research consisted of twelve interviews with artists and art professionals from the different fields such as: music and composition, literature, multimedia art, design, photography, dance, singing. Questions in the structured interview were designed with the aim to map individual capacities of artists, their social and cultural status and their perception and evaluation of the current state in the field they are engaged. Since the sample for this qualitative pilot research was extensive it was not representative. It means that all conclusions and recommendations are provisional and preliminary. However, they are the good starting point in understanding the needs and problems as well as potentials of the different fields of art.

Interesting Findings:

There is no general conclusion of the research, since we had respondents from various fields of culture and the research results are only preliminary. However, all our respondents recognised the importance of investment in strategic, sustainable and long-term projects in culture. Furthermore, according to our respondents, dynamics of the development of culture is to a large extent – but not exclusively – dependant on the financial investments. It means that overall cultural development is the result of strategic approach and planning (long-term goals and projects) and it is very important and inextricably linked with the state in other social fields (such as economy or education).

CULTURE AND CREATIVE INDUSTRIES

- PILOT RESEARCH -

The aim of this pilot research is to identify the current state of affairs in the different fields of creative industries. We designed it as a pilot project, an exploratory research that could give us the broad picture and general information about the state of affairs in the field. This segment of research is part of our broader research framework where the focus is on cultural practices – needs and habits of cultural and social actors. This research was a mix of qualitative and quantitative approach, since we did it by using questionnaires and interviews with representatives of institutions, organizations and companies (both in public and private sectors) in the field of creative industries. The main aim was to collect data and information that could help us to design the more accurate analytical instruments and framework of research, but also to give us insights and general information about the current problems and potentials in this field of cultural practices.

Interesting Findings:

Research results, although preliminary, indicate that our respondents recognise the importance of cultural and creative industries for the overall development of culture and society; that they bring both local and global benefits and, in addition to profits and economy, they could add to the other types of symbolic benefits – such as the positive image of the city; there is also the recognition of the importance of revitalisation of traditional arts and crafts and recognition for the development of local cultural potentials and specificities, such as multiculturalism; in addition to this, respondents recognise the need for development of better informational infrastructure in the field that could potentially add to the development of this cultural sector.

ANNEX IV PROGRAMME - STATE OF PLAY

PROJECT	Vision and Programme Area		CURRENT STATE OF THE PROJECT (phase/contracts)	Timeline	European dimension	Short description	Project leader and partners
Creative Calendar	Love Bridge: Shearing our Treasures	Doček	Project development phase. Not contracted.	2020+	The EU dimension is connected with current European topic - time calculation heading to 2021 when seasonal time changes will be skipped.	An exhibition on the time calculation, based on Milutin Milanković's one of the most famous Serbian and European scientist's work and life.	Museum of Vojvodina which organizes pan-european scientific conference.
Festival of Lights	Love Bridge: Shearing our Treasures	Doček	Implementation phase. Contracted.	2020+	Digitalisation use of the most European topics is tackled through usage of the new digital tools in arts.	The festival of light which will be inspired by the most famous local and European fairy tales. Lighting installations will be created by European visual artists. The programme will be implemented in the suburbium of the Petrovaradin Fortress	Est Foundation
Intercultural Novi Sad	Love Bridge: Shearing our Treasures	Doček	Implemented, Contracted.	2017+	The project aim was to foster intercultural cooperation and exchanges among participants in order to celebrate european cultural heritage in the Year of the European cultural heritage in 2018.	The project delivered series of the artistic experiments and artistic events which gathered artists with multicultural backgrounds performing on the streets.	Center for Nourishing Tradition Beočin
Entrance / Throughway / Exit	Love Bridge: Shearing our Treasures	Doček	Negotiation phase. Not contracted.	2020+	An open call for European artists will be published.	New artists installations and sculptures will be made at Novi Sad access roads, in a free space, along the roads entering the city in order to show new artistic symbols of the city.	Est Art Gallery

PROJECT	Vision and Programme Area		CURRENT STATE OF THE PROJECT (phase/contracts)	Timeframe	European dimension	Short description	Project leader and partners
Reconnection	Freedom Bridge: Future is Now	Heroines	Phase of implementation. Contracted.	2017+	The project is dedicated to revalorisation of the local female heritage in the European context, with participation of international artists and activists, as well as promotion of contemporary local and European female creativity.	"Reconnection - Culture, Activism, Theory" is platform for female culture, art and activism that began with implementation in 2016. Two conferences with accompanying artists' programme were implemented. The production of the exhibition on Female Political History of Europe in 20th century will be organized in 2021. This female history exhibition will be initiator of the foundation of the female museum."	Network of female organisations - Vojvodanka, Boza Centre, Naumi KAZ)
Milva and Albert	Freedom Bridge: Future is Now	Heroines	Preparation phase. Not contracted.	2019+	This project is about women emancipation and equal valorisation of the work of all genders. It presents work in life most famous local and of the most famous European female scientist which spend part of her life in Novi Sad.	Interactive exhibition on Milva Marić Einstein with new media technologies for interpretation of her life and work combining arts and science.	Museum of the City of Novi Sad
Novi Sad Then and Now	Freedom Bridge: Future is Now	Heroines	Negotiation process. Not contracted.	2021	European dimension is seen as the current topic, which deals with position of women in nowadays socio-political relations.	Photographing of the famous women of Novi Sad using the technique of wet collodion.	Academy of Arts in Novi Sad
One Suitcase, One Hour	Freedom Bridge: Future is Now	Heroines	Implementation suspended.	Not defined.	The project does not have developed EU dimension. Further on the research is not objective because it is focused only on one side of a story therefore not contributing to the reconciliation process.	The focus of the project is on life experiences of women who moved to Serbia, i.e. Vojvodina, Novi Sad from different parts of ex-Yugoslavia during war in the '90s. Their experiences are in the focus of the project since they were the most vulnerable part of the society during the war and because they protected everyday life of the family.	Gordana Stojaković
International Exhibition of Student Posters and Photos	Freedom Bridge: Future is Now	Heroines	Implementation phase. Contracted.	2019+	Open international call will be opened, which invites young European authors to participate in the exhibition.	Retrospective exhibition of engaged poster from all over the world with the topic of feminism and/or female artists. One part of the exhibition will be implemented on the open spaces, billboards and in the public institutions within the context of audience development.	Academy of Arts in Novi Sad
Novi Sad Connection	Freedom Bridge: Future is Now	Heroines	Negotiation phase. Not contracted.	2021	Coproduction with European partners. Projects develops a network of cities which forms unique orchestra.	International music project that connects Novi Sad with twin cities throughout Europe including Peas and Timisoara. Musicians from Novi Sad will have a chance to create with friends, musicians from twin cities and other European cities, which are European Capitals of Culture as well, or strive to be one.	Cultural Centre of Novi Sad
The City Painting	Freedom Bridge: Future is Now	Heroines	Negotiation phase. Not contracted.	2021	European dimension will be achieved through presentation of the merging European muralists which will be active in the project.	Works of fine art of the most significant European female authors are being presented with murals on facades. The City Painting project is implemented in two ways: 1) in public spaces, on city facades 2) virtually, on the digital communication tools of the project	Cultural Centre of Novi Sad

