

**CITY OF PANČEVO
DEVELOPMENT STRATEGY
2014-2020**



**Pančevo
September 2014**

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LIST OF ABBREVIATIONS

- EU – European Union
- RS – Republic of Serbia
- APV – Autonomous Province of Vojvodina
- LSU – Local Self-Government Unit
- CC – City Council of Pančevo
- CA – City Administration of Pančevo
- PC – Public Company
- PUC – Public Utility Company
- LC – Local Community
- LEAP – Local Employment Action Plan
- LED – Local Economic Development
- SMEE – Small and Medium-Sized Enterprises and Entrepreneurs
- CSO – Civil Society Organizations
- GRP – General Regulation Plan
- DRP – Detailed Regulation Plan
- AP – Action Plan
- CM – Cadastral Municipality
- RER – Renewable Energy Resources
- EE – Energy Efficiency
- PPP – Public-Private Partnership
- WWTF – Wastewater Treatment Facility
- ASP – Area Spatial Plan
- CIP – Capital Investment Plan
- GIS – Geographic Information System
- NALED – National Alliance for Local Economic Development
- SCTM – Standing Conference of Towns and Municipalities
- VIF – Vojvodina Investment Fund
- SIEPA – Serbia Investment and Export Promotion Agency
- AUPA – Architecture and Urbanism Pančevo

Overview of the references is given in the Annex 1.

I INTRODUCTION

1.1. Reasons for Creation of the Revision of the Development Strategy of Municipality of Pančevo 2007-2025

The overarching strategic document of the City of Pančevo – Development Strategy of the Municipality of Pančevo 2007-2025 – Operative Version, was prepared during 2004 and 2005 by the Institute of Transportation CIP, and adopted by the Municipal Assembly of Pančevo in 2007. Having in mind the period of its creation and preparation, the Strategy contains some data which are not up-to-date anymore. The social and economic context of Pančevo has been significantly changed, the assumptions of the macroeconomic environment have not been realized, and the crisis which hit Pančevo, Vojvodina, Serbia and the region in the period when the document was in preparation, could not have been imagined.

The strategy revision is an opportunity to review the development directions, priority measures and projects which will be realized in the following period, as well as to harmonize the development directions of the City of Pančevo with the priorities of the Autonomous Province of Vojvodina and the Republic of Serbia. The recommendation of the Provincial Secretariat for Interregional Cooperation, Development and Local Self-Government is that the local self-government strategies refer to the period 2014-2020, which is a new EU financial framework.

The intention of the City of Pančevo to revise the strategic document is in line with the efforts of the Provincial Secretariat for Interregional Cooperation, Development and Local Self-Government to make all self-governments in APV have development strategies, so that was the reason for making the public call in June 2013 for co-financing of the strategic documents creation. The City of Pančevo, in cooperation with the Regional Development Agency „RCR Banat” from Zrenjanin, to which it is one of the founders, have applied to this public call and received the funds for performing the work.

The commitment of the City of Pančevo is to revise the development strategies with own funds, having in mind the good experience in the implementation of the sector strategies: Strategy of Cultural Development of the City of Pančevo 2010-2015, Youth care strategy of the Municipality of Pančevo 2007-2012, and also the good examples concerning the implementation of a great number of action plans. For these reasons the City Council of Pančevo made the Decision to establish the Implementation team for the project „ Revision of the Development Strategy of the City of Pančevo for the period 2014-2020” on 18th October 2013, appointing the persons responsible for drafting the strategy text. The team is consisted of: City Council members including the mayor, the employees of the City Administration of the City of Pančevo, a representative of the PC “Directorate for Construction and Development of Pančevo”, a representative of the Regional Development Agency RCR “Banat” from Zrenjanin, and the hired consultant for strategic planning.

Development Strategy of the Municipality of Pančevo 2007-2025 – Operative Version treated seven priorities (dimensions):

- Institutional infrastructure
- Economic development and employment
- Transportation
- Social development
- Spatial and urban planning
- Environmental protection
- Poverty reduction.

In the meanwhile, the City of Pančevo has adopted and has been implementing a number of sector strategies:

- Strategy of Cultural Development of the City of Pančevo 2010-2015
- Youth Care Strategy of the Municipality of Pančevo 2007-2012/ creation of the new Strategy is in progress
- Sport Development Strategy 2010-2014
- Strategy of accessibility of public facilities and areas for people with mobility difficulties 2012-2015
- Action Plan for Social Integration of Roma 2013-2016.
- Local Action Plan for the Improvement of Roma Women Position in the City of Pančevo 2013-2016
- Housing strategy of the Municipality of Pančevo
- Local Environmental Action Plan
- Local Employment Action Plan /adopted and realised annually
- Social Protection Development Strategy 2014-2018.

Regarding the competences of the local self-government, specificities of the City of Pančevo, sector strategies with the ongoing implementation and strategic documents for yet to be created for certain development fields, the City made a decision that the revised strategy should include five development directions:

- Local economic development
- Agriculture
- Environmental protection
- Urban planning and infrastructure
- Social development.

