

LOCAL SUSTAINABLE DEVELOPMENT STRATEGY OF THE CITY OF SUBOTICA 2013 – 2022

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On the basis of Article 33, paragraph 1, point 4 of the Statute of the City of Subotica (“The Official Register of the Municipality of Subotica” No. 26/08 and 27/08-correction),

on 25th session held on 15th June 2011, the Assembly of the City of Subotica enacted the

DECISION
on initiating the process of preparation of the Local
Sustainable Development Strategy of the City of Subotica
for the period 2012-2021

Article 1

Process of preparation of the Local Sustainable Development Strategy of the City of Subotica for the period 2012-2021 shall be initiated with the technical support of the Planning Center and the projects of the Standing Conference of Town and Municipalities through the Exchange 3 Programme.

Article 2

This Decision shall enter into force on the eighth day from the day of its publishing in “The Official Register of the City of Subotica”.

Republic of Serbia

Autonomous Province of Vojvodina

City of Subotica

Assembly of the City of Subotica

Number: I-00-011-37/2011

Date: 15th June 2011

City of Subotica

Subotica

President of the Assembly of the

Slavko Parac, signature

For the accuracy:

Secretary of the Assembly of the City of Subotica

Arpad Sveler, graduate lawyer

Signature: illegible

Round seal: Republic of Serbia

Autonomous Province of Vojvodina

City of Subotica

Assembly of the City of Subotica

Figure 1: Decision on initiating the process of preparation of the Local Sustainable Development Strategy

INTRODUCTORY WORDS FROM THE MAYOR

Dear fellow citizens,

The main objective of the Local Sustainable Development Strategy of the City of Subotica is sustainable development that meets the needs of the present, but does not question the ability of future generations to meet their own needs. The aim is to achieve sustainable economic growth and development based on knowledge and innovation, which will ensure competitiveness and better economic results of Subotica economy, attract capital into the local economy and business, raise the citizens' living standard and create suitable infrastructure and other conditions that encourage economic development, with environmental protection and equal opportunities and freedoms for all citizens.

Identification of development aspirations and opportunities included in the strategic document implies the existence of a clear vision of a preferred future of the local community and the City of Subotica, and thus the mission that involves the necessity and duty of all the factors of economic, public and political life of the community, towards its realization.

I believe that the process of preparation and adoption of the Local Sustainable Development Strategy of the City of Subotica 2013 - 2022 has led to the creation of the most significant values:

- improved cooperation between the public, private and civil sectors
- increased participation of citizens in the process of enactment of the strategic document
- the strategic document became the property of the whole local community

The local strategic document has been created with the assistance of the Standing Conference of Towns and Municipalities and citizens: experts, activists and volunteers who contributed to the preparation of this document. I particularly emphasize the role of the coordination and work teams who successfully conducted the whole process.

This strategic document is a guide to the city's development and contributes to the overall deepening of understanding and dialogue between members of all stakeholders. Clear objectives, measures and specific projects whose implementation provides a safer and better life of the citizens of Subotica, fostering intercultural values, are woven into it.

Differences connect us

Mayor of Subotica

Modest Dulić

Chapter 1: Preface

The Local Sustainable Development Strategy of the City of Subotica (hereinafter referred to as the Strategy) is a general strategic development plan that should provide guidelines and incentives for the future development of the local community, but also to be a useful a useful tool in adapting to a changing environment in which we live. Period for the implementation of the Strategy is from 2013 to 2022, i.e. 10 years.

The Strategy is an upgrade and consolidation of the already adopted strategic documents and a continuation of the strategic management of development in the City.

In October 2003, the Municipal Assembly of Subotica adopted the Local Environmental Action Plan (hereinafter referred to as LEAP), a document that presents a list of defined actions to address the most important problems in the field of environmental protection.

The **Economic Development Strategy of the Municipality of Subotica**, in the elements related to the objectives, measures and projects, is anticipated for a period of five years. The Strategy was adopted in 2007 by the Municipal Assembly. That same year, the decision on long-term projection of the desired state of social protection in the municipality of Subotica was made in the **Strategic Social Protection Development Plan of the Municipality of Subotica** for the period 2008 - 2012. The process of Strategy enactment was guided by the analysis of completed projects of the mentioned strategic documents.

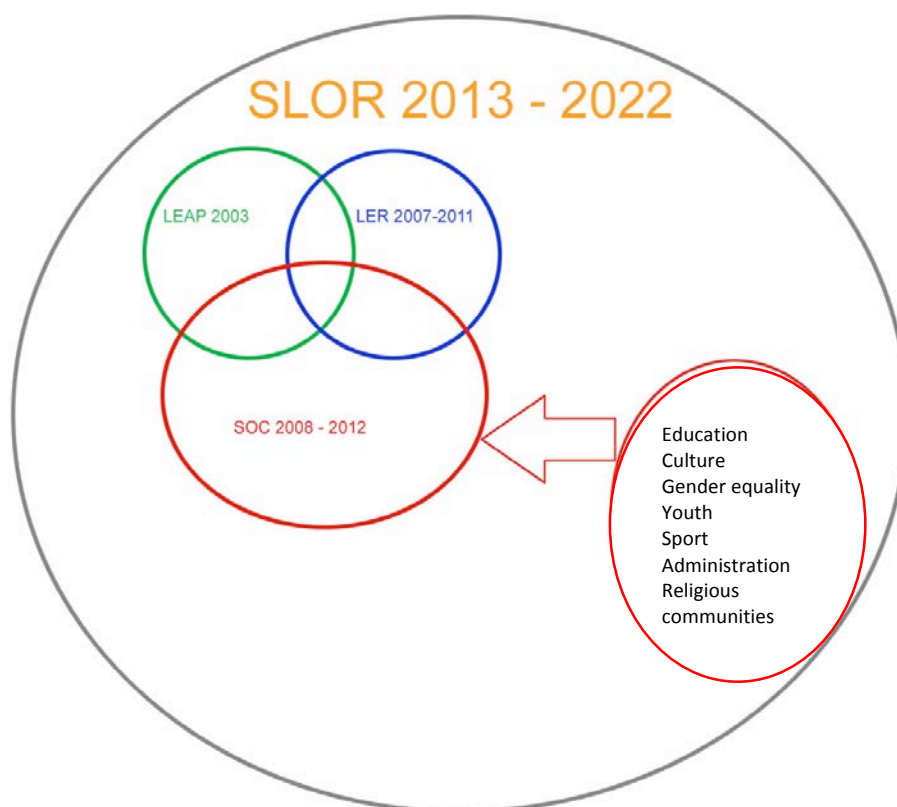


Figure 2: Ven diagram of the Local Sustainable Development Strategy

In the context of integrated local development, strategic planning combines the theory and practice of stakeholders' participation, negotiation and decision-making. It puts emphasis on the territorial approach, sense of local community ownership, partnership, and horizontal and vertical coordination. In a typical strategic planning process, the stakeholders themselves ask questions and find answers to them; there are four basic questions: **(1) Where are we now? (2) Where do we want to be? (3) How to get there? and (4) How to know we have got there?**

Responsibility of preparing the strategy requires the identification of an entity that creates the strategy and then implements and realizes it. The Entity: it is us, the community to which the strategy applies, and the community needs to find ways so that the strategy does not remain a dead letter. This is a request for personal relationship and participation in the sustainable development of the society at the local level. We are talking about the transition of an individual, and therefore the community as well: **CHANGING ATTITUDE TOWARDS YOURSELF** is the key to overcoming a given situation in general sense and specifically in terms of implementation of this strategy, which in its roots must be strong enough to resist the devastation of the society and find a way out of any form of crisis: financial, commercial and economic, social, environmental and health ...

This includes understanding the current situation, imagining the future, analysis of strategic options, setting priorities and making responsible decisions. It could be argued that strategic planning and the ability of the stakeholders to put to form together a vision for the development and mobilize resources for its implementation, through their innovations and social and political force, and the possible changes that would result in an intuitions and governance structure.

Entity implementing the local sustainable development strategy are the citizens who have tied their fate to the community called Subotica!, who are vitally interested in the sustainability and development of Subotica and its surrounding.

Expected benefits from the strategic plan are:

- Identifying development aspirations and opportunities of the community.
- Defying development idea of Subotica – what is the main thread that builds us as Subotica; which is the gathering point for all of us in one place with all the differences that we have.
- Building new/old identity of the local community named Subotica – what is the identity, uniqueness and authenticity of this city and therefore ourselves.
- Basis for the formation of partnership between the institutions and stakeholders.
- Efficient and effective management of resources in line with the sustainable development trends.
- Easier access to EU and other international funds as well as domestic sources of funding.
- Achieving financial effectiveness.

The Local Sustainable Development Strategy of the City of Subotica is based on a document **Agenda 21**. Agenda 21 is an action plan for sustainable development in the 21st century, adopted at the top level at the UN Conference on Environment and Development (UNCED) – Planet Earth Summit – held in Rio de Janeiro in June 1992.

When we talk about the Local Agenda 21, we must take into consideration several facts:

- Local Agenda 21 is a global movement for sustainable development;
- Large number of conferences in the period from the Conference in Rio to the World Summit on Environment and development in Johannesburg in 2002 shows that local authorities have a very significant role in sustainability planning and implementation;
- Local Agenda 21 is fully compliant with the adopted policy of the EU and many other national bodies.

CHARACTERISTICS OF A SUSTAINABLE COMMUNITY

A sustainable society aspires to:

protect and improve the environment

- use water, energy and other natural resources efficiently and with care for themselves and for the future generations,
- limits pollution to the levels that will not jeopardize the natural systems,
- minimizes waste, reuse it through recycling, composting or combustion to receive new energy, and dispose of the residue sustainably,
- values and protects the natural diversity,
- follows and does not fall behind in being informed about the latest environmental needs and achievements of modern humanity in the field of environmental preservation, with an effort and intention not to wait for the implementation–application of quality innovations in this field that need to come to life and maintain in our environment.

respects social needs

- makes communities „more human“ in function and form,
- values and protects differences and local diversity and encourages cultural identity of the local community, and encourages and promotes interculturalism in its environment,
- protects human health providing safe, clean and comfortable living environment,
- emphasizes preventive actions of health services and care,
- provides good food, water, housing and fuel (energy sources) at modest prices,
- covers local needs from local sources whenever possible,
- maximally provides education to everybody to acquire knowledge and skills that will enable their full participation in social activities,
- enables all social groups to participate in decision making and includes social influence of the community in decision making – encourages networking of individuals and groups.

promotes economic success

- creates active local economy with sufficient jobs, without harmful effects to the environment at the local, national and global level,
- success in the economy is based on the ability to create economic environment that encourages the spirit of entrepreneurship, innovation and creation of new values with own work, knowledge and creativity,
- contemplates capacity building of competitiveness of the local economy in line with financial, economic and business trends,
- tries to mitigate any negative effects of the global economic crisis, recession and decline in the value of earning,

- observes economic activities particularly according to the market trends, but encourages interactive networking for the purpose of achieving sustainable economic growth,
- values volunteering and promotes public works,
- encourages access to work places, services, goods and other people in such a way that own vehicles are less used, therefore decreasing the harmful effect to the environment,
- opens wide opportunities for cultural and leisure activities for all citizens.

The Local Development strategy has been developed in line with the national development plans and strategies, but is mostly relies on the National Sustainable Development Strategy of the Republic of Serbia as a national umbrella document to which implementation it aspires to contribute.

The Strategy is defined, adopted and implemented at the level of the City and it refers to the territory of the City of Subotica. However, in many objectives and activities, the Strategy includes **a common approach of the city of Subotica and neighboring municipalities** in resolving certain problems and challenges, so the stated objectives and activities imply coordinated action.

Experience in participatory involvement in planning the development of municipalities and cities is still in its infancy; therefore, the ways of institutionalizing citizen participation in the decision-making process that are envisaged in this strategy represent a new contribution to the development of local democracy. Significantly emphasized is the management system necessary for successful implementation of strategic documents and monitoring of their implementation, because **strategic planning and management is a live process, that is, a journey and not a destination.**

Chapter 2 – Methodology and process of Strategy development

Methodology for the development of the Sustainable Development Strategy has been created within the Exchange 2 Project (2008 – 2010) aiming to methodological standardization of the strategic planning process in Serbia, and all relevant ministries of the Republic of Serbia Government and international partners have participated in its development.

The Sustainable Development Strategy refers to continuous improvement of life, work and functioning on the territory of the City of Subotica and introduces an integrated planning system that includes all essential issues of the local community, including issues of intersectoral significance (social inclusion, general social awareness, environmental protection, etc.).

The methodology is based on participatory approach, which implies direct participation of all interested public and private parties during the overall process and does not refer only to the joined development of the strategic document and the action plan, but provides wider participation of the community in identification, activation and coordination of partnership for the implementation of certain activities and projects.

The participatory approach contributes to the quality of decisions made, thus providing:

- formation of a knowledge base for responsible decision making process based on facts,
- wide support basis for the decisions made,
- collective ownership of problems and their solutions, as a possible gathering point of the authorities and the opposition,
- strengthening local capacities for the implementation of projects and
- monitoring feedback information necessary for more quality management.

Different subjects with different roles and functions are involved in the process of development of the Local Sustainable Development Strategy, starting from the planning stage to the phase of defining project implementation and management activities. The Partnership Assembly brought together public and private stakeholders who live and work in the City, as responsible actors of sustainable development. Operational and professional support to thematic work groups and the coordination team of the City are provided by the team for Strategy development. At the same time, not without significance, invited have been the representatives both of the government and the opposition, regardless of differences in the pre-election year, during it and after the elections.

CHRONOLOGY OF EVENTS ACCORDING TO THE METHODOLOGY

The process of Strategy development started with the enactment of the **Decision on Commencement of the Process of Development of the Local Sustainable Development Strategy of the City of Subotica for a ten-year period.**

A **Coordination Team** was appointed in July 2011 for the initiation, monitoring and management of the development process of the Local Sustainable Development Strategy of the City of Subotica for the period 2013-2022.

For preparation, operational development activities, i.e. monitoring of the Strategy development process, the Mayor, being the program coordinator, appointed a **LSDS Development Team**. Task of the LSDS Development Team was: organization and participation in the development of proposals of an integrated sustainable development strategic plan, preparation of a list of stakeholders for full and wide participation in the LSDS activities, providing information about the flow of activities to all participants directly and through local media, as well as efficient connection of all bodies and organizations included in the program.

At the first session of the Partner Assembly (the forum) held in November 2011, members of the Partner Assembly defined thematic work groups as follows:

- Environmental Protection Group
- Social Development Group
- Economic Development Group

After initiating the process, the Strategy development procedure was composed of five mayor parts – phases repeating over a ten-year cycle:

Phases	Documents
0. Initiation of the strategic planning process	Organizational structure – regulations
1. Current state analysis – Community profiling	Community profile
2. Defining vision, objectives and priorities	Strategic document

3. Projects and activities for certain results	Action plan
4. Implementation, management, monitoring	Management system
5. Marketing and communication	Marketing plan and communication plan

Development cycle of the Local Sustainable Development Strategy of the City started with the development of the current state analysis - **Community profiling** by which identifies and assessed the current state and sustainability factors in the community. The following step was defining the **vision, objectives and priorities** within the strategic document at the local level. This phase was followed by the definition of activities and projects within the Action Plan. Finally, for the achievement of results in the project implementation phase, it was necessary to establish the management and monitoring system.

After the first Partner Assembly was held in November 2011, with participation of 168 representatives of the local community, business persons, educational institutions, the NGO sector and the public administration, there were meetings held between the work group coordinators and 9 workshops according to thematic groups.

The Project Team and thematic group coordinators participated at the first workshop in the organization of the EXCHANGE 3 Programme on 3rd July 2011 where they were familiarized with the methodology of LSDS development and where areas to be included in the LSDS were defined. Further on, the activities were developing according to the following chronology:

- 29 – 30 June 2011 – workshop in Andrevlje (familiarization with the Methodology),
- 16 September 2011 – work planning and preparatory activities for the Partner Assembly,
- 20 September 2011 – facilitation skills,
- 3 October 2011 – preparatory workshop,
- 8 November 2011 – Partner Assembly,
- 28 November 2011 – work in work groups, defining vision, priorities and development of the SWAT analysis,
- 16 December 2011 – work in work groups, identification and recording project proposals,
- From 1 February 2012 – defining and summing the projects and development of the action plan with the interview method,
 - Draft Strategy with the action plan – 5 December,
 - Proposal adoption; adopted by the coordination team, – 6 December,
 - Public discussion from 7 -16 December,
 - Development of the final document – 16 December,
 - Partner Assembly – 14 December,
 - LSDS adoption by the City Council – 14 May 2013,
 - LSDS adoption by the City Assembly – 30 May 2013

Chapter 3 – Situaciona analiza of the City of Subotica

GENERAL INFORMATION ABOUT THE CITY

Administrative and geographic position

Local Sustainable Development Strategy of the City of Subotica 2013 – 2022

Subotica is the most northern city of the Republic of Serbia, the second biggest city of the Autonomous Province of Vojvodina and the administrative center of the North-Bačka District. Geographic position is determined with 46° 5' 5" N and 19° 39' 47" E. It borders with Hungary and with 4 local self-governments: Sombor, Bačka Topola, Senta and Kanjiža.

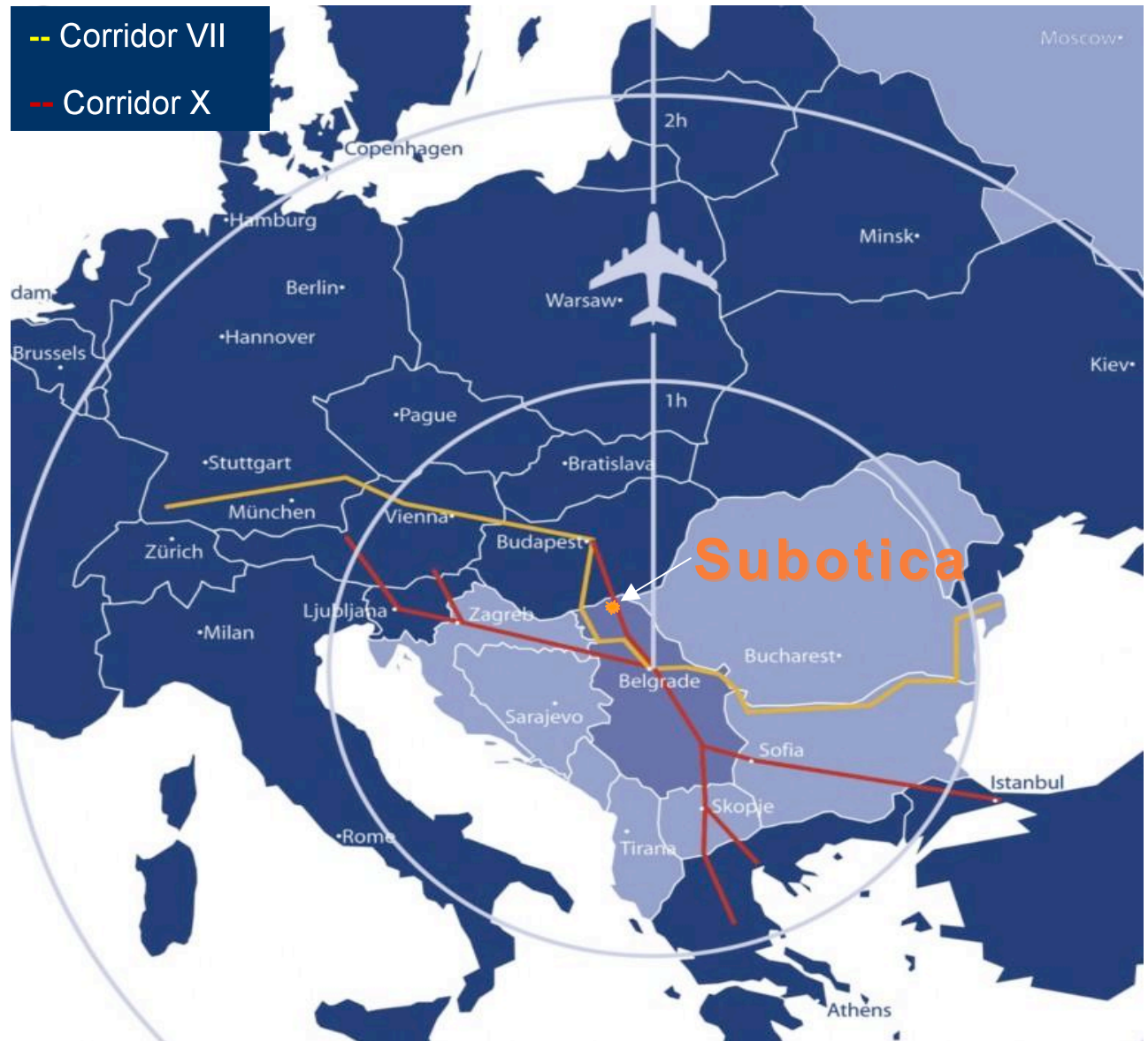


Figure 3: Geographic position of the City of Subotica

Territory of the City of Subotica covers the area of 1,007 km². According to the preliminary data from the Census 2011, the total population on the territory of the City of Subotica is 140,358 citizens living in 19 settlements organized in 37 local communities. Thanks to the geographic position and hardworking citizens, the City of Subotica became the most significant administrative, industrial, trade, traffic and cultural center of the North-Bačka District, and the nearby the Palić Lake makes it a tourism-leisure center of a wider area.

The pan-European route E-75 runs through the territory of the City of Subotica and connects it with the Republic of Hungary in the north, and with the South Europe, via Belgrade, in the south. Main roads to Novi Sad, Sombor, Horgoš and Senta cross in the City. In terms of railroad traffic, it is connected with the whole Europe; railroad route Belgrade-Budapest runs through the urban center and divides there with railroad routes to Sombor, Horgoš, Crvenka and Baja. Near the City, there are two most frequent border crossings – Horgoš and Kelebija.

Distance of Subotica from the major business centers in the area:

Belgrade – 184 km	Budapest – 203 km	Thessaloniki – 805 km
Zagreb – 537 km	Vienna – 440 km	Bucharest – 708 km

Natural features

In the geomorphologic sense, this area lies on the contact of the Telečka plateau and Subotica-Horgoš sand pit. A special type of soil is sand, which is characterized by two important features: it is calcareous and has a strong ability to accumulate water on the surface. It is suitable for growing high quality fruit and grapes, industrial peppers and forest trees. On the other hand, the character of the terrain is such that it has an excellent agricultural importance, i.e. the possibility of applying full agricultural machinery and optimal organization of land area for agricultural exploitation, and the possibility of irrigation.

The region's climate has the characteristics of the temperate continental climate, with very harsh winters, very hot summers and rainfall instability in quantity and timing. Average rainfall is 491.3 mm, while the average annual temperature is 11.4 °C and the relative humidity is 69%.

At seven kilometers from the City of Subotica, there is the Palić settlement and Palić Lake (102 meters above sea level) as an inseparable part of the City. At the beginning of the 19th century, Palić began to be mentioned as a healing lake, and in the mid 19th century, Palić gained the status of a spa. Formation of cultural landscapes

Contrary to previous opinions, recent paleo-environmental data indicate the mosaic of vegetation in the central parts of the Pannonian region from the Pleistocene. Despite the presence of woody species refugia during glaciations, there is evidence of the existence continuity of steppe and saline vegetation in the periods dominated by forests (Sümegei 2011). Bukvać (north of Subotica) peat analysis data also point to a dynamically changing mosaic of forest and non-forest vegetation (Nikolić, 1986). Due to the proximity of groundwater, lakes, marshes and salt ponds were created in the recesses of the uneven sand pit surface, and the sand pit was cut with wide, marshy beds of seasonal or permanent water flows towards the Tisa River.

Development of steppes and salt marshes was determined largely by the local conditions, and subsequent human effects have only contributed to the dissemination of these types of the vegetation cover. For thousands of year, the mosaic landscape has provided optimal conditions for nomadic and semi-nomadic livestock breeding with seasonal migrations of herds (pasture) between floodplains and dry plateaus (Frisnyák, 2001). Livestock breeding and the needs of settlements near waterways have gradually reduced the forest surfaces for the benefit of grass vegetation. Forests have survived mostly on floodplains, where the conditions for their renewal were

most favorable. In the Middle Ages, a dense network of settlements developed on the territory of Vojvodina, but the total population was small (Szekeres, 1983, Szekeres & Ritz, 1998). Only a small part of the village land was processed, and spacious pastures were spreading between settlements. Because of the reduction in the population after the invasion of the Tatars, and later in the period of reign of the Ottoman Empire, all and larger surfaces (called *puszták*) were used again for the semi-nomadic livestock breeding (Szekeres&Ritz, 1998).

According to Hovány's data (1999), the hydrological regime of the lake Palić has been under the influence of human activities since the 16th century. Old maps show the marshy strip of the Great Watering Hole to the river Tisza, which disappeared after the 16th century. Construction of the fort in Subotica formed an artificial lake, which reduced the flow of water to the lake Palić. Size and depth of the lake reduced and varied largely depending on rainfall. Destruction of the fortress and the embankment of the artificial lake, the basin of the lake Palić increased in the 18th century.

Conversion of meadows to arable land begun in the 18th century, in the period of planned settlement of Vojvodina. Early in the century, residents of Subotica processed only 950 acres of land (Magyar, 1999), only to plow almost the entire surface of the loess plateau by the end of the century. Excessive grazing of sandy area, which is a product of the growing number of animals, led to the destruction of sand vegetation, particularly in dry years. Strong winds contributed to the opening and dissemination of sand, due to which the forested area systematically increased by mid 19th century –resistant, foreign species such as locust and black pine were planted. Subdivision of last spacious sandy pastures along the Kireš took place in the late 19th century (construction of the City Hall was financed from these funds), when vineyard zone was formed north and northeast of the City.

While the Kelebija Lake was a freshwater lake, lakes Palić and Ludaš belonged to the salt lakes. Salt concentration was highest in Palić, and proven medicinal properties of the salty lake allowed the construction of a health facilities and the planting of the park in the mid 19th century. At the same time began the construction of sewers in Subotica and supply of waste water in the lake bed, which in a century time turned the salt lake in an eutrophic, marshy lake.

Historical background

Subotica is first mentioned in written documents in 1391, but it is proven that this region was inhabited 3,000 years ago. Destiny of this place was essentially determined by its position on the way between the Europe and Asia, and historically, on the borders of two conflicting forces – Ugrian and Turkish.

In frequent and large migrations, a lot of peoples came to this military frontier: Serbs, Hungarians, Germans, Slovaks, Jews, Bunjevacs, Greeks, etc. Frequent was the change of masters, and therefore the city name. From the first name of Zabadka in 1391, more than 200 names have been changed, but the most characteristic names were: Szent-Maria, Maria-Theresiopolis, Maria Theresienstadt, Szabadka and Subotica.

Turks took over Subotica in 1542 and ruled until 1686. With the Privilege from 1743, Maria Theresa declared Subotica a free chamber town, and for gaining this privilege, the residents of Subotica bestowed the queen with 150 horses. For the loyal

service of Subotica border guards to the Habsburg court, Maria Theresa declared Subotica a free royal city in 1779.

Status of the free royal city brought greater autonomy and a new name to Subotica - Maria Theresiopolis. Planned and rapid development of the city, and turning meadows into arable land, started then.