PROJECT	Vision and Programme Arche		CURRENT STATE OF THE PROJECT (phase/contracts)	Timeframe	European dimension	Short description	Project leader and partners
Children Philharmony	Freedom Bridge: Future is Now	The Future of Europe	Implementation. Contracted.	2017+	This project aims at providing equal opportunities for socially endangered children and creates new opportunity for youth artistic expressions.	The Philharmonic Orchestra of the inclusive character which involves music schools in Novi Sad and children with jeopardised social status.	The Novi Sad 2021 Foundation, Isidor Bajic Music School
Touch	Freedom Bridge: Future is Now	The Future of Europe	Preparation phase. Not contracted.	2021	European puppet theatre troupes together with Novi Sad Youth Theater develop first puppet theater festival in Novi Sad.	International Festival of new puppetry forms is a new, unconventional festival for puppet-theatre art, which would advocate for different and unusual puppet forms for children and adults with the focus on open spaces and schools.	Youth Theatre
Quarter	Freedom Bridge: Future is Now	The Future of Europe	Implementation in progress. Contracted.	2018+	Theater troupes from six different countries developing six new productions and festivals exploring the topic of Euroscepticism. This project is financed by Europe For Citizens programme of the European Commission.	This projects gathers young theater professionals from different social backgrounds and status to develop new theater plays on the topic of the European perspectives and Euroscepticism. Six new Forum theater plays will be produced in 2019 and 2020, while touring project in Europe starts in 2021.	Troupe Di-2 (re: da)
Young People and European Values	Freedom Bridge: Future is Now	The Future of Europe	Implementation started. Contracted.	2019+	The main aim of the project is raising awareness among young people about the European values, heritage and tradition.	The aim is contribution to promotion of European cultural values and strengthening European identity in Novi Sad through investing in children's youth and their artistic expression. Based on the European open call, the exhibition of collage of children from Primary Schools on the topic of 'The Future of Europe'.	Know How Centre, The Novi Sad 2021 Foundation
Imagine Europe	Freedom Bridge: Future is Now	The Future of Europe	Implementation started. Contracted.	2017+	Project opens a debate about the future of Europe, European integration of Serbia and promotes European values and history of Arts.	Series of debates and workshops open for citizens and cultural scene on the European values, EU integration process and presentation of the local practices from Europe. It is a place where locals learn in cooperation with and from European lecturers and mentors.	Foundation Novi Sad 2021, EUNIC Cluster Serbia, EU Info point Novi Sad
Generation After	Freedom Bridge: Future is Now	The Future of Europe	Implementation suspended. Although negotiated, not launched. The concept itself was neither sufficiently developed nor adjusted to Programme Arches.	2021	Regional reconciliation project.	The goal is creation of a documentary, through workshop, which would offer possible solutions to conflicts that still makes communication in the region difficult. Generation born after wars was freed from personal traumatic experiences, although, it faces with prejudices and partial explanations of the events that led to war. The film should encourage the establishment of dialogue and perception of the problem from different aspects of view and different sides involved in the war.	Muffin production
Mobs for Schools	Freedom Bridge: Future is Now	The Future of Europe	Implementation phase. Contracted.	2019+	Youth engagement	Support for high-school student ideas through the process of participative budgeting implemented together with European Youth Capital Novi Sad 2019. Ideas in the field of culture and creative work and activism of young people will be supported while creating a call for students' ideas.	Novi Sad 2021 and Novi Sad 2019 European Youth Capital

Cultural educational methodical centre	Freedom Bridge: Future is Now	The Future of Europe	Implementation phase. Contracted.	2018+	Artists and European experts or weekly guests of the Egeyeg cultural stations. There are several types of engagement: artists on residencies programmes, lectures from Europe, representatives of the EU cultural institutes in Serbia, representatives of the organizations on the partnership building conferences.	Methodological hub for advising teachers on developing cultural activities with their pupils linked to the programme priorities of the Novi Sad 2021 project is founded within the Novi Sad 2021 programme in Chateu Egeyeg. Continuity in work and education of graduate students of the University of Novi Sad would be provided through adequately equipped space of cultural-educational methodological centre.	Novi Sad 2021 Foundation
Game hunt	Freedom Bridge: Future is Now	The Future of Europe	Negotiation in process. Not contracted.	2021	No current European dimension	The main idea of the project is to promote Novi Sad as the ECOC through mobile application, as well as special games for different age groups of young people through which they introduce the city.	V38 Magicana
NS muralisation	Freedom Bridge: Future is Now	The Future of Europe	Implementation started.	2017+	European values will be promoted through murals on the public places.	Participative process of muralisation of public surfaces in yards of educational institutions, with the participation of pupils in the process of defining the topic of mural, which should rely on current European values.	Culture Factory
Ask the Children!	Freedom Bridge: Future is Now	The Future of Europe	Implementation phase. Contracted.	2019+	Well-known European choreographer from France David Robert works with local children in delivering participative contemporary dance performance in the public place.	The project seeks to enable children to intervene easily in virtual space by using the internet and android interactive application, and give proposals concerning the environment they live in, play, go to school, kindergarten or visit playground.	Novi Sad 2021 Foundation
Live.Play.Dream	Freedom Bridge: Future is Now	The Future of Europe	Project implementation is suspended. The project is not innovative and it refers to the participation of the already existing orchestra. At the moment, it does not correspond to the programme arches.	Not defined.	European dimension of the project is achieved through participation of European artists and potential touring in European cities. The main artistic partner is Mahler Chamber Orchestra.	The project includes the cooperation between Mahler Chamber Orchestra and local musicians. The ensemble would stay in Novi Sad for 5 to 7 days and prepare programme that would have its premiere in Novi Sad. Afterwards, big performances will be organized in the several biggest European cultural venues throughout the Europe.	Music Youth of Novi Sad
Eurobot / Ja, Automat / W Euroboti, Automat	Freedom Bridge: Future is Now	The Future of Europe	Project development stage. Not contracted.	2021	European dimension is still not visible.	Educational platform inspired by the EUROBOT international amateur robotics contest. It is envisaged as a series of lectures and public presentations offering a critical insight into the social context of technology and its relation to Arts.	Faculty of Technical Sciences
Freedom Festival - 360 Art Factory	Freedom Bridge: Future is Now	The Future of Europe	Implementation started. Contracted.	2017+	This project will host more than a 100 European artists in 2021 in all the artistic fields.	Production of 6-8 festivals (2 theatre festivals annually, Novi Sad Comics Weekend, To be Punk Festival, etc.), as well as the support to other Festivals in production of a partner.	Student Cultural Centre
Ideas Shop	Freedom Bridge: Future is Now	The Future of Europe	Project idea is suspended. The project idea does not have a clear concept, method and goal at the moment.	2021	Project idea has no European dimension in this phase of development.	A colourful kiosk will be created within the project, which will serve as a shop of ideas. The intention of the author is to sell and buy ideas from random passers-by and record the entire experience, including evaluation and make a documentary movies.	The Promena Theatre of the Academy of Arts in Novi Sad

PROJECT	Vision and Programme Area		CURRENT STATE OF THE PROJECT (phase/contracts)	Timeframe	European dimension	Short description	Project leader
Composition 2021 4 New Bridges Philharmonic Orchestra New Tach Music Bridge	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Preparation phase. Not contracted. These three project ideas are merged into one project by the decision of the programme director. Projects are among most expensive ones so the decision was made to engage fundraising team NS2021 to apply for funds for the Creative Europe project. The implementation depends on the success of the fundraising activities.	2020+	The project deals with current European and global challenge of reconciliation through participation of young people from different European countries.	Philharmonic Orchestra will consist of students of partner music academies from Croatia, Italy, Germany, Spain and Albania. The programme will include classical and popular compositions of anti-war thematics and selected compositions suggested by citizens through open participative process. The compositions will be performed in new music arrangements, while its part of the repertoire will be the music of contemporary artists selected through international open call.	Academy of Arts in Novi Sad. Partner music academies from Croatia, Italy, Germany, Spain and Albania.
Mask Square	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Negotiations phase.	2021	European artists are invited to come Novi Sad to the colony and paint flags representing their countries. Colours, symbols, landscapes... They have one week to implement the project and complete artists freedom to do so.	International exhibition of artistic masks in public space, where artists represent their countries and enables visitors to introduce European diversity.	Bel Art Gallery
European Photo Album	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Project development phase.	2021	The project deals with current European and global challenge of reconciliation through participation of the most important European organisations in the field of photojournalism.	International exhibition of photographs of anti-war thematics in cooperation with World Press photo organisation. The exhibition will be implemented in indoor and outdoor spaces of the Petrovaradin Fortress, through partnership with the Museum of Novi Sad. As the accompanying programme, discussions with authors will be organised and livestreamed.	Journalists Association of Vojvodina, Museum of the City of Novi Sad, World Press Photo
Singing Bridges	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Implementation phase. Contracted.	2021	European authors. The European significance of the project is manifested through topics and contents and their current meanings. Cooperation with choirs from Novi Sad and abroad.	Choir meeting that gathers choir ensembles from the region, with repertoire of songs on the topic of anti-fascism, organised by the Academy of Arts in Novi Sad. The Choral orchestra will perform on the bridges.	Academy of Arts in Novi Sad