1.2. Review of the Realized Measures Regarding Development Strategy of the Municipality of Pančevo 2007-2025 Operative Version

The efficient realization of the development strategy includes the monitoring of the implementation of each development dimension through a set of indicators. During the creation of the Development Strategy of the Municipality of Pančevo 2007-2025 a list of indicators for institutional, economic, social dimension, transportation and environment was proposed, but these indicators were not integrated into the creation of annual plans and reports on the performance of the organizational units, institutions, public and public-utility companies. Also, the overarching Development Action Plans were not created or adopted, apart from the Capital Investment Plan referring to the period 2009-2012. The sector strategies adopted in the meanwhile in certain fields have partly overcome that shortcoming.

In that respect it is difficult to present the level of realization of the set strategic objectives without clear indicators of the results, but it is possible to give basic assessment of each development dimension, which short-term and long-term measures have largely been realized, which measures were neglected or insufficiently consistently realized, and which ones need to represent the long-term or continuous development objectives of the city in the future.

The analysis of the realization of the short-term, medium-term and long-term objectives, measures and activities of the Development Strategy of the Municipality of Pančevo 2007-2025 refers to the period from March 2014.

The Dimension of Institutional Infrastructure defines 2 objectives, 17 measures and 40 activities. The measure for introducing control in the process of implementation of public procurement procedures at the local level and establishing a service centre has been realized. Operation of local self-government has been significantly modernized, but still not standardized. The least modernized measures are strengthening the promotion of the municipality for new

investment through the equipping the land with the primary infrastructure and creation of the infrastructure data base. The realization of measures of regional networking of the municipality for solving common infrastructure issues is modest, and it was initiated only when it comes to the preparation of the regional landfills. In the next period, it is necessary to have institutional solutions for the issues of the city infrastructure development planning and monitoring, inter alia by establishing the organizational unit within local self-government. Also, the participatory democracy and active participation in decision making process and the process of amending the laws and regulations is insufficiently developed.

The Dimension of Economic Development and Employment defines 5 objectives, 9 measures and 21 activities. The Employment Council has been established and it realizes, through the annual local action plans, the measures for the improvement of employment, especially the first opportunity for prentices and young experts without working experience. The least has been done in the regionalization and optimization of the operation of PCs and PUCs, as well as in the definition of the incentive measures, creation of techno-parks, incubator centre, as well as in the development of clusters in industry, agriculture and tourism, principally due to the lack of the utility infrastructure of the land owned by the city. The expected result has not been achieved – the increased number of equipped investment locations owned by the city, but still a number of investment locations of public and private property has been identified and advertised, and it is available to the potential investors. The Institute of the city manager has not been introduced, and the institute of city architect existed only for a short period of time.

The Dimension of Transportation covers 5 objectives, 18 measures and 44 tasks. Two short-term measures have been fully realized: speed limit for vehicles in the city area according to the 50/30/10 model and the establishment of the organizational transportation unit. Activities which have not been realized are the creation of transportation study of the City of Pančevo, automatic traffic management, incentives for the procurement of new vehicles, establishing the fund for such incentives, encouraging private investment in environment friendly vehicles for public transport, connecting the bicycle paths into a green circle, encouraging the intermodal transport of passengers and goods in the city area and wider, introducing the single ticket system, analysis of the impact which transport has on health. The greatest attention was paid to the regulation of taxi services and the institute “Car Free Day” was held annually but soon it ceased to exist. The modern video surveillance system is installed only in one place in the city. The improvement of the river transport of goods has been fully neglected since the privatization of the Danube Port. Positive results and the ease of the transport of goods are expected in Pančevo after the construction of the bypass in Borča, reconstruction of railways and the bridge construction in Vinča, which are the investments of the national level.

The Dimension of Social Development (4 objectives, 13 measures and 28 tasks) has initiated or realized almost all the activities. Those which have not been realized refer to the rationalization program of the employees and social redundancy program, creation of human resource development program, creation of “Healthy Food” program, encouragement of alternative forms of preschool education, establishment of School Administration for the Southern Banat based in Pančevo, development and branding of the event tourism through the marketing in domestic and foreign markets and regulation of public interest in the media sector.

The Dimension of Spatial and Urban Planning (3 objectives, 7 measures and 32 tasks) does not include the urban development planning, shortening the time for creation of spatial and urban plans, the increase of operation efficiency of City Administration and PC “Directorate for Construction and Development of Pančevo”, the plans of regulation for the settlements on the territory of Pančevo have not been completed as well as the coordination in creation of spatial and urban plans with neighbouring municipalities, and the construction of bypass in Pančevo is not planned. GIS system has been partially introduced and should be continuously developed.

The Dimension of Environmental Protection (1 objective, 5 measures and 123 tasks) plans

mostly the concrete tasks, out of which the majority is medium-term tasks. The local environmental plan has not been updated, but a great part of the activities has been realized. The activities which refer to the industrial and hazardous waste are aligned with the new rules regulating waste management. The local register of polluters is managed, as well as the cadastre of green areas, programs for environmental protection in JIZ factories have been adopted (but they have been realized mostly within NIS RNP and partially within HIP "Petrohemija"). Gasification and heating projects are realized, activities on water supply of northern villages have been initiated, the plan on waste water management has been adopted, the recycling centre for municipal waste has been opened, the temporary storage of animal waste has been established, the projects for rehabilitation of 5 rural dumps have been realized, a local fund for environmental protection has been established, the monitoring of air quality, surface and groundwater quality, noise, and pollen is performed and the results are announced to the public, a general project for waste water treatment for the City of Pančevo and its settlements has been realized, the managers for protected natural resources have been appointed. The activities which have not been realized in the previous period are the monitoring of land quality, the rehabilitation of the land polluted in NATO bombing, the rehabilitation of city landfills, the construction of wastewater treatment facility, and adoption of LEAP, Local Agenda 21 and Chemical Accidents Protection Plan.