After the settlement from 1867, until 1914, civil society and the city were developing rapidly in Subotica. With the arrival of railway, trade in agricultural and livestock products developed. At the end of the 19th century, with the arrival of industrialization, Subotica had streets lit by electric current, a theater, gymnasium, music school and a tram.

Following the example of the former European cities, construction of roads, public buildings, private and hired palaces and religious buildings started. The architecture of the city is dominated by the Art Nouveau style, whose most representative buildings are the City Hall, the Synagogue and the Raichle Palace.

After World War I, with the Trianon treaty in 1920, the Subotica was joined with the Kingdom of Serb., Croats and Slovenes, and the modern history of the city started from that period.

Subotica today is a modern, urban, multi-national, multi-cultural and multi-religious community of citizens with a wide network of cultural, educational, health and social institutions.

Population

City of Subotica	
Total population according to Census 2011	141,554
Working age population (age 15-64) assessment 2010	99,620
Number of households according to Census 2011	53,601
Average number of household members according to Census 2011	2.62

Based on the total population trend analysis, up to 1981 Subotica had constant increase of population, while in the period from 1981 to 2011 contrary trend was marked, i.e. there was reduction in the total population. Population migration trends from villages to the city are noticeable, and reduction of the total population in smaller settlements is particularly expressed.

Subotica is featured by unfavorable demographic trends, i.e. state of profound demographic ageing.

Communications

Thanks to its favorable geographical position, the main optical-cable transmission system passes through Subotica and connects the telecommunications network of Serbia with the other countries of Central and Eastern Europe.

When it comes to the internet, there are only estimates, according to which more than 38% of subscribers use the Internet, so it can be assumed that the same percentage of households in Subotica has access to the internet, which can be considered a high percentage as compared to the rates in Serbia.

Media

There are several local radio and TV stations, as well as written media in the languages of the area.

Perspectives: media development strategy at all levels with the development of accordingly advanced communication technologies. Interactivity between the citizens, the local government, economy, educational-health sector and traffic-safety structures of the city management with modern media communications.

Possible strategy of interactive media connection with all kinds of social engagement (health care-prevention, elderly care, promotion of families with many children, new forms of education - permanent development as a characteristic of the 21st century, the benefits of rural living, organic farming against GMO agriculture, promotion of creative potential of citizens against consumerism, spending and destruction, psychological and sociological „building“ of citizens, raise of the overall quality of life) both on the entire scope of the City with peripheral areas and the inter-city and regional international cooperation.

Economy

Basic indicators about the economy are shown through the share analysis of certain sectors in the total national income, the level and structure of employment by sector and employment level in general.

National income of the municipality of Subotica in 2001 was by 38.63% higher than the average of the Republic of Serbia. However, there has been a significant decline in the national income in comparison to the national average, and at the end of 2005, it was by 17.98% higher than the average of the Republic of Serbia. It can be concluded that the share of Subotica economy has dropped drastically in the national income of both Serbia and Vojvodina.

Industry of Subotica has traditionally been diversified. In addition to the food industry with its various sub-sectors, the electric-mechanic complex, chemical industry, textile industry, leather processing and manufacture of footwear, hosiery, printing and construction have intensively been developing. Accordingly, we can expect more or less intensive development in the future as the city has the necessary resources (capacities, knowledge and experience, profiled labor, raw material and components available, the market ...).

Of the total area of Subotica, which is 100,700 ha, 88,443 ha are agricultural land, which is approximately 90% of the total area. Arable land is one of the most important natural resources. Measurements of soil quality indicate that the amount of humus has decreased by approximately 0.4% over the last 70 years. The reason for this decrease is the intensive agricultural production, inadequate agricultural practices, underdeveloped livestock breeding, underdeveloped crop rotation, manure deficit ... Apart from these factors, the state of the agricultural land is affected by wind erosion, industrial pollutants, inadequate use of fertilizers, pesticides, dumps, etc.

Agriculture of Subotica is characterized by two organizational forms of agricultural holdings: individual farms and agricultural companies. Individual farms

handle 2/3 of the total land capacity. An average farm size is about 4 hectares with a large number of disconnected plots.

Free Zone, as a separate customs-extraterritorial zone on the territory of a country, where business entities from other countries carry out their economic activities, primarily includes more liberal regime of doing business, which is regulated by the Law on Free Zones. With special tax exemptions and maximum simplification of administrative procedures, all activities except those that pose a threat to national security or are environmentally harmful can be performed in the Free Zone. Benefits of doing business: free import and export of goods and services, exemption from customs duties and taxes, business without a time limit of customs control, exemption from value added tax (VAT), exemption from value added tax (VAT) on energy for production activities and so on. LLC for zone management "Subotica" was founded in 1996, and since 2000 the operations within the zone have been recording increasing success. Free Zone operations regime covers an area of cca 40 hectares. The Free Zone "Subotica" has a very favorable geographical position. It is located on the transport corridor Belgrade – Serbian-Hungarian border, which belongs to the Pan-European Corridor X where the roads of national and European importance pass. Road and railroads passing through the corridor link the countries of Northern, Western and Central Europe with the countries of Southeast Europe and the countries of the Near and Middle East.

Within the Free Zone Subotica, significant production activity is done primarily intended for export. The overall objective is to encourage the business activity in Subotica and to organize production for export as a comparative advantage. With such "beautiful data" we must not be lulled and satisfied. If development of the local industry is not initiated with use own knowledge and development sectors, the amount of exports will be closely associated with the amount of imports, and thus we will be in danger of falling into a trap of medium development. Namely, the exports will be almost fully loaded with import, and such development is not sustainable in a long run, so after a short climb there comes permanent stagnation in terms of levels of employment and the amount of possible salaries!

Subotica is the first city in Serbia that has successfully solved the issue of conversion of military property and land, and it now has two million square meters of active construction land, whose phase equipment with infrastructure is in progress. With the main objective to make a city which is a passive observer that has no mechanism to attract and retain investors into a city with a favorable climate for foreign and domestic investments, a **Public Enterprise „Economic Technological Parks“** was founded in 2010. The overall construction land managed by the Public Enterprise is distributed to 5 individual locations: commercial zone „Petar Drapšin“ 21 ha, location „Radanovac“ 123 ha, industrial zone „Mali Bajmok“ 53 ha and location „Karađorđev put“ 1,9 ha .

Conditions have been created for the arrival of foreign investors and new job openings above all. In the previous period, through the implemented and ongoing foreign investments, almost 3,260 jobs have been contracted, and if the announced investments are implemented in the following period, it is expected that the number of new jobs will be greater than 4,300.

Currently present in the industrial zone „Mali Bajmok“ are the foreign investors „Dunkermotoren“, „Norma Group“, „Continental Contitech“, „Swarowski“ and „Calzedonia“. Thanks to them and to other investors (Tyrolia real estate...),

opportunities and chances are created for Subotica become again the industrial center of Vojvodina and Serbia.

In order to achieve the objective for Palić to become a European high-class tourist destination, **Park Palić Llc.** was founded with a clear task. The development path is defined in the Master Plan, and the main activity of Park Palić Llc. is preparation, evaluation and control of the implementation of this plan. At the same time, Park Palić Llc. is a partnership and service for all potential and interested investors.

During the previous four years work have either been ended or started on the construction of new parking lots, water and sewer pipeline for the needs of implementation of the Master Plan, the reconstruction of the Women's beach, the main promenade, then work on the installation of aerators and a music fountain, a new representative lighting and associated furniture; the Zoo has been expanded and beautified and other important works have been done. Numerous new accommodation facilities and a modern winery "Zvonko Bogdan" with room for wine tasting costumed to tourists have been built.

Of the municipalities and cities that entered into the "National Alliance for Local Economic Development" (NALED) in 2009, the **certificate for a city with favorable business environment** has been awarded to the first eight local governments, among which is Subotica. The awarded certificate is a confirmation or assurance that the City is ready to promptly provide investors with all necessary information in order to attract investments. The said award is an excellent reference for attracting domestic and foreign investors.

At the contest "European Cities & Regions of the Future", organized by the **Financial Times Intelligence (FDI)** in 2011, Subotica was ranked high tenth place in the category of cities with the best promotional strategies to attract foreign investment for 2012 and 2013.¹

Urban plan and work-business zones in Subotica

In the process of joining the EU, development strategies have been prepared and the General Plan of Subotica has been adopted. As part of the General Urban Plan, 4 work-business areas can be identifies in Subotica, with the largest ones on the edges of Subotica towards northeast (Subotica-Palić zone), south (Čantavirski road) and west (Mali Bajmok), and a work-business zone North is planned for tourism development south of the current terminal Kelebija. The plan has determined the development of work-business zones in Subotica, but the plan is conditioned with the

1. European Cities and Regions of the Future 2012/2013 **Winners**

<http://canada.um.dk/en/~media/Canada/Documents/News/European%20Cities%20of%20the%20Future.ashx>

TOP 10 FDI STRATEGY (Southern Europe)

1 Barcelona Spain

2 Lisbon Portugal

3 Murcia Spain

4 Valencia Spain

5 Tbilisi Georgia

6 Konya Turkey

7 Santa Cruz de Tenerife Spain

8 Jastrebarsko Croatia

9 Gaziantep Turkey

10 Subotica Serbia

factual situation such as roads and bypass around Subotica, the existing infrastructure and industry, and the started investments in logistics facilities for development.

There are three trans-European corridors (road, rail and river) that pass through this region and are a good basis for the development of logistics. Furthermore, a long border with Hungary, as a EU member, is an additional factor that emphasizes the significance of logistics in Vojvodina. When it comes to the development plan of Subotica, it is certain that the development of logistics should take an important place among the priorities and measures to be determined as the backbone of the strategy and operational program of development of Subotica.

Transport and freight forwarding companies

Thanks to the border crossings, there are several dozens of freight forwarding companies operating in Subotica. These are mostly small businesses with several vehicles and they cannot adequately meet the needs of major industrial facilities and local shops. Several large companies have their own freight forwarding working units. Several domestic freight forwarding companies have grown from classification of a small companies to medium ones and some have opened subsidiaries in neighboring Hungary. Local governments are not sufficiently involved in the interaction of these enterprises both in the field of traffic safety and in creating conditions for parking large trucks and solving similar problems, which denies the possibility of competitive advantage of the border place. A large number of companies is based outside the region, in Belgrade by the rule, so the results of their operations, especially their financial performance and their management have no direct reflection on policy and logistics strategy development in the region of Subotica. Freight forwarding companies are restructuring due to the trend of stagnation in the exchange of goods regionally, nationally and globally, while at the same time the fuel price additionally increases the difficulties in operations of logistic companies, therefore, according to the trend, they are reducing their capacities.

Culture in the function of economic development

Title of this action suggests the existence of a vicious circle. In fact, there can be no development of elite culture in a community without the economic prosperity of the community. Numerous researches of cultural needs indicate to the fact that raising the educational and intellectual level of individuals results in more demanding, more subtle and more specific cultural needs. This is resulting in an effort to stop the outflow of highly educated people to larger cities in the region and the need to ensure high quality and rich cultural offer and the variety of high-quality cultural contents.

Accepting diversity as an exceptional opportunity and specificity of the city, there is a need to define the cultural policy of the City in the fields of traditional, elite or contemporary culture and cultural contents. Another classification especially treats the immovable cultural heritage (architecture) and superstructure (events and activities). On that basis, the City has great potential of cultural tourism, which is reflected in the well-preserved cultural entities of Hungarian Art Nouveau (city center, Raichle Palace, City Hall and the Synagogue); these sections may be included in the program of traditional visits to the European cultural heritage.

In 2008, Subotica together with the Council of Europe and the European Union, was included in a project called “European Cities of Interculturalism” - an informal network of European cities. The legacy of interculturalism was founded in the 18th

century and it should be an incentive for further affirmation, with a slogan that diversity should be perceived as an incentive for cooperation, and that it is a precondition for overcoming the still present prejudices and ossified stereotypes. Family, the education system and the media have the key role in establishing these values. In this regard, Subotica is going to develop a Strategy of Interculturalism for the period 2014 – 2024.

Events

Cherishing traditional culture is a way to preserve the identity of communities, and as such, there is the need of the particular community. Because of this, the cultivation of traditional culture is legally protected right.

Events with the character of preservation and cultivation of tradition are: Dužijanca (from 25 April to the end of August), Interetno Festival (end of August) City's Day, 1st May Reveille in Palić, Vintage Days (September), Subotica Golden Hands and others.

Year after year, these events have been gaining a growing cultural significance and contributing to the diversity of cultural offer. In the implementation of these events, the City cooperates with the national councils to whose national cultures the given events belong.

It is necessary to define a new-old civil model of the cultural policy of Subotica, which is identical to the style and form of the civic life from the early 20th century. On that basis, all cultural events and institutions peculiar to European cities, such as cinema, theater, opera, ballet, etc., should be revived. Cinema in Subotica, as well as in the whole country, is facing extremely serious problems. Opera and ballet in the city do not exist. The issue of the theater building required separate studies.

Several events of an „open type“ have international character: European Film Festival Palić, Etnofest (multidisciplinary festival), International Festival of Children's Theaters (ranked among the top five most successful and most important festivals of children's theater in the world), „Desire Festival“ (festival of contemporary theatre), Interetno Festival and Guitar Open Festival. Character of a Central European city is enriched with the summer and autumn Book Fair.

Multiculturalism and interculturalism of Subotica should be cultivated with the aim to improve the impact of culture on the overall economic growth. Subotica will run for the title of the European Capital of Culture 2020, and the backbone of the program will be the construction of an Intercultural neighborhood near the city center. The program that the City will offer in the candidacy process will promote diversity and emphasize the common features of all cultures from this area. One of the key objectives will certainly be cultivation of culture, which can contribute to the long-term development of the city.

Specific objectives of the project are related to its European dimension, accessibility of culture to the large number of citizens, strengthening the culture sector and strengthening the international character of the city through the affirmation of cultural diversity.

Education

In the **preschool** network, services are provided in 51 facilities for 4,035 children. In nursery schools, the daycare is conducted in crèches and kindergartens, as

well as a preschool preparatory program. In addition to the Preschool Institution „Our Joy“, the preschool preparatory program is implemented in another three primary and two special schools. The Preschool Institution „Our Joy“ has a long tradition as it was established in 1864, and today, classes are conducted in Serbian, Hungarian and Croatian language and it successfully implements innovative projects such as:

- inclusive preschool education of Roma people;
- Montessori Programme, representing the concept of teaching and learning, education of preschool children within the Montessori method and modern humanistic conception of child development;
- bilingual kindergartens in German and
- inclusive preschool education of children with disabilities.

In the City of Subotica there are 23 elementary schools attended by 11,970 children in the academic year 2012/2013. Classes in Serbian language are attended by 69.62%, in Hungarian language by 27.99% and in Croatian language by 2.39% pupils.

The City of Subotica is considered a significant **high school** education center of Vojvodina.

In the City of Subotica there are 11 secondary schools attended by 6,289 students in the academic 2012/2013 at various profiles in the fields of economy, electro-technics, mechanics, chemical activity, food processing, hospitality, construction, architecture, medicine, as well as the high music school and 3 gymnasiums (Gymnasium „Svetozar Marković“, Diocesan Classical Gymnasium „Paulinum“ and Gymnasium „Kosztolányi Dezső“).

Higher education is conducted in 5 state institutions (Faculty of Economy, Faculty of Civil Engineering, Higher Technical School of Vocational Studies, Higher School of Vocational Studies for education of educators and the Teachers Faculty in Hungarian language) and 4 private institutions (Singidunum University, Faculty for Business Studies «Megatrend», Faculty for Service Business «Fabus» and the college unit of the Faculty of Law in Novi Sad.)

In addition to the institutions of formal education, about 20 schools for informal education, learning and craft training operate in Subotica. The Open University Subotica is one of the leaders in the field of (in)formal education.

Health

*The **Health Center** Subotica* was established in 2006 and it has 640 employees. The Health Center Subotica is composed of the following organizational units:

- Department for general medicine (24 health stations/infirmaries)
- Department for emergency medical help
- Department for occupational health protection (11 entrepreneurial infirmaries)
- Dental service (dispersed in 22 points)
- Department for health protection of women and children
- Clinic for pulmonary diseases and tuberculosis
- Laboratory service
- Specialist-polyclinic consultation service
- Service for the improvement of health and prevention of diseases

Operating within the Health Center are:

- Youth counseling

- Counseling for sexually transmitted diseases

General Hospital Subotica was founded in 2007 and has 800 beds, of which 376 are designed for 7 departments of the surgical branches, and the remaining 424 beds for 9 departments of internal medicine.

Subotica Pharmacy was founded in 1993 and has 17 branches and 100 employees who perform the activity. The main assignment of the Pharmacy is to provide the health care beneficiaries with necessary medications and aids, required information about their usage, as well as an advisory role in the prevention. With an example of good practice of vaccination against Hepatitis B, its aim is to subsequently vaccinate the children that were not vaccinated at the anticipated age.

Department of Public Health Subotica was founded in 2007, and the public health activity has been performed in Subotica since 1912 by 117 employees. Center for Health Promotion, Center for Disease Control and Prevention and the Center for Hygiene and Human Ecology are integral parts of this highly specialized facility that takes care of the public health of residents of Subotica and other cities of North-Bačka District. Center for analysis, planning and organization of health care and biostatistics and informatics in healthcare, and the Centre for Microbiology, are also professional organizational units in the service of public health. Department for legal, economic-financial, technical and other similar affairs provide logistical support to the aforementioned organizational units.

Social protection in Subotica

Subotica is a City with highly developed social welfare system. It has systematically been developing for over one century and its goal is to provide the highest possible quality and larger number of services in compliance with the citizens' needs.

The oldest institution of social protection dates back to 1903. It was founded as an orphanage, and due to the increasing number of sick and abandoned children after the World War II, the institution changed its name to the **Children's Home "Cradle"** as well as its premises in the 80-ies of the last century. Today, the institution is specialized for accommodation of children with disabilities from the whole territory of Serbia and the wider region, and a Day care for children with disabilities, Reception center for children and Maternity home operate within the Home.

Center for Social Work, as a foundation of the social protection system, has been operating in Subotica for half a century now. It was founded in 1963 and has high quality professional staff that annually provides services for cca 10,000 beneficiaries. Quality of work of this institution was recognized by the state, so in 2000 the institution received an award as the best Center for Social Work. Within the institution, there is a Center for family counseling and support operating since 1983, which provides counseling therapy services to citizens with emotional difficulties, partner and family problems.

Total number of beneficiaries during 2011 according to age groups

Tota	4663	5303	9966

I

Figure 4: Beneficiaries of welfare services through the Social Work Center

Structure of families that actively used the right to financial social assistance in

No. of member	No. familie	Number of family members				
			Youn	Adult	Elderl	Tota
<i>1-member</i>	1340	Children	0	s 0	y 0	0
<i>2-member</i>	608	255	74	257	22	608

			465	981	34	4150
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Figure 5: Structure of beneficiaries of the right to financial social assistance

The demographic structure of the City places us among the cities with very old population, so the care of the elderly is one of the priorities of the City. The **Gerontology Center** has been successfully taking care of the elderly for over 35 years. It was founded in 1977 and it is composed of a residential care, including accommodation in the Mulberry Forest Home, Care Home and Home for Adults, Open protection that includes gerontology clubs and a service for home care and assistance at home, and the institution also provides certain services to tenants of the “Protected housing” facility. Care for the elderly and services provided by institution are at the highest level, as evidenced by the large number of awards, including the award for the best employer. Day Care Center and counseling for people with dementia also operate within the institutions.

Very important institutions in the social protection system, whose objective is the implementation of certain social protection services within the responsibilities of the City, are:

- **Red Cross**, founded in 1886; this organization includes the operation of a Soup Kitchen and a program of food and hygiene package distribution is implemented, as well as gathering actions.
- **Day Care for adults with disabilities**, founded in 1973 provides services of work therapy, medical services, feeding of beneficiaries and leisure services.
- **«Caritas» Subotica** has been providing a number of charity services since 2001; services of home assistance and care can be pointed out.

A number of associations of persons with disabilities, association of pensioners and associations for the provision of assistance to people in the state of social needs actively function on the territory of the City.

Sport

Sports in Subotica have a long and rich tradition. It is interesting that in Palić, back in 1880, before Pierre de Coubertin re-founded the modern Olympic movement,

Sports Games were held as a kind of precursor to the Olympic Games. Since then, Subotica is proud with the nickname "City of Sports". With about 120 active sports clubs, Subotica is one of the top five sports centers in Serbia because it has the conditions for the development of sports in sports halls or in open fields. National teams, especially the football team, have been using the sports courts in Palić for years during the preparations for major international competitions.

A larger and richer interactive cooperation of elementary schools and teaching staff with sports associations is lacking, because the development of the sporting potential of young people often ends up on the personal initiative and perseverance of parents and individual teachers. Institutionalization is possible through enrichment and better equipping of sports courts or facilities, primarily in elementary schools, and then at various locations in the suburbs.

In addition to professional and amateur clubs, Subotica has an array of options for leisure. Along with a large number of sports facilities, there is the natural ambient of parks and forests with possibilities for recreational activity in many sports disciplines.

Environmental protection

Environmental protection is a global problem of modern mankind. The concept of sustainable development addresses this problem with the development that strives towards the improvement of quality of the environment by joining the economic development, environmental protection and social activity.

This concept is based on the following principles: quality of the environment, the future, fairness, precaution and inclusiveness.

In October 2003, the Municipal Assembly of Subotica adopted the Local Environmental Action Plan (hereinafter referred to as LEAP), a document that presents a list of defined actions to address the most important problems in the field of environmental protection.

Natural advantages in conjunction with the economy, infrastructure and support of the local government may be the basis for future sustainable development of Subotica.

LEAP includes issues of water, waste, agricultural land preservation, air quality, noise levels, natural resources and rareness, vegetation, education and health condition of the citizens.

The special value of the landscape encompassed by the city of Subotica, as compared to other surrounding municipalities, is in the fact that the total area of the city of 100 736 ha about 12.5% are **surfaces under protection**, which is much higher than in other municipalities, but still not enough. It is believed that the area with 30% preserved, natural non-degraded surface is an area with balanced values from the aspect of the environment (Nature Park "Palić", Special Nature Reserve "Ludas lake", Special Nature Reserve "Selevenjska wastelands", Landscape of Outstanding Features "Subotica Sands" etc.).

Nature protection nature is closely connected with the solution of hydrological problems, so for the development it is necessary to examine the amelioration plans according to the current levels of protection in order to ensure the retention of water in these fields. This is also affected by the arrangement of marginal areas in order to develop the habit of using this space (nature walks, biking, bird watching ...) as well as the development of landscapes-village area where traditional natural and ethnological values and traditional uses of the resources will be cherished.

Opening the possibility of realization of the inter-state capital project Danube - Palić – Tisza Canal addresses both the increase of the capacity of agricultural production and the elimination of practice to use and consume the reserves of drinking water for irrigation purposes or for technical purposes. Although the project is extensive, it is inevitable to think about it so that future generations would not stay without the renewable sources of healthy drinking water.

Local government

According to the Law on Local Self-government, the right of citizens to local self-government is exercised directly or through freely elected representatives, by managing the public affairs of immediate, common and general interest for the local population. Local self-government is realized in the city.

City bodies are the City Assembly, the Mayor, City Council and City Administration.

City Assembly of Subotica is the highest body of the City that exercises the basic functions of the local authority determined by the Constitution, the law and the Statute. The Assembly consists of representatives who are elected by the citizens in direct elections, by secret ballot, in accordance with the law and the Statute. The Assembly is considered constituted with the election of the President of the Assembly and the appointment of the Secretary of the Assembly.

Executive bodies of the City are the Mayor and the City Council.

The Mayor is elected by the Assembly from among the representatives, for a period of four years, by secret ballot, with the majority of votes of the total number of representatives of the Assembly. The mayor has a deputy to replace him in case of his absence or inability to perform his duties. President of the Assembly proposes a candidate for the mayor. Candidate for the mayor proposes a candidate for deputy mayor from among the representatives, elected by the Parliament in the same way as the Mayor. Being elected to these offices, the mandate of the representative in the Assembly shall terminate for the mayor and deputy mayor. The mayor and deputy mayor are full-time employees in the City.

City Council consists of the Mayor, Deputy Mayor, and City Council members elected by the Assembly for a period of four years, by secret ballot, and a majority of votes of the total number of representatives. The mayor is the President of the City Council.

The City Council is consisted of maximum 11 members elected by the Assembly on the Mayor's proposal. Members of the City Council may be full-time employed in the City.

City Administration: prepares draft legislations and other acts passed by the Assembly, the Mayor and the City Council; executes decisions and other acts of Assembly, the Mayor and the City Council; performs professional and other duties determined by the Assembly, the Mayor and the City Council. The city administration is obliged to enable citizens to freely exercise their rights, obligations and legal interests, to provide the necessary information and notifications, to provide legal assistance, to cooperate with the citizens and respect their dignity. The City Administration is formed as a single body. City Administration is headed by the Chief.

City Administration may have organizational units for the performance of similar administrative, professional and other duties.

Chapter 4 – Benchmarking analysis in the region and sustainability indicators

Benchmarking is a modern method that provides the possibility of learning and behavior change on the basis of comparisons with other systems. Benchmarking is used as a tool to identify and assess own competitive position and it is focused on building the future potential of success, and in this context, it is a valuable learning about how something (a product, process, function) can be better achieved. The relative simplicity of the instrument and the high potential effects of its application lead to ever-wider use of this method.

For a comparative analysis, cities from the wider region have been selected on the basis of similar economic, demographic, natural and cultural-historical facts and development. The following cities have been selected: Osijek in Croatia, Szombathely and Veszprem in Hungary, Arad in Romania, Maribor in Slovenia, and Kragujevac and Zrenjanin in Serbia.

Comparative analysis with the selected cities (benchmarking analysis) is mostly done with the help of strategic documents, referent web sites and communication tools used by the mentioned cities on websites, as well as statistical data from relevant institutions in the countries where the above mentioned cities are located.

The purpose of the analysis is to determine the comparable values of development in relation to the city of Subotica, and the comparison of these cities is based on the qualitative and quantitative indicators. Compared were the population trends and the amount of average income. A more thorough analysis requires compatible, horizontally comparable and timely aligned statistical indicators which are not available.

Arad/Romania



Arad is the capital of the Arad County in the western part of Romania near the border with Hungary and Serbia. Arad was first mentioned in the 11th century when it was part of the Hungarian kingdom. With Karlovac Peace in 1699, it came under the rule of the Habsburgs, and the city was settled by Germans, Hungarians and Serbs. In the 19th century, the city experienced rapid economic development, and in 1834 it gains the status of a free royal city. In the 20th century, the city was rapidly industrialized (the first Hungarian car factory Marta was built in 1909). The first electrified railway in Eastern Europe that connected Arad with the neighboring town of Podgoria was

built in 1913.

The City of Arad is a signatory of the contract and a member of the Euroregion DKMT, what indicates similar and common view of the world, and there are other examples of similarities and links to our city: cooperation between the two Jewish municipalities, signed protocol on cooperation of social institutions. Re-industrialization is exceptionally big success of the city, because it was relying almost entirely on its own resources in this process. The value of foreign investment is close to \$ 100 million. Architectural styles, the Art Nouveau first of all, are joint historical treasures. Multiculturalism is also a

feature of the city (6 nationalities). Cultural life is very active and versatile - theatre, philharmonic, festivals. Internet presentation of the city is interesting in terms of people with special needs –it provides the possibility of zooming in.