Peace Chapel (The Peace Fortress)	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Implementation phase. Contracted.	2019+	The European significance of the project is manifested through artistic concepts, peace topics and European authors.	Artistic installation at four sides of the Petrovaradin Fortress, which brings messages of peace through works of the world famous artists. This will be come new landmarks of the Fortress. The implementation of the project started in 2019, with the first installation by Yoko Ono. The main event in the year of title will be a multimedia performance connecting all new installations in artistic antiwar artistic expression.	Exit Foundation
Bridge – One Memory, One Dream	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Negotiations phase. Not contracted.	2020+	The European significance of the project is manifested through topics and possibilities for ex-YU artists to gather and discuss about the reconciliation in the region.	An open call for original drama text on the topic of peace and reconciliation in the region.	Sterijino Pozorje
Three Bridges and Migrations	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Implementation phase. Contracted.	2019+	The project includes partnership cooperation with Operas in European countries within the Creative Europe project.	Opera in open spaces with fully equipped production truck with the aim of audience development.	Serbian National Theatre, Teatro alla Scala, Milan
Restoration and Tourist Marketing of the Fortification	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Project implemented in 2017.	2017	Participation of international European experts in the field of preservation, reinterpretation and managing cultural heritage.	A two-day educational seminar on protection of cultural heritage and use of tourist potential of the Fortress, which was held in September 2017 at the Petrovaradin Fortress in Novi Sad.	Europa Nostra
At the Crossroads	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Implementation phase. Contracted.	2018+	This projects contributes to the intercultural understanding in the region and presents the old music traditions part of the European cultural heritage in a more contemporary and up to date way.	In 2021, Novi Sad would be a place of gathering and meetings of prominent local artists and artists from ex-YU region, as well as famous ensembles from some of the cities from the Danube region. That would also be artists who cherish ethnic sound, stressing the importance of fostering cultural heritage.	Music Youth of Novi Sad, Vojvodina Symphony Orchestra.
Reconciliation in the Region – Students' Perspective	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Negotiations phase. Not contracted.	2021	The new dialogue among sides once in conflict and greater mutual understanding is what Europe needs today. Through this project we want to deliver new model that sides in conflicts can use to overcome obstacle and communication challenges.	The idea would be implemented through visits to places which represent symbols of war conflicts in the region, as well as through a seven-day seminar in Novi Sad (from 4 until 11 July 2021). The seminar would include workshops, work in small groups, lectures and non-formal gathering of students of psychology and sociology and history of the region (Serbia, Croatia, Bosnia and Herzegovina, Montenegro and Kosovo).	Faculty of Philosophy in Novi Sad

Where were you when the bombing started	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Implementation started. Contracted.	2019+	This projects connects different inhabitants of the European cities which faced different kind of trauma - military actions, earthquakes or other risks and catastrophic events.	Storytelling festival and a theater performances. It invites people to tell their personal stories about traumas and afterwards the Forum Theater play will be made on the basis of true stories. Traumas are much easier to overcome if we talk and share them and try to understand its meanings for each other.	Novi Sad 2021 Foundation
Brotherhood and Unity	Rainbow Bridge: Diversity is our strength.	The Peace Fortress	Project development phase.	2021	The European significance of the project is manifested through topics and content and their current meanings.	Participative exhibition of artefacts from the ex-YU period invites inhabitants of the region to donate one artefact that reminds them of an old Yugoslavia and bring out memories.	Novi Sad 2021 Foundation
Fashion Connection	Freedom Bridge: The Future is Now!	The Peace Fortress	Project development phase. Not contracted.	2021	Cooperation with European designers and fashionweeks in Viena, Rijeka and Timisoara.	The project is aiming for young European and local designers who would be working on overcoming traditional function of uniforms. They will create new uniforms that focus on cosmopolitan and pacifistic meaning of the designed clothes.	Serbia Fashion Week

PROJECT	Vision and Programme Area		CURRENT STATE OF THE PROJECT (phase/contract)	Timeframe	European dimension	Short description	Project leader and partners
Food Dialogues	Hope Bridge: Culture is a way of living	Danube See	Negotiation phase, Not contracted.	2021	European dimension of the project is achieved through specific gastronomic context of this area which presents the mixture of Mediterranean and oriental cuisine. Traditional Vojvodina cuisine is in fact the mixture of the European dishes.	The project explores the gastronomic history of the region and compares it in the European context. The result will be big food festival in 2021 with a big table offering various dishes of the original Vojvodina tastes which are in the same time the part of the European gastronomic tradition.	Color Media Press
European Jazz Orchestra Twins	Hope Bridge: Culture is a way of living	Danube See	Implementation started, Contracted.	2020+	European dimension is achieved through interregional partnerships with European organisations from the Danube region.	International jazz orchestra consisted of musicians from musicians from the Danube region, with Summer school, residences and special focus on the preservation of the environment, through music activism.	Cultural Centre of Novi Sad
Art Dialogues	Hope Bridge: Culture is a way of living	Danube See	Implementation started, Contracted.	2017+	Exchanges of curators between Timisoara, Eibusls and Novi Sad allows the opportunity for visual artists coming from these countries to present artistic practices from their cities and connect.	Art Dialogues is the projects designed as the co-curating exhibition, within which the works of contemporary artists from the Danube region are presented. Three curators, one from Timisoara, one from Eibusls and one from Serbia, chose artists and put them into the so-called artistic dialogues. The idea is to present similarities (and/or diversities) in the concepts and artistic sensibilities with the aim to achieve the power of synergy in order to point to universality of artistic messages.	Bel Art Gallery
Danube Cultural festival	Hope Bridge: Culture is a way of living	Danube See	Implemented.	2018+	Creating new sustainable links with cities from the Danube region and learning from each other	In order to develop capacities and prepare high quality programme for 2021, small music festival in a Village of Banaster in Novi Sad surrounding area has linked with Danube festival in Ulm, Germany. Through this project NS2021 was presented in Ulm during the Danube festival with special 3D bicycle route and story about Albert and Mileva which connects Ulm (where Einstein was born) and Novi Sad where Mileva was born).	Novi Sad 2021 Foundation
Tambouritzs Philharmony	Hope Bridge: Culture is a way of living	Danube See	Project development, Not contracted.	2020+	The artists which forms the philharmony will be chosen on an open call from different European countries.	Tambouritzs Philharmony consists of artists from all around Europe. It is planned to create a new repertoire for tambouritzs orchestras with the aim of contemporary interpretation of traditional culture. The new repertoire would be created by contemporary European musicians of different genres. It is also planned to establish a virtual museum of tambouritzs.	World Tambouritzs Association
Traces	Hope Bridge: Culture is a way of living	Danube See	Project development, Not contracted.	2021	Through different interactive games organized by the theatre troupe, young citizens introduce multiculturalism in the city and learn about language and tradition of the nations living in the city.	Combination of interactive theatre with new form and elements of game and mastery, modeled after famous social games such as "Cluedo" "The Amazing Race" throughout children learn the facts about the City, its multicultural diversity and introduce other nations and culture.	Art Fraction