Within the Dimension of Poverty Reduction (1 objective, 6 measures, 13 tasks), the Strategy for Social Integration of Roma has been adopted, as well as the annual local employment action plans and the Strategy for Social Protection with the action plan. It is essential to establish the fund for small and medium-sized enterprises assistance, to introduce a higher level of subsidy for self-employment and the creation of new jobs, to create the data base for social structure of the population, to expand and standardize the social protection services, achieve a higher level of Roma integration and a higher level of social security for the vulnerable categories, including the workers of companies in bankruptcy, i.e. companies in restructuring.

1.3. Methodology of Planning and Document Creation Processes

The Audit Team for the Development Strategy of the City of Pančevo for the period 2014-2020 (hereinafter "the Team") began its activities with adopting the schedule for activities including several phases:

- Establishing and educating of the Team for managing the planning and strategy creation processes
- Recording of the initial state, identification of key problems and development needs, resource analysis
- Defining the mission and vision of the city development
- Defining the development priorities, measures and activities for their realization
- Creating the Action Plan
- Implementing the adoption process
- Media promotion of the process and the results.

The Team opted for the participatory approach in city development planning, in order to have the most objective insight of city life key issues, and the collection of authentic development initiatives and proposals by different stakeholders and citizens. Therefore, in the phase of recording the initial state, apart from the collection of data from various sectors, 13 meetings were held with the focus groups (key stakeholders and users for the relevant field) in the field of economy, agriculture, environmental protection, spatial and urban planning and social development. The meeting of the focus groups were attended by 279 experts, private entrepreneurs, and public workers, representatives of the institutions of PC, PUC, and CSO. The key issues and needs, the problem causes and possible solutions have been identified in the aforementioned fields. The initiatives and

proposals of the focus groups have been discussed in the meeting of the Team and they are implemented in the text of the strategy in the Annex 1 - Initial state analysis, and in the Measures and Activities Plan. Due to the need to include the general public and as many subjects as possible in the strategy revision creation process, three surveys were created:

- General survey for the citizens
- Survey for the companies
- Survey on the environment for the citizens.

The surveys were available to the citizens, institutions, economic organizations and CSO in electronic form at the site of the City of Pančevo, and on the *Facebook* page of the City for the period of two months, and in paper form in the local communities, City Service Centre, City Assembly and Culture Centre.

In the general survey, the citizens wrote what should their city look like, how they saw the City of Pančevo in 2020, what they saw as the most important development potentials, and what they thought were the biggest weaknesses of the City of Pančevo and they gave proposals concerning the development of the city. 748 participants responded to the survey.

The survey on the environment included the most important questions concerning the state of the city environment and the proposals on the improvement of the state, in which 223 citizens participated.

The survey for the companies was sent to 130 addresses of economic organizations and included the questions concerning their business, difficulties, development plans and proposal for the improvement of the business environment in the City of Pančevo. The data were collected from 56 companies and 29 enterprises employing 1,779 people.

Data from these surveys were discussed and implemented in the text of the Strategy.

After the initial state analysis, the Team prepared the strategic objectives and the methodology for the improvement of the priorities, based on which the Jury of the City Council defined 11 strategic priorities.

The Preliminary Draft strategy was sent to the City Council of the City of Pančevo for consideration, which adopted the text on 20th August 2014 and sent it for the public hearing which lasted 20 days. The Team organized the public hearing with 11 public gatherings in the city and the settlements, with 183 interested experts, representatives of the institutions, economic organizations, CSO and citizens. During the public hearing 50 proposals and comments on the Preliminary Draft were collected in written form via the specially prepared form available at the site of the City, in LC and Service centre of the City Administration. The collected comments and proposals were processed and implemented in the text, based on which the Draft development strategy of the City of Pančevo 2014-2020 was prepared and sent to the City Council for consideration and determination of the proposals by the City Assembly of Pančevo.

The development strategy of the City of Pančevo 2014-2020 was approved by the City Assembly in the session held in October 2014. With the approval of this strategic document, the Development Strategy of the Municipality of Pančevo 2007-2025 – Operative Version was repealed.

1.4. General Information on Pančevo

The area of the City of Pančevo is located in the Republic of Serbia, in the southern part of Banat, in the basin of the Danube, Tamiš and Nadel. It borders the municipalities Opovo and Kovačica in the north, in the southeast the municipality Alibunar, in the east the municipality of Kovin and in the south and west the City of Belgrade. The southern and western borders are the rivers Tamiš and Danube.

The City area of Pančevo covers the area between 44, 39 and 45, 02 of the northern latitude and 20, 32 and 20, 55 of east longitude. The city territory covers 75,628.79 ha or 756.29 km². The

City of Pančevo is consisted of nine settlements: Pančevo, Jabuka, Kačarevo, Glogonj, Banatsko Novo Selo, Dolovo, Starčevo, Omoljica, Banatski Brestovac and Ivanovo.