Szombathely/Hungary



Szombathely is a city in the Vas County, area of Western Transdanubia region in western Hungary.

Szombathely is the oldest city in Hungary dating back to the time of Ancient Rome. Before the arrival of Hungarians, Lombards and Slavs lived in this region. The 10th century was a period of settlement of Hungarians when they found agricultural Slavic tribes here.

Future projects, as it has been done, recommend the analysis and comparison of **Szombathely** on the issues of regional landfills and waste management, **energy efficiency** in education and multiculturalism (Szombathely - 5 Serbs). Of the large **investments**, other than the waste management, worth attention are the investments in the theater, wastewater filter, **biking paths** - ÖKOVELO project. Particularly useful is the area of **good governance** - website, flexibility, geographic information system, e-administration. The „**City that helps**“ Project is important from the aspect of health care. It provides education of citizens in order to reach a level of 30% of citizens trained to provide first aid. In the field of construction, it should be noted that the city has preserved, well maintained **synagogue**, which is also used as a concert hall. The adopted **Integrated Strategy** and the **Information Society Strategy** provide the basis for sustainability (these data are useful for comparison).

Veszprem/Hungary



Veszprem is located in the middle part of Hungary. The city is located about 110 km west of the capital Budapest. Veszprem is connected with the capital by a modern highway M7. It is located 15km north of the Lake Balaton.

Veszprem has cca 62,000 population, and the number has been growing in the recent years. Until the Second World War there was a very large Jewish community in the city.

The City of **Veszprem**, as a small local self-government, may serve as an example thanks to the successful implementation of several large investments. We should emphasize the construction and operation of multi-purpose Arena buildings. Several elements of the **internet presentation** are noteworthy, especially event announcements in the media center, part of the e-administration, a preliminary schedule of a wedding for example, "city image movies" and so on. Association, as an aspect of economic power, can be seen in the **IT cluster** of the city. Veszprem pays special attention to **cooperation** and exchange of experiences with twin (8) and partner (2) cities. Once a year, it organizes a thematic conference for the cities it cooperates with, among which is Subotica. It has a strongly developed civil sector, and, therefore it has been rated as the city with "**emotional intelligence**" above the average, i.e. residents are optimistic, they are happy, they have a high degree of self-respect. This information is based on the research conducted in 2012. They plan to use the given data in the development of the Marketing Strategy of the city. **Integrated Strategy of the City** has been adopted, and the **Energy Efficiency Strategy** has been ranked the best in Hungary. Veszprem has received a special recognition from the European Union for climate maintenance (Climate Alliance: European Policy). This strategy has set a target for the area of Veszprem to reduce CO₂ emissions by 25% by 2026.

Maribor/Slovenia



Maribor is the second biggest city in the Republic of Slovenia. According to data from 2010, the settlement of Maribor counts 95,787 population, and the area of the City of Maribor counts 112,642 citizens. It represents a regional center of the Styria province, most of which part actually spreads in the neighboring Austria.

Sustainable Development Strategy of the City of Subotica 2013 – 2022

The City lies on both banks of the Drava river, at the place where the Pohorje mountain range, the Drava field, the Kozjak mountain and Slovenian mountains meet. The nearest major city is Graz in Austria, about 60 km north of Maribor.

The City of **Maribor** is placed among cities with high **multiculturalism** because there are several (5) nationalities living there, although Slovenians are the large majority. In 2012, the City was pronounced the European Capital of Culture. It maintains the economic strength with intermunicipal cooperation with the surrounding cities (Ptuj, Murska Subota, Velenje and Slovenski Gradec). As a **university** city, it is very well ranked. The City has a **Synagogue**. The surrounding area of Maribor is known for its vineyards.

Osijek/Croatia



Osijek is a city in East Croatia. It is located in a plain on the right bank of the Drava river between the 16th and 24th kilometer from the mouth of the Danube. It is the largest city in Slavonia, the fourth largest city in Croatia, and the seat of the Osijek-Baranja County. The city is the industrial, administrative, judicial and cultural center. Osijek is a city with the most greenery and green areas in Croatia with 17 parks in the city. Osijek is a major industrial center of Croatia. In the past, it was called Croatian Manchester. A number of famous Croatian brands, ranging from small household necessities to large machines,

are manufactured in Osijek. Osijek has developed machine building (production of agricultural machines), chemical industry (production of detergents, soaps), food industry (production of confectionery, beer production).

Wishing to face and deal with the opportunities and risks brought about by an uncertain future, Osijek has adopted a "Strategy of Economic Development of the City of Osijek", thus starting the process of transformation: **from an industrial city to the "intelligent city"**. The necessity of this process stems from the fact that the industry of Osijek is still based on the production of products of lower-middle and low technological level, as well as the fact that the location is losing competitiveness. Vision of an intelligent city is possible, as many parts of the city are covered with infrastructure for Internet access. Osijek is the seat of Josip Juraj Strossmayer University. The Society of Innovators is active in the city and it is also important that the city has elements of digital government.

The City has identified phenomena that can no longer be repeated in the future: the tendency of population decline, the brain drain of educated people, low level of education, the production of low technological level products, high level of unemployment. To prevent this, a model of the intelligent city would have to be focused on: mass availability of infrastructure and development of knowledge to use the given resources, strengthening the role of the University in the creation of the innovative capacity of the economy, the development of digital democracy, etc.

Kragujevac/Serbia



Kragujevac has 177,468 population. It is the fourth biggest city in Serbia located in the heart of Šumadija, about 120 km south of the capital Belgrade. It is built on the banks of Lepenica in Kragujevac valley, on the slopes of the Rudnik, Crni Vrh and Gledić mountains. It is the economic, cultural, educational, health and political center of Šumadija and Pomoravlje region.

The City of Kragujevac has made significant efforts to implement a number of system changes in order to create a business environment and influence the unemployment problem through direct investments. Establishing and developing **industrial zones** for new investments and improving urban

infrastructure, Kragujevac became the largest construction site in Serbia. The results are visible through increased investments, growth of entrepreneurship and creation of favorable climate for business. Realizing the concept of **good governance**, the local government has made significant progress in approaching its citizens. An e-administration portal has been created in order to enable the citizens to quickly and efficiently perform tasks related to the state administration, then, a legal assistance web site and GIS have been created as well. Special attention is paid to people with disabilities. Needs are being looked at to create conditions for their participation in all aspects of life. To achieve these goals, a Council for the Advancement of Persons with Disabilities has been formed as a working body of the City Council.

Zrenjanin/Serbia



Zrenjanin, on the bank of the Begej and Tisa rivers, is located in the center of the Serbian part of the Banat region. There are 122,714 citizens living on the territory of the city. The national structure is made up of more than 20 nations. It is 75 km far from the capital of Serbia, Belgrade, and 50 km from Novi Sad, the capital of the Autonomous Province of Vojvodina. As a biggest city of the Serbian part of Banat, Zrenjanin is a political, economic, cultural and sports center.

In the beginning of the 20th century, in the economic sense, the city started recovering. The old socialist, huge economic systems were replaced by new, smaller and more flexible private companies. With the formation of a **free zone**, foreign capital started arriving to the city. The local government has continued with the establishment of new **industrial**, occupational and residential zones on the outskirts of the city. The zones are completely equipped with infrastructure, so Zrenjanin become one of the most attractive cities for investment. The City has attracted more than 20 Greenfield investments of foreign and domestic companies. The economy is export-oriented again, so products of the textile, mechanic, food, chemical, electrical and pharmaceutical industries travel from Zrenjanin to Europe. Today, Zrenjanin is a city of multiculturalism, multi-religion and inter-ethnic tolerance; city of culture, arts, sports, city of bridges, city of youth and the city of strong economic momentum.

Statistical data refer to various periods with the use of various indicators; therefore, more thorough statistical comparison requires professional-scientific analysis in certain areas or competitive projects. Basic statistical comparison can be done in regard to the data referring to the population trend and average gross income in the cities. General overview is provided in the tables and graphs down.

	SUBOTIC	ZRENJANI	KRAGUJEVA	OSIJE	ARA	SZOMBATHEL	VESZPRE	MARIBO
POPULATION	A 148.40	N 132.05	C 175.80	K 114.61	D 172.82	Y 85.61	M 63.86	R 93.84
POPULATION	140.35	122.71	277.46	607.78	747.92	81.92	62.85	95.17
POPULATION	8 -	4 -	8 1.66	4 -	2	0	1	11.32
POPULATION	8.043	9.337	6	6.832	24.905	3.697	1.016	4

Figure 6: Population trend in the observed cities

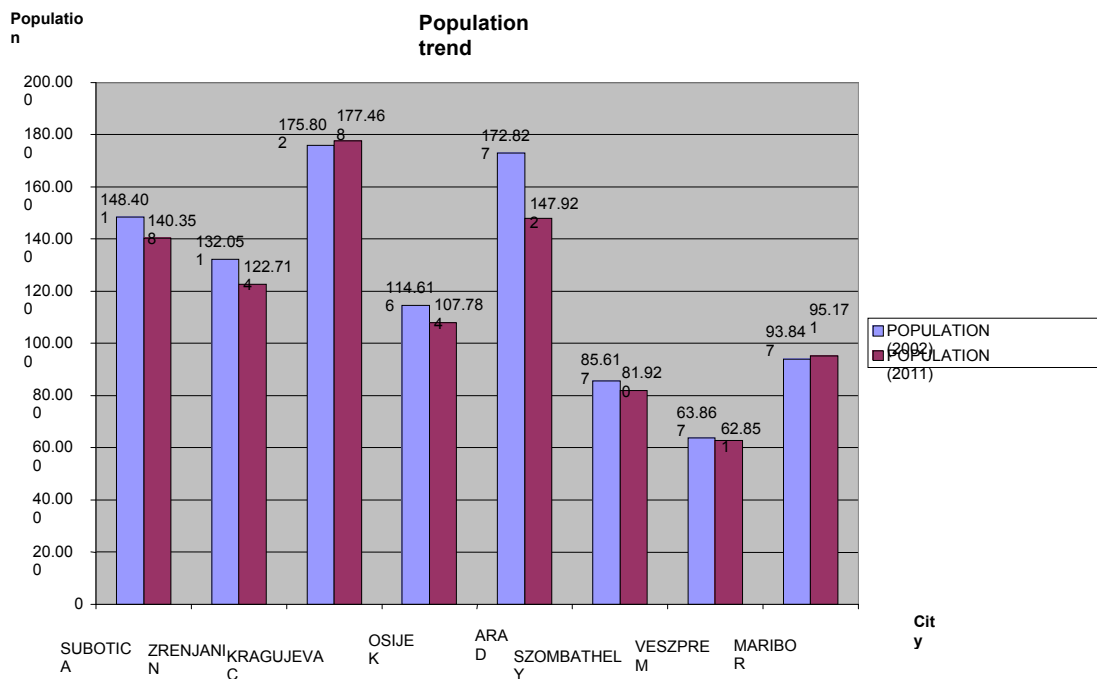


Figure 7: Diagram of the population trend in the observed cities

YE	Subotic	Zrenjani	Kragujeva	SErbi	Maribo	Sloveni	Ara	Romani	Osije	Croati	Szombathel	Veszpre	Hungar
R 200	a 49	n 52	c 48	a 51	n 339,9	A1.333,0	04,8	a 454,7	k 898,9	a1.039,2	y 664,2	m 643,0	y 772,1
200	47	49	47	50	1.402,3	1.356,8	287,9	454,1	903,6	1.042,9	805,7	682,5	906,2
201	50	54	49	53	1.454,9	1.430,6	291,1	490,9	917,6	1.053,6	833,4	803,7	932,5

Figure 8: Gross revenue trend in the observed cities

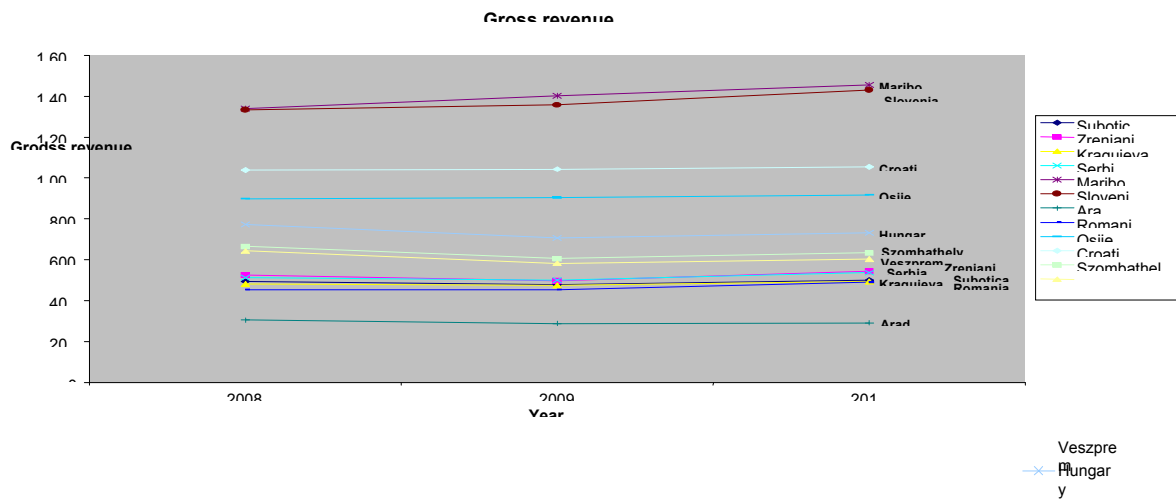


Figure 9: Gross revenue trend in the observed cities

Comparative European project: “Informed Cities”

During the development of the Strategy, the City of Subotica, as a participant in the European project „Informed Cities“, was compared with similar European

cities². Using the developed methodology and criteria-Local Evaluation 21, self-assessment of managing the sustainable development was made. Results of this evaluation are shown in Figure 10 and used as an important source of information for the development of the Strategy.

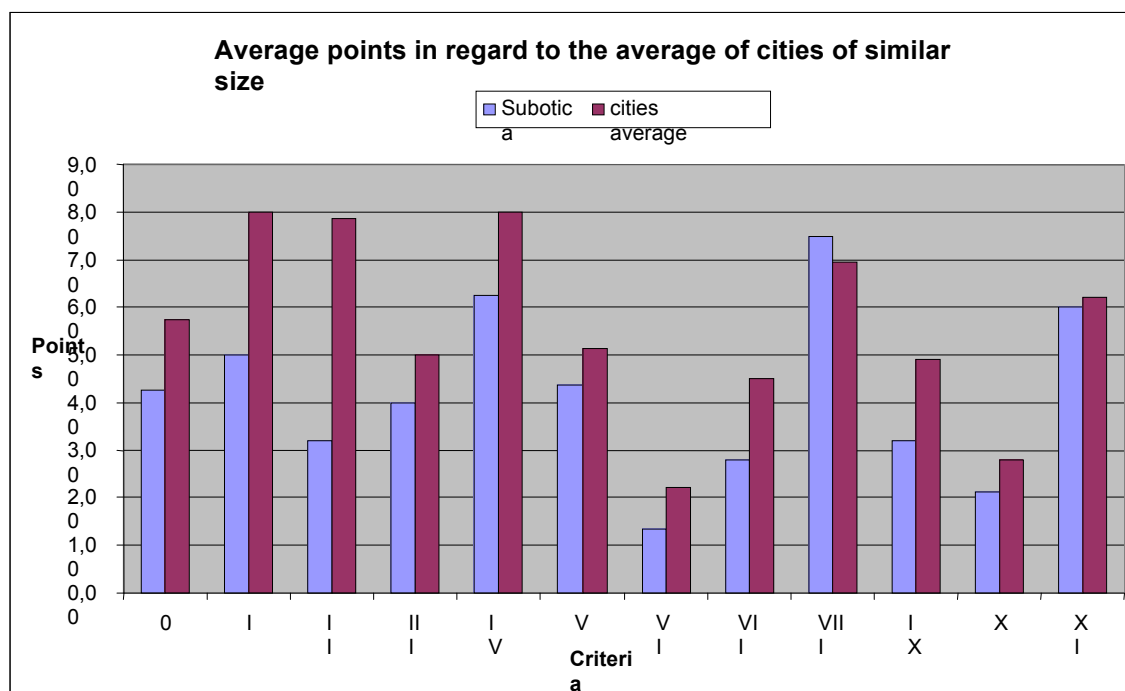


Figure 10: Diagram of average points in regard to the average of cities of similar size

Source: ICLEI, „Informed Cities” Project

Evaluation criteria were:

- I – local significance,
- II – political commitment,
- III – resources,
- IV – local action plan in service of sustainable development,
- V – implementation management,
- VI – participation of public, private and civil sectors,
- VII – partnership,
- VIII – raising awareness and training,
- IX – stability,
- X – integrated approach,
- XI – advancement.

Sustainable development indicators

² The group of the cities that Subotica was directly compared with included Bydgoszcz, Javožno and Svjenthlovice from Poland, Chrudin from the Czech Republic, Mosonmagyaróvár from Hungary, Odorheiu Secuiesc, St. George and Timisoara in Romania, Valjevo, Uzice, Vranje and Sremska Mitrovica in Serbia. The evaluation involved 63 cities including Aalborg and Copenhagen, Denmark, Stockholm and Helsingborg, Sweden, Helsinki in Finland, Kaunas of Lithuania, Aberdeen, York, Sheffield, United Kingdom, Dublin, Ireland, Freiburg, Munster and Potsdam, Germany, Geneva in Switzerland, Barcelona, Granada, Zaragoza in Spain and Turin, Naples and Ravenna in Italy,

Sustainable development indicators comprehensively map the area that connects the economy, protection and improvement of the environment and social activities. The primary role of the indicators is to define a starting point for monitoring and reporting on the progress made during the implementation of the Local Sustainable Development Strategy.

Indicators used for profiling the local community, as well as those used for annual monitoring and reporting defined in the framework of the Exchange 2 Programme „Drafting sustainable development strategies in Serbian municipalities“, were selected from the official list of indicators of the National Sustainable Development Strategy of the Republic of Serbia.

Sustainability Report, as the end product of the current situation analysis, is the publication of the city made to inform all stakeholders and citizens about the status of implementation of the Sustainable Development Strategy and local sustainability trends. It is necessary to produce this report annually and include the indicator evaluation.

Set of indicators includes two sub-groups:

- a. **sustainability indicators** (given in the National Sustainable Development Strategy of the Republic of Serbia and Millennium Development Goals, and finally integrated in the local indicators),
- b. **performance indicators**, for the evaluation of the Sustainable Development Strategy implementation process.

Sustainable development indicators are a set of selected indicators on which basis the level of implementation of the Sustainable Development Strategy of the City of Subotica will be assessed. The results by indicator, as a starting point, are provided in Annex 2. Problem analysis of the state of the local community helped in the formulation of strategic goals, programs and specific projects within the Strategy. Their integrated implementation will improve the state of the local communities and accordingly change the value of the selected indicators in a positive direction. In this manner, through the process of monitoring and continuous evaluation of the Strategy implementation process, it will be possible to monitor the quality of change of the community state in the future.

Chapter 5 – Cgalenges and opportunities - SWOT analysis

SWOT analysis (internal and external self-assessment of the local community) is a methodological tool used to determine the competitive position of the local community. First of all, quality of the analysis was contributed by the participatory method, or the involvement of a large number of development actors, and so developed, it is a basic input for the definition of strategic goals. Part of the analysis relating to the strengths and weaknesses of the community, serves as a basis for quality development planning, because the defined strategic goals will indicate the need and the way to eliminate weaknesses and improve strengths.

Convenience and very broad applicability of this analysis provides ease of presentation in a 2 x 2 matrix, where the four constituent elements of the SWOT analysis are found: **strengths, weaknesses, opportunities and threats**. Strengths and weaknesses are the internal elements that may be influenced by a community, while opportunities and threats are external elements, or factors from the outside, and they cannot be influenced.

Strengths are factors giving the advantage to one area. On the other hand, weaknesses are factors that are an obstacle to the development of a local community. Opportunities are external chances that should be used, and threats indicate a negative external factor that needs to be neutralized.

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

SWOT matrix

Three key areas of social economic development, for which the SWOT analysis has been done, have been defined and they represent the subsection of the socio-economic analysis of the City of Subotica:

- economic development,
- social development,
- environmental protection.

Each of these areas has been the subject of a separate analysis within the work of the work groups, and strengths, weaknesses, opportunities and threats are precisely defined for each of them for the purpose of subsection of all the data in the above socio-economic analysis of the City of Subotica.

The results of the SWOT analysis should help us to focus on our strengths, correct our weaknesses and to face the threats readily, minimizing their adverse effects, and finally recognize and take advantage of the opportunities presented to us. Therefore, the equation for success and development of the city must be represented by realistic plans based on available resources, with responsibility for their implementation.

SWOT analysis: Economic development

STRENGTHS

Thanks to the geo-strategic position, Subotica is the so-called „Gates of Europe“. In addition, the most common comparative advantages of the city are: arable land and a great potential of development of organic production, potentials of the existing processing industry and extensive network of service and craft sector. With the rapid development of the Industrial zone and attracting foreign investment, after a few years of stagnation, the city has created an image of a city that successfully uses its potentials for development.

Additional strength of Subotica are its citizens. This, in fact, primarily refers to the tradition of expertise and competitive labor costs, and besides the multi-ethnicity and multilingualism, the citizens of Subotica are adorned by openness and benevolence. Reliability of the labor force is an important feature of this area, which has been recognized by investors.

And finally, as a natural resource, the Palić lake stands out as a tourist destination.

WEAKNESSES

As key factors of weakness the city has to change, we have identified: high unemployment, outflow of highly educated young people, unfavorable demographics and the imbalance between the needs of the economy and the current education system. Apart from that, the poorly managed privatization, expensive utilities, unfinished capital projects and the lack of funds for the completion thereof, the use of outdated technologies and inertness in the application of innovations are also considered weaknesses.

In Palić, the inseparable part of the city, there is a lack of accommodation capacities and supporting entertainment, sports and recreational programs. In addition, the burning issue is the condition of the lake water quality and its ecosystem.

OPPORTUNITIES

Thanks to the process of integration and approaching the EU, the pre-accession funds of the EU are becoming available to us. Therefore, for example, in terms of cross-border projects with Hungary and Croatia, Subotica is the absolute leader in the implementation of such projects. Then, the proximity of border crossings and signed international agreements on free trade, open the opportunities for participation of Subotica businesses in international markets.

In the previous period Subotica has been one of the leaders in attracting foreign investments in Serbia. In the future period, when the foreign companies that operate or create conditions for work in Subotica implement the next phases of the investments, is expected that the unemployment in the city will be significantly reduced.

Since organic production is developed in Subotica, strengths should be directed to take advantage of the growing trends in the production of healthy food. Assistance should be provided to farmers in the form of promotional activities, participation in national and international fairs.

Tourism is one of the great unexploited resources. It would significantly improve the operation of existing small and medium-sized enterprises, while, on the other hand, it would create opportunities for foundation of new businesses. In the previous period, the city has initiated activities to promote the congress tourism. In line with modern trends, through regional association, opportunities for the development of other types of tourism such as medical, hunting and Secession tourism have been recognized. This guest structure significantly increases the volume of tourist and commercial services in financial terms.

THREATS

The major threats include political instability in the country and the slowdown of the reform process. In conditions of great political instability in Serbia, and the image that the country is the area of high risk for investors, with the present grey economy, it is very difficult to be competitive in the region and attract new investors. Party and program fragmentation makes it difficult to focus on the priorities due to meeting the coalition demands. Then, there are inflation and high energy prices, which in combination with the technological obsolescence influence the local products to be uncompetitive in the global market. Arrival of foreign investors, on the other hand, carries with it the danger that Subotica may become a court of cheap labor and dump of dirty technologies, which certainly has to be avoided.

SWOT analysis: Social development

STRENGTHS

Rich and diverse cultural heritage and cherishing tradition represent one of the greatest strengths of Subotica. Many centuries of co-existence of different peoples in this region, numerous migratory movements and cherishing tradition and customs has enriched the everyday lives of the citizens and thus made them more sensitive and open to the needs of every person, and the acceptance and adoption of new trends in the society.

Traditionally, a high level of social consciousness and sensibility has enabled continued development and investment in all spheres of social life, which led to the establishment of a large number of institutions, which with high quality professional staff provide a wide range of services in compliance with the everyday needs of citizens.

WEAKNESSES

Many years of poor economic situation in Subotica, weak and inefficient investment in the economy and infrastructure of the city, lack of clearly defined plans and strategies for sustainable development in all areas of the society, insufficient and unclear government support, lack of quality coordination, control and monitoring of operation of institutions, unbalanced opportunities and needs of citizens in all spheres of social life, have led to the gradual collapse of the existing system of institutions and lowering the quality of services.

Increasing impoverishment of the citizens and their inability to provide basic existential needs has led to the departure of a large number of working-age population and young people to other regions.

OPPORTUNITIES

Developing existing technological potentials of the city with the establishment of partnership and cooperation in all spheres of social life, and continued investment in the education and training of staff, as well as the choice of professionals in executive positions, are the foundation for further development.

Development of the city should be based on compliance of needs and opportunities in all spheres of social life, using the knowledge and experience of partners in the region. Partnership approach to local government against the population and the needs of the community

THREATS

The absence of legislation in certain areas and mutual incompatibility of the existing legal regulations in different areas, as well as their non-compliance with the practices, lead to the rigidity of the social system, and therefore to a great discontent of citizens and professionals.

Involvement of politics in all pores of public life and representation of party interests, personal interests or interests of only one nation leads to the paralysis of certain segments of the social system, creating a sense of helplessness and indifference in the institutions and with the citizens.

Centralization of financial resources prevents the planned maintenance, control and development of certain areas of social life, and the rising unemployment and the impoverishment of citizens causes additional fear and a sense of hopelessness.

SWOT analysis: Environmental protection

STRENGTHS

Natural and man-made values in the City are numerous and diverse. The most abundant natural resource - agricultural land in the system of production and services makes it the power and the base for the development of the City of Subotica.

Areas of preserved nature, including areas on the list of international importance, landscape ambient complex of the Palić lake, wetlands, reed beds and habitats for nesting, resting and bird feeding of the Palić and Ludaš lakes, specific habitats of sands, soils and wet meadows and attractive and endangered representatives of flora and fauna provide a wealth of natural space.

In the absence of industrial pollution, as an indicator of the quality of environment preservation, the process of revitalization of Brownfield locations, abandoned facilities of production companies in the urban part of the city (Zorka, Sever, the army barracks) have been recognized as a strength.

Furthermore, a significant strength of the City of Subotica are: a device for wastewater treatment and organized removal of municipal waste in the communal life, while the existence of a rich, well-preserved and diverse cultural heritage, especially the Art Nouveau architecture is a good foundation for the sustainable development.

Available useful knowledge, experience and the interest of educated and dedicated members of the community and activities of NGOs in solving many problems through the exchange of information aimed at the improvement, and overall quality of the decisions and services with a variety of areas of interest and program activities are identified as the basis for further building.

WEAKNESSES

Lack of transparency of the public sector and lack of communication based on a broader view of the problems in the procedure of enactment and implementation of design solutions in urban planning, the water resource management, the existence of historical pollution, unresolved transit traffic, air pollution originating from combustion and transport, deficiencies in the system solutions for municipal waste management and water quality status of lake Palić, have been identified as weaknesses.