Contemporary Novi Sad Postcards	Hope Bridge: Culture is a way of living	Danube Sea	Project development. Not contracted.	2021	European dimension is still not clear.	350 contemporary artists from Serbia used the form of postcards in order to announce or document their experiences through 325 different postcards. The exhibition in 2021 would enable visitors from Serbia and other countries to make or bring postcards, which represent reproductions of contemporary works of art.	Association of Fine Artists of Vojvodina
Outside the Centre	Hope Bridge: Culture is a way of living	Danube Sea	Project development. Not contracted.	2021	Promotion of the artistic work of the minorities and engagement of the artists and cultural organization from 10 countries.	The exhibition of contemporary artistic events from ten countries of the Danube region (Germany, Austria, Slovakia, Hungary, Croatia, Serbia, Romania, Moldova, Bulgaria and Ukraine). The concept envisages to present the works of art created by artists from the Danube region who are minority in their countries. The goal is to implement the project in the immediate vicinity of Novi Sad.	Bel Art Gallery
Circle's Circle	Hope Bridge: Culture is a way of living	Danube Sea	Negotiation process. Not contracted.	2021	European dimension is still not visible.	The project is time-limited in 36 weekends (Saturday and Sunday), from March to December 2021. Artists from the Petrovaradin Fortress will be presented to audience during 36 weekends period in open space of the Fortress, 36 actions-galleries, 36 artistic works, 36 different artists members of the Arts circle, one of the oldest artistic colonies in Europe.	Five circle
Rhythm of Life	Hope Bridge: Culture is a way of living	Danube Sea	Negotiation process. Not contracted.	2021	The Festival is primarily of international character and will gather a great number of prominent European musicians.	Three-day percussion festival that will include workshops, concerts of the famous local and European drummers and exhibitions inspired by percussion culture.	Pinchic Think Tank
Novi Sad Family Album	Hope Bridge: Culture is a way of living	Danube Sea	Project implementation phase. Contracted.	2019+	This exhibition would be organized through participation of the citizens. Several cities from Europe would be compared.	Novi Sad Family Album will give a chance to create an album about lives of citizens of Novi Sad, which will be some kind of group photo of the city. These projects will be completed until the first Pan-European exhibition of photo-albums, where everyday life of Europe will be presented by comparing at least three European cities.	Novi Sad 2021 Foundation
Gastronomic Identity in Hotels and Restaurants	Hope Bridge: Culture is a way of living	Danube Sea	Negotiation process. Not contracted.	2020+	Development of multicultural experience of European tourists while visiting Novi Sad. Gastronomic identity of this area emerged from Mediterranean and orient cuisine.	Research on local gastronomic identity and training of employees in catering facilities, with the aim of raising awareness of preservation of multicultural local gastronomic culture and tradition, as well as its implementation in catering facilities.	Faculty of Sciences in Novi Sad Programme team is now in communication with organizations which proposed this and two above projects in order to merge all of them in one project in order to achieve greater impact.

Authentic Street Food and Wine	Hope Bridge: Culture is a way of living	Danube Sea	Negotiation process. Not contracted.	2020+	European dimension is still not clear	The 'Authentic Street Food and Wine' project idea was planned to be implemented in the first city zone, where stands with local and authentic local food and wine would be prepared and sold at several visible places. All products used for the preparation should be local, made by using traditional recipes with a slight note of modern gastronomy.	Faculty of Natural Sciences
Taste of the Ancient	Rainbow Bridge: Diversity is our strength.	Danube Sea	Negotiation process. Not contracted.	2020+	European dimension is still not clear.	The aim of the project is reconstruction of the 'marr' used by prehistoric people in an interesting and educational way.	Faculty of Natural Sciences
Cultural Dining	Hope Bridge: Culture is a way of living	Danube Sea	Implementation phase. Contracted.	2017+	Presenting the cuisine of European countries with the participation of the european cooks and chefs.	New food market, where every cultural cuisine from Europe would be presented and include custom as well as modern approaches to preparing food and drinks.	Razbibriga Association
Jukebox Poetry by the Kile	Hope Bridge: Culture is a way of living	Danube Sea	Negotiation process. Not contracted.	2021	Actors will be reading the poems written by European artists and promote European literature.	Performance in which a buyer passer-by-observer chooses a poem from the list of dozen of the European poems. After choosing the poem, he should pay a symbolic fee in order to make a living jukebox-actor recite. The venue of the event is market where people usually come to buy fruits and vegetables.	Šmiranti Association
In the Middle of the Danube	Hope Bridge: Culture is a way of living	Danube Sea	Project development process. Not contracted.	2021	European dimension is achieved through partnership with organisations from ECOC cities in Greece and Sinigaglia.	Theatre spectacle on the ship on the Danube, which deals the Argonauts, a group of heroes in Greek mythology, who in the years before the Trojan War, accompanied Jason to Colchis in his quest to find the Golden Fleece. According to the legend, Argonauts came all the way to Petrovaradin Fortress in Novi Sad.	Shakespeare Fest
Green Weeks	Hope Bridge: Culture is a way of living	Danube Sea	Project idea in process.	2021	The project is aimed at Environment protection and promoting the values of the sustainable development.	International exhibition about ecologically engaged photographs in open spaces on Strand - Novi Sad city beach during the summer season. Eco-education on sustainable development, green energy and recycling will be implemented within.	Vogram Association
Gastro Challenge (Cooks in residence)	Most Duga: Različitost je naša snaga / Rainbow Bridge: Diversity is our strength.	Danube Sea	Project implementation.	2019+	International cooks coming to Novi Sad and present gastronomic diversity.	Gastronomic event where international and local cooks meet and compare gastronomic traditions in open way while offering specialties to inhabitants. Those events are followed by music and other artistic events presenting countries of the cook's origin.	Novi Sad 2021 Foundation

PROJECT	Vision and Programme Area		CURRENT STATE OF THE PROJECT (phase/contracts)	Timeframe	European dimension	Short description	Project leader
Art of Migration/ Migration in Art	Rainbow Bridge: Diversity is our strength.	Migrations	Negotiation phase. Not contracted.	2020+	This exhibition gathers visual artists inspired by war and migrations to present different artistic views on this matter.	Migration in Art. International exhibition of paintings of local and European visual artists, who were inspired by war, political and economy migrations and people who participated in migrations.	Gallery of the Matice Srpska in cooperation with Kunsthistorisches Museum in Vienna.
Lightscares	Rainbow Bridge: Diversity is our strength.	European Richness	Negotiation phase. Not contracted.	2021	This project brings new ways of interpretation of the European cultural heritage.	Three public museum-gallery institutions (Gallery of Matice Srpska, Memorial Collection of Poveljstvo Bejanski, Gallery of Fine Arts Gift Collection of Rajko Mankić), with their unique histories, collections, buildings and spaces will become a big "stage" for modern dance performances which symbolize migrations from one institution to another.	Per Art
All Our Hopes are on the Other Side	Rainbow Bridge: Diversity is our strength.	Migrations	Project development phase. It is agreed with organization that this project idea will be merged with The Fugitives, so the final product will be the omnibus play on the topic of emigration.	2020+	Current problem of the region and cooperation with partner from Osijek city with whom Novi Sad was in a direct military clash in the 90's.	Theatre/psycho-drama workshop with participants age 20-25 years on the topic of 'brain drain'. The only text they will deal with would be the 'Mostovi' essay by Ivo Andrić, while everything else would be created in the above-mentioned workshop and performed in the form of documentary-interactive theatre play.	Academy of Arts in Novi Sad, the 'Promena' Theater of the Academy of Arts in Novi Sad, Academy of Arts in Osijek.
The Fugitives	Rainbow Bridge: Diversity is our strength.	Migrations	Project development phase. It is agreed with organization that this project idea will be merged with project idea All Our Hopes are on the Other Side, so the final product will be the omnibus play on the topic of emigration.	2020+	Current problem of the region and cooperation with partner from Osijek city with whom Novi Sad was in a direct military clash in the 90's.	The Fugitives are a four-year theatre research on the topic of: stay or leave from this country (Croatia, Serbia). The research will be carried out by one group of people from Osijek and one group of people from Novi Sad.	Academy of Arts in Novi Sad, the 'Promena' Theater of the Academy of Arts in Novi Sad, Academy of Arts in Osijek.
Once There Was One	Rainbow Bridge: Diversity is our strength.	Migrations	Negotiations process. Not contracted.	2021	The project is aimed at encouraging greater mutual intercultural understanding.	Walking theatre performance (with Emphases on Important People of Novi Sad from past and present, revive forgotten 'words', introduce the citizens of Novi Sad with their fellow citizens that marked the end of a silent film.	TKO Theater, Serbian National Theatre