Due to its favourable geographical position, the City of Pančevo has the preconditions for dynamic development since it is located at 17 km from the City of Belgrade. Natural factors were crucial in the formation of the settlement. The settlement of Pančevo itself, as well as a number of other settlements, was built on the edge of the loess plateau and alluvial plains. In a wider context, the City of Pančevo is located on the border between the mountain and mountainous region in the south and the lowlands in the north.

The City of Pančevo has a direct access to the Danube and Tamiš. The Danube River, as an international waterway – ‘‘Corridor 7’’ is of great importance, because it connects the developed countries of central Europe with the agrarian countries of the lower Danube region.

Apart from the direct access to the rivers, several major arterial roads are passing through the City of Pančevo:

- E-70 international road and railway Belgrade-Pančevo-Vršac-Timisoara; in this direction the major part of the international trade between the Republic of Serbia and the Republic of Romania is performed
- Main railway Kikinda-Zrenjanin-Pančevo-Belgrade, as well as the state road M-24.

The City of Pančevo is the founder of 38 public services: 2 public companies, 14 public utility companies, 9 cultural centres in the settlements, preschools, Talent Centre, Pančevo Cultural Centre, City Library, National Museum, Historical Archives, Institute for Protection of Cultural Monuments, Public Broadcasting Company RTV Pančevo, Healthcare Centre, Pharmacy and the Tourist Organization. Pančevo is also the headquarter of many provincial and national institutions: Social Welfare Centre, Institution for Housing and Care of the Elderly, Home for Children without Parental Care, Home for the Blind and Visually Impaired, Home for the Mentally Disabled, Office of the National Employment Service, Department of Pension and Disability Fund, General Hospital, Department of Cadastre. The city has over 70 active civil society organizations, and over 150 cultural, sport and economic-tourist events are held annually.

A special resource of the City of Pančevo is a large number of twin towns and regions from a number of European countries: Boulogne-Billancourt in France, Resita in Romania, Zaanstad in the Netherlands, Stavropolis and Neápolis in Greece, Prijedor and Mrkonjić Grad in Republika Srpska, Kumanovo in Macedonia, Moscow region of Voskresensk and Stupino in Russia, Province of Ravenna in Italy, the City of Bonyhád in Hungary, Byala Slatina in Bulgaria and Michalovce in Slovakia.

II VISION AND MISSION

THE CITY OF PANČEVO IN THE FUTURE

Citizens of Pančevo see their city in the next six years as a city of a large number of small and medium-sized enterprises, family businesses and workshops, as a cultural centre with festivals, manifestations and other cultural events, but also as a city with developed agricultural production, a great number of enterprises and companies.

The citizens assessed that the major development resources of the City of Pančevo are the Dabube and Tamiš Rivers, large areas of agricultural land of good quality, cultural and historical heritage with the old city centre and the vicinity of Belgrade with a big market of goods and services.

As major weaknesses of the city, they saw the underdeveloped tourist offer and lack of the accommodation capacity, insufficient efficiency of public services providing services to the citizens, a long-lasting process of liquidation and privatization of companies, underutilization of the resources of the rural areas, lack of green areas, and "the weak city lungs", outdated system of public utility infrastructure, insufficiently equipped land for the business and industrial zones and growth of the gray economy.

The priorities in the field of environmental protection and conservation for the next 6 years of the City of Pančevo are: improvement of air quality, rehabilitation and closure of inadequate landfills, construction of a wastewater treatment facility, afforestation of the city area, construction of the sewerage infrastructure and introduction of a modern system for municipal waste treatment. Based on the initiative of the participants in the creation process of the strategy and opinions of the general public, the guideline of the City of Pančevo is

The Vision

The City of Pančevo, a place with a large number of small and medium-sized enterprises, equipped work zones, with a number of workshops, developed agricultural production, constructed modern settlements, developed tourist offer, cleaner rivers, maintained river banks, pedestrian zones, and beaches, with more green areas and renovated old city centre. The number of employees will be increased, and the number of socially vulnerable families and individuals will be decreased. There will be responsibly operating public services in the city, through the implementation of more efficient procedures and mechanisms for service provision and the improvement of the quality of life of the citizens.

The Mission

The holders of public offices will implement the strategic objectives and priorities, within the set deadlines, with the rational use of all the available resources in order to support the sustainable, equal and comprehensive development of the City of Pančevo. The local self-government together with the public, public utility companies and institutions will in a legal, professional and efficient way, with the use of all the available funds and modern scientific knowledge, implement the planned projects, measures and activities in cooperation and partnership with the private and civil sector.

In the local self-government, for the realization of the strategic objectives, the following **principles and values** will be advocated and applied:

- Respect of human rights and dignity

- Create equal opportunities for all
- Ensure the participation of citizens in decision making processes of general interest
- Effectiveness and availability of services for the citizens in their community
- Transparency of the operations of local self-government units, institutions, PCs and PUCs.

III DEVELOPMENT OBJECTIVES – STRATEGIC PRIORITIES

The concept of the sustainable development includes the *changing process* which is based on the use of the resources, investments, orientation of technological development and institutional changes in the harmony, ensuring the use of present and future potentials in order to meet the human needs and aspirations. This means that the realization of the set objectives ensuring the growth and development within one sector should not bring to the neglecting of growth of other sectors. It is essential that the strategic objectives are economically, socially and environmentally sustainable, which necessarily requires the intersectoral approach, both in the planning process and the realization process.