Weak intersectoral, both horizontal and vertical, cooperation of participants in the development of strategies, plans and programs, lack of cooperation of profession and politics, as well as poor supervision of inspection bodies during the change of design solutions, in particular detailed regulation plans, are a stumbling rock to the local community.

OPPORTUNITIES

Subotica with the surrounding has natural resources, infrastructure, adequate space and storage capacity for the development of congress, education and eco-tourism. Considering the natural and cultural historical heritage, development of tourist offers in Palić, with full use of natural resources, is a special opportunity.

Architectural heritage can be widely used for the development of tourism and city branding in the tourist offer, with adequate measures of recovery and restoration. There is a need to improve public transport and the development of bicycle traffic, with the aim of reducing the use of individual motor vehicles.

The legal framework, best practices and information on the most acceptable technologies available, allow the re-industrialization to be done in accordance with the "green" and resource-efficient technologies.

More rational use of resources could be stimulated with the development of appropriate instructions from a variety of fields. In terms of more rational use of energy, it is required to stimulate the improvement of energy efficiency, use of renewable energy sources (biomass) and geothermal energy sources.

Water resource management can be improved, with the promotion of recycling of used water and more active intervention in the regulation of underground water. In terms of waste management, it is necessary to complete the construction of the regional landfill and encourage recycling activities, especially if, assuming the global trends, a possibility comes up for the creation of new energy from waste.

Regarding the management of protected areas, it is necessary to continue the activities on their integration and the establishment of cross-border protected area, with the resolution of property-legal issues, in order to ensure effective management.

It is necessary to encourage the increase of organic production.

Securing transparency of all activities and solutions, as well as the coordination of new projects with the ones that have already started, has been recognized as a prerequisite for successful implementation of possible activities.

THREATS

The main obstacles that could jeopardize the implementation of the strategy are the lack of funding and instability due to political changes.

Misuse and inefficient use of space and resources, incompatibility of planning and technical documents, departure from the planning solutions under the pressure of investors, the uncontrolled growth of industry, threatening habitats, limited water resources and the consequences of climate change may threaten the realization of strategic goals.

Main challenges

Creation of the Sustainable Development Strategy was aimed to increase the level of citizen participation in the planning process in the local community, to facilitate the dialogue between different stakeholders and thus increase the trust between the citizens and the local government, and to create conditions for cooperation and partnership. Formulating the development strategy in such a way and its adoption at the City Assembly's session should finally lead to the improvement of work of the local government and defining of a new approach to planning, work and

organization because the local development is most successful if it is based on a strong vision of enlightened leadership that is able to build an effective partnership between all "stakeholders" (business, civil society and other institutions and individuals).

Success of this approach that rests on the ability and the capacity to build each other through mutual communication, cooperation and support, is more than an assumption. It is the experience of many cities that shows that local development strategies jointly prepared in a local community provide a more realistic framework for development and have better prerequisites for success.

Creation of the Local Sustainable Development Strategy was initiated in conditions and environment of global financial, economic and social - political crisis. Value matrix of the global economic and social system became unsustainable in a way it has been practiced, through the desire for quick profits and based on greed, putting consumerism on a pedestal. Lack of moral integrity of social and political elite is transformed into a relationship of trade towards every detail of social reality, and it has resulted in general indifference of citizens for social engagement and resignation, passiveness and ease of withdrawal, lack of a sense of responsibility for themselves, the community and future generations, often accompanied by additions of any kind, have become increasingly characteristic of our society.

Therefore, we need a clear decision, commitment and responsibility to create a sustainable, humane and prosperous way of life, which we should realize for ourselves as a generation in the present and leave it to the generations to come. Building a healthy society based on the principles of sustainable development, which apart from economic growth, also requires appreciation of the capacity of the environment and the positive change of attitudes towards self and others is essential to the development and sustainability of a communities in order to create the capacity to follow the changes in the environment and accordingly reshape their own "bad" habits. A proper response to these challenges requires openness and ability to truly see our own weaknesses and limitations that hinder us to be healthy and sustainable-prosperous society, which must be approached responsibly and courageously. In times of crisis, when the old is not working and the new has no power to come to life, only a strong idea can build us as free, creative and qualified people. Self-respect and dignity of citizens is the turning point that leads the way to promote and enliven work, self-sacrifice and creation after a period of stagnation.

Insofar, the Sustainable Development Strategy is a way of recognition of **DEVELOPING IDEAS OF SUBOTICE** and a commitment to the development of the city through the construction of ourselves!

Revitalization of the economy of Subotica is possible only through the creation of new values, with creativity, work and self-sacrifice, so that such new values remain primarily in the local community, not to overflow outside of this area. It involves a strategic decision to support knowledge, creation and creativity of individuals, innovators and teachers, entrepreneurs and businessmen, which is an underutilized advantage of the local community. Support and development of intangible values of intellectual capital as a significant development resources is a connection to the modern trends to create value.

Development of agriculture and creation of a strong and competitive food processing industry requires better use of extraordinary potential of the region for the

development of fruit and vegetable growing (such as growing apples and peppers) and certification of Subotica-Horgoš sand as a protected wine region of the indigenous grape variety *kadarka*. All this requires a strategic change in the structure of agricultural products in order to increase the financial value per unit of arable land and apply the concept that does not see Vojvodina as a granary but as a garden of Europe.

It is important to promote the interests of small business clusters in the immediate period of the next few years of this strategy because the macroeconomic indicators point to a trend of extinction of small and medium enterprises without favorable business conditions where a key number of small businesses would grow in medium or large.

In addition, the development of biomass and geothermal energy marker as a potential of energy independence of the city can be included in the group of priorities and sustainability and development of the local community.

The main threat to the development of the society is the *DEVASTATION OF TOTAL RESOURCES OF THE AREA* (water, earth and air) and, unfortunately, the collapse of creative-productive population as the main subject of the exit from the general crisis of the society, and the destruction of family and family values and the "middle class" as the pillars of a stable and predictable society.

The biggest challenge for Subotica in the future will be the water supply problem as it is evident that we have started spending reserves of drinking water from great depths. Awareness that we spend all the reserves and that we continuously have to provide at least the amount of water that we spend is not developed. We recognize as inevitable the need to develop a feasibility study of the inter-state and capital project of a long-term solution for the irrigation of agricultural land, aeration of the Palić lake, public water supply and waste water recycling.

All this requires active promotion of modern value code of the society, such as work, effort, self-sacrifice, creation, creativity, interactivity, tolerance and integration. Local institutions need to be the pillar of predictability of social movements, behavior norms, certainty of family planning, the basis of economy and preservation of nature and natural resources for the generations to who we leave the city and the overall local area.

The success of strategic intentions requires Subotica to become:

- a place where the citizens have changed the attitude toward themselves, accepting the offer of the 21st century: continuous personal development in acquiring new knowledge and skills, creative rather than linear approach to life's challenges, interactive, integrative, productive and healthy relationship with themselves and the community,
- a city that has chosen the global trends and challenges by building trust and puts emphasis on the long-term sustainability of the community and not a short-term profit at all costs and regardless of the consequences,
- a city that is known for its successful implementation of its strategic development idea - the area of developed, branded and competitive industry and agriculture

- a place where the local government meets the entrepreneurs and increases the level of communication and cooperation, and builds trust of the population and the economy in an effective and transparent approach to work,
- the environment where sustainable and new types of work are created in line with modern technologies, its resources and the conservation of nature,
- a city that builds economic development by connecting networked institutions of higher education, the economy and business incubators open to modern innovations in the economy,
- a city that conscientiously manages its finances, and the budget is not projected with a deficit.

Every generation of Subotica women and men faces their time and their challenges. Our participation in the existence of this city is burdened with adverse financial and economic environment, and we share this environment with other local communities. If we, as a generation, recognize that only by our devotion to the creation and the community we can overcome these challenges, the more we will be by Subotica as its own!

Let's look clearly at our weaknesses and the ideas that create us; Let's try to be better than we are now. Let's build Subotica for each other because: ***DIFFERENCES BRING US TOGETHER!***

Chapter 6 – Vision and strategic directions of development

In 2022 Subotica is the regional industrial center of northern Vojvodina, with branded products and services and a dynamic economy based on knowledge and innovation, whose holders are the revitalized and empowered small and medium enterprises. It is a place attractive for entrepreneurship and investment in a highly efficient and productive economy, with emphasis on further development of engineering and technological fields, what ensures sustainable economic growth with larger number of better jobs both in the city and in rural areas. At the same time, Subotica is oriented to the modern and sustainable rural development concept that involves agricultural production with advanced facilities for processing and distribution, while the tourist offer and service activities are based on tradition, natural, cultural and historical heritage.

Subotica has an adequate education system network, which ensures competitiveness of knowledge and skills of human resources on the domestic and foreign markets. The community is founded on solidarity, humanity and gender equality, respect for tradition, interculturalism, multinationality and multilingualism, and all that strengthens and promotes social cohesion where all children are enrolled in preschool institutions and elementary education. Subotica is a city that strengthens civic initiative and cross-sectoral approach to the health preservation and improvement. The health care system is adapted to the needs, with continuous improvement of the health services.

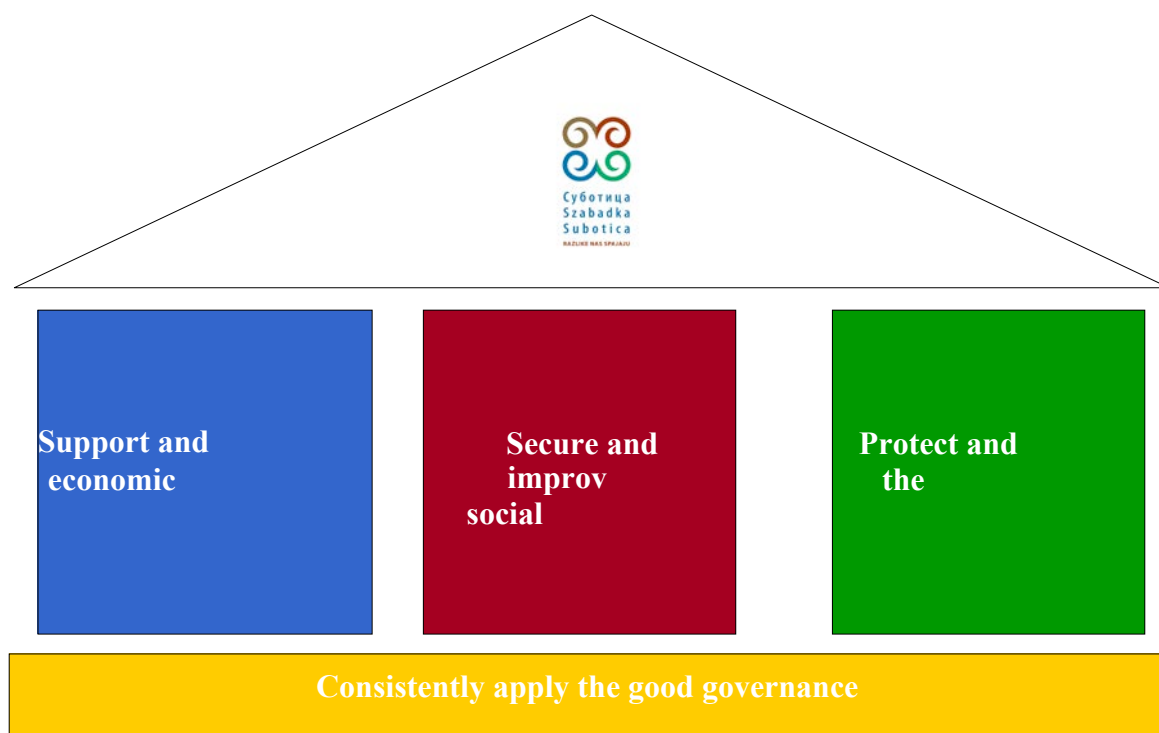
Subotica is a university city and has an individual university that is accredited and established by the state. At least the five faculties operate within the university. The University of Subotica provides bachelor and master academic studies and doctoral studies in Serbian, Hungarian and English.

Subotica recognizes the value of natural capital and invests therein through production based on "green", environment-friendly technologies, recycling and investment and the use of renewable energy. Urban design of the city is based on compliance of the architectural heritage, natural heritage and the economy, with the harmony of these three elements contributing to sustainable urban development. The city is surrounded by natural resources connected into ecological networks, with the development based on traditional values and sustainable use of resources, with developed educational and recreational contents. Subotica is a city with a developed transport infrastructure and logistics adapted to the needs of the economy and the public, with the possibility to cherish healthy lifestyles, especially cycling.

Subotica is a city where people love to live and where they gladly start a family and give birth to children; where birth rate is growing, business tends to be located, and which tourists want to visit.

In 2022 Subotica is a modern city of happy, employed, healthy and open people, noting a growth of standards and quality of life, where there is partnership of public, private and civil sectors, as well as equal opportunities and freedoms for all citizens, cherishing solidarity and humanity.

The Strategy defines 4 strategic directions and the strategic goals for each of them are shown in the table below:



7. Strategy management, monitoring and evaluation system

The Strategy implementation process must be defined in order to ensure its continuation.

Key actors must be aware of their roles and responsibilities, and the executive authorities must:

- assign responsibilities to implement the plans efficiently,
- define a set of measurable goals in order to monitor the progress.

To realize successfully the implementation phase of the Local Sustainable Development Strategy, the strategic planning process includes activities on the management and monitoring system.

Management in all profit and public organizations is a process of joint action of people for the purpose of achieving common goals. Management includes planning, organization, choice of people, guidance, direction and control, including the use of human, financial, technological, and natural resources. All the people involved in the process must consider and review the application of policies and strategies for the achievement of these objectives. Manner in which this process of continuous review is implemented gives vivacity to the management and monitoring system, creating numerous and diverse relations within the organization and outside it.

In practice, the strategic planning process is above all a dynamic process, and the final documents are viewed as dynamic and changing tools. To guarantee this active approach, the entire planning process should be determined by a ten-year cycle: analysis - planning - programming - implementation – realization – monitoring - evaluation - and re-analysis, and so on. This is followed by re-review of development trends and actors, with the adjustment the needs for the development of the next strategic plan.

The complete process is shown in the following diagram:

Local Community Sustainable Development Strategy Cycle	
Year 1	<ol style="list-style-type: none"> 1. Sustainability report 2/3. Strategic document with diagrams 4. Local Action Plan 5. Sustainability evaluation
Year 2 -3 -4	<ol style="list-style-type: none"> 2. Sustainability report <ol style="list-style-type: none"> a. monitoring the implementation of the Local Action Plan b. one-year indicator updating
Year 5	<ol style="list-style-type: none"> 1. Sustainability report <ol style="list-style-type: none"> a. updating all indicators 4. Local Action Plan
Year 6-7-8-9	<ol style="list-style-type: none"> 1. Sustainability report <ol style="list-style-type: none"> a. monitoring the implementation of the Local Action Plan b. one-year indicator updating
Year 10	<ol style="list-style-type: none"> 1. Sustainability report + 1 2/3. Strategic document with diagrams + 1 4. Local Action Plan + 1 5. Sustainability evaluation + 1

The implementation phase of the Local Sustainable Development Strategy is based on a combination of the action plan, the organization structure and the involvement of stakeholders. The process of the Local Sustainable Development Strategy is incorporated in and uses the existing structure of the local administration. The main part of the organization structure is the **Coordination Team** that includes various departments. It is desirable that this Coordination Team is established within the administration, so that it can coordinate the entire management and monitoring system.

The Coordination Team is responsible for the integration of the Strategic Document and the Local Action Plan, primarily in three directions:

- Direct connection of the Action Plan with the development and acts of the city budget. Funds must be provided, or at least financial sources defined, for each activity in the Action Plan;
- Direct connection with all city operation plans and departments. The Strategic Document and the Local Action Plan must fully be integrated in the city daily work procedures. The management system must precisely identify the holders responsible for the implementation of certain activities and provide precisely defined authorizations and responsibilities of all the secretaries of the secretariat/administration for the implementation of such integrated process in a reasonable time period (until the adoption of the next city budget)
- Integration of the Action Plan and the Strategic Document with plans, projects and activities of all public and private institutions involved as the main holders of implementation of the Action Plan, starting from various institutions and public administration bodies, public utility companies and so on.

Degree of realization and the status of implementation of the Local Sustainable Development Strategy must be constantly monitored and assessed through annual evaluation cycles, with use of the sustainability indicators (refers to the Strategy Document and the entire community) and performance indicators (refers to the status of implementation of the Local Action Plan). All these indicators are the basis for the complete strategy implementation monitoring system as the basic part of the management system. The indicators provide basic information and knowledge about the progress of the strategy implementation process and the compliance dynamics. All changes of indicators and all annual evaluation results must be available to all citizens through a simple and clear report.

Managing the realization of the sustainable development strategy includes:

- Continuous data collection activities for the purpose of indicator monitoring;
- Annual data update, filling in and evaluation of indicators, with the analysis of trends in individual indicators;
- Annual action plan implementation monitoring activities - monitoring is done by the designated body;
- Preparation of reports on the strategy implementation effects for the designated committee of the City Assembly, at least once a year;
- Preparation of proposals for the modification of certain objectives, measures or programs;
- The City Assembly shall annually consider the implementation report, adopted an action plan for the coming year and consider any proposals to adapt the program to changing circumstances.

Aiming to the realization of these tasks, within 90 days from the enactment of the Sustainable Development Strategy, the Mayor shall:

- Appoint the City Coordinator in charge of the compliance of activities in the implementation of the Strategy at the city level;
- Define local actors of development and sign with them a partnership agreement on the implementation of specific priorities of the Strategy, with the aim of clear definition of carriers, procedures and responsibilities for the implementation. Partnership Agreements shall be annexed to the Strategy;
- Appoint body, institution or organization to work on updating, completing and evaluation of indicators according to the agreed schedule, and submit a report thereon at least once a year;
- Appoint a competent professional work body that will, according to the agreed schedule, monitor the implementation of the program, action plans and projects, assess sustainability and if necessary, propose adjustments and correction of action plan opportunities, and report thereon at least annually.

Signatory of the partnership agreement for the implementation of the strategy cannot be appointed for monitoring.

Chapter 8: Strategic goals, priorities, measures and activities - Project list

Strategic goal	Specific objective	Measures, activities
1.1. Established favorable environment for attracting new direct investments while maintaining the existing ones, cooperation of the local economy and connection with educational, scientific and research institutions for the purpose of re-industrialization of the city	1.1.1. Primary infrastructural equipment of operation-business zones and development of logistics infrastructure	1.1.1.1. Roads, lighting
		1.1.1.2. Extension and improvement of quality of the water supply and sewerage system
		1.1.1.3. Advancement of IT infrastructure
		1.1.1.4. Construction of electrical infrastructure
		1.1.1.5. Construction of a multi-modular transportation terminal (Feasibility Study, Plan of ancillary facilities)
		1.1.1.6. Ring road logistics – Y section
		1.1.1.7. Construction of railroad infrastructure Szeged-Subotica-Cikerja-Baja
		1.1.1.8. Construction of a heliport in the business zone Mali Bajmok
		1.1.1.9. Development of the General Regulation Plan and other documentation developments for phase infrastructural equipment of the Radanovac zone
		1.1.1.10. Construction of logistics and production facilities for the needs of rent to potential investors and possible relocation of the BUSINESS INCUBATOR
	1.1.2. Establishing a system of measures to attract new and retain the existing investors	1.1.1.11. Bikovac airport – recovery and documents for re-registration
		1.1.2.1. Creating unique visual identity of the City through promotional material
	1.1.3. Strengthening cooperation in the economy and networking with educational scientific and research institutions	1.1.2.2. Institutionalization of a unified center for issuing the necessary documents by the principle of "one stop shop"
		1.1.2.3. Continuous improvement of the Geographic Information System - GIS
		1.1.3.1. "Scientific-technological generator" Project
		1.1.3.2. Improving and developing the business incubators
		1.1.3.3. Mid-term plan of the Free Zone development with elements of marketing support and promotion
		1.1.3.4. Promoting and supporting clusters and other forms of association
		1.1.3.5. Acquisition of military property – First barracks
	1.1.4. Providing prerequisites for the extension of the location in the operations-business zone Mali Bajmok	1.1.3.6. Additional capitalization of the Free Zone
		1.1.3.7. Construction of a kindergarten in the business zone M. Bajmok for the needs of workers employed in the constructed and planned factories
1.2. Developed mechanism of institutional support to the development of entrepreneurship and the SME sector, with the promotion of entrepreneurship and self-employment primarily in the activities based on knowledge and skills	1.2.1. Profiling and strengthening adequate intellectual and human resources and creating prerequisites for competitive production and strengthening the economic innovation potential through support of employment and education	1.1.4.1. Extending the investment location "Mali Bajmok"
		1.2.1.1. Support to the establishment of a training system according to the needs of a specific employer
		1.2.1.2. Implementation of the Local Employment Action Plan
		1.2.1.3. Supporting the development of gender equality in line with the program for employment and self-employment of women in the rural economy
		1.2.1.4. Support when applying for development funds and other sources of funding
		1.2.1.5. Supporting programs and projects that encourage employment, self-employment and sector networking
		1.2.1.6. Researching the structure of employed on the territory of the City of Subotica
		1.2.1.7. Profiling and strengthening adequate intellectual and human resources and creating prerequisites for competitive production and strengthening the economic innovation potential through support
	1.2.2. Intensification of economic cooperation with scientific educational institutions in order to increase competitiveness, innovation and exports, and introduction of new standards	1.2.2.1. Raising the level of investment in technological development of the city economy
		1.2.2.2. Improving and developing prerequisites in order to promote exports
		1.2.2.3. Supporting educational centers for the development of educational programs and additional education of the missing occupational profiles
		1.2.2.4. Organizing workshops for the acquisition of practical experiences
		1.2.2.5. Organizing thematic trainings and consultations for the development and completion of application documents
		1.2.2.6. Organizing consulting services for the needs of the economy
		1.2.2.7. Supporting the introduction and functioning of quality systems and standards (ISO, TQM, EMAS, HALAL, HCCP and other)
		1.2.2.8. Supporting the establishment of a system for the treatment of industrial and municipal waste created in the production process
		1.2.2.9. Applying technologies that require smaller consumption of water, or technological water recycling systems aiming to reduce consumption
		1.2.2.10. Organizing an International Fair of Industrial Inventions
1.3. Market oriented sustainable agricultural production with developed production and distribution facilities and growing share of organic production	1.3.1. Improving agricultural production by introducing innovative approach and applying new technologies	1.2.2.11. Opening the «HOUSE OF FUTURE» with a historical presentation of scientific-technological achievements and inventions
		1.2.2.12. Supporting the development of the Sustainable Development Center
		1.3.1.1. Encouraging fruit and vegetable production
		1.3.1.2. Procurement of equipment for quality control of export oriented food products
		1.3.1.3. Supporting consulting activities
		1.3.1.4. Developing Strategy of Rural Development and Agriculture Development
		1.3.1.5. Creating prerequisites for the formation of a logistics center and development of processing capacities for the needs of organic agriculture
		1.3.1.6. Promotion of organic farming in terms of economic development, environmental and health protection through the international event BIOFEST (fair of organic products, international conference, "Green Week", organic products stock market, etc.)
		1.3.1.7. Preparing a study of agriculture development through changes in the structure of agricultural production; introduction of organic farming through the Macro-project - an elaborate concept of environmentally balanced, economically sustainable and socially responsible development
		1.3.1.8. Preparing a grape growing strategy for indigenous varieties of wine (kadarka and kevedinka)
1.4. Promoting sustainable development of services and tourism based on quality offer, natural and cultural and historical heritage	1.3.2. Improving the level of organization, institutional support of investment activities and capacities of the food-processing sector	1.3.2.1. Encouraging revitalization of agricultural products (Veletržnica - Wholesale market)
		1.3.2.2. Supporting participation at domestic and foreign fairs
		1.3.2.3. Improving distribution centers of agricultural products (logistic centers and green markets)
		1.3.2.4. Preparing a study for the irrigation system
		1.3.2.5. Izrada studije sistema navodnjavanja
		1.4.1.1. Connecting sewerage network of the Palić settlement with the city waste water treatment plant
		1.4.1.2. Construction of public infrastructure of the Palić spa
		1.4.1.3. Construction of the swimming pool complex «Palić Spa»
		1.4.1.4. Reconstruction of the Big Park
		1.4.1.5. Completion of the reconstruction of the «Grand Balcony» Palić
		1.4.1.6. Reconstruction of the Female Bath
		1.4.1.7. Reconstruction of the „Villa Bagoljvar”
		1.4.1.8. Completion of the Eco-center
		1.4.1.9. Construction of accommodation facilities
		1.4.1.10. Attraction buildings