Matice Srpska Open Doors	Rainbow Bridge: Diversity is our strength.	Migrations	Implementation phase: Contracted.	2018+	Increasing the visibility of the European cultural heritage still hidden in hermetic cultural institutions in Novi Sad.	The special team of experts works with the institution in a field of audience development - modernising tools and methods to present the heritage of the oldest Serbian cultural institution.	Matice Srpska
The Road to Qatar	Rainbow Bridge: Diversity is our strength.	Migrations	Implementation phase: Contracted.	2019+	Emigration and brain drain is one of the hot-button issues of the region, and European challenge at the same time, since there is a large number of migrants coming from Balkans to the EU.	Theatre play about the youngsters thinking of travelling to Qatar in order to live more quality life in the nineties during the wars and extremely challenging economic situation.	Citizen's Association Loti
Liberta, the Birth of a City	Rainbow Bridge: Diversity is our strength.	Migrations	Implementation phase: Contracted.	2017+	Coproductions from operators coming from different European countries. The topic is Multiculturality as the value of living in Europe, advantage and challenges that includes.	Film and TV show about founding of Novi Sad. The citizens of different nations overcome differences and form the secret association called Liberta in order to fight for freedom and self-governments over the city.	Corso 2021, Serbia, Von Müller Film, Berlin, Germany, Veles Film, St. Petersburg, Russia, Jabe Films, Alicante, Spain
Let's Widen the Frame	Rainbow Bridge: Diversity is our strength.	Migrations	Negotiation process. Not contracted.	2021	The topics of multiculturalism/interculturality will be stressed within the project. Historic examples of Novi Sad and Vojvodina, as multiethnic and multi-religious places where the tolerance is fostered, will be examined based on the European need to restore these ideals.	Interactive drama workshops in which participants work together on development of the plot, which is inspired by works of art and which is being dramatised in a form of short improvisation. The workshops will be held in galleries, preferably in front of works of art - a stimulus, which would be previously chosen by facilitators.	Centre for Theatre Research

PROJECT	Vision and Programme Area		CURRENT STATE OF THE PROJECT (phase/contracts)	Timeframe	European dimension	Short description	Project leader
Culture Caravans	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project implementation phase. Contracted.	2018+	Artist work created in Ansal in residence with European artists will be decentralised with Caravan of culture.	The caravan contains a solar power plant that allows it to anchor even in places where there is no electricity source and is technically equipped to realize small size cultural and creative programs. The concept of this cultural station is to move cultural content out of the city center together with communities during the summer period.	Novi Sad 2021 Foundation
48 Urban Pockets/New places	Hope Bridge: Culture is a way of living	The Kaleidoscope of Culture	Project implementation phase. Contracted.	2017+	The project of the innovation of public spaces in cooperation with citizens of Novi Sad. Those places become new place for spending leisure time but also a new scene for artistic expressions.	The 48 Urban Pockets project are renamed to New Places and it will include the restoration of small public spaces in 46 local communities in the city and outskirts in cooperation with citizens. Repurposing will include voluntary work with local citizenship in order to prepare the space based on the suggestions of the citizens. The project has three sizes: S - microgranting, M - New Places and L - big city projects.	Novi Sad 2021 Foundation, Association of Architects Novi Sad
Sculpture Park	Hope Bridge: Culture is a way of living	The Kaleidoscope of Culture	Project implementation phase. Contracted.	2018+	Through an open European call artists will be chosen to make the artistic interventions in the Park.	There is a green surface in front of the Gallery of Matice Srpske, which will be transformed into Sculpture Park with the architectural/scenic intervention. The Gallery owns several sculptures in metal and stone intended for outdoor exhibition and which should be used for the above-mentioned purposes.	The Gallery of Matice Srpske, Memorial Collection of Pavle Beljanski, Fine Arts Gallery of Rojko Maružić
Festivals in Public Space – The Culture of Use	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project implementation phase. Contracted.	2019+	European artists were involved in the implementation.	Through artist in residence programme Novi Sad 2021 has brought famous street artists from Europe to perform at the Festival of the Street arts on the public space.	Inbox Association
Link it, Mark it	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project development phase. Not contracted.	2021	Gathering and dialogue of artists from the region of the significance for the European perspective of the region.	The project is designed as the cooperation and joint work/exhibitional activities of group of artists from Novi Sad (SALUV) and group of artists from Osijek, Croatia (Croatian Association of Artists Osijek CAA), whose work would be focused on finding alternative exhibitional spaces.	Association of Fine Artists of Vojvodina
Bring Life to Parks and Music	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project implementation phase. Contracted.	2017+	Participation of prominent European artists and ensembles and performing in Novi Sad parks.	Bring Life to Parks and Music! includes one concert a year, in the period from 2017 until 2021. It is related to European artistic attractions which comprise comedy, artistic music and popular culture. The idea is to present significant European soloists and ensembles in front of the wider audience in five different parks during five years.	Musical Youth of Novi Sad
In Praise of Theatre	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project development phase. Not contracted.	Not defined.	EU dimension is still not clear.	Drama in miniature in open spaces, with the elements of theatre, based on the form of Commedia dell'arte.	Promena Theatre

Stage City	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project implementation phase. Contracted. This project is evaluated in Programme Arche - Kaleidoscope	2018+	Participation of the European artists.	The main idea of the project is 'stage-city' during which it becomes home for European artists and performers during September with more than 500 different events.	Novi Sad 2021 Foundation
Designing Public Space	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project development phase. Not contracted.	2021	EU dimension is still not clear.	Workshops and open lectures related to education about significance of the design as art which influences the quality of life and public spaces. Workshops would consist of mapping the existing condition in the city and offer of new quality artistic solutions. Offer of new design solutions in the form of artistic workshop/project or design of book of standards for the city for Novi Sad. It opens a question how to rodot the public spaces in the city heading to 2021.	Academy of Arts, Novi Sad
Surprise me	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Negotiation phase. Not contracted. Realization is not confirmed.	Not defined.	EU dimension is still not clear.	The idea is to present to audience famous melodies of different music genres in a new way in order to change the existing feeling which emerges from already existing expectation of listeners through unexpected surprising way of performance with unusual instruments.	Sound Centre Association
3D street art	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project development phase. Not contracted.	2021	EU dimension is still not clear.	Creation of 3D murals at public surfaces in Novi Sad.	Milvoj Kostić
Market Caravan	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project development phase. Not contracted.	2021	European food, handicrafts, and beverages will be presented in this unique Market which will go throughout the city.	The idea is to visit all the neighbourhoods during a year, thus to organise a big market where all meals of all neighbourhoods would be presented at the end of the year.	Eco Concept Association
Grooving! Street Dance Festival	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project implementation phase. Contracted.	2018+	European choreographers developing contemporary dance scene in Novi Sad.	Wile Dornier, renowned choreographer works with local dancers in order to develop new artistic way to tell a story about the city architecture through dance and body interventions in the public space.	Groove