The sustainability depends on the comprehensiveness and synergy, and without the social consensus the economic and social development is not possible. Therefore, the path "towards the better" is "paved" by the social consensus which depends on: **the resources** ("to know what I have"), **the vision** ("to see the future"), **the knowledge** ("to know what I do not know") and **the willingness** ("to endure and implement").

Based on the initial state analysis, identification of key issues, possible solutions within the available resources of the City of Pančevo and general social community, the development objectives for each field have been defined.

Local Economic Development

Key issues in the field of economic development are: negative image of the City of Pančevo, the lack of the equipped work zones, unresolved property relations, untapped development resources, lack of tourist infrastructure and tourist offer of the City of Pančevo, slowness of the city administration and other public services in the process of obtaining all necessary permits, incomplete communication between the local self-government units and businessmen, local regulations which are not in line with the new trends in business, lack of business activities in the city centre, high level of unemployment.

Key resources: favourable geographical position of Pančevo, rich cultural and industrial heritage (*brownfield*) and a large number of abandoned businesses, vicinity of Belgrade, developed local self-government, network of public, public utility companies and enterprises and institutions.

Key recommendations: equip the work zones with infrastructure and phase planning for equipment of *greenfield* locations, creation of models for the use of resources of the "abandoned companies" and other *brownfield* locations and facilities, introduce regular consultations with the economic sector in order to create a favourable business environment, promote the concept of entrepreneurship, implement a public-private partnership, provide assistance for the start-up in business, more promptly align the local regulations with the provincial and national regulations.

Development objectives:

- **Improvement of the business atmosphere**
- **Increase the employment through the implementation of incentives for the local economic development and employment**

- *Development of tourism, inclusion of the tourist offer of Pančevo in the tourist offer of Belgrade.*

Agriculture

Key issues: the neglected and degraded infrastructure in rural areas, inadequate rural landfills, significant rural areas are weedy and overgrown with bushes, rural roads are of poor quality and narrowed, lack of windbreaks and shelterbelts, non-functioning of the drainage network due to the lack of maintenance, low level of behaviour among the farmers towards the land, rural roads, drainage system, waste disposal, game, and the pollution of the area due to the improper disposal of pesticide packaging, pesticide residues and chemically treated seed, excessive use of pesticides, insufficient effects of the field guarding services, disregarding the requests and recommendations of the farmers by the city, insufficient funds in the city budget allocated for agriculture, insufficient assistance in the development of beekeeping, growing medical herbs, livestock and hunting tourism, poor cooperation between agricultural cooperatives and associations of farmers, difficulties in trade of agricultural products, non conducted redistribution of land, plots according to the cadastre do not reflect the situation on the ground, migration of working-age population to the city.

Key resources: land from the first to the fourth class covers $\frac{3}{4}$ of overall agricultural area, and the agricultural land covers 83.38% of the territory of the City of Pančevo, there are natural advantages for crop farming, fruit and grape production, proximity to the large market suitable for trade in agricultural products, tradition and education of the population in agricultural production, a significant number of educated farmers ready to implement innovations in production and market access, possibility of trade in agricultural products through tourism, resources for the development of hunting tourism (available game, 500 active hunters), developed economic and tourist events.

Key recommendations: align the cadastral state of public and private land with the actual state through the implementation of land consolidation in all cadastral municipalities, identify the areas for afforestation and change the degraded land into the forest land, encourage the creation of agricultural cooperatives, regularly maintain the drainage network, construct the crossings over the channels, reconstruct the channels, construct the open channel network for all the settlements, conduct the education programs for the population regarding the measures for maintaining the channels, behaviour and work with the machines in the area around the channels.

Development objective:

- *Improvement of agricultural production and rural infrastructure.*

Environmental Protection

Key issues: Pančevo is one of the areas with polluted and degraded environment with negative impact on people, wildlife, excessive air pollution with suspended particles of soot, the quality of drinking water in Dolovo, Kačarevo, Jabuka, Glogonj and Banatsko Selo does not meet the standards, untreated wastewater from industrial plants and sewage system are released into the rivers, channels, permeable septic tanks, and permeable wells, the level of green areas in the city is 12 times lower in comparison to the norm for the cities on rivers, the existing risk of water, soil, air contamination and impact on human health with the use inadequate landfills and existence of “illegal” waste disposal.

Key resources: finished General project for treatment of municipal wastewater with the previous feasibility study for the City of Pančevo and all settlements, the Spatial Plan of the City of Pančevo envisages that the forest area with 2147.91 ha should be increased to 2453.14 ha, adopted Local Plan for Waste Management for the City of Pančevo and Regional Plan for Waste Management for the region Pančevo/Opovo, ensured funds for the completion of the Regional Landfill in Pančevo, amount of heavy metals in soil on the analysed locations enables the production of healthy food. .

Key recommendation: ensure the regular monitoring of the quality of air, surface and ground waters and soil, preserve and improve the quality of agricultural land, realize the projects of rehabilitation and closure of existing landfills and launching the new sanitary landfill, realize the projects for creating green areas, increase the percentage of renewable energy use in the total production and consumption of energy, ensure incentives for the implementation of energy efficiency measures in buildings and energy rehabilitation of the facilities, increase the number of programs and activities funded by the local fund for the environmental protection.