Strategic goal	Specific objective	Measures, activities
		1.4.1.11. Leisure buildings 1.4.1.12. Commercial contents 1.4.1.13. Promotion of the Visitor Center on Ludaš 1.4.1.14. Improvement and development of the ZOO 1.4.1.15. Development of a study of geothermal water usage on the territory of the City of Subotica 1.4.1.16. Marking significant buildings 1.4.1.17. Expropriation of the coastal zone for the formation of a protection zone of the Palić lake
	1.4.2. Developing services and promotion for the development of tourism through incentives to entrepreneurship in tourism, coordination, branding and development of unique tourist offer	1.4.2.1. Developing programs to improve and control the quality of services and accommodation in smaller tourist facilities and facilities of handicrafts 1.4.2.2. Educational activities for the development of services and tourism sectors 1.4.2.3. Organizing events, involvement in European initiatives for the creation of «tourism roads» 1.4.2.4. Realization of a marketing plan for the promotion of Palić as a tourist destination 1.4.2.5. More comprehensive marketing presentation and provision of internet connection through a pilot project HOT SPBT 1.4.2.6. Improvement of the internet presentation and printed material for the needs of tourism 1.4.2.7. Promotion and preservation of tradition of Subotica cuisine "Culinary Academy" 1.4.2.8. Project of tourism development in rural areas 1.4.2.9. Production of an information guide for service sector on the territory of Subotica 1.4.2.10. Encouraging association of service sector holders 1.4.2.11. Organization of an event «Service sector promotion days» 1.4.2.12. Service market research 1.4.2.13. Development and promotion of the „Subotica souvenirs“ brand 1.4.2.14. Categorization of events and festivals in the city 1.4.2.15. Joining the network of cities with thematic tourism and cultural contents and programs
1.5. Improving the development of rural areas by creating quality lifestyle through the development of infrastructure and creation of favorable economic conditions aimed at keeping the young in villages	1.5.1. Creating conditions for life in a village	1.5.1.1. Improving cultural and sports contents in rural areas through the construction of sports courts and culture centers 1.5.1.2. Improving the condition of village roads 1.5.1.3. Improving the offer in the area of rural tourism through the increase of accommodation capacity and the number of categorized households 1.5.1.4. Improving promotion of traditional crafts 1.5.1.5. Support to the development of entrepreneurship in compliance with the employment and self-employment program in rural areas 1.5.1.6. Production of a study of rural economy diversification 1.5.1.7. Supporting promotion and opening a pilot plant for the utilization of sources of renewable energy 1.5.1.8. Supporting local action groups in rural areas 1.5.1.9. Producing village identity cards on the territory of the City of Subotica
2.1. Improving quality of citizens' education through increased inclusion of children in preschool and elementary education and offering professional and higher education and alternative and additional education and skills in compliance with the market needs	2.1.1. Repositioning the city as an educational and university center through the improvement of the formal and informal education system	2.1.1.1. Preparation of the Higher Education Development Strategy of the City 2.1.1.2. Establishment and commencement of an individual Subotica state university in several languages 2.1.1.3. Creating conditions for the transfer of higher school into schools for applied studies (preparation for 2.1.1.4. Foundation of an educational center in Subotica 2.1.1.5. Expanding capacities of the student dorm and kitchen 2.1.1.6. Preparation of the Informal Education Strategy 2.1.1.7. Foundation of a center for professional training
	2.1.2. Improving the preschool, elementary and high school education through greater integration of marginalized groups, creation of conditions for more efficient and quality operation of institutions and promotion of health life styles and non-violence	2.1.2.1. Introducing bilingual classes to 3 elementary schools 2.1.2.2. Introducing bilingual work to 8 educational groups in the Preschool Institution 2.1.2.3. Rationalization of the existing network of elementary schools on the territory of the City 2.1.2.4. Equipping school classrooms and workshops for practical classes 2.1.2.5. Signing cooperation agreements between employers and high schools on youth professional practice 2.1.2.6. Developing educational programs for retraining and additional training 2.1.2.7. Promoting entrepreneurship among the young 2.1.2.8. Introducing 11-hour work time in all Preschool Institution facilities 2.1.2.9. Construction of new buildings for the Preschool Institution 2.1.2.10. Gasification of 10 buildings of the Preschool Institution 2.1.2.11. Repair and reconstruction of playgrounds in Preschool Institution buildings 2.1.2.12. Construction of parking lots in front of the Preschool Institution buildings 2.1.2.13. Procurement of modern teaching materials and toys in the Preschool Institution 2.1.2.14. Construction of a gym in the Elementary School «Đuro Salaj» 2.1.2.15. Construction of buildings for the High School «Bosa Milčević» 2.1.2.16. School without violence 2.1.2.17. Traffic safety 2.1.2.18. Health preservation and improvement 2.1.2.19. Environmental preservation 2.1.2.20. Repair of school buildings 2.1.2.21. Formation of a professional practice center for high school students 2.1.2.22. Education of poor members of the Roma community
2.2. Improving citizens' health through the promotion of healthy lifestyles and nutrition, disease prevention, fight against health risk habits, early detection and prompt appropriate treatment	2.2.1. Increasing availability of pharmaceutical and primary health care	2.2.1.1. Creating unique information system between the Pharmacy, Health Center, the State Health Insurance Fund Branch Office Subotica, Institute for Public Health and the General Hospital 2.2.1.2. Web shopping – procurement of pharmaceuticals through the internet 2.2.1.3. Advanced distribution and access to medicines on the whole territory of the City 2.2.1.4. Adaptation and extension of the emergency building (technical access) 2.2.1.5. Organized gathering and destruction of pharmaceutical waste 2.2.1.6. Developing inter-sectoral cooperation between the public and NGO sector aimed at joined action to the prevention of youth health 2.2.1.7. Early detection of persons with increased risk of diabetes mellitus type 2, hypertension, colorectal cancer, cervix and breast cancer
	2.2.2. Promotion, establishment and cherishing healthy lifestyles	2.2.2.1. Promoting the importance of proper nutrition of children and the young, with professional training of teachers and educators 2.2.2.2. Promoting the importance of physical activities (walking, cycling) 2.2.2.3. Increased level of awareness of the young about addictions 2.2.2.4. Children protection on the internet
	2.2.3. Improving primary health protection system	2.2.3.1. Adaptation, recovery and reconstruction of the existing primary health care buildings and the hospital 2.2.3.2. Rationalization of the network of Health Center infirmaries at the City territory 2.2.3.3. Professional training and education of healthcare workers 2.2.3.4. Purchase of vehicles for transport of patients with acute infarct
	2.3. Increasing the level of social protection, especially vulnerable social groups of citizens through the introduction of innovative organizational forms and local social protection services on a	2.3.1.1. Establishing the «Halfway houses» service 2.3.1.2. Construction of a housing building with support for persons with disabilities 2.3.1.3. Opening a Safe House for victims of violence 2.3.1.4. Opening of a Center for provision of personal assistance service 2.3.1.5. Opening a shelter for adults and the elderly 2.3.1.6. Organizing the service of palliative care within the Gerontology Center

Strategic goal	Specific objective	Measures, activities
principle of cooperation and partnership between sectors and with the pluralism of service providers, as well as active protection through social inclusion	innovative organizational forms and non-institutional social protection services with emphasis on preventive action	2.3.1.7. Introduction of the «Roma coordinator» institute in the local government
2.4. Increasing participation of citizens in the cultural and sports life through inter-sectoral cooperation and development of sustainable mechanisms that will make the service available to all, and protection and cherishing of multiculturalism and interculturalism	2.4.1. Investing in infrastructure for cultural and social purpose	2.4.1.1. Construction of a complex of outdoor and indoor swimming pools
		2.4.1.2. Reconstruction and construction of playgrounds and sports courts
		2.4.1.3. Construction of an indoor ice skating rink
		2.4.1.4. Reconstruction of the Sports Hall and Small Sports Stadium
		2.4.1.5. Reconstruction of the National Theatre
		2.4.1.6. Reconstruction of the Synagogue
		2.4.1.7. Restoration of sacral buildings, garden and street facades within the protected center
		2.4.1.8. Restoration and revitalization of a building complex with monumental value
		2.4.1.9. Forming a Fund for the performance of technical measures on immovable cultural heritage
		2.4.1.10. Reconstruction of the Eurocinema amphitheater and cinema
		2.4.1.11. Adaptation of the Summer Stage
	2.4.2. Improving the cultural and entertaining image of the City	2.4.1.12. Completion of reconstruction of the Children's Theatre
		2.4.2.1. Development of the Interculturalism Strategy
		2.4.2.2. Promotion of cultural programs aimed at tourism improvement
		2.4.2.3. Developing annual plan and program of cultural events aimed at better connection of cultural events (categorization, sponsorship, etc.)
		2.4.2.4. Developing annual plan and program of sports events aimed at better connection of sports events
		2.4.2.5. Emphasizing positive practice of multicultural, multiethnic and multinational environment
		2.4.2.6. Construction of skanzen (outdoor museum)
		2.4.2.7. Promotion of cultural heritage with special emphasis on secession – stroll through the city
		2.4.2.8. Supporting events of national importance at the city territory
		2.4.2.9. Turning attic space of the City Museum into depots and conservation workshops
	2.4.3. Improving quality of free time of children and young on the City territory	2.4.3.1. Opening a youth cultural center
		2.4.3.2. Reconstruction and construction of courts in local communities for sports-recreational activities of the young and children playgrounds
		2.4.3.3. Removing technical barriers at the access to sports courts and buildings on the city territory for persons with disabilities and children
		2.4.3.4. Organizing visits of young from rural areas to cultural events in the City
2.5. Raising the level of equality of citizens through the creation of mechanisms for involvement of vulnerable groups in the everyday life of the community, preservation of national identities and the promotion of interculturalism and democratic values, and defining pro-nativity policy of the City	2.5.1. Introducing policy of gender equality and gender budgeting	2.5.1.1. Forming the Gender Equality Council
		2.5.1.2. Development of the Gender Equality Action Plan
		2.5.1.3. Compliance of all the existing regulations of the local government with the principles of gender equality and creating conditions for the increase of participation of women and discriminated groups in legislative bodies at all levels in the decision-making process
		2.5.1.4. Sensitization of citizens on gender equality by strengthening the capacity of the education system for the integration of gender equality in education
	2.5.2. Encouraging employment, female entrepreneurship and self-employment in order to	2.5.2.1. Credit programs to encourage entrepreneurship and all forms of self-employment of women and discriminated groups through new types of work
		2.5.2.2. Introducing positive action measures for the women when awarding scholarships
	2.5.3. Sensitization of citizens on gender equality by strengthening the capacity of the education system for the integration of gender equality in education	2.5.3.1. Development of program contents on gender equality to be used in advisory classes
	2.5.4. Encouraging active policy towards the young	2.5.4.1. Forming the Youth Council
		2.5.4.2. Opening the Youth Office within the local government
		2.5.4.3. Development and implementation of the Youth Local Action Plan
	2.5.5. Preserving self-identity of the national communities	2.5.5.1. Providing continuous financing of events significant for the national councils from special positions in the City budget
		2.5.5.2. Providing continuous media promotion events significant for the national councils
	2.5.6. Encouraging natality	2.5.6.1. Developing the Action Plan encouragement of natality
		2.5.6.2. Introducing a system of benefits for families with several children
3.1. Securing sustainable development through spatial and urban planning, optimum utilization of values made by work and managing natural resources and protected areas, waste, by encouraging the introduction of "green" technologies, using the best available technology and technical solutions in the production processes that ensure the achievement of a high level of protection of human health and environmental improvement	3.1.1. Securing management, implementation and action on the basis of adopted spatial and urban plans	3.1.1.1. Forming a data base on space as a resource and landscape elements
		3.1.1.2. Developing a mechanism on the application of methods for the establishment of sustainable spatial and urban planning
		3.1.1.3. Establishing mechanisms for the application of methodology for the inspection of realization of the adopted plans
		3.1.1.4. Recording locations, evaluating the status of endangerment of the environment and classification to determine the priorities of recovery
	3.1.2. Providing integrated and rational use of water resources	3.1.2.1. Review of the study on the concept of channeling and water supply on the territory of the City of Subotica (suburbs), population of other users - Reviewing the construction of a system for bringing surface water to the city territory in order to maintain the existing water resources and prevent water shortages in the future
		3.1.2.2. Implementation of the water supply system: - on the Water intake 1 and drilling and equipping the wells, - on the Water intake 2 by constructing the complex and interconnectivity lines and in communities towards particular groups
		3.1.2.3. Construction and equipment of collector network (2 and 4)
		3.1.2.4. Device for filtration of wastewater Bajmok with a pumping station and main piping to the device
		3.1.2.5. Construction of the discharge sewage piping Subotica – Palić with a pumping station and retention to UPBV
		3.1.2.6. Development of the General Solution for atmospheric waters in the part of the catchment area VII, VIII, and in the area between Subotica and Palić, as well as atmospheric and used waters in part of the basin O to the western border of the construction region
		3.1.2.7. Setting the casing on the open collector III from Bajnat Street to UPBV Subotica; Development of the Main Project; Review of the General Solution of basins O, I, II, III, IV, V and VI

Strategic goal	Specific objective	Measures, activities
		3.1.2.8. Realization and elaboration of a selected pilot project at the Water-intake I and II
		3.1.2.9. Establishing systematic drinking water quality control and compliance of water quality with the standards
		3.1.2.10. Establishing mechanisms of rational consumption and multiple water use in technological processes of the industry and its large users
		3.1.2.11. Establishing mechanisms of rational water use in households (individually and collective housing)
		3.1.2.12. Implementation of controlled intake and treatment of wastewaters from all consumers on the City territory
		3.1.2.13. Increasing the degree of coverage by the public sewerage system in the city territory
		3.1.2.14. Adjusting the quality of bathing water with the standards
		3.1.2.15. Providing adequate treatment, reuse or disposal of sludge from the filtration device
		3.1.2.16. Arrangement and maintenance of watercourses and water facilities (open channels that are part of the drainage from the City territory)
		3.1.2.17. Development of cadastre of surface and underground waters and their large users
	3.1.3. Providing the quality of air and level of municipal noise	3.1.3.1. Improving ambient air monitoring program including 1. the automatic station, 2. monitoring emission from mobile sources, 3. monitoring emission from the industry sector, 4. suppression of plant varieties with airborne allergens properties
		3.1.3.2. Encouraging the reduction of emission of harmful gases by introducing cleaner fuels in public transport, as well as improving the quality of public transport in order to reduce the use of individual vehicles
		3.1.3.3. Improving noise monitoring through: 1. Increase of the number and frequency of measurement, 2. Graphic presentation of data on maps
		3.1.3.4. Encouraging noise reduction originating from traffic through relocation of freight and transit traffic, improvement of public transport quality, rising awareness aimed at reduction of abuse of audio signals, control of other sources of noise
	3.1.4. Soil protection	3.1.4.1. Developing a data base – Establishing soil monitoring in urban areas and urban zones for the determination of presence of pollutants (degraded soil, areas under risk, contaminated locations, industrially devastated locations)
		3.1.4.2. Establishing monitoring of the amount of eolian sediments, raising agri-protection areas, raising and reconstruction of windbreak zones
		3.1.4.3. Support to the development of organic production - pilot projects through: - introduction of organic farming, - preservation of biodiversity – indigenous breeds of domestic animals, - development of programs of organic raw material processing in family households, - revitalization of farm houses szallas
		3.1.4.4. Arrangement, reconstruction and extension of public, green and park areas and forestation
	3.1.5. Improving condition of protected natural goods and implementation of active protection measures in protected areas around Subotica	3.1.5.1. Restoration and remediation of the lake Ludaš - Development of the feasibility study and technical project documentation
		3.1.5.2. Completion of the construction of the regional water supply system of Northern Bačka
		3.1.5.3. Development of the Study of Regional Landscape of Subotica
		3.1.5.4. Determining the water resource condition
		3.1.5.5. Study of water resources condition improvement
		3.1.5.6. Study on using the agricultural waste for heating in the territory of the City of Subotica
		3.1.5.7. Pilot project from the Study
		3.1.5.8. Establishing biological corridor between the lakes Palić and Ludaš (protective zone around the canals Palić and Ludaš)
		3.1.5.9. Reviewing program activities regarding the quality and condition of the lake Palić (construction and connection of Palić sewage, formation of the protection zone around the lake, recovery and remediation of sludge from the lake, improvement of the city treatment plant, education of farmers, construction of biological treatment plants on farm houses)
		3.1.5.10. Protection and recovery of the Big Park in Palić
		3.1.5.11. Conservation of prairie and sand habitats, increasing the number of population of strictly protected species in protected areas in the surrounding of Subotica
		3.1.5.12. Revitalization of habitats of natural rarities in the Landscape of Outstanding Features «Subotica Sands»
		3.1.5.13. Preventing the spread of invasive species (ragweed, Gipsy feathers) through organized cooperation with local residents and civic associations
		3.1.5.14. Establishing a system of measures of sand exploitation in the area of LOF «Subotica Sands» and works on the revitalization of Majdan
		3.1.5.15. Improving the water supply regime for the catchment area Palić-Ludaš
		3.1.5.16. Sustainable use of agricultural land on protected areas of Subotica
		3.1.5.17. Introduction of old breeds of cattle on the pastures and meadows of protected areas of Subotica, especially
		3.1.5.18. Pilot project of strengthening the indigenous forest fragments
		3.1.5.19. Pilot project of organic production on individual protected areas of Subotica
	3.1.6. Monitoring and promotion of natural values and education of local residents in the field of protection of biodiversity and natural resources	3.1.6.1. Summer work camps on protected areas
		3.1.6.2. Research camps on protected areas
		3.1.6.3. Monitoring of wet habitats in the special nature reserve «Ludaš Lake»
		3.1.6.4. Completion of the arrangement of the Visitor Center Ludaš complex, arrangement of exhibition and improvement of education programs of students on nature protection
		3.1.6.5. Arrangement of visitor paths and the Visitor info center in the LOF "Subotica Sands"
	3.1.7. Revitalization of natural habitats	3.1.7.1. Purchase and rehabilitation of plots in SRP "Ludaš Lake"
		3.1.7.2. Protection of hydrologic units
		3.1.7.3. Forming and maintenance of ecological and green corridors along the Kireš flow
	3.1.8. Cooperation within the national and regional network of protected areas, with the establishment of ecological corridors and networks	3.1.8.1. Forming ecological networks of the Subotica region
		3.1.8.2. Creating joined cross-border protected area „Rečica Kireš“ – Kőrös-ér

Strategic goal	Specific objective	Measures, activities
	3.1.9. Establishing the waste management system	3.1.9.1. Study on selection of a technical-technological solution for waste management under the jurisdiction of the local government
		3.1.9.2. Arranging the management of household harmful waste
		3.1.9.3. Improving the selected solution in the municipal waste management system
		3.1.9.4. Providing equipment for managing waste vehicles of unknown owners
		3.1.9.5. Analysis of selection of biodegradable waste treatment on the territory of the City of Subotica
		3.1.9.6. Encouraging the selected (technology) solution for the treatment of biodegradable waste
		3.1.9.7. Building of the regional waste management system
		3.1.9.8. System addressing of arrangement of commercial and industrial waste
		3.1.9.9. Compliance and verification of the disposal method in the system of organized collection of municipal waste in underground containers (network of underground containers)
		3.1.9.10. Realization of the «Aleksandrovačka bara» Landfill Recovery Project
		3.1.9.11. Recovery of wild dumps on the City territory
	3.1.10. Developing the ecological awareness of citizens in regard to waste management through the application of incentives to introduce "green" technologies	3.1.10.1. Creating a database of existing public buildings (their energy passports) with data on current energy systems and their capacity
		3.1.10.2. Creating a study/project of energy efficiency improvement of the existing public buildings
		3.1.10.3. Establishing records on the characteristics of designed and realized systems of the geothermal potential exploitation (probes, wells, ...)
		3.1.10.4. Study of election of potential locations for the use of wind energy
		3.1.10.5. Designing system solutions for the exploitation of solar energy with collectors or photovoltaic cells for application in the public sector (schools, hospitals, children institutions, health institutions... sports facilities)
		3.1.10.6. Cost-benefit analysis of agricultural production for the application of biomass in the energy systems and use of biodiesel in production processes
3.2. Establishing modern traffic system for the reduction of adverse effects to the environment and public health with the development of an integrated and sustainable mobility plan, creation of attractive alternatives available to all, increased share of traveling by the public transport, walking and cycling	3.2.1. Construction and revitalization of traffic-road infrastructure through the reduction of traffic overload in the city center and improvement of quality of the local road network that connects the exiting work and business zones with the main road corridors	3.2.1.1. Maintenance and further development of the cycling paths network
		3.2.1.2. Completion of expropriation of land for the Y-section
		3.2.1.3. Realization of a high capacity road around the city center
		3.2.1.4. Realizing the planned breakthroughs over the railways
		3.2.1.5. Reconstruction and revitalization of local roads
		3.2.1.6. Construction and revitalization of streets in housing zones
		3.2.1.7. Reconstruction and construction of local, main and regional roads of 2nd priority
		3.2.1.8. Construction of road infrastructure for better regulation of traffic in busy traffic junctions
		3.2.1.9. Construction of terminal for freight vehicles
	3.2.2. Improving the public transport system in accordance with the "Study on Public Transport" and increasing traffic safety	3.2.2.1. Introducing alternative form of public transport
		3.2.2.2. Providing prerequisites for the construction of public garages – realization of planned ones
		3.2.2.3. Forming traffic zones with speed limitations
		3.2.2.4. Raising, reviewing traffic safety (pedestrian crossings near schools an preschool institutions, traffic lights, ...)
3.3. Securing sustainable/Arrangement of the system of urban development by avoiding the urban diffusion, re-use and regeneration of abandoned fields and facilities, ensuring proper preservation, restoration and use of urban cultural heritage (especially architecture and Secession) and the promotion of high-quality architecture and construction techniques to increase energy efficiency	3.3.1. Preservation, restoration and use of urban cultural heritage – Secession architecture and other	3.3.1.1. Implementing education of students in elementary and high schools on the local history and the importance of architectural heritage
		3.3.1.2. Forming secession routes, connection with secession routes of the cities in neighboring countries
		3.3.1.3. Forming routes and joining the European networks of architecture of other styles in which we have significant buildings in Subotica – baroque architecture route, neo-Renaissance architecture route, modern architecture route, architecture in between wars route
		3.3.1.4. Installing boards that mark the protected buildings as immovable cultural goods, and all other buildings significant for the history of Subotica, and especially for the secession architecture
		3.3.1.5. Joining Subotica to the European network of secession cities "Réseau Art Nouveau Network"
		3.3.1.6. Organizing educational strolls with visits of significant buildings in Subotica and Palić
		3.3.1.7. Educating tourist guides on significant architecture and the history of Subotica
		3.3.1.8. Creating web sites that promote Subotica and its surrounding, as well as architectural and natural heritage
		3.3.1.9. Producing educational and promotional movies on Subotica and its surrounding
		3.3.1.10. Printing educational material on cultural heritage of the City for the needs of pupils and students
		3.3.1.11. New valorization of historical buildings on the City territory according to the latest research results with a tendency to preserve all valuable buildings and urban units and not only those that have been protected until now
		3.3.1.12. Organizing workshops for education of craftsmen to perform the restoration work, or implementing authentic restoration of historical buildings and not creating replications thereof made of modern materials
		3.3.1.13. Restoration of a selected building as a pilot project of historical building restoration according to world and European standards - villa Bačoljvar in Palić
		3.3.1.14. Establishing restoration standards for cultural monuments of the 19th century in Subotica
	3.3.2. Urban renewal of the City	3.3.2.1. Research projects of history of urban development and architecture of Subotica
		3.3.2.2. Organizing international campaign to raise funds for the revitalization of endangered historical buildings on the territory of Subotica
		3.3.2.3. Project of restoration and revitalization of the Synagogue as the most important building of world cultural heritage in Subotica
		3.3.2.4. Revitalization of one preserved village building on the city territory to preserve this segment of history of architecture in Subotica for the future
		3.3.2.5. Revitalizing farm houses - szallás
		3.3.2.6. Reconstruction of the railroad Szeged - Subotica, organizing and promoting tourist traffic by railbus as an attraction, instead of trams, which could connect the two cities - Subotica and Szeged, with rest places in Palić and Horgoš
		3.3.2.7. Adopting and implementing the "Subotica Declaration on the Protection of Cultural Heritage within Urban Development"
		3.3.2.8. Organizing seminars with experts in the field of urban and spatial planning and in the field of cultural heritage protection, with a theme of defining the possibility of urban renewal of Subotica
		3.3.2.9. Pilot project – urban renewal of one urban block or one street in Subotica in compliance with the secession
		3.3.2.10. Developing the strategy of sustainability of architectural heritage of Subotica in compliance with European and world standards, with a proposal of measures that will contribute to the preservation, sustainability and adaptation of architectural heritage of Subotica to modern needs
		3.3.2.11. Establishing vertical and horizontal coordination between various levels of decision making in the field of protection of cultural monuments within urban planning development
		3.3.2.12. Pilot project of active involvement of citizens in the preservation of the architectural heritage
		3.3.2.13. Networking Subotica with similar cities to exchange experiences regarding the preservation of architectural heritage within the urban planning development
		3.3.2.14. Northern Bačka transversals (1st priority road) Subotica/Y section-Bajmok-Sombor-Bezdan, connecting section of the corridors Xb and Vc
	3.3.3. Rational use of construction land and investment maintenance of buildings with improvement of energy	3.3.3.1. Analyzing statistical data to specify trends
		3.3.3.2. Increasing energy efficiency on newly built buildings by 20% and on old buildings by 10%
		3.3.3.3. Creating the city energy map and monitoring energy efficiency of energy saving balance

Strategic goal	Specific objective	Measures, activities
	efficiency of use of renewable energy sources	3.3.3.4. Increasing participation of renewable energies in regard to the existing ones in compliance with the legislation
		3.3.3.5. Developing an energy management information system
		3.3.3.6. Construction of a cogeneration plant for the production of electricity and heat based on biomass fuels
		3.3.3.7. Pilot modes of solar energy use
		3.3.3.8. Creating a cadastre of underground and overhead installations
		3.3.3.9. Synchronous planning of infrastructural equipment of the City
		3.3.3.10. Investment maintenance of buildings of public interest
		3.3.3.11. Inventory of public companies and other entities within their jurisdiction in public areas (cadastre)
4.1. Functioning of responsible administration with participative involvement that rests on consensus	4.1.1. Increasing the level of local administration services and supporting organizations for the purpose of community development	4.1.1.1. Introducing the quality system in the administration work
		4.1.1.2. Sustainability as a criteria of public procurement
		4.1.1.3. A comprehensive record of projects in the city
		4.1.1.4. Improving HR management
		4.1.1.5. Piloting program budgeting
		4.1.1.6. Elaborating interdisciplinary mechanisms and their monitoring; monitoring performed by the defined holders of the city development
		4.1.1.7. Keeping records of holders of the city development
		4.1.1.8. Annual meeting of the Partner Assembly
		4.1.1.9. Maintaining city movables and traffic infrastructure /URBAN RENEWAL
		4.1.1.10. Developing a feasibility study of formation of city municipalities
4.2. Providing effective and efficient services to citizens and business entities with responsibility at all times	4.2.1. Including partners from all sectors of the community into European integration processes	4.2.1.1. Initiating educational programs to acquire practical knowledge and skills in the implementation of EU projects
4.3. Advocating the rule of law, fairness and inclusiveness with transparency of the work and results in order to promote good governance	4.3.1. Improving the City promotion	4.3.1.1. City promotional material
		4.3.1.2. Defining economic, touristic, cultural-historic, sports and gastronomic identity of the city
		4.3.1.3. Supporting new product branding
		4.3.1.4. Developing a concept of local brands
		4.3.1.5. Forming health-ecological identity of the city
	4.3.2. Promotion for the purpose of attracting investments and opening new jobs	4.3.2.1. Certification of the city as an environment with favorable business climate, NALED certificate
		4.3.2.2. Improving the business portal and internet presentation of the city
		4.3.2.3. Improving the marketing plan of promotion of Subotica
		4.3.2.4. Appearing at investment and real estate fairs
		4.3.2.5. Supporting fair organization
	4.3.3. Improving the awareness of citizens	4.3.3.1. Producing promotional movies about the city
		4.3.3.2. Elaboration of the awareness (action) plan according to age and groups (media, TV shows, schools)
		4.3.3.3. Informing about the administration work through the internet – in three languages
		4.3.3.4. Plan and development of active dialog between the local administration and the citizens

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
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ACTION PLANS BY AREA

AREA: ECONOMIC DEVELOPMENT

Vision: In 2022 Subotica is the regional industrial center of northern Vojvodina, with branded products and services and a dynamic economy based on knowledge and innovation, whose holders are the revitalized and empowered small and medium enterprises. It is a place attractive for entrepreneurship and investment in a highly efficient and productive economy, further development of engineering and technological fields that ensure sustainable economic growth with larger number of better jobs both in the city and in rural areas. At the same time, Subotica is oriented to the modern and sustainable rural development concept that involves agricultural production with advanced facilities for processing and distribution, while the tourist offer and service activities are based on tradition, natural, cultural and historical heritage.