PROJECT	Vision and Programme Area		CURRENT STATE OF THE PROJECT (phase/contracts)	Timeframe	European dimension	Short description	Project leader
Synergy – International Festival of Minority Theatres	Love Bridge: Shearing our Treasures	The Second Europe	Implementation phase. Contracted.	2017+	The project is of international character - this means participation of minority theatres from Europe and worldwide. One of the basic goals is establishment of European association of minority theatres that would enable sustainability by applying to the EU calls.	The festival of European minority theatres is organised by Ujvidéki Színház (Novi Sad Theatre). The plays are performed by theatres of national minorities from several EU states. The Festival was initiated in 2017, and 2021 should mark the establishment of European association of minority theatres. Each year there is a specific topic.	Ujvidéki Színház (Novi Sad Theatre)
Mobile Roma Embassy	Love Bridge: Shearing our Treasures	The Second Europe	Project development phase. Not contracted.	2021	The cooperation with organisations from the region (Romania, Bosnia and Herzegovina, Hungary and Croatia) is planned.	Roma Embassy is a mobile art installation that will be placed in public spaces of Novi Sad. It is a simulation of an Embassy of Roma national state in order to put emphasis on current social and political status of Roma people. Simultaneously, this project will also present Roma art through a multidisciplinary art programme.	Know How Centre
Black Movie	Love Bridge: Shearing our Treasures	The Second Europe	Project development phase. Not contracted.	2020+	European importance of the project is seen in the selection of art concepts, topics and contents and their universal meanings. Cooperation with cultural institutions and artists from abroad is planned.	Documentary films inspired by the topic of 'the other' in the context of the famous 'Yugoslav Black Wave'. The production of 5 short documentaries on the topic of marginalised social groups will be done via an open call. Implementation of film programme in cooperation with the festival of engaged film. During the festival programme, the newly created films will be screened.	Novi Sad 2021 Foundation
Boom 2021	Love Bridge: Shearing our Treasures	The Second Europe	Project development phase. Not contracted.	2019+	Contribution to the European alternative scene and first project presenting local alternative expressions.	Multimedia retrospective of Novi Sad alternative scene (punk, rock, comicbooks, performance, literature). Internet portal is planned, books and augmented reality exhibition presenting the alternative heritage of Novi Sad 2021.	Cultural Centre of Novi Sad
Alternativa	Love Bridge: Shearing our Treasures	The Second Europe	Implementation phase. Contracted.	2019+	EU dimension is still in a developing phase.	Three different works dedicated to artistic, sports and urban past of Novo Naselje neighbourhood, performed with the help of local actors, athletes, musicians, urban experts will be organized. The projects tells hidden story of this neighbourhood.	'Novo Kulturno Naselje' Association
External and Internal Migration	Love Bridge: Shearing our Treasures	The Second Europe	Project development phase. Not contracted.	2021	Inclusion and providing equal opportunities for young Roma actors.	Art in community, using the method of applied theatre with Roma population that deals with the issue of readmission. The project is lead by an educated Roma actor who graduated from the Academy of Art in Novi Sad, Nedo Orman, co-founder of Das Theater TKO, Cologne, Germany	Das Theater TKO, Cologne

International Camp for Disabled Young People	Love Bridge: Shearing our Treasures	The Second Europe	Project development phase. Not contracted.	2020+	Encouraging inclusion of the people with disabilities from the region in the everyday life.	The programme of this international camp is designed in a way that young people with disabilities can master skills related to sports, music, fine art, drama and craftsmanship by socialising with educators in workshops and expressing creativity in competitions, concerts and exhibitions.	Udrugaže Pavićki
Bridging Borders	Love Bridge: Shearing our Treasures	The Second Europe	Implementation phase. Contracted.	2018+	European importance of the project can be seen in the EU topics such as youth emigration, youth employability, EU perspectives of the region and etc.	Forum theatre, which deals with the issue common to the countries from the region related to European topics.	Centre for Theatre Research
Cultural Capital for All	Love Bridge: Shearing our Treasures	The Second Europe	Project development phase. Not contracted.	2020+	Addressing the needs of different social groups by using artistic process of inclusion.	Art project in the community that uses drama and other forms of art designed for groups that seek cultural education despite the limits imposed on them due to social status or their abilities, such as children and teenagers that use services of the Centre for Social work of the City of Novi Sad (daily care, safe house), citizens of poorer economic background, elderly citizen, children, young and elderly with disabilities, convicts.	Centre for Theatre Research
Sound Beam	Love Bridge: Shearing our Treasures	The Second Europe	Implementation phase. Contracted.	2018+	Through implementation of the project we contribute to the image of Novi Sad as a accessible city where rights and needs of people with disabilities are taken into consideration and where their social inclusion is made possible.	Educational and rehabilitation work with young people with disabilities by teaching them how to use soundbeam and adapted musical instruments which enable them to create sounds with even smallest movements of the body. Special inclusive orchestra will be formed.	"Milan Petrović" Primary School
Roma Station	Love Bridge: Shearing our Treasures	The Second Europe	Implementation phase. Contracted.	2018+	Through our Artist in residence programme, European artists will come to Kisa neighbourhood and make artistic researches about the are and new ways of inclusion.	The Roma Station is a platform used to galvanise community in the Kisa neighbourhood. It will include activities with children and young people, women and Roma population in order to reach satisfactory level of activism before the official opening of the Culture Station Kisa. After this, the project would be used to strengthen Roma organization through an intensive programme for Roma community which is most concentrated in this part of the city.	Novi Sad 2021 Foundation
Sangaj Mono-drama	Love Bridge: Shearing our Treasures	The Second Europe	Project development phase. Not contracted.	Not defined	Working with social groups with fewer possibilities.	Festival of monodrama in Sangaj Roma neighbourhood which will be developed in a participatory way.	Intercultural Theatre
Let's Meet the Cultural Heritage Using All the Senses	Love Bridge: Shearing our Treasures	The Second Europe	Implementation phase. Contracted.	2018+	Through implementation of this project we contribute to the image of Novi Sad as a multicultural city where rights and needs of people with disabilities are taken into consideration and where their social inclusion is made possible.	The goal of the project is sensitisation of wider local community on possibilities and needs of people with disabilities with making cultural institutions (museums) accessible for people with disabilities. Improved accessibility of cultural heritage to people with disabilities is expected. Permanent exhibition of multisensory museum artefacts will be one of the results.	"Milan Petrović" Primary School

Cultural Scrapbook	Love Bridge: Shearing our Treasures	The Second Europe	Project development phase. Not contracted.	2020+	Local project that can develop through Artist in Residence	Foundation of permanent place for gathering children and young people where through various cultural and other educational content, we will influence an overall development of children and youth and fulfilling their cultural needs.	Milo Strelac Kulonja Association
Access.Art 2021	Love Bridge: Shearing our Treasures	The Second Europe	Implementation phase. Contracted.	2016+	In process of development	The project is implemented through numerous activities for assessment support to cultural institutions and development of the programme that will be comprised and tell artistic story of people with disabilities.	Milan Petrović Special Primary and Secondary School and 'Parnas' Association
Artfestival 2K+	Love Bridge: Shearing our Treasures	The Second Europe	Implementation phase. Contracted.	2018+	Cooperation with cultural institutions and artist from Eastern Europe.	Permanent '2K+' art-festival is being implemented as a concert year in which concerts of contemporary classical music (accompanying with composer workshops, lectures and seminars led by extraordinary performers) and live performances of contemporary artists in the field of electro-artistic music.	Milod Crnjinski Cultural Centre of Vojvodina
Art Body Art	Love Bridge: Shearing our Treasures	The Second Europe	Implementation phase. Contracted.	2019+	Regional and international networking of multimedia artists.	The project is designed as a presentation and an overview of specific media artistic practice, which goes beyond the framework of traditional artistic disciplines. Participation of artists who deal with the phenomenon of 'body' and multimedia artistic forms that are related to Body Art and performance is planned.	Association of Fine Artists of Vojvodina
Reading While Walking: Contemporary Hungarian and Austrian Literature	Love Bridge: Shearing our Treasures	The Second Europe	Implementation phase. Contracted.	2019+	European literature rediscovered using new models of the interpretation in the city.	Reading Austrian and Hungarian authors faced with literary critic who analyses and explains the text given before in front of the audience.	Neusatz
Future Mythologies	Love Bridge: Shearing our Treasures	The Second Europe	Negotiation phase.	Not defined.	EU dimension is still not clear.	The Festival dedicated to media art, criticism of technology and considerations about future technologies in the context of criticism, media/artistic and cultural practices.	Academy of Arts, Novi Sad