Development objectives:

- **Improve the quality of the environment**
- **Develop the sustainable waste management system**
- **Raise the level of energy efficiency and alternative energy source use**

Urbanism and Infrastructure

Key issues: a long-lasting procedure for plan making, insufficient participation of the public in the public insight, the city does not have the register of its property and does not make regular entries, urbanism plans are too defined on one side, while on the other they are insufficiently defined to be clear for the implementation, claims submitted to the Secretariat for Urbanism are not complete, incomplete communication with customers in the process of case status monitoring, public services are restrictive in interpreting the regulations, improper expansion of urban areas in the settlements, certain city centre locations are inactive due to high expenses for their furnishing and small square footage allowed, lack of locations for construction of multi-family buildings, the city does not have the space for expanding, there is no property map in the planning documents, problem of connection with the newly constructed streets, there is a problem when it comes to the small plots and the regulated percentage of green areas, expensive conditions and approval for the construction by the Institute for Protection of Cultural Monuments, expensive connection to the highway, insufficient number of parking lots in public areas, energy efficiency of the facilities in Pančevo is low.

Resources: developed institutional infrastructure in the fields of urbanism, planning and utility services, approved a large number of planning documents, commenced construction of water supply and sewage network throughout the city, developed heating system, connection to major transport corridors, existence of the Danube Port on the territory of Pančevo, international cycling routes EuroVelo 6 and 11.

Development recommendations: establish an advisory body dealing with important issues, activate the Old city centre as a business and tourist zone, identify the zones for the allowed production activities, provide new locations for housing construction, present draft plans in local communities in the settlements and local media, improve the cooperation between PC Directorate, Secretariat for Urbanism and Commission for planning, prepare understandable info material in order to ensure a higher level of participation of the public in public discussions, make the information on construction/reconstruction of streets, designation of streets, land expropriation and utility

equipment available to the public, regular allocation of funds for the land expropriation, enable the access to the information on construction conditions on the internet, encourage EE projects, provide more parking lots, define and implement the measures of transport policy concerning the environmentally friendly solutions and a large use of bicycles in the city, introduce low-capacity buses for certain routes of city transport, implement EE measures for the public facilities, introduce the meters for heat and energy consumption.

Development objectives:

- **Improvement of the planning process in order to have a better creation of spatial plans and urbanism plans**
- **Improvement of municipal infrastructure throughout the city.**

Social Development

Key issues: a part of the local regulations is outdated, unadjusted regulations of the same issues in different decisions and rulebooks, insufficient intersectoral cooperation of the public services, insufficient territorial availability of various services for the citizens in towns, programmed budget planning is not in place in practice, relative dissatisfaction of the citizens regarding the quality of services and operational efficiency of public services, existence of informal settlements and illegal houses of Roma families.

Key resources: developed network of educational institutions, institutions for social and healthcare protection, cultural and sports institutions, local self-government with a high level of institutionalized infrastructure, a large number of profiled and active CSOs, local media, approved sectoral strategies and action plans, defined locations for construction of flats for social housing, developed partnership with international organizations when it comes to the use of donations.

Key recommendations: modernization of the equipment and process of public services operation and the increase of human resources capacity, improvement and development of the practice of the intersectoral cooperation, improvement of the transparency in the public services operation, better availability of information of importance for the exercising the rights and meeting the needs of the citizens, increase of the territorial and physical availability of all types of public services and programs, increase of the human resource capacity in the field of the programmed budgeting in public services, use urbanism plans to define locations for construction of flats for the needs of social housing which are socially and economically sustainable for the users, launch the activities for the legalization of Roma settlements, make thematic concepts for the competitions of the City of Pančevo for the CSO projects and programs, in accordance with the strategic priorities.

Development objectives:

- **Modernization and improvement of operation of public services and more complete use of competences of local self-government and**
- **Improvement of social and economic position of socially vulnerable groups**

In the planning process define the following strategic priorities:

Rank	PRIORITY	General indicator	Activity sector
1.	Improvement of business environment	-equipping the work zone -project and technical	-LED -urban planning and

		documentation - inclusion of business entities -scientific and professional meeting -change of local regulations	construction -economy -public utilities -tax policy
2.	Increase of employment through the introduction of incentives in the field of local economic development and employment	-business start-up and redundancy incentives -trainings of the unemployed for the scarce jobs -use of business facilities	-local self-government -tax policy -economy -social protection
3.	Improvement of the utility infrastructure throughout the city	-water supply and sewage system -heating -transport -waste -facilities and areas for public use	- local self-government - public utilities - urban planning and construction -environmental protection
4.	Improvement of agricultural production and rural infrastructure	-quality of agricultural land -channel network, rural roads and access roads - education of farmers -land consolidation plan -association of producers -lease of agricultural land -production support programs	- local self-government -agriculture - environmental protection - urban planning and construction - public utilities
5.	Improvement of environmental quality	-cadastre of polluters -amount of green areas -air, water and soil quality -revitalized areas -way of heating	- local self-government - environmental protection - public utilities - urban planning and construction
6.	Development of sustainable waste management system	-utility equipment -special waste flows -inclusion of citizens -local regulations	- local self-government - public utilities - environmental protection
7.	Increasing the level of energy efficiency and use of alternative energy resources	-local decisions -campaigns -education -housing and public facilities -energy saving measures -clean technologies -implementation of good practice principle and sustainable development	- local self-government - urban planning and construction - environmental protection