PRIORITY: 1. ECONOMIC DEVELOPMENT

Strategic goal: 1.1. Established favorable environment for attracting new direct investments while maintaining the existing ones, cooperation of the local economy and connection with educational, scientific and research institutions for the purpose of **re-industrialization** of the city

Specific objective: 1.1.1. Primary infrastructural equipment of operation-business zones and development of logistics infrastructure

1.1.1.1.	Roads, lighting	City of Subotica, PTP, PE Directorate for City Construction	2014.	810.500.000 City of Subotica and other sources of funding	Equipped operation- business zones
1.1.1.2.	Extension and improvement of quality of the water supply and sewerage system	City of Subotica, PUC Water supply and sewage	2015.	216.000.000 City of Subotica and other sources of funding	Operation-business zones quipped with utilities

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.1.1.3.	Advancement of IT infrastructure	City of Subotica, PE Directorate for Construction	2022.	30.000.000 City of Subotica and other sources of funding	60% coverage
1.1.1.4.	Construction of electrical infrastructure	City of Subotica, PE Directorate for Construction, Elektrovojvodina	2013-2015.	55.241.000 City of Subotica and other sources of funding	Completed electrification on request
1.1.1.5.	Construction of a multi-modular transportation terminal (Feasibility Study, Plan of ancillary facilities)	City of Subotica, PE Directorate for Construction	2015.	3.000.000 City of Subotica and other sources of funding	Detailed regulation plan, Study, Project-technical documentation
1.1.1.6.	Ring road logistics – Y section *Land expropriation – under the jurisdiction of the local government	City of Subotica, PE Directorate for Construction, higher level of authorities	2015.	3.000.000 City of Subotica and other sources of funding	Created property-legal prerequisites
1.1.1.7.	Construction of railroad infrastructure Szeged-Subotica-Čikerija-Baja *Non under the City jurisdiction	Railroad Company of Serbia, City of Subotica	2022.	20.000.000.000 RB, other sources of funding	70 km of rail
1.1.1.8.	Construction of a helipad in the business zone Mali Bajmok	City of Subotica, PTP	2013-2018.	20.000.000 City of Subotica and Public-private partnership	Constructed helipad
1.1.1.9.	Development of the General Regulation Plan and other documentation for infrastructural developments for phase infrastructural equipment of the Radanovac zone	City of Subotica, PE Directorate for Construction, higher level of authorities	2015.	3.000.000 City of Subotica and other sources of funding including EU funds	Developed plan and project-technical documents
1.1.1.10.	Construction of logistics and production facilities for the needs of rent to potential investors and possible relocation of the BUSINESS INCUBATOR	City of Subotica	2016 – 2022.	City of Subotica and other sources of funding including EU funds	Constructed facilities

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.1.1.11.	Bikovac airport – recovery and documents for re-registration	City of Subotica		20.000.000,00 City of Subotica and other sources of funding including EU funds	
Specific objective: 1.1.2. Establishing a system of measures to attract new and retain the existing investors					
1.1.2.1.	Creating unique visual identity of the City through promotional material	City of Subotica, PTP, Park Palić, TOCS, Free Zone Subotica	2022.	2.000.000 annually City of Subotica and other sources	Achieved unique visual identity of the City
1.1.2.2.	Institutionalization of a unified center for issuing the necessary documents by the principle of “one stop shop”	City of Subotica, PTP, Park Palić, TOCS, Free Zone Subotica	2015.	500.000 City of Subotica and other sources	Formed unique counter for investors
1.1.2.3.	Continuous improvement of the Geographic Information System - GIS	City of Subotica, PE Directorate for Construction	2022.	3.000.000 annually City of Subotica and other sources	Improved and updated GIS
Specific objective: 1.1.3. Strengthening cooperation in the economy and networking with educational scientific and research institutions					
1.1.3.1.	“Scientific-technological generator“ Project	City of Subotica, higher education institutions, Open university	2014.	500.000 City of Subotica and other sources	„Scientific-technological generator“ in operation
1.1.3.2.	Improving and developing the business incubators	City of Subotica, higher education institutions, Open university	2022.	100.000 annually City of Subotica and other sources	Occupied incubator, virtual tenants
1.1.3.3.	Mid-term plan of the Free Zone development with elements of marketing support and promotion	Free Zone Subotica	2013.	3.600.000 City of Subotica and other sources	Mid-term plan

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.1.3.4.	Promoting and supporting clusters and other forms of association	City of Subotica, PB, Open university	2013-2022. continuously	100.000 annually City of Subotica and other sources	Held 5-10 presentations and tribunes annually
1.1.3.5.	Acquisition of military property – First barracks	City of Subotica, PB, RB	2013-2017	600.000.000,00	Military property in the ownership of the city of Subotica
1.1.3.6.	Additional capitalization of the Free Zone	City of Subotica	2013-2015.	60.000.000,00	Larger share of the city in the Free Zone Llc.
1.1.3.7.	Construction of a kindergarten in the business zone M. Bajmok for the needs of workers employed in the constructed and planned factories	City of Subotica, foreign investors	2013-2015.		
Specific objective: 1.1.4. Providing prerequisites for the extension of the location in the operations-business zone Mali Bajmok					
1.1.4.1.	Extending the investment location “Mali Bajmok”	City of Subotica	2016 - 2022.	5.500.000 City of Subotica and other sources	Extended surface area of the location „Mali Bajmok”
Strategic goal: 1.2. Developed mechanism of institutional support to the development of entrepreneurship and the SME sector, with the promotion of entrepreneurship and self-employment primarily in the activities based on knowledge and skills					
Specific objective: 1.2.1. Profiling and strengthening adequate intellectual and human resources and creating prerequisites for competitive production and strengthening the economic innovation potential through support of employment and education					
1.2.1.1.	Support to the establishment of a training system according to the needs of a specific employer	City of Subotica, NES, Open university, educational institutions	2013-2022. continuously	100.000 Annually City of Subotica and other sources	Established training system according to the needs of a specific employer
1.2.1.2.	Implementation of the Local Employment Action Plan	City of Subotica, NES	2015.	300.000 annually City of Subotica and other sources	Realized Action Plan

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.2.1.3.	Supporting the development of gender equality in line with the program for employment and self-employment of women in the rural economy	City of Subotica, CSO, PB and RB	2012-2022. continuously	100.000 annually City of Subotica and other sources	Greater number of employed women from rural areas by 5% annually
1.2.1.4.	Support when applying for development funds and other sources of funding	City of Subotica	2013-2022. continuously	100.000 annually City of Subotica and other sources	Increased number of partnerships between the City and other beneficiaries by 5% annually
1.2.1.5.	Supporting programs and projects that encourage employment, self-employment and sector networking	City of Subotica, PB, Open university	2013-2022. continuously	100.000 annually City of Subotica and other sources	Increased number of the employed in the SME sector - 2% annually, number of supported programs
1.2.1.6.	Researching the structure of employed on the territory of the City of Subotica	City of Subotica, CSO, Open university	2015.	300.000 City of Subotica and other sources	Report
1.2.1.7.	Profiling and strengthening adequate intellectual and human resources and creating prerequisites for competitive production and strengthening the economic innovation potential through support	City of Subotica, Regional Center for SME Development	2013 – 2022.	3.000.000 annually	
Specific objective: 1.2.2. Intensification of economic cooperation with scientific educational institutions in order to increase competitiveness, innovation and exports, and introduction of new standards					
1.2.2.1.	Raising the level of investment in technological development of the city economy	City of Subotica, business entities, educational institutions	2013-2022. continuously	100.000 annually City of Subotica and other sources of funding including EU funds	Increased quality labor employment level by 2% annually

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.2.2.2.	Improving and developing prerequisites in order to promote exports	City of Subotica, business entities	2013-2022. continuously	100.000 annually City of Subotica and other sources of funding including EU funds	Increased level of export by 5% annually
1.2.2.3.	Supporting educational centers for the development of educational programs and additional education of the missing occupational profiles	City of Subotica, business entities	2013-2022. continuously	300.000 annually City of Subotica and other sources of funding including EU funds	Educational program adjusted to market needs
1.2.2.4.	Organizing workshops for the acquisition of practical experiences	City of Subotica, educational institutions, business entities	2013-2022. continuously	100.000 annually City of Subotica and other sources of funding including EU funds	Number of held workshops for practical application f knowledge
1.2.2.5.	Organizing thematic trainings and consultations for the development and completion of application documents	City of Subotica, Open university	2016.	300.000 annually City of Subotica and other sources of funding including EU funds	Skills and knowledge adjusted to market needs
1.2.2.6.	Organizing consulting services for the needs of the economy	City of Subotica, Open university	2013-2022. continuously	100.000 annually City of Subotica and other sources of funding including EU funds	Skills and knowledge adjusted to market needs
1.2.2.7.	Supporting the introduction and functioning of quality systems and standards (ISO, TQM, EMAS, HALAL, HCCP and other)	City of Subotica, higher educational institutions, educational centers	2013-2022. continuously	100.000 annually City of Subotica and other sources of funding including EU funds	Number of certified business entities
1.2.2.8.	Supporting the establishment of a system for the treatment of industrial and municipal waste created in the production process	City of Subotica, business entities	2013-2022. continuously	100.000 annually City of Subotica and other sources of funding including EU funds	Permanent increase of waste usage

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.2.2.9.	Applying technologies that require smaller consumption of water, or technological water recycling systems aiming to reduce consumption	City of Subotica, business entities	2013-2022. continuously	500.000 annually City of Subotica and other sources of funding including EU funds	Decrease of consumption of drinking water by 5% annually
1.2.2.10.	Organizing an International Fair of industrial inventions	City of Subotica, PB, RB, educational and scientific-technological institutions	2013-2022. continuously	100.000 annually City of Subotica and other sources of funding including EU funds	Number of exhibitors (industrial invention) at the Fair
1.2.2.11.	Opening the «HOUSE OF FUTURE» with a historical presentation of scientific-technological achievements and inventions	City of Subotica, PB	2018.	300.000 City of Subotica and other sources of funding including EU funds	Active exhibition space
1.2.2.12.	Supporting the development of the Sustainable Development Center	City of Subotica, PB, CSO, Open university	2013-2022. continuously	100.000 annually City of Subotica and other sources of funding including EU funds	Center operating
Strategic goal: 1.3. Market oriented sustainable agricultural production with developed production and distribution facilities and growing share of organic production					
Specific objective: 1.3.1. Improving agricultural production by introducing innovative approach and applying new technologies					
1.3.1.1.	Encouraging fruit and vegetable production	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica and other sources of funding including EU funds	Number of held meetings
1.3.1.2.	Procurement of equipment for quality control of export oriented food products	City of Subotica, PB	2015.	10.000.000 City of Subotica and other sources of funding including EU funds and USAID	Laboratory operating

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.3.1.3.	Supporting consulting activities	City of Subotica, CSO, agricultural professional service	2013-2022. continuously	100.000 annually City of Subotica and other sources of funding including EU funds	Number of held panels
1.3.1.4.	Developing Strategy of Rural Development and Agriculture Development	City of Subotica, CSO	2013.	2.000.000 City of Subotica and other sources of funding including EU funds	Developed Strategy
1.3.1.5.	Creating prerequisites for the formation of a logistics center and development of processing capacities for the needs of organic agriculture	City of Subotica, CSO	2015.	100.000 annually City of Subotica and other sources of funding including EU funds	Formed logistic center
1.3.1.6.	Promotion of organic farming in terms of economic development, environmental and health protection through the international event BIOFEST (fair of organic products, international conference, "Green Week", organic products stock market, etc.).	City of Subotica, CSO	2013-2022. continuously	2.500.000 annually City of Subotica, PB, RB, international donors and other sources	Number of held events
1.3.1.7.	Preparing a study of agriculture development through changes in the structure of agricultural production; introduction of organic farming through the Macro-project - an elaborate concept of environmentally balanced, economically sustainable and socially responsible development	City of Subotica, PB, CSO	2013- 2022.	5.000.000 City of Subotica, the Province, the state, international donors and other sources	Developed study and Model surface area in ha, New cultures
1.3.1.8.	Preparing a grape growing strategy for indigenous varieties of wine (<i>kadarka</i> and <i>kevedinka</i>)	City of Subotica			Developed Strategy

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
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Specific objective: 1.3.2. Improving the level of organization, institutional support of investment activities and capacities of the food-processing sector

1.3.2.1.	Encouraging revitalization of agricultural products (Veletržnica - Wholesale market)	City of Subotica, Veletržnica	2015.	100.000 annually City of Subotica and other sources	Number of events
1.3.2.2.	Supporting participation at domestic and foreign fairs	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica and other sources	Number of participants at fairs, number of visited fairs, number of brochures made, agriculture website, certificate of geographic origin
1.3.2.3.	Improving distribution centers of agricultural products (logistic centers and green markets)	City of Subotica, PB	2013-2022. continuously	1.000.000 City of Subotica and other sources	Functional distribution centers
1.3.2.4.	Rising capacities of associations	City of Subotica, PB, CSO	2013-2022. continuously	100.000 annually City of Subotica and other sources	Raised level of competitiveness of associations at the market
1.3.2.5.	Preparing a study for the irrigation system	City of Subotica, PB,GO	2015.	3.000.000 City of Subotica and other sources	Study

Strategic goal: 1.4. Promoting sustainable development of services and tourism based on quality offer, natural and cultural and historical heritage

Specific objective: 1.4.1. Constructing tourism infrastructure

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.4.1.1.	Connecting sewerage network of the Palić settlement with the city waste water treatment plant	City of Subotica, PUC "Water Supply and Sewage", PB,GO	2017.	330.000.000 City of Subotica, PUC Vodovod (water supply company), PPP, other sources	Connected system Palić-city treatment plant
1.4.1.2.	Construction of public infrastructure of the Palić spa	City of Subotica, PB, GO	2022.	1.800.000.000 City of Subotica, Directorate for City Construction, other sources	Current meter of constructed infrastructure, number of connections
1.4.1.3.	Construction of the swimming pool complex «Palić Spa»	City of Subotica, PB, GO, possible PPP	2022.	872.000.000 City of Subotica, PPP, donor sources	Complex of swimming pools
1.4.1.4.	Reconstruction of the Big Park	City of Subotica, PB, RB	2017.	120.000.000 City of Subotica, PPP, donor sources	Reconstructed Big Park
1.4.1.5.	Completion of the reconstruction of the «Grand Balcony» Palić	City of Subotica, PB, GO	2015.	90.000.000 City of Subotica, other sources	Reconstructed Grand Balcony building
1.4.1.6.	Reconstruction of the Female Bath	City of Subotica, PB, GO	2014.	30.000.000 City of Subotica, other sources	Reconstructed Female Bath building
1.4.1.7.	Reconstruction of the „Villa Bagoljvar“	City of Subotica, PB, GO	2017.	City of Subotica, other sources	Reconstructed building
1.4.1.8.	Completion of the Eco-center	City of Subotica, PB, GO	2017.	30.000.000 City of Subotica, other sources	Eco-center operating
1.4.1.9.	Construction of accommodation facilities	Private sector, possible PPP	2020.	5.760.000.000 City of Subotica, PPP, donor sources	Number of rooms, number of beds

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.4.1.10.	Attraction buildings	City of Subotica, PB, GO, investors, possible PPP	2020.	2.712.000.000 PPP	Number of buildings
1.4.1.11.	Leisure buildings	City of Subotica, PB, GO, investors, possible PPP	2020.	552.000.000 PPP	Number of buildings
1.4.1.12.	Commercial contents	City of Subotica, PB, GO, investors, possible PPP	2020.	2.724.000.000 PPP	Number of buildings
1.4.1.13.	Promotion of the Visitor Center on Ludaš	City of Subotica, PB, GO, donors	2013-2022. continuously	100.000 annually City of Subotica, other sources	Number of visitors
1.4.1.14.	Improvement and development of the ZOO	City of Subotica, PB, GO, donors	2015.	61.500.000 City of Subotica, other sources	Increased number of visitors
1.4.1.15.	Development of a study of geothermal water usage on the territory of the City of Subotica	City of Subotica, PB, GO, donors	2016.	12.000.000 City of Subotica, other foreign and domestic sources of funding	Study
1.4.1.16.	Marking significant buildings	City of Subotica, PB, GO, Inter-municipal Institute for Protection of Culture Monuments of Subotica	2016.	2.000.000 City of Subotica	Placed information boards on the buildings of cultural-historical significance
1.4.1.17.	Expropriation of the coastal zone for the formation of a protection zone of the Palić lake	City of Subotica, PB, GO	2022.	Assessment in progress	Formed protected coastal zone around the Palić lake
Specific objective: 1.4.2. Developing services and promotion for the development of tourism through incentives to entrepreneurship in tourism, coordination, branding and development of unique tourist offer					

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.4.2.1.	Development of programs to improve and control the quality of services and accommodation in smaller tourist facilities and facilities of handicrafts	City of Subotica, PB, TOCS	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	program
1.4.2.2.	Educational activities for the development of services and tourism sectors	City of Subotica, PB, CSO	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	program
1.4.2.3.	Organization of events, involvement in European initiatives for the creation of «tourism roads»	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	program
1.4.2.4.	Realization of a marketing plan for the promotion of Palić as a tourist destination	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	Marketing plan
1.4.2.5.	More comprehensive marketing presentation and provision of internet connection through a pilot project HOT SPBT	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	program
1.4.2.6.	Improvement of the internet presentation and printed material for the needs of tourism	City of Subotica, PB	2013.-2022. continuously	100.000 annually City of Subotica, PB, donors	Internet presentation
1.4.2.7.	Promotion and preservation of tradition of Subotica cuisine "Culinary Academy"	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	program
1.4.2.8.	Project of tourism development in rural areas	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	program

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.4.2.9.	Production of an information guide for service sector on the territory of Subotica	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	Information guide
1.4.2.10.	Encouraging association of service sector holders	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	program
1.4.2.11.	Organization of an event «Service sector promotion days»	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	program
1.4.2.12.	Service market research	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	program
1.4.2.13.	Development and promotion of the „Subotica souvenirs“ brand	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	Recognizable Subotica souvenir brand
1.4.2.14.	Categorization of events and festivals in the city	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	Categorized events and festivals
1.4.2.15.	Joining the network of cities with thematic tourism and cultural contents and programs	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, PB, donors	Active membership
Strategic goal: 1.5. Improving the development of rural areas by creating quality lifestyle through the development of infrastructure and creation of favorable economic conditions aimed at keeping the young in villages					
Specific objective: 1.5.1. Creating conditions for life in a village					
1.5.1.1.	Improving cultural and sports contents in rural areas through the construction of sports courts and culture centers	City of Subotica, PB	2013-2022. continuously	1.000.000 annually City of Subotica, PB, donors	Reconstructed facilities of culture centers and sports courts

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
1.5.1.2.	Improving the condition of village roads	City of Subotica, PB	2013-2022. continuously	5.000.000 annually City of Subotica, PB	Maintained village roads
1.5.1.3.	Improving the offer in the area of rural tourism through the increase of accommodation capacity and the number of categorized households	City of Subotica, PB, TOCS	2015.	4.000.000 City of Subotica, other sources	Developed rural tourism
1.5.1.4.	Improving promotion of traditional crafts	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, other sources	Increase in the number of crafts
1.5.1.5.	Support to the development of entrepreneurship in compliance with the employment and self-employment program in rural areas	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, other sources	Present gender equality
1.5.1.6.	Production of a study of rural economy diversification	City of Subotica, PB	2012.	700.000 City of Subotica, other sources	study
1.5.1.7.	Support to the promotion and opening of a pilot plant for the utilization of sources of renewable energy	City of Subotica, PB	2013-2022. continuously	100.000 annually City of Subotica, other sources	pilot plant
1.5.1.8.	Support to local action groups in rural areas	City of Subotica	2013-2022. continuously	100.000 annually City of Subotica, other sources	Functioning
1.5.1.9.	Production of a village identity card on the territory of the City of Subotica	City of Subotica, CSO	2013-2014.	2.000.000 City of Subotica, other sources	Number of produced identity cards

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
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AREA: SOCIAL DEVELOPMENT

Vision: Subotica has an adequate education system network, which ensures competitiveness of knowledge and skills of human resources on the domestic and foreign markets. The community is founded on solidarity, humanity and gender equality, respect for tradition, interculturalism, multinationality and multilingualism that strengthen and promote social cohesion where all children are enrolled in preschool institutions and elementary education. Subotica is a city that strengthens civic initiative and cross-sectoral approach to the health preservation and improvement. The health care system is adapted to the needs, with continuous improvement of the health services.

PROBLEM / PRIORITY: 2. SOCIAL DEVELOPMENT

Strategic goal: 2.1. Improving quality of citizens' **education** through increased inclusion of children in preschool and elementary education and offering professional and higher education and alternative and additional education and skills in compliance with the market needs

Specific objective: 2.1.1. Repositioning the city as an educational and university center through the improvement of the formal and informal education system

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.1.1.1.	Preparation of the Higher Education Development Strategy of the City	City of Subotica, Faculty of Economics, Faculty of Civil Engineering, Chamber of Commerce, Business Faculty «Singidunum», Faculty for Business Studies «Megatrend», International University in Novi Pazar, Faculty for Service Business «Fabus». Higher Technical School of Vocational Studies, Higher School of Vocational Studies for the education of educators and Teachers Faculty in Hungarian, Employment Service	2013-2018	City of Subotica	Developed strategy and adopted by the Assembly
2.1.1.2.	Establishment and commencement of an individual Subotica state university in several languages	City of Subotica,, domestic and foreign donors , PB,RB	2013-2016	100.000.000 City of Subotica, domestic and foreign donors, above all donations from Hungary, PB,RB	Founded university

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.1.1.3.	Creating conditions for the transfer of higher school into schools for applied studies (preparation for accreditation and acquisition of licenses)	City of Subotica, Higher Technical School of Vocational Studies, Higher School of Vocational Studies for the education of educators	2013-2018	City of Subotica, Higher Technical School of Vocational Studies, Higher School of Vocational Studies for the education of educators	Acquired licenses
2.1.1.4.	Foundation of an educational center in Subotica	City of Subotica, Faculty of Economics, SME Agency, (FATE project), Open university	2013-2018	City of Subotica	Opening the Educational Center
2.1.1.5.	Expanding capacities of the student dorm and kitchen	FOUNDER OF THE STUDENT DORM IS THE STATE – THIS IS NOT UNDER THE JURISDICTION OF THE CITY OF SUBOTICA			
2.1.1.6.	Preparation of the Informal Education Strategy	City of Subotica, Open university, all other registered providers of informal education services (languages, computers, crafts, etc.)	2014.	City of Subotica	Developed strategy and adopted by the Assembly
2.1.1.7.	Foundation of a center for professional training	City of Subotica, PB, schools, NES, Chamber of Commerce, Craftsmen Association	2013-2015.	70.000.000 City of Subotica, RB, international donors	Opening of the center for professional training
Specific objective: 2.1.2. Improving the preschool, elementary and high school education through greater integration of marginalized groups, creation of conditions for more efficient and quality operation of institutions and promotion of health life styles and non-violence					

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.1.2.1.	Introducing bilingual classes to 3 elementary schools	City of Subotica, PB, elementary schools	2013.	City of Subotica	Decision of the City Council for introduction of bilingual classes
2.1.2.2.	Introducing bilingual work to 8 educational groups in the Preschool Institution	City of Subotica, PB, Preschool Institution	2013.	100.000 City of Subotica	Decision of the City Council for introduction of bilingual classes
2.1.2.3.	Rationalization of the existing network of elementary schools on the territory of the City	Ministry of Education, City of Subotica, elementary schools	2014.	City of Subotica ,RB	Assembly brought a decision on elementary schools network with a proposal of rationalization
2.1.2.4.	Equipping school classrooms and workshops for practical classes	City of Subotica, schools	2013-2018	City of Subotica	Conducted public procurement for teaching aids and equipment and signed contract
2.1.2.5.	Signing cooperation agreements between employers and high schools on youth professional practice	City of Subotica, schools, Employment Service, National Councils, Chamber of Commerce and Craftsmen Association	2013-2018.	City of Subotica	-Number of signed cooperation agreements -% of high school students included in professional training
2.1.2.6.	Developing educational programs for retraining and additional training	City of Subotica, schools, Employment Service, Craftsmen Association, Open university, Chamber of Commerce	2013-2018.		Number of enacted educational programs

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.1.2.7.	Promoting entrepreneurship among the young	City of Subotica, high schools, Craftsmen Association, Chamber of Commerce, CSO, Open university	2013-2018.	City of Subotica	% of children included in the entrepreneurship promotion program
2.1.2.8.	Introducing 11-hour work time in all Preschool Institution facilities	City of Subotica, preschool institution, parents	2013.	City of Subotica	City Council brought the Decision
2.1.2.9.	Construction of new buildings for the Preschool Institution	City of Subotica, preschool institution, investors	2013-2018.	5.000.000 City of Subotica	Number of constructed new buildings
2.1.2.10.	Gasification of 10 buildings of the Preschool Institution	City of Subotica, preschool institution, Heating company	2013-2018.	7.000.000 City of Subotica	Number of buildings with completed gasification
2.1.2.11.	Repair and reconstruction of playgrounds in Preschool Institution buildings	City of Subotica, preschool institution, investors	2013-2018.	10.000.000 City of Subotica	Number of reconstructed playgrounds
2.1.2.12.	Construction of parking lots in front of the Preschool Institution buildings	City of Subotica, preschool institution, investors	2013-2018	City of Subotica	Number of constructed parking lots and performed technical acceptance of the spaces
2.1.2.13.	Procurement of modern teaching materials and toys in the Preschool Institution	City of Subotica, preschool institution	2013-2018.	City of Subotica	Conducted public procurement for teaching aids and equipment and signed contract

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.1.2.14.	Construction of a gym in the Elementary School «Đuro Salaj»	City of Subotica, PB, RB, school, domestic and foreign investors and donors	2013-2014.	75.000.000 City of Subotica, PB, international donors	Performed technical acceptance
2.1.2.15.	Construction of buildings for the High School «Bosa Milićević»	City of Subotica, PB, RB, school, domestic and foreign investors i donors	2013-2015.	340.000.000 City of Subotica, PB, international donors	Performed technical acceptance
2.1.2.16.	School without violence	City of Subotica, schools, Welfare Center, Police Administration, CSO	2013-2018.	City of Subotica, CSO	% of children included in the program Schools Without Violence
2.1.2.17.	Traffic safety	City of Subotica, schools, Police Administration	2013-2018.	City of Subotica	% of children included in the program
2.1.2.18	Health preservation and improvement	City of Subotica, preschool institution, schools, Health Center, Institute for Public Health, CSO	2013-2018.	City of Subotica, Health Center, Institute for Public Health, CSO	% of children included in the program
2.1.2.19.	Environmental preservation	City of Subotica, preschool institution, schools, public companies, CSO, ZOO	2013-2018.	City of Subotica	% of children included in the program Schools Without Violence
2.1.2.20.	Reparation of school buildings	City of Subotica, schools, investors	2013-2018.	City of Subotica and other sources 200.000.000	% of repaired school buildings
2.1.2.21.	Formation of a professional practice center for high school students	City of Subotica, high schools	2013-2018.	City of Subotica	Opening and commencement of the center