PROJECT	Vision and Programme Area		CURRENT STATE OF THE PROJECT (phase/contracts)	Timeframe	European dimension	Short description	Project leader
Artists in Residence	PlantsAR	MOBILITY	Implementation process. Contracted.	2017+	European arts presented locally through residencies in Novi Sad and cooperation with local artists and cultural operators.	A platform for artistic exchanges between European and local artists where local artists gain the opportunity to travel to European cities and work with local artists and Vice Versa.	Novi Sad 2021 Foundation
Mapping 2021	/	Evaluation	Implementation process. Contracted.	2018+	The project is about mapping local capacities.	The project has been redesigned as a platform for mapping different potentials of the city, and it is mostly focused on research of local capacities. Currently touristic potentials are being mapped.	Novi Sad 2021 Foundation
Knowledge for 2021	/	Education	Implementation suspended. The capacity of the organization that proposed the project is under analysis.	2020+	EU dimension is still not clear.	Hub for education in a field of management the cultural project.	Novi Sad 2021 Foundation
ECU net	/	Education	Implementation process. Contracted.	2018+	Connecting local and European organizations through EU calls.	The series of capacity building project in a field of EU project proposal writing and EU project management.	Novi Sad 2021 Foundation
Self-Sustaining Art - The Business Mapping	/	Capacity building	Negotiation phase. Not contracted.	2020+	Developing independent sector	Finding new places for work of the local independent scene which would be rented for a special small fees.	Vladimir Kopic, writer
Matchfunding	/	Capacity building	Implementation process. Contracted.	2018+	Encouraging application for the EU calls and cooperation with EU organizations.	Opening calls to support own contribution of the local organizations which received grants from the international calls.	Novi Sad 2021 Foundation
Career Incubator	/	Education	Implementation process. Contracted.	2018+	Supporting independent artistic work.	Support for the independent scene through open calls for mobility and partnerships, education for developing EU projects, etc.	Novi Sad 2021 Foundation
Think Tank UNIS	/	Education	Project development phase. Not contracted.	2020+	European policy studies to be established at the University of Novi Sad.	All the capacity building activities implemented by Novi Sad 2021 will become institutionalized with the idea to establish Cultural management and European policy studies at the University of Novi Sad.	Novi Sad 2021 Foundation
Any Altera Pars	/	Education	Project development phase. Not contracted.	2019+	Boosting entrepreneurship skills among artists.	The aim of this project is to empower artists to become entrepreneurs and start earning from the art they create, to provide the necessary knowledge and skills in order to help them establish and develop their career.	Bianka Nova
Genesis	/	Education	Implementation process. Contracted.	2017+	Supporting independent artistic work production.	Supporting cultural managers from the independent scene to develop their skills and capacities.	Novi Sad 2021 Foundation

European School of Hosts	/	Education	Project development phase. Not contracted.	2019+	Hosting Europeans in an innovative and domestic way in the city.	Chosen citizens on the basis of an open call are going through an intensive training to host European guests and be their cultural guides in the city.	Novi Sad 2021 Foundation
Citizens Thinking	/	Communication	Implemented	2020+	Opening debates about the current European topics.	Psychologists open debates about the current European topics connected with the ECoC title enabling them to express their attitudes in a free way without stress and shame.	Association Citizens Thinking
Urban Reader	/	Communication	Project development phase. Not contracted.	2020+	Developing new digital tools.	Developing a software which connects audience with artists enabling them to "order" cultural events in their neighborhoods.	Creative Software Laboratory
Kulturika	/	Communication	Project implemented.	2017	This is very local project.	Famous cultural workers talking about cultural history and cultural development.	Novi Sad 2021 Foundation
ECoC Open Data	/	Communication	Project development phase. Not contracted.	2021+	Creating a base of information for future ECoCs aiming to apply.	The idea is to make an open data platform containing the information about the processes and know how of the past ECoCs. This is aimed to be one of the legacies of the Novi Sad 2021 project.	Novi Sad 2021 Foundation
Citizens of Novi Sad as European Cultural Reporters	/	Communication	Project development phase. Not contracted.	2019+	Connecting local and European journalists experienced at reporting on ECoC project.	Connecting local young journalists with journalists in former ECoCs in order to develop their capacities to report on Novi Sad 2021 project. This project will be realized through EVS platform.	Novi Sad School of Journalism
Out of the Comfort Zone	/	Education	Implementation process. Contracted.	2017+	Developing capacities of the local scene in order to deliver successful ECoC.	Support for cultural institutions, through education and open calls for audience development and accessibility, i.e. for partnerships and mobility of artists and cultural workers.	Novi Sad 2021 Foundation
Build up!	/	Education	Implementation process. Contracted.	2017+	Developing capacities of the team in order to deliver successful ECoC.	Project aimed at raising capacities of the Novi Sad 2021 team through different capacity building, mobility and team building programmes.	Novi Sad 2021 Foundation
Novi Sad Cultural Platform	/	Communication	Project development phase. Not contracted.	2020+	EU dimension is still not clear.	Communication platform for European capital of culture project.	Novi Sad 2021 Foundation
Lab for European Project Making	/	Education	Implementation process. Contracted.	2017+	Cooperation between Novi Sad 2021, Rijeka 2020.	Lab for European Project Making is a programme designed to develop and strengthen the cultural leadership skills of practitioners emerging on the international scene, in order to build strong management support for upcoming Culture capitals.	Novi Sad 2021 Foundation, Rijeka 2020, Timisoara 2021
New potentials	/	Education	Implementation process. Contracted.	2017+	New links with Europe through culture and Arts.	This projects develops new cooperation with the cities in the EU with whom cooperation is limited or non-existing.	Novi Sad 2021 Foundation
Creative Embassies and Ambassadors	/	Communication	Project development phase. Not contracted.	2020+	Local artists leaving EU cooperate and then jointly perform in Novi Sad.	Well-known local artists living in EU cities become ambassadors of Novi Sad 2021 project. After that they select their colleagues with whom jointly perform in Novi Sad.	Gallery of Milica Spika
Novi Sad Hub	/	Communication	Implementation suspended. The feasibility of the project is being analysed.	Not defined	Increasing visibility of the ECoC project as an EU initiative.	The Hub for local media to be informed about the ECoC initiatives.	What is Novosadian?

CultTour	/	Communication	Implementation process. Contracted.	2017+	Increasing visibility of the ECOC project as an EU initiative.	Internet portal and printed edition that promote culture and cultural events in the city with accent on the cultural events organized by Novi Sad 2021 Foundation	Novi Sad 2021 Foundation
The Legacy is You	/	Capacity building	Implementation process. Contracted.	2018+	Important European topic in the Year of European heritage. Lecturers and participants from European Countries. Cooperation with foreign institutions.	Through this project Casa Petrovaradin was implemented. Research and International Summer Academy on the topic of preservation, reinterpretation, tourist revitalisation and management models for Petrovaradin Fortress.	Europa Nostra, Faculty for Sports and Tourism, Institute for Protection of Cultural Monuments of the City of Novi Sad
Good for Life	/	Novi Sad Voluntary Service	Implementation process. Contracted.	2018+	Developing links among Europeans.	European youth camps where european and youth interact and work on social responsible projects.	Foundation Novi Sad
House for Us	/	Novi Sad Voluntary Service	Implementation process. Contracted.	2019+	Developing volunteering culture in the society.	Up to three volunteers and interns will be delegate to all the cultural institutions. Their role will be appoing mentors and to help them to develop their capacities.	Novi Sad 2021 Foundation
Cultivator	/	Novi Sad Voluntary Service	Implementation process. Contracted.	2017+	Developing volunteering culture in the society.	The biggest volunteering service platform has been developed with more than 700 volunteers. All the organizations in the city have the right to apply for volunteering position and platform is helping them to connect.	Novi Sad 2021 Foundation
Mobs	/	Novi Sad Voluntary Service	Implementation process. Contracted.	2019+	Citizens participation.	Citizens participating in renovating public places through open call for microgrants.	Novi Sad 2021 Foundation
European Mobs	/	Novi Sad Voluntary Service	Implementation process. Contracted.	2018+	Youth of Europe coming to Novi Sad for Cultural heritage and environment protection.	Hundreds of people from Europe in Novi Sad connecting and working together in preserving environment and cultural heritage in the city.	Novi Sad 2021 Foundation
Novi Sad - City of Kindness	/	Capacity building	Project development phase. Not contracted.	2019+	This is project aimed at developing local potentials.	Assertive trainings with public servant and employees in public administration in order to be more polite to the customers heading to 2021.	Novi Sad 2021 Foundation
I Enjoy and I Preserve	/	Education	Project development phase. Not contracted.	2020+	Schools being active and involved in the preservation of the European cultural heritage.	Experts working with children in school in explaining what is the cultural heritage and what is their responsibility to protect it.	Europa Nostra Serbia
Danube Promenade	/	Communication	Project implementation suspended.	Not defined	Still not clear	Big interactive platform in the river banks in Novi Sad which cultural offer of the Danubian cities will be represented.	Novi Sad 2021 Foundation
Mixer Media Space	/	Education	Negotiation phase. Not contracted.	Not defined.	European dimension unclear	Interdisciplinary lab for research and open creative-technical interaction based on community that uses specific technical tools to create and exchange knowledge.	Academy of Arts