8.	Promotion Improvement of the planning process so as to achieve a better creation of spatial and urban planning	<ul style="list-style-type: none"> -public plans presentations -citizens participation -experts participation -intersectoral cooperation -integrative approach -previous analyses 	<ul style="list-style-type: none"> - local self-government - urban planning and construction - environmental protection
9.	Improvement of socioeconomic position of socially vulnerable groups	<ul style="list-style-type: none"> -citizens social structure data base -housing and employment -exercising human rights 	<ul style="list-style-type: none"> - local self-government -social protection - urban planning and construction
10.	Modernization and improvement of public services operation and the full use of competences of local self-governments	<ul style="list-style-type: none"> - service availability -transparency in work -professional development program -use of IT tools -intersectoral cooperation -local regulations -strategy and action plan monitoring 	<ul style="list-style-type: none"> - local self-government - public utilities -informing
11.	Development of tourism, inclusion of the tourist offer of Pančevo in the tourist offer of Belgrade	<ul style="list-style-type: none"> -tourist infrastructure -city tourist offer -programs -action plans -cycling paths 	<ul style="list-style-type: none"> - local self-government -tourism - urban planning and construction - environmental protection

IV PLAN OF MEASURES AND ACTIVITIES

In order to enable the direction and monitoring of the process towards the sustainable development it is necessary to qualitatively define the general intersectoral and integrated development objectives, to identify the set of indicators providing the possibility of monitoring the realization of the objectives, description and assessment of the achieved level of development in the previous period and the objectives realized through the concrete projects, measures and activities planned in certain time intervals with the defined liability for their realization.

STRATEGIC PRIORITY 1 : *Improvement of Business Environment*

Programs/ Measures	Activities/ projects	Implement ation period	Implementer	Indicators
1.1 Program of support measures for SMEE	1.1.1 Establishing the Economical Development Fund	2015	City Council, Secretariat for Economy and Economical Development, Economic Council	Decision, annual program and funds planned
	1.1.2 Cooperation with the business community	2014-2020	Secretariat for Economy and Economical Development, Economic Council	Consultations regarding defining the fee, tax etc, monitoring the opinion of the business community on the quality of the business environment, surveys, fairs, seminars
	1.1.3 Promotion of the concepts of entrepreneurship and the improvement of the level of entrepreneurship culture	2014-2020	Secretariat for Economy and Economical Development Economic Council	Number of conducted promotions, awards for the best entrepreneurs, employers, competition for innovative business ideas, organization of ‘‘Day of Science and Development’’
	1.1.4 Definition of zones of improved business in the Old city centre	2015-2016	City Council, Secretariat for Economy and Economical Development, PC Directorate	Establishment of zones, defined business criteria and assistance measures, number of entrepreneurs in the Old city centre
	1.1.5 Creation of the study for <i>brownfield</i> facilities and locations, with the potential solutions for their revitalization	2015- 2017	City Council, Secretariat for Economy and Economical Development, Secretariat for Urban Planning, Construction, Housing and Communal Services, Economic Council Institute for Protection of Cultural Monuments, PC Directorate	Definition of concepts and methodology, professionals involved, studies created
1.2	1.2.1 Establishing the Centre for issuing construction permits	2015- 2016	Secretariat for Economy and Economical Development Secretariat of Urban Planning, Construction, Housing and Communal Services,	Ensuring the technical and human resources, establishing the procedures, signed the cooperation protocol, period for issuing

Improvement of investment attraction	(CIP)		Administration for Joint Services, PC Directorate, PUC	permits
	1.2.2 Creation of strategies for attracting new investment 2017-2020	2015-2016	Secretariat of Economy and Economical Development, Secretariat of Urban Planning, Construction, Housing and Communal Services, PC Directorate, PUC	Decision of CC, team established, strategy with AP prepared and approved
	1.2.3 Improvement of capital investment management	2015	Secretariat of Economy and Economical Development Secretariat of Urban Planning, Construction, Housing and Communal Services, Secretariat of Finance, PC Directorate, PUC	Form the team of experts at the city level for larger investment, period for location preparation and issuing of permits and investment realization
	1.2.4 Cooperation with the institutions of NALED, SCTM, VIF, SIEPA, RCR Banat, Serbian Economic Senate, etc.	2014-2020	Secretariat of Economy and Economical Development, City Administration	Cooperation projects
	1.2.5 More rational use of resources through strengthening of public-private partnership	2016-2020	City Council, Secretariat of Economy and Economical Development, Secretariat of Urban Planning, Construction, Housing and Communal Services, Secretariat for Assembly Affairs, Mayor and CC, Secretariat of Finance, PC, PUC	Number of initiated projects, number of signed agreements on PPP
1.3 Infrastructural work zones equipping	1.3.1 Creation of project and technical documentation for phase equipping of the Northern Industrial Zone	2015- 2016	Business Zone Team, Secretariat of Urban Planning, Construction, Housing and Communal Services, PC Directorate, PUC Water and Sewage	Funds provided, public procurement conducted, a construction permit obtained
	1.3.2 Phase infrastructural equipping of the Northern Industrial Zone	2014-2017	Business Zone Team, Secretariat of Urban Planning, Construction, Housing and Communal Services, PC Directorate, PUC Water and Sewage	Construction of access and internal roads, substation, water supply system and sewerage system
	1.3.3 Creation of project and technical documentation for phase equipping of the commercial business zone Mali Rit	2017-2019	Secretariat of Urban Planning, Construction, Housing and Communal Services, PC Directorate, PUC Water and Sewage	Funds provided, public procurement conducted, a construction permit obtained
	1.3.4 Realization of the	2020	Secretariat of Urban Planning, Construction,	Funds provided, public procurement