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.1.2.22.	Education of poor members of the Roma community	City of Subotica, schools, Roma organizations, PB, RB	2013-2014.	City of Subotica, PB, RB, Roma organizations	Number of children included in the education system
Strategic goal: 2.2. Improving citizens' health through the promotion of healthy lifestyles and nutrition, disease prevention, fight against health risk habits, early detection and prompt appropriate treatment					
Specific objective: 2.2.1. Increasing availability of pharmaceutical and primary health care					
2.2.1.1.	Creating unique information system between the Pharmacy, Health Center, the State Health Insurance Fund Branch Office Subotica, Institute for Public Health and the General Hospital	City of Subotica, Pharmacy, Health Center, State Health Insurance Fund Branch Office Subotica, Institute for Public Health, General Hospital	2013-2014.	City of Subotica, Pharmacy, Health Center, Institute for Public Health, General Hospital	Created and installed information system
2.2.1.2.	Web shopping – procurement of pharmaceuticals through the internet	Pharmacy	2013.	Pharmacy	% of products bought through the internet
2.2.1.3.	Advanced distribution and access to medicines on the whole territory of the City	City of Subotica, Pharmacy	2013.	City of Subotica, Pharmacy	Equipped and functional Pharmacy
2.2.1.4.	Adaptation and extension of the emergency building (technical access)	City of Subotica, Health Center	2014.	City of Subotica, Health Center	Performed technical acceptance
2.2.1.5.	Organized gathering and destruction of pharmaceutical waste	Ministry of Environment, City of Subotica, Pharmacy, citizens	2014.	City of Subotica, RB, Pharmacy	Cooperation Protocol/Agreement Amount of gathered and destroyed pharmaceutical waste

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.2.1.6.	Developing inter-sectoral cooperation between the public and NGO sector aimed at joined action to the prevention of youth health	City of Subotica, Health Center, Youth Counseling, Institute for Public Health, schools, Preschool Institution , sports associations, CSO, Red Cross, Fund for Mental Hygiene «Expecto», Committee for Fight Against Addictions	2013-2018.	City of Subotica	Cooperation Protocol
2.2.1.7.	Early detection of persons with increased risk of diabetes mellitus type 2, hypertension, colorectal cancer, cervix and breast cancer	Health Center, local offices	2013-2018.	Health Center	% of citizens included in the prevention program
Specific objective: 2.2.2. Promotion, establishment and cherishing healthy lifestyles					
2.2.2.1.	Promoting the importance of proper nutrition of children and the young, with professional training of teachers and educators	Health Center, Institution for Public Health, Youth Counseling, schools, parents	2013-2015.	City of Subotica	Number of schools and children included in the prevention program
2.2.2.2.	Promoting the importance of physical activities (walking, cycling)	City of Subotica, Health Center, Institution for Public Health, CSO, Preschool Institution, schools, student center, local offices, media, sports associations	2013-2018.	City of Subotica	Number of implemented campaigns

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.2.2.3.	Increased level of awareness of the young about addictions	City of Subotica, Health Center, Counseling for Sex Transmitted Diseases, Association Stav +, schools, media	2013-2018.	Health Center	% children included in the prevention program
2.2.2.4.	Children protection on the internet	City of Subotica, schools, Police Administration, media, Open university	2013-2018.	100.000 City of Subotica, PB, donors	Number of schools and children included in the program. Number of TV shows, texts in the newspapers
Specific objective: 2.2.3. Improving primary health protection system					
2.2.3.1.	Adaptation, recovery and reconstruction of the existing primary health care buildings and the hospital	City of Subotica, Health Center, PB	2013-2018.	6.000.000- City of Subotica, PB	% of adapted buildings of primary healthcare
2.2.3.2.	Rationalization of the network of Health Center infirmaries at the City territory	City of Subotica, Health Center	2013-2018.	City of Subotica	Rationalized health center network
2.2.3.3.	Professional training and education of healthcare workers	City of Subotica, Health Center, PB, RB	2013-2018.	City of Subotica, Health Center, healthcare workers	% of healthcare workers who have completed the education Report on completed educations
2.2.3.4.	Purchase of vehicles for transport of patients with acute infarct	City of Subotica, Health Center	2013.	6.000.000 City of Subotica	Number of vehicles

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
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Strategic goal: 2.3. Increasing the level of social protection, especially vulnerable social groups of citizens through the introduction of innovative organizational forms and local social protection services on a principle of cooperation and partnership between sectors and with the pluralism of service providers, as well as active protection through social inclusion

Specific objective: 2.3.1. Improving the status of citizens from particularly vulnerable groups through the extension of the existing and introduction of new innovative organizational forms and non-institutional social protection services with emphasis on preventive action

2.3.1.1.	Establishing the «Halfway houses» service	City of Subotica, Welfare Center	2013-2018.	800.000 City of Subotica	-Number of rented apartments -Number of children with realized accommodation
2.3.1.2.	Construction of a housing building with support for persons with disabilities	City of Subotica, Welfare Center, Elementary and High School Žarko Zrenjanin, associations of persons with disabilities, CSO, parents	2018-	City of Subotica	- Performed technical acceptance of the building, ceremonial opening - Number of service beneficiaries
2.3.1.3.	Opening a Safe House for victims of violence	City of Subotica, Welfare Center, foreign and domestic investors	2018-	2.000.000 City of Subotica	- Performed technical acceptance of the building, ceremonial opening - Number of service beneficiaries
2.3.1.4.	Opening of a Center for provision of personal assistance service	City of Subotica, associations of persons with disabilities, Welfare Center, citizens	2013-2018.	City of Subotica	- Number of beneficiaries

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.3.1.5.	Opening a shelter for adults and the elderly	City of Subotica, Welfare Center, Gerontology Center, Police administration, Health Center, foreign and domestic investors, PB, RB	2013-2018.	City of Subotica	- Performed technical acceptance of the building, ceremonial opening - Number of service beneficiaries
2.3.1.6.	Organizing the service of palliative care within the Gerontology Center	City of Subotica, Gerontology Center, citizens	2013-2018.	City of Subotica	- Number of service beneficiaries
2.3.1.7.	Introduction of the «Roma coordinator» institute in the local government	City of Subotica, Rome organizations, citizens, media, international funds	2013-2018.	City of Subotica, international funds	- Employment of Roma coordinator - Number of beneficiaries of assistance and services of the coordinator
Strategic goal: 2.4. Increasing participation of citizens in the cultural and sports life through inter-sectoral cooperation and development of sustainable mechanisms that will make the service available to all, and protection and cherishing of multiculturalism and interculturalism					
Specific objective: 2.4.1. Investing in infrastructure for cultural and social purpose					
2.4.1.1.	Construction of a complex of outdoor and indoor swimming pools	PPP, City of Subotica, foreign and domestic investors	2018-	10.000.000.000 Final assessment of the project value will result from an Optimal Solution Study	Performed technical acceptance of the building

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.4.1.2.	Reconstruction and construction of playgrounds and sports courts	City of Subotica, Directorate for Construction, local offices, Sports Association	2013-2018.	City of Subotica 80.000.000	Number of constructed and reconstructed playgrounds and sports courts
2.4.1.3.	Construction of an indoor ice skating rink	City of Subotica, Directorate for Construction, PUC Stadion	2013.	PPP 15.000.000,00	Performed technical acceptance of the building
2.4.1.4.	Reconstruction of the Sports Hall and Small Sports Stadium	City of Subotica, Directorate for Construction, PUC Stadion	2022.	PPP	- Number of reconstructed buildings
2.4.1.5.	Reconstruction of the National Theatre	City of Subotica, PB, GO	2022.	City of Subotica, PB, RB, PPP Final assessment of the project value will result from an Optimal Solution Study	Completion of works and transfer of works certified by a supervisory body
2.4.1.6.	Reconstruction of the Synagogue	City of Subotica, PB, RB, Jewish municipality, foreign investors	2022.	450.000.000 City of Subotica, PB, RB, Jewish municipality, foreign investors	Completion of works and transfer of works certified by a supervisory body
2.4.1.7.	Restoration of sacral buildings, garden and street facades within the protected center	City of Subotica, Intermunicipal Institute for Protection of Monuments	2013-2014.	45.000.000 City of Subotica	Completion of works and transfer of works certified by a supervisory body

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.4.1.8.	Restoration and revitalization of a building complex with monumental value	City of Subotica, Intermunicipal Institute for Protection of Monuments	2022.	5.000.000 City of Subotica	Completion of works and transfer of works certified by a supervisory body
2.4.1.9.	Forming a Fund for the performance of technical measures on immovable cultural heritage	City of Subotica, Intermunicipal Institute for Protection of Monuments	2015.		Enactment of a Decision on foundation of the fund by the Assembly
2.4.1.10.	Reconstruction of the Eurocinema amphitheater and cinema	City of Subotica, Open university	2013-2015.	35.000.000 City of Subotica, PB	Reconstructed amphitheater
2.4.1.11.	Adaptation of the Summer Stage	City of Subotica, Open university, Park Palić	2013-2015.	35.000.000 City of Subotica, PB	Completion of works and transfer of works certified by a supervisory body
2.4.1.12.	Completion of reconstruction of the Children's Theatre	City of Subotica	2013.	1.500.000 City of Subotica	
Specific objective: 2.4.2. Improving the cultural and entertaining image of the City					
2.4.2.1.	Development of the Interculturalism Strategy	City of Subotica, cultural institutions and CSO			Developed strategy
2.4.2.2	Promotion of cultural programs aimed at tourism improvement	City of Subotica, Elit Palić, Park Palić, TOCS, Open university, Cultural Center «Danilo Kiš», Hungarian Cultural Center «Nepker», Theatre «Deže Kostolanji »	2013-2018.	City of Subotica	Number of held promotions

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.4.2.3.	Developing annual plan and program of cultural events aimed at better connection of cultural events (categorization, sponsorship, etc.)	City of Subotica, TOCS, cultural artistic societies, City Museum, Art gathering, Gallery dr Vinko Perčić, Library, Theater «Deže Kostolanji», Children's Theater, ZOO, Art cinema «Aleksandar Lifka», National Theater, Open university	2013-2022.	City of Subotica	Developed annual plan and program
2.4.2.4.	Developing annual plan and program of sports events aimed at better connection of sports events	City of Subotica, Sports federation, PUC Stadion, sports associations, TOCS	2013-2018.	City of Subotica	Developed annual plan and program

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.4.2.5.	Emphasizing positive practice of multicultural, multiethnic and multinational environment	City of Subotica, National councils, cultural artistic societies, Hungarian Cultural Center «Nepker», Serbian Cultural Center, Croatian Cultural Center «Bunjevačko kolo», Library, Bunjevac cultural center, Roma Educational Center, Roma Cultural Center, Ruthenian Cultural Center, Serbian Orthodox Church, Catholic diocese, Evangelistic Church, Jewish municipality, Islam religious community	2013-2018.	City of Subotica	Number of held events
2.4.2.6.	Construction of <i>skanzen</i> (outdoor museum)	City of Subotica, City Museum, Intermunicipal Institute for Protection of Monuments, Historical Archive	2013-2018.	City of Subotica	Traditionally equipped facilities

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.4.2.7.	Promotion of cultural heritage with special emphasis on secession – stroll through the city	City of Subotica, TOCS, City Museum, Intermunicipal Institute for Protection of Monuments, Historical Archive	2013-2018.		Number of organized strolls and participants
2.4.2.8.	Supporting events of national importance at the city territory	City of Subotica	2012-2022.	City of Subotica	Number of supported events
2.4.2.9	Turning attic space of the City Museum into depots and conservation workshops	City of Subotica, City Museum Subotica	2014-2015.	10.785.000 City of Subotica, PB	Depots and conservation workshops within the City Museum
Specific objective: 2.4.3. Improving quality of free time of children and young on the City territory					
2.4.3.1.	Opening a youth cultural center	City of Subotica, youth organizations and association			Open youth center
2.4.3.2.	Reconstruction and construction of courts in local communities for sports-recreational activities of the young and children playgrounds	City of Subotica, Directorate for Construction, local offices, Sports Federation	2013-2018.	1.000.000 City of Subotica	Number of constructed and reconstructed playgrounds and sports courts
2.4.3.3.	Removing technical barriers at the access to sports courts and buildings on the city territory for persons with disabilities and children	City of Subotica, Directorate for Construction, associations of persons with disabilities, public institutions, investors	2013-2018.	City of Subotica, donors	Number of removed technical barriers
2.4.3.4.	Organizing visits of young from rural areas to cultural events in the City	Local offices, schools, cultural institutions, Subotica-trans, parents	2013-2018.	Cultural institutions, parents, donors	Number of organized visits

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
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Strategic goal: 2.5. Raising the level of equality of citizens through the creation of mechanisms for involvement of vulnerable groups in the everyday life of the community, preservation of national identities and the promotion of interculturalism and democratic values, and defining pro-natality policy of the City

Specific objective: 2.5.1. Introducing policy of gender equality and gender budgeting

2.5.1.1.	Forming the Gender Equality Council	President of the Assembly, aldermen, CSO, experts in certain areas	2014.		Enacted Decision of te Assembly on formation of the Gender Equality Council
2.5.1.2.	Development of the Gender Equality Action Plan	City of Subotica, Gender Equality Council, ombudsman, CSO, public institutions	2014.		Developed Strategy, adopted by the Assembly
2.5.1.3.	Compliance of all the existing regulations of the local government with the principles of gender equality and creating conditions for the increase of participation of women and discriminated groups in legislative bodies at all levels in the decision-making process	City of Subotica, Gender Equality Council	2013-2018.	City of Subotica	Number of harmonized regulations, enacted minimum process standards
2.5.1.4.	Sensitization of citizens on gender equality by strengthening the capacity of the education system for the integration of gender equality in education				

Specific objective: 2.5.2. Encouraging employment, female entrepreneurship and self-employment in order to improve the status of women and multiple discriminated groups in the labor market

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.5.2.1.	Credit programs to encourage entrepreneurship and all forms of self-employment of women and discriminated groups through new types of work	City of Subotica		City of Subotica	Assembly enacted a decision on the formation of the Credit Fund to encourage entrepreneurship of women and discriminated groups
2.5.2.2.	Introducing positive action measures for the women when awarding scholarships	City of Subotica	2015.	City of Subotica	Enacted decision on the extension of criteria for the award of student scholarships
Specific objective: 2.5.3. Sensitization of citizens on gender equality by strengthening the capacity of the education system for the integration of gender equality in education					
2.5.3.1.	Development of program contents on gender equality to be used in advisory classes	Schools, Gender Equality Council, CSO	2014-2018.		Number of developed programs
Specific objective: 2.5.4. Encouraging active policy towards the young					
2.5.4.1.	Forming the Youth Council	City of Subotica, youth associations, CSO	2013.	City of Subotica	Assembly brought a decision on the formation of the Youth Council
2.5.4.2.	Opening the Youth Office within the local government	City of Subotica	2013.	City of Subotica	Open Youth Office
2.5.4.3.	Development and implementation of the Youth Local Action Plan	City of Subotica	2013.	City of Subotica	Assembly adopted the Youth Local Action Plan
Specific objective: 2.5.5. Encouraging active policy of preservation of the national identity					

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
2.5.5.1.	Providing continuous financing of events significant for the national councils from special positions in the City budget	City of Subotica, National councils	2013-2022.	City of Subotica	Defined special position in the City budget
2.5.5.2.	Providing continuous media promotion events significant for the national councils	City of Subotica, National councils, media houses	2013-2022.	City of Subotica, National councils	Number of events the City is covering in the media
Specific objective: 2.5.6. Encouraging natality					
2.5.6.1	Developing the Action Plan encouragement of natality	City of Subotica	2013-2018	200.000 City of Subotica, PB, RB, public companies and institutions	Assembly adopted the Local Action Plan for the encouragement of natality
2.5.6.2	Introducing a system of benefits for families with several children	City of Subotica	2013-2022.	5.000.000 City of Subotica, Donors	City Council brought a decision on benefits for families with several children

ENVIRONMENTAL PROTECTION

Vision: Subotica is a city that recognizes the value of natural capital and invests therein through production based on "green", environment-friendly technologies, recycling and investment and the use of renewable energy. Urban design of the city is based on compliance of the architectural heritage, natural heritage and the economy, with the harmony of these three elements contributing to sustainable urban development. The city is surrounded by natural resources connected into ecological networks, with the development based on traditional values and sustainable use of resources, with developed educational and recreational contents. Subotica is a city with developed transport infrastructure and logistics, adapted to the needs of the economy and the public, with the

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
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possibility to cherish healthy lifestyles, especially cycling

PRIORITY : 3. ENVIRONMENTAL PROTECTION

Strategic goal: 3.1. Securing sustainable development through spatial and urban planning, optimum utilization of values made by work and managing natural resources and protected areas, waste, by encouraging the introduction of "green" technologies, using the best available technology and technical solutions in the production processes that ensure the achievement of a high level of protection of **human health and environmental improvement**

Specific objective: 3.1.1. Securing management, implementation and action on the basis of adopted spatial and urban plans

3.1.1.1.	Forming a data base on space as a resource and landscape elements	City of Subotica, Directorate for City Construction, public companies „Institution for Public Health” – Subotica , Province Institute for Nature Protection -Novi Sad, CSO	2013-2015.	City of Subotica, international tenders	Number of entered parameters (layers)
3.1.1.2.	Developing a mechanism on the application of methods for the establishment of sustainable spatial and urban planning	Directorate for City Construction Subotica, Public Company „Institute for Urban Planning”, City of Subotica	2014-2017.	City of Subotica, international tenders	Degree of compliance of created plans with the principles of sustainable development

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.1.3.	Establishing mechanisms for the application of methodology for the inspection of realization of the adopted plans	City of Subotica, CSO, local offices, interested individuals	2013-2017.	City of Subotica, international tenders	Ratio of surface implemented according to the Plan and the total surface
3.1.1.4.	Recording locations, evaluating the status of endangerment of the environment and classification to determine the priorities of recovery	Directorate for City Construction Subotica, Public Company Institute for Urban Planning, City of Subotica, authorized labs	2013-2017.	City of Subotica , donations, international tenders	Number of recorded locations
Specific objective: 3.1.2. Providing integrated and rational use of water resources					
3.1.2.1.	Review of the study on the concept of channeling and water supply on the territory of the City of Subotica (suburbs), population of other users - Reviewing the construction of a system for bringing surface water to the city territory in order to maintain the existing water resources and prevent water shortages in the future	PUC „Water supply and Sewage” City of Subotica, Vojvodina Waters, Faculty of Civil Engineering, professional institutions	2013-2018.	5.000.000 City of Subotica, donations	Developed study
3.1.2.2.	Implementation of the water supply system: - on the Water intake 1 and drilling and equipping the wells, - on the Water intake 2 by constructing the complex and interconnectivity lines and in communities towards particular groups	City of Subotica, PUC „Water supply and Sewage”, Province Secretariat for Agriculture	2013-2022. continuously	2.385.488.368 City of Subotica, donations, EBRD, PUC „Water supply and Sewage”	Completed projects

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.2.3.	Construction and equipment of collector network (2 and 4)	City of Subotica, PUC „Water supply and Sewage”	2013-2018.	1.039.600.000 EBRD, Budget, PUC „Water supply and Sewage”, funds and donors	Main project completed
3.1.2.4.	Device for filtration of wastewater Bajmok with a pumping station and main piping to the device	City of Subotica, PUC „Water supply and Sewage”	2013-2015.	287.500.000,00 City of Subotica, PUC „Water supply and Sewage”, funds and donors	Completed project
3.1.2.5.	Construction of the discharge sewage piping Subotica – Palić with a pumping station and retention to UPBV	City of Subotica, PUC „Water supply and Sewage”	2013-2017.	230.000.000 City of Subotica, PUC „Water supply and Sewage”, funds and donors	Completed project
3.1.2.6.	Development of the General Solution for atmospheric waters in the part of the catchment area VII, VIII, and in the area between Subotica and Palić, as well as atmospheric and used waters in part of the basin O to the western border of the construction region	City of Subotica, PUC „Water supply and Sewage”	2013-2014.	10.000.000 City of Subotica, PUC „Water supply and Sewage” funds and donors	Developed solution

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.2.7.	Setting the casing on the open collector III from Bajnat Street to UPBV Subotica; Development of the Main Project; Review of the General Solution of basins 0, I, II, III, IV, V and VI	City of Subotica, PUC „Water supply and Sewage”	2013-2014.	16.000.000,00 City of Subotica, PUC „Water supply and Sewage”, funds and donors	Developed plan documents
3.1.2.8.	Realization and elaboration of a selected pilot project at the Water-intake I and II	City of Subotica, PUC „Water supply and Sewage”	2013-2015.	2.500.000,00 City of Subotica, PUC „Water supply and Sewage”, Funds i donors	Realized project
3.1.2.9.	Establishing systematic drinking water quality control and compliance of water quality with the standards	PUC „Water supply and Sewage”, City of Subotica, authorized labs/ Institution for Public Health Subotica	2013-2018.	2.000.000,00 annually City of Subotica	Number of households supplied with water in compliance with the standards
3.1.2.10.	Establishing mechanisms of rational consumption and multiple water use in technological processes of the industry and its large users	City of Subotica, PUC „Water supply and Sewage”, industry representatives	2013-2018.	City of Subotica, water users	Share of multiple water used in relation to the total consumption Reduced total amount of water consumed in industrial processes
3.1.2.11.	Establishing mechanisms of rational water use in households (individually and collective housing)	City of Subotica, PUC „Water supply and Sewage”, population, media houses	2013-2018.	City of Subotica, water users	Reduced total amount of water consumed in households

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.2.12.	Implementation of controlled intake and treatment of wastewaters from all consumers on the City territory	RB, City of Subotica, users	2013-2018.	City of Subotica, waters users, tenders	% of treated waters in regard to the total wastewaters
3.1.2.13.	Increasing the degree of coverage by the public sewerage system in the city territory	City of Subotica, PUC „Water supply and Sewage”, users	2013-2018.	City of Subotica, waters users, tenders, donations	Number of users connected to the sewage system
3.1.2.14.	Adjusting the quality of bathing water with the standards	City of Subotica, Public Company "Palić-Ludaš", Llc., "Park Palić", PUC „Water supply and Sewage”, authorized labs, owners and users of surrounding plots	2013-2018.	City of Subotica, users	Physical chemical, biological and microbiological indicators of the water condition
3.1.2.15.	Providing adequate treatment, reuse or disposal of sludge from the filtration device	PUC „Water supply and Sewage”, Public Company "Čistoća i zelenilo" (waste collection and greenery), Regional Landfill Llc.	2013-2018.	City of Subotica, tenders	% of reduction of the amount of sludge created in the treatment process
3.1.2.16.	Arrangement and maintenance of watercourses and water facilities (open channels that are part of the drainage from the City territory)	City of Subotica, Public Company „Vojvodina Waters"	2013-2018.	City of Subotica	Length of arranged flows

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.2.17.	Development of cadastre of surface and underground waters and their large users	City of Subotica, Public Company „Vojvodina Waters“, Faculty of Civil Engineering, Directorate for Construction, authorized scientific-research firms	2013-2018.	City of Subotica, tenders	Developed cadastre
Specific objective: 3.1.3. Providing the quality of air and level of municipal noise					
3.1.3.1.	Improving ambient air monitoring program including 1. the automatic station, 2. monitoring emission from mobile sources, 3. monitoring emission from the industry sector, 4. suppression of plant varieties with airborne allergens properties	City of Subotica, PB, authorized labs, traffic institutions	2013-2015.	1.000.000 /annually City of Subotica	Established operation of the automatic station and recorded air quality
3.1.3.2.	Encouraging the reduction of emission of harmful gases by introducing cleaner fuels in public transport, as well as improving the quality of public transport in order to reduce the use of individual vehicles	State bodies and traffic institutions, City of Subotica	2013-2015.	1.000.000/annually City of Subotica	Percent of harmful gases reduction
3.1.3.3.	Improving noise monitoring through: 1. Increase of the number and frequency of measurement, 2. Graphic presentation of data on maps	City of Subotica, authorized labs, public companies	2013-2015.	500.000 / annually City of Subotica	Measurement results

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.3.4.	Encouraging noise reduction originating from traffic through relocation of freight and transit traffic, improvement of public transport quality, rising awareness aimed at reduction of abuse of audio signals, control of other sources of noise	City of Subotica, Public Companies, Public Company „Putevi Srbije” (Serbian Roads), Ministry of Interior, CSO, media	2013-2018.	City of Subotica, tenders, donations	% of reduction of noise pollution
Specific objective: 3.1.4. Soil protection					
3.1.4.1.	Developing a data base – Establishing soil monitoring in urban areas and urban zones for the determination of presence of pollutants (degraded soil, areas under risk, contaminated locations, industrially devastated locations)	City of Subotica, authorized labs	2013-2018.	City of Subotica, tenders	Developed data base
3.1.4.2.	Establishing monitoring of the amount of eolian sediments, raising agri-protection areas, raising and reconstruction of windbreak zones	City of Subotica, authorized scientific-research institutions, forest management, registered nurseries	2013-2015.	41.500.000,00-2013. City of Subotica, donation, tenders	Established monitoring and reduced amount of eolian sediments
3.1.4.3.	Support to the development of organic production - pilot projects through: - introduction of organic farming, - preservation of biodiversity – indigenous breeds of domestic animals, - development of programs of organic raw material processing in family households, - revitalization of farm houses <i>szallas</i>	City of Subotica , RB, Province Institution for Nature Protection, CSO	2013-2022. continuously	City of Subotica, tenders	Realized project

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.4.4.	Arrangement, reconstruction and extension of public, green and park areas and forestation	City of Subotica, PUC "Čistoća zelenilo" (waste collection and greenery), Directorate, Public Company "Institute for Urban Planning", Public Company "Palić-Ludaš", forest management, registered nurseries, CSO	2013-2018. continuously	City of Subotica, tenders	% of areas of reconstructed and newly greened locations
Specific objective: 3.1.5. Improving condition of protected natural goods and implementation of active protection measures in protected areas around Subotica					
3.1.5.1.	Restoration and remediation of the lake Ludaš - Development of the feasibility study and technical project documentation	RB, PB ,City of Subotica, Province Institution for Nature Protection, Public Company „Palić Ludaš”, Public Company "Vojvodina Waters", scientific-research institutions	2013-2018. Recovery study	7.000.000 City of Subotica, PB, RB	Developed Study and documents
3.1.5.2.	Completion of the construction of the regional water supply system of Northern Bačka	City of Subotica, Public Company „Vojvodina Waters"	2013-2018.	City of Subotica, PB	Constructed system
3.1.5.3.	Development of the Study of Regional Landscape of Subotica	Province Institution for Nature Protection, authorized scientific-research institutions	2013-2015	500.000,00 City of Subotica, donations	Developed Study

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.5.4.	Determining the water resource condition	City of Subotica, Public Company "Vojvodina Waters", scientific-research institutions	2013-2018.	City of Subotica, donations	Recorded condition
3.1.5.5.	Study of water resources condition improvement	City of Subotica, Public Water Company „Vojvodina Waters”, Province Institution for Nature Protection	2013-2018.	City of Subotica, donations	Developed study
3.1.5.6.	Study on using the agricultural waste for heating in the territory of the City of Subotica	City of Subotica, interested parties	2013-2018.	City of Subotica, donations	Developed study
3.1.5.7.	Pilot project from the Study	City of Subotica, project-technical office	2013-2018.	City of Subotica, donations	Implemented project
3.1.5.8.	Establishing biological corridor between the lakes Palić and Ludaš (protective zone around the canals Palić and Ludaš)	City of Subotica, Public Company "Palić Ludaš", Llc "Park Palić", authorized scientific-research institutions, Public Company „Vojvodina Waters”, CSO	2013-2022.	City of Subotica, tenders	Established protective zone around the canals Palić and Ludaš