PROJECT	Vision and Programme Arché		CURRENT STATE OF THE PROJECT (phase/contracts)	Timeline	European dimension	Short description	Project leader
Industrial heritage	/	Capacity building	Implementation process. Contracted.	2018+	Cooperation with former ECoCs	Presentation of the industrial heritage renovation of the old ECoCs to Novi Sad administration in order to learn from their experience in a process of the Youth Creative Polis renovation.	Novi Sad 2021 Foundation
Biker's rest	/	/	Project is suspended. The property is private and we can not invest in it.	Not defined.	Not defined.	The Bikers' Rest project, sited on a stretch of the Velež 6, Europe's longest cycle route which passes through the vilage, will provide cyclists with all they need to continue their journey (cell phone rechargers, camping and bathroom facilities), while at the same time familiarising themselves with the Novi Sad 2021 programme which will furnish them with all the information they require.	Blanka Poško
Employability of Young Artists	Freedom Bridge: Future is now.	The Future of Europe	Project negotiation phase.	2020+	Learning from TIM model from Sweden in cooperation with them.	This projects meets the needs of business sector, as well as the sector of culture and art, engages capacities of artists and places artists and employees in business sector in the centre, having in mind that the concept is based on the interaction.	Kulturanova, Belkin Ideas, Novi Sad, Scouts' Movement Vojvodina, Radulovačić Eco Centre, Stenski Karlović Institute for Culture of Vojvodina, Novi Sad
Residence projects - Old school	Rainbow Bridge: Diversity is our strenght.	The Future of Europe	Implementation process. Contracted.	2017+	Cooperation with former ECoCs	Artist in residence programme organized in Novi Sad in cooperation with ECoCs	Novi Sad 2021 Foundation
ECoC Echo	/	Capacity building	Implementation process. Contracted.	2018+	Cooperation with regional ECoCs	Series of meeting of the European Capitals of culture in order to develop joint projects for the future and to connect.	Novi Sad 2021 Foundation
Quintessence	Love Bridge: Shearing our Treasures	Doček	Implementation process.	2019+	Cooperation with Valjeva 2018 (touring project)	Renzo Ghedi, experimental musician from Valjeva visited Novi Sad on January 13 2019.	Foundation Novi Sad 2021 Valjeva 2018
Lend me a haiku	Rainbow Bridge: Diversity is our strenght.	The Second Europe	Project development process	2020+	Still is not clear.	In cooperation with EU - Japan Fest, two producers and two haiku writers will come to Novi Sad in order to help local organisations to organize first Haiku festival in the city.	Novi Sad 2021 EU Japan Fest

My place	Love Bridge: Sharing our treasures	The Second Europe	Project development phase	2020+	Preserving intangible heritage of Europe	Citizens map the places of the special importance for them and afterwards interactive map will be made to preserve the places and stories about them.	Europa Nostra Serbia.
Risk Change – Wonder Lab	Love Bridge: Sharing our Treasures	Migrations	Project implemented	2018+	Cooperation between 10 European partners	This project explores the visual arts of the frame and promotes experimental artistic expressions	Museum of contemporary art of Vojvodina
Digitalization of Cultural Heritage	Love Bridge: Sharing our Treasures	The Second Europe	Project development phase	2020+	Digitization of the cultural heritage	Creating an interactive web platform with digitised cultural heritage easy reachable for seeing and reading to the citizens based on experience of the Europeans	Novi Sad 2021 Foundation
350 degrees NS	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project was stopped after the evaluation of the feasibility of the realization..	Not defined	There is no European dimension	Public call will result with 6 navigatic points in the city that citizens see as the most important. These points will be mapped in the 360° system and then short vignettes related to historical events and historical figures important for Novi Sad will be recorded. These points will be defined through mobile application and presented as augmented reality.	Academy of Arts in Novi Sad
Music Plays Playgrounds	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project implementation was stopped because according to the local administration rules it is not possible to make instruments and create noise in the residential areas.	Not defined	There is no European dimension	Students, under mentorship of their professors, should design and make musical instruments that can be used in open air and that can be part of playgrounds. These are mostly percussions of different sizes and tones, made from natural materials that are both instruments and art installations at the same time.	Academy of Arts in Novi Sad
Hack a C	Love Bridge: Sharing our treasures	Dožik	Project development phase	2020+	Preserving Cyrilic as the part of the European cultural heritage.	Crossing hackaton with European experts in order to develop new Cyrilic fonts in order to preserve Cyrilic as the part of the European cultural heritage.	Creative Cluster Vojvodina
Windows of the City	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Negotiation process	2020+	SAI is not clear.	Small artistic interventions in the windows in the city center with Vitrage technique.	Academy of Arts in Novi Sad

Art in Public Space	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	The project was withdrawn from the programme by the request of the organize.	Not defined	Not defined	Series of debates and researches about the possible places for arts in public spaces.	Academy of Arts in Novi Sad
Open Theatre	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project development phase.	2020+	Still is not clear.	The restoration of the Open theatre stage for children in woods on the Fruška mountain close to Novi Sad.	Vrončak
DigKA	/	Capacity building	The project was stopped since the organization which proposed it Kalamata 2021 ECOC does not exist anymore.	Not defined	Cooperation with EcoCs	Digital tool development in culture through capacity building platform.	Kalamata 2021
Fun on Fruška Gore	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	The project was withdrawn from the programme by the request of the organize.	Not defined	Not defined.	New cultural routes on Fruška mountain for fun and leisure time.	Fruškai Association
Fast Photo	Freedom Bridge: Future is now.	The Future of Europe	Project development phase.	2020+	Still is not clear.	Students and children learning to make quality photos for their social media channels in cooperation with famous instagramers and then make photos and videos promoting Novi Sad 2021.	Novi Sad 2021 Foundation
Labyrinth	Freedom Bridge: Future is now.	The Future of Europe	Project development phase.	2020+	Cooperation with Cvjetk and reconciliation.	The big game for children is being organized in the park where children are finding clues written in the languages of the national minorities living in the city. If they want to upgrade to a new level then need firstly to translate the clues and understand better minority culture.	Novi Sad 2021 Foundation, Osljak 2020
Culture in Developing Interculturality and the Local Economy	/	/	Project development phase.	2021+	Still is not clear.	Developing series of the intercultural events in Brnaki Karlovci which will boost the economic development of this small city in Novi Sad surrounding area.	Novi Sad 2021 Foundation
Bookmark	Love Bridge: Sharing our treasures	The Second Europe	Project implemented in 2016.	2016	Telling the story of European novelists about Novi Sad.	This project offered new literature tour around the city showing places from famous novels and stories about famous writers who lived in Novi Sad.	Bookmark
Balkan Express	Rainbow Bridge: Diversity is our strenght.	Migrations	Project is stopped because it is an existing project which lasts for years.	Not defined	Balkan network of the visual artists	Visual arts colonies and cooperation between Balkan visual artists.	Novi Sad 2021 Foundation
Play and Be My Friend	Freedom Bridge: Future is now	The Future of Europe	Project suspended. The concept is being reanalysed.	Not defined.	Still is not clear.	Video games for children which enable them to get actively involved in the local cultural offer.	Vogram

Suburb fest	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project is stopped. The organization does not exist any more.	Not defined.	The project doesn't have European dimension	Festival of the Suburb arts.	SUBURB Association.
Moba for Heritage	Hope Bridge: Culture is a way of living.	The Kaleidoscope of Culture	Project development phase.	2020+	SEI is not clear.	Moba, as one of the important folk labour traditions is a form of binding community together and helping each other. By applying the moba principle, this project aims at renewing community constructions using tradition techniques in construction and enabling creation of the self-sustainable concept.	Institute for the Protection of Cultural Monuments of the City of Novi Sad