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.5.9.	Reviewing program activities regarding the quality and condition of the lake Palić (construction and connection of Palić sewage, formation of the protection zone around the lake, recovery and remediation of sludge from the lake, improvement of the city treatment plant, education of farmers, construction of biological treatment plants on farm houses)	City of Subotica, Public Company "Palić Ludaš", Llc "Park Palić", authorized scientific-research institutions, Public Company „Vojvodina Waters”, CSO	2013-2022.	200.000.000,00 RSD annually City of Subotica, tenders	Sustainability parameters on the protected facility
3.1.5.10.	Protection and recovery of the Big Park in Palić	City of Subotica, Public Company "Palić Ludaš", Province Institution for Nature Protection, Public Company „Vojvodina Waters” authorized scientific-research institutions	2013-2018.	20.000.000,00 City of Subotica, tenders	Condition of tree flora in the Big Park
3.1.5.11.	Conservation of prairie and sand habitats, increasing the number of population of strictly protected species in protected areas in the surrounding of Subotica	City of Subotica, Public Company "Palić Ludaš", Province Institution for Nature Protection, authorized scientific-research institutions	2013-2018.	City of Subotica, RB, PB	Ecological condition of the mentioned locations
3.1.5.12.	Revitalization of habitats of natural rarities in the Landscape of Outstanding Features «Subotica Sands»	City of Subotica, Public Company "Palić-Ludaš", Province Institution for Nature Protection, authorized scientific-research institutions	2013-2018.	City of Subotica, RB, PB	Ecological condition of the mentioned locations

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.5.13.	Preventing the spread of invasive species (ragweed, Gipsy feathers) through organized cooperation with local residents and civic associations	City of Subotica, Public Company "Palić Ludaš", local residents, CSO, media	2013-2018.	City of Subotica	% reduced areas under invasive species
3.1.5.14.	Establishing a system of measures of sand exploitation in the area of LOF «Subotica Sands» and works on the revitalization of Majdan	City of Subotica, Public Company "Palić Ludaš", authorized ministries, scientific-research institutions	2013-2018.	City of Subotica	Established control system
3.1.5.15.	Improving the water supply regime for the catchment area Palić-Ludaš	Authorized ministries, Public Company "Vojvodina Waters", City of Subotica, Public Company "Palić Ludaš", Province Institution for Nature Protection, authorized scientific-research institutions	2013-2018.	City of Subotica, RB, PB	Established regime according to the needs of nature protection
3.1.5.16.	Sustainable use of agricultural land on protected areas of Subotica	City of Subotica, Public Company "Palić Ludaš", owners and users of plots in the protected area, CSO	2013-2018.	City of Subotica, tenders	Compliance of use with the Protected Area Management Plans
3.1.5.17.	Introduction of old breeds of cattle on the pastures and meadows of protected areas of Subotica, especially in Subotica Sands	City of Subotica, Public Company "Palić-Ludaš", local residents, Province Institution for Nature Protection, CSO	2013-2018.	City of Subotica, tenders	Ecological condition of meadows and pastures

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.5.18.	Pilot project of strengthening the indigenous forest fragments	City of Subotica, Public Company "Palić Ludaš", Province Institution for Nature Protection, Public Company "Vojvodina Forests", scientific-research institutions	2015-2018.	City of Subotica, tenders	Realized project
3.1.5.19.	Pilot project of organic production on individual protected areas of Subotica	City of Subotica, Public Company "PL", Province Institution for Nature Protection, scientific-research institutions, CSO	2015-2018.	City of Subotica, tenders	Realized project
Specific objective: 3.1.6. Monitoring and promotion of natural values and education of local residents in the field of protection of biodiversity and natural resources					
3.1.6.1.	Summer work camps on protected areas	City of Subotica, Public Company "Palić Ludaš", CSO, voluntary services	continuously	City of Subotica, tenders, participation of participants	Number of organized camps and number of participants
3.1.6.2.	Research camps on protected areas	City of Subotica, Public Company "Palić Ludaš", educational institutions, CSO, students	continuously	City of Subotica, tenders participation of participants	Report on the research results
3.1.6.3.	Monitoring of wet habitats in the special nature reserve «Ludaš Lake»	Public Company „Palić-Ludaš”, Province Institution for Nature Protection, authorized scientific-research institutions, CSO	continuously	City of Subotica, PB, tenders and donations	Report on the research results

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.6.4.	Completion of the arrangement of the Visitor Center Ludaš complex, arrangement of exhibition and improvement of education programs of students on nature protection	City of Subotica, Public Company „Palić-Ludaš”, authorized educational institutions, CSO	2013-2015.	City of Subotica, tenders and donations	Completed works
3.1.6.5.	Arrangement of visitor paths and the Visitor info center in the LOF “Subotica Sands“	Public Company „Palić-Ludaš“	2013-2018.	City of Subotica ,RB, PB, tenders and donations	Arranged paths
Specific objective: 3.1.7. Revitalization of natural habitats					
3.1.7.1.	Purchase and rehabilitation of plots in SRP “Ludaš Lake“	Authorized ministries, Public Company „Palić-Ludaš“	2013-2018.	City of Subotica ,RB, PB, tenders and donations	Number of purchased and revitalized plots and their surface area
3.1.7.2.	Protection of hydrologic units	Authorized ministries, authorized scientific-research institutions, City of Subotica, Public Company „Vojvodina Waters”, Public Company „Palić-Ludaš“	continuously	City of Subotica ,RB, PB, tenders and donations	General ecological habitat conditions
3.1.7.3.	Forming and maintenance of ecological and green corridors along the Kireš flow	City of Subotica, Public Company „Vojvodina Waters”, Public Company „Palić-Ludaš“	2013-2020.	City of Subotica ,RB, PB, tenders and donations	Condition of corridors
Specific objective: 3.1.8. Cooperation within the national and regional network of protected areas, with the establishment of ecological corridors and networks					
3.1.8.1.	Forming ecological networks of the Subotica region	Authorized ministries, City of Subotica, Public Company „Palić-Ludaš”, Province Institution for Nature Protection	2013-2015.	City of Subotica ,RB, PB, tenders and donations	Formed networks

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.8.2.	Creating joined cross-border protected area „Rečica Kireš“ – Kőrös-ér	Authorized ministries, City of Subotica, Public Company „Palić-Ludaš“, cross-border partners	2013-2018.	City of Subotica ,RB, PB, tenders and donations	Established cross-border area
Specific objective: 3.1.9. Establishing the waste management system					
3.1.9.1.	Study on selection of a technical-technological solution for waste management under the jurisdiction of the local government	City of Subotica, PUC "Waste collection and greenery", Scientific-research institutions, CSO, „Regional landfill“ Llc.	2013-2014.	City of Subotica	Developed Study
3.1.9.2.	Arranging the management of household harmful waste	City of Subotica, PUC "Waste collection and greenery" , „Regional landfill“ Llc., users, CSO	2014-2022. continuously	500.000/annually City of Subotica, Interested operators, RB	Enacted Decision
3.1.9.3.	Improving the selected solution in the municipal waste management system	City of Subotica, PUC "Waste collection and greenery" , „Regional landfill“ Llc., users, media, CSO	2014-2016.	City of Subotica, RB	Arranged system Positive remarks of the citizens
3.1.9.4.	Providing equipment for managing waste vehicles of unknown owners	City of Subotica, media, CSO	2013-2015. continuously	City of Subotica donors	No waste vehicles on public areas
3.1.9.5.	Analysis of selection of biodegradable waste treatment on the territory of the City of Subotica	City of Subotica, PUC "Waste collection and greenery", Scientific-research institutions, „Regional landfill“ Llc.	2013-2015.	City of Subotica, RB	Developed analysis and selected manner of treatment

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.1.9.6.	Encouraging the selected (technology) solution for the treatment of biodegradable waste	City of Subotica, PUC "Waste collection and greenery", potential users	2013-2018.	City of Subotica, RB	Reduced share of biodegradable waste on the landfill
3.1.9.7.	Building of the regional waste management system	City of Subotica, PUC "Waste collection and greenery", "Regional Landfill" Llc.	2014-2018.	"Regional Landfill" Llc. , Budgets of the municipalities signatories of the Agreement	Established waste management system*
3.1.9.8.	System addressing of arrangement of commercial and industrial waste	City of Subotica, Representatives of the industry sector	2013-2018.	City of Subotica	Arranged system
3.1.9.9.	Compliance and verification of the disposal method in the system of organized collection of municipal waste in underground containers (network of underground containers)	City of Subotica	2013-2014.	City of Subotica	Report
3.1.9.10.	Realization of the «Aleksandrovačka bara» Landfill Recovery Project	City of Subotica, PUC "Waste collection and greenery", project offices, selected contractors	2013-2016.	City of Subotica, RB, PB	Recovered area/Realized project
3.1.9.11.	Recovery of wild dumps on the City territory	City of Subotica, PUC "Waste collection and greenery", local offices, citizens	2013-2018.	City of Subotica	Number of cleared dumps annually

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
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Specific objective: 3.1.10. Developing the ecological awareness of citizens in regard to the waste management through the application of incentives to introduce “green” technologies

3.1.10.1.	Creating a database of existing public buildings (their energy passports) with data on current energy systems and their capacity	City of Subotica, public companies, institutions, project offices, CSO	2013-2018.	City of Subotica	Created base
3.1.10.2.	Creating a study/project of energy efficiency improvement of the existing public buildings	City of Subotica, public companies, project offices	2013-2015.	City of Subotica, tenders, donations	Developed study
3.1.10.3.	Establishing records on the characteristics of designed and realized systems of the geothermal potential exploitation (probes, wells, ...)	City of Subotica, project offices, users of the geothermal potentials system	2013-2015.	City of Subotica	Developed documents
3.1.10.4.	Study of election of potential locations for the use of wind energy	City of Subotica, public companies, institutions, project offices	2014-2016.	City of Subotica	Developed study
3.1.10.5.	Designing system solutions for the exploitation of solar energy with collectors or photovoltaic cells for application in the public sector (schools, hospitals, children institutions, health institutions... sports facilities)	City of Subotica, representatives of institutions, public companies	2014-2016.	City of Subotica	Number of buildings where the solution has been implemented
3.1.10.6.	Cost-benefit analysis of agricultural production for the application of biomass in the energy systems and use of biodiesel in production processes	City of Subotica, representatives of agriculture and production technologies, authorized ministry, media	2013-2018.	City of Subotica	Completed analysis

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
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Strategic goal: 3.2. Establishing modern traffic system for the reduction of adverse effects to the environment and public health with the development of an integrated and sustainable mobility plan, creation of attractive alternatives available to all, increased share of traveling by the public transport, walking and cycling

Specific objective: 3.2.1. Construction and revitalization of traffic-road infrastructure through the reduction of traffic overload in the city center and improvement of quality of the local road network that connects the exiting work and business zones with the main road corridors

3.2.1.1.	Maintenance and further development of the cycling paths network	City of Subotica, Directorate and Public Companies, Institute for Urban Planning	2013-2018.	City of Subotica, tenders	Length and number of paths
3.2.1.2.	Completion of expropriation of land for the Y-section	RB, City of Subotica, Directorate for City Construction Subotica, Institute for Urban Planning	2013-2018.	City of Subotica	Performed expropriation
3.2.1.3.	Realization of a high capacity road around the city center	City of Subotica, Directorate for City Construction Subotica, Institute for Urban Planning, Suboticatrans	2013-2018.	City of Subotica	Constructed road
3.2.1.4.	Realizing the planned breakthroughs over the railways	City of Subotica, Public Company "Serbian Railroads"	2014-2018.	City of Subotica	Constructed breakthroughs
3.2.1.5.	Reconstruction and revitalization of local roads	City of Subotica	continuously	50 €/m ² City of Subotica	Length of revitalized roads

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.2.1.6.	Construction and revitalization of streets in housing zones	City of Subotica, Directorate for City Construction Subotica, Institute for Urban Planning	continuously	20 € /m ² City of Subotica	Length of revitalized roads
3.2.1.7.	Reconstruction and construction of local, main and regional roads of 2 nd priority	City of Subotica, Directorate for City Construction Subotica, Institute for Urban Planning	2013-2018.	60-70 €/m ² City of Subotica	Length of revitalized roads
3.2.1.8.	Construction of road infrastructure for better regulation of traffic in busy traffic junctions	City of Subotica, Directorate for City Construction Subotica, Institute for Urban Planning	2013-2018.	City of Subotica	Number of regulated locations
3.2.1.9.	Construction of terminal for freight vehicles	City of Subotica	2013-2018.	600-700 €/m ² Grad Subotica	Constructed terminal
Specific objective: 3.2.2. Improving the public transport system in accordance with the "Study on Public Transport" and increasing traffic safety					
3.2.2.1.	Introducing alternative form of public transport	City of Subotica, Directorate for City Construction Subotica, Institute for Urban Planning (Public Company „Suboticatrans”, „Serbian Railways“)	2013-2015.	City of Subotica	Established public transport system (bicycle-public transport)

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.2.2.2.	Providing prerequisites for the construction of public garages – realization of planned ones	City of Subotica, Directorate for City Construction Subotica, Institute for Urban Planning (Public Company „Suboticatrans”, „Serbian Railways“), Customs zone, Public Company „PTP”)	2013 -2016.	600-700 € /m ² for 5.000m ² City of Subotica	Constructed public garage
3.2.2.3.	Forming traffic zones with speed limitations	City of Subotica, Directorate for City Construction Subotica, Institute for Urban Planning, Ministry of Interior	2014-2018.	Budget	Established operation of the zone
3.2.2.4.	Raising, reviewing traffic safety (pedestrian crossings near schools an preschool institutions, traffic lights, ...)	City of Subotica, Directorate for City Construction Subotica, Institute for Urban Planning, Ministry of Interior	2013-2022.	5.000.000 - 2013.	Constructed traffic safety elements
Strategic goal: 3.3. Securing sustainable/Arrangement of the system of urban development by avoiding the urban diffusion, re-use and regeneration of abandoned fields and facilities, ensuring proper preservation, restoration and use of urban cultural heritage (especially architecture and Secession) and the promotion of high-quality architecture and construction techniques to increase energy efficiency					
Specific objective: 3.3.1. Preservation, restoration and use of urban cultural heritage – Secession architecture and other					

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.3.1.1.	Implementing education of students in elementary and high schools on the local history and the importance of architectural heritage	Ministry of Education, City Museum – Subotica, CSO	continuously	Funds, tenders	Number of participants with knowledge of architectural heritage
3.3.1.2.	Forming secession routes, connection with secession routes of the cities in neighboring countries	City of Subotica, Intermunicipal Institute for Protection of Cultural Monuments, City Museum – Subotica, Faculty of Civil Engineering -Subotica CSO	continuously	Funds, tenders	Established routes
3.3.1.3.	Forming routes and joining the European networks of architecture of other styles in which we have significant buildings in Subotica – baroque architecture route, neo-Renaissance architecture route, modern architecture route, architecture in between wars route	City of Subotica, Intermunicipal Institute for Protection of Cultural Monuments Subotica, CSO	continuously	Funds, tenders	
3.3.1.4.	Installing boards that mark the protected buildings as immovable cultural goods, and all other buildings significant for the history of Subotica, and especially for the secession architecture	City of Subotica, Intermunicipal Institute for Protection of Cultural Monuments Subotica, CSO	continuously	Funds, tenders	Installed marks
3.3.1.5.	Joining Subotica to the European network of secession cities "Reseau Art Nouveau Network"	City of Subotica, Intermunicipal Institute for Protection of Cultural Monuments Subotica, CSO	2013.	Funds, tenders	Listing

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.3.1.6.	Organizing educational strolls with visits of significant buildings in Subotica and Palić	City of Subotica, Intermunicipal Institute for Protection of Cultural Monuments Subotica CSO	2013.	Funds, tenders	Number of organized visits Number of interested citizens
3.3.1.7.	Educating tourist guides on significant architecture and the history of Subotica	City of Subotica, Intermunicipal Institute for Protection of Cultural Monuments Subotica CSO	2013.	Funds, tenders	Trained guides Conducted training
3.3.1.8.	Creating web sites that promote Subotica and its surrounding, as well as architectural and natural heritage	City of Subotica, Intermunicipal Institute for Protection of Cultural Monuments Subotica CSO	2013.	Funds, tenders	Created web site
3.3.1.9.	Producing educational and promotional movies on Subotica and its surrounding	City of Subotica, Intermunicipal Institute for Protection of Cultural Monuments Subotica CSO	2013-2015.	Funds, tenders	Produced and presented movie
3.3.1.10.	Printing educational material on cultural heritage of the City for the needs of pupils and students	City of Subotica, Intermunicipal Institute for Protection of Cultural Monuments Subotica, CSO	2013.	Funds, tenders	Number of printed copies
3.3.1.11.	New valorization of historical buildings on the City territory according to the latest research results with a tendency to preserve all valuable buildings and urban units and not only those that have been protected until now	City of Subotica, Intermunicipal Institute for Protection of Cultural Monuments Subotica, City Museum, CSO	2013-2015.	Funds, tenders	

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.3.1.12.	Organizing workshops for education of craftsmen to perform the restoration work, or implementing authentic restoration of historical buildings and not creating replications thereof made of modern materials	Authorized institution, Intermunicipal Institute for Protection of Cultural Monuments Subotica, CSO	2013.	Funds, tenders	Number of trained craftsmen
3.3.1.13.	Restoration of a selected building as a pilot project of historical building restoration according to world and European standards - villa Bagoljvar in Palić	Intermunicipal Institute for Protection of Cultural Monuments Subotica, CSO	2013-2018.	Funds, tenders	Completed restoration of a building
3.3.1.14.	Establishing restoration standards for cultural monuments of the 19 th century in Subotica	Intermunicipal Institute for Protection of Cultural Monuments Subotica, CSO	2013.	Funds, tenders	Accepted and developed documents on standards
Specific objective: 3.3.2. Urban renewal of the City					
3.3.2.1.	Research projects of history of urban development and architecture of Subotica	CSO	2013-2018.	City of Subotica, donations, domestic and international funds	Developed project
3.3.2.2.	Organizing international campaign to raise funds for the revitalization of endangered historical buildings on the territory of Subotica	CSO	continuously	donors	Amount of raised funds
3.3.2.3.	Project of restoration and revitalization of the Synagogue as the most important building of world cultural heritage in Subotica	CSO	2013-2015.	City of Subotica, tenders, international funds, donors	Developed project
3.3.2.4.	Revitalization of one preserved village building on the city territory to preserve this segment of history of architecture in Subotica for the future	CSO	2015-2016.	City of Subotica, tenders international funds, donors	Revitalized building

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.3.2.5.	Revitalizing farm houses - <i>szallás</i>	CSO	continuously	City of Subotica, tenders , international funds, donors	Revitalized <i>szallás</i>
3.3.2.6.	Reconstruction of the railroad Szeged - Subotica, organizing and promoting tourist traffic by railbus as an attraction, instead of trams, which could connect the two cities - Subotica and Szeged, with rest places in Palić and Horgoš	CSO	2015-2018. continuously	Budget, tenders , international funds, donors	Number of organized traffic tours
3.3.2.7.	Adopting and implementing the "Subotica Declaration on the Protection of Cultural Heritage within Urban Development"	CSO	2014.		Adopted declaration
3.3.2.8.	Organizing seminars with experts in the field of urban and spatial planning and in the field of cultural heritage protection, with a theme of defining the possibility of urban renewal of Subotica	CSO	continuously	Participants	Number of organized seminars and participants
3.3.2.9.	Pilot project – urban renewal of one urban block or one street in Subotica in compliance with the secession	CSO	2015.	City of Subotica, tenders , international funds, donors	Completed renewal of the urban block
3.3.2.10.	Developing the strategy of sustainability of architectural heritage of Subotica in compliance with European and world standards, with a proposal of measures that will contribute to the preservation, sustainability and adaptation of architectural heritage of Subotica to modern needs	CSO	2015.		Developed strategy

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.3.2.11.	Establishing vertical and horizontal coordination between various levels of decision making in the field of protection of cultural monuments within urban planning development	CSO	continuously		
3.2.2.12.	Pilot project of active involvement of citizens in the preservation of the architectural heritage	CSO	continuously		
3.3.2.13.	Networking Subotica with similar cities to exchange experiences regarding the preservation of architectural heritage within the urban planning development	City of Subotica, CSO	continuously		
3.3.2.14.	Northern Bačka transversals (1 st priority road) Subotica/Y section-Bajmok-Sombor-Bezdan, connecting section of the corridors Xb and Vc	Serbian Roads, City of Subotica			Constructed road
Specific objective: 3.3.3. Rational use of construction land and investment maintenance of buildings with improvement of energy efficiency of use of renewable energy sources					
3.3.3.1.	Analyzing statistical data to specify trends				
3.3.3.2.	Increasing energy efficiency on newly built buildings by 20% and on old buildings by 10%				
3.3.3.3.	Creating the city energy map and monitoring energy efficiency of energy saving balance	City of Subotica, EPS, NIS, Public Company "Toplana" (heating company), Public Company „Suboticagas“			

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
3.3.3.4.	Increasing participation of renewable energies in regard to the existing ones in compliance with the legislation	City of Subotica, EPS, NIS, Public Company "Toplana" (heating company), Public Company „Suboticagas“	2013.	City of Subotica	
3.3.3.5.	Developing an energy management information system	EPS ,City of Subotica	2013.	City of Subotica	Established system
3.3.3.6.	Construction of a cogeneration plant for the production of electricity and heat based on biomass fuels	City of Subotica, scientific-research institutions, Elektrovojvodina, Toplana, agricultural institutions	2013-2022.	City of Subotica	Constructed plant
3.3.3.7.	Pilot modes of solar energy use	City of Subotica	2013.	City of Subotica, tenders donations	Realized project
3.3.3.8.	Creating a cadastre of underground and overhead installations	City of Subotica, Public companies and PUC			
3.3.3.9.	Synchronous planning of infrastructural equipment of the City	City of Subotica, Public companies and PUC	continuously	City of Subotica	
3.3.3.10.	Investment maintenance of buildings of public interest	City of Subotica, Directorate for City Construction, Institute for Urban Planning	continuously	City of Subotica	
3.3.3.11.	Inventory of public companies and other entities within their jurisdiction in public areas (cadastre)				

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
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AREA: "GOOD GOVERNANCE"

Vision: Subotica is a city where people love to live, where business tends to be located and which tourists want to visit.					
PRIORITY: 4. GOOD GOVERNANCE					
Strategic goal: 4.1. Functioning of responsible administration with participative involvement that rests on consensus					
Specific objective: 4.1.1. Increasing the level of local administration services and supporting organizations for the purpose of community development					
4.1.1.1.	Introducing the quality system in the administration work	City of Subotica, PB	2015.	10.000.000 City of Subotica, PB	Number of optimized processes
4.1.1.2.	Sustainability as a criteria of public procurement	City of Subotica, PB	2013.	PB	Number of optimized processes
4.1.1.3.	A comprehensive record of projects in the city	City of Subotica, PB	2013.	1.500.000 City of Subotica, PB	Updated project data base

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
4.1.1.4.	Improving HR management	City of Subotica, PB, donors	2013.-2022.	300.000 annually City of Subotica, PB and other sources	Raised level of efficiency and effectiveness
4.1.1.5.	Piloting program budgeting	City of Subotica, PB, public companies, PUC, Budget users	2014.	200.000 City of Subotica, PB	Budget plan document
4.1.1.6.	Elaborating interdisciplinary mechanisms and their monitoring; monitoring performed by the defined holders of the city development	City of Subotica, public companies, PUC, Budget users	2013-2022.	100.000 annually City of Subotica	Defined processes
4.1.1.7.	Keeping records of holders of the city development	City of Subotica	2013–2022.	100.000 annually City of Subotica	records
4.1.1.8.	Annual meeting of the Partner Assembly	City of Subotica	2013–2022.	100.000 annually City of Subotica	Minutes from the meeting

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
4.1.1.9.	Maintaining city movables and traffic infrastructure /URBAN RENEWAL	City of Subotica, Directorate for Construction	2013 –2022.	200.000.000 City of Subotica	Number of interventions
4.1.1.10.	Developing a feasibility study of formation of city municipalities	City of Subotica	2013.	200.000 City of Subotica	Developed study
Strategic goal: 4.2. Providing effective and efficient services to citizens and business entities with responsibility at all times					
Specific objective: 4.2.1. Including partners from all sectors of the community into European integration processes					
4.2.1.1.	Initiating educational programs to acquire practical knowledge and skills in the implementation of EU projects	City of Subotica, Open university	2013-2022.	200.000 annually City of Subotica, donors	Held trainings
Strategic goal: 4.3. Advocating the rule of law, fairness and inclusiveness with transparency of the work and results in order to promote good governance					
Specific objective: 4.3.1. Improving the City promotion					
4.3.1.1.	City promotional material	City of Subotica	2013-2022.	2.000.000 annually City of Subotica	Number of brochures, movies, folders – specification of the promotional material

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
4.3.1.2.	Defining economic, touristic, cultural-historic, sports and gastronomic identity of the city	City of Subotica, TOCS	2013-2022.	100.000 annually City of Subotica, TOCS, donors	brochures
4.3.1.3.	Supporting new product branding	City of Subotica, donors	2013-2022.	100.000 annually City of Subotica, donors	Number of certificates
4.3.1.4.	Developing a concept of local brands	City of Subotica	2013-2022.	100.000 annually City of Subotica	Operation plan
4.3.1.5.	Forming health-ecological identity of the city	City of Subotica	2013-2022.	100.000 annually City of Subotica	Recognizable health-ecological identity
Specific objective: . 4.3.2. Promotion for the purpose of attracting investments and opening new jobs					
4.3.2.1.	Certification of the city as an environment with favorable business climate, NALED certificate	City of Subotica, NALED, RB	2013 – 2022.	100.000 annually City of Subotica, NALED	Certificate
4.3.2.2.	Improving the business portal and internet presentation of the city	City of Subotica	2013 – 2022.	300.000 annually City of Subotica	Internet presentations
4.3.2.3.	Improving the marketing plan of promotion of Subotica	City of Subotica	2013.	200.000 City of Subotica	plan

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
4.3.2.4.	Appearing at investment and real estate fairs	City of Subotica	2013 – 2022.	2.000.000 annually City of Subotica	Number of appearances at fairs
4.3.2.5.	Supporting fair organization	City of Subotica	2013 – 2022.	2.500.000 annually City of Subotica, other sources of financing, business entities	Number of fairs
Specific objective: . 4.3.3. Improving the awareness of citizens					
4.3.3.1.	Producing promotional movies about the city	City of Subotica, media	2015.	2.500.000 City of Subotica, other sources of financing, business entities	Produced and distributed promotional movies
4.3.3.2.	Elaboration of the awareness (action) plan according to age and groups (media, TV shows, schools)	City of Subotica, media	2015.	1.500.000 City of Subotica, other sources of financing, Institutions	Action plans
4.3.3.3.	Informing about the administration work through the internet – in three languages	City of Subotica, media	2013.	100.000 annually City of Subotica, other sources of financing	Informed citizens

Number	Project	HOLDER/ PARTNERS	Time	Amount in RSD and financial sources	INDICATORS
4.3.3.4.	Plan and development of active dialog between the local administration and the citizens	City of Subotica, media, Open university	2013.	100.000 annually City of Subotica, other sources of financing	Active social community

Legend:

CSO – Civil society organization

RB- Republic bodies

PB- Province bodies

TOCS-Tourism Organization of the City of Subotica

NES - National Employment Service

PPP-Public-private partnership

PUC – Public Utility Company

Note: Price share based on the projection of expenses of other, similar projects at the exchange rate 120 RSD/EUR.