	phase I of the infrastructural equipping of the commercial business zone Mali Rit		Housing and Communal Services, PC Directorate, PUC Water and Sewage	conducted, contract signed
	1.3.5 Constructed sewage system in Stara Utva and Skadarska	2016-2017	Business Zone Team, Secretariat of Urban Planning, Construction, Housing and Communal Services, Secretariat of Environmental Protection, PC Directorate, PUC Water and Sewage	Planning documents, project documentation created, funds provided, use permit
	1.3.6 Infrastructural equipping of the <i>greenfield</i> locations	2015-2020	Business Zone Team Secretariat of Urban Planning, Construction, Housing and Communal Services, PC Directorate, PUC Water and Sewage	Planning documents, created project documentation, obtained construction permit
1.4 Improvement of the city image	1.4.1 Start the process of branding of the City of Pančevo	2016	Mayor Office, other expert services of CA, TOP	Decision of CC, decision on team establishment, planned funds, providing consultation services, approved Program with AP for the period 2016-2020
	1.4.2 Defining the identity of the city	2016-2017	Mayor Office, other expert services of CA, TOP	Research of spatial, technological, urban, natural, historical, environmental, social characteristics which influence the general perception of the city by citizens, entrepreneurs, investors, visitors and other target groups
	1.4.3 Development of the new identity – brand of the city.	2017-2020	Mayor Office, other expert services of CA, TOP	Expert team from the field of marketing and public relations, tourism, program with AP, planned annual financial funds, launched realization

STRATEGIC PRIORITY 2 : *Increase of Employment through the Introduction of Incentives in the Field of Local Economic Development and Employment*

Programs/ Measures	Activities/ projects	Implementation period	Implementer	Indicators
2.1 Use of city business premises as a support of employment and self-employment	2.1.1 Creation of business incubators program, artistic workshops, studios, fashion and designer studios, crafts etc.	2017	Secretariat of Public Services, Administration for Joint Services, Secretariat of Economy and Economical Development, Secretariat of Urban Planning, Construction, Housing and Communal Services, PC Directorate	Program aligned with the criteria from the Decision on the zone of the improved business and other city decisions, program adopted, funds for 2018 allocated

2.2 Provide incentives for business start-ups and redundancies	2.2.1 Introduction of relief and incentives	2015-2020	City Council, Secretariat for Tax Administration, Secretariat of Economy and Economical Development, PC Directorate	CC decisions on relief made, grace period for payment of local tax in the 1 st year of business extended, competitions for the SMEE sector, program for monitoring and business start-up support
	2.2.2 Support for the old crafts and handicrafts	2014-2020	Secretariat of Economy and Economical Development, Secretariat for Agriculture and Rural Development, Secretariat for Public Services and Social Issues, TOP	Annual competition, number of realized projects, sales of handicrafts organized
2.3 Creation of conditions for employment the redundant workers and the unemployed through the trainings for the scarce jobs	2.3.1 Engage the companies and educational institutions in order to provide trainings to the redundant workers and the unemployed	2015-2020	Administration for Joint Services, Secretariat for Public Services and Social Issues, Secretariat of Economy and Economical Development,	Cooperation agreement, integrated in the LAPZ program, construction of workshops in School of Electrical Engineering and School of Mechanical Engineering

STRATEGIC PRIORITY 3 : *Improvement of the Utility Infrastructure Throughout the City*

Programs/ Measures	Activities/ projects	Implementa tion period	Implementer	Indicators
3.1 More efficient planning of the construction of the utility infrastructure	3.1.1 Creation of the plan for utility infrastructural equipping of the city 2015-2020	2014-2015	PC Directorate, Secretariat of Urban Planning, Construction, Housing and Communal Services, Secretariat of Finance, PUC, PC CHA	CC decision, team established, plan created and adopted
	3.1.2 Preparation of the priority infrastructural projects for co-financing by domestic and foreign funds	2014-2020	Secretariat of Economy and Economical Development, PC, PUC, SLAP managers and coordinators	Number of prepared infrastructural projects for annual funding (project documentation, feasibility studies)
3.2 Development of facilities for public use and public	3.2.1 Relocation of the old Flee market and defining the area for fuel sales	2015-2016	PC Directorate, Secretariat of Urban Planning, Construction, Housing and Communal Services, PUC Greenery, PUC Hygiene	Definition of the location in the plans, creation of the technical documentation, allocation of funds, construction and equipping
	3.2.2 Covering the Green	2015-2016	PUC Greenery, Secretariat of Urban	Funds in the city budget and other sources

premises	market, with solar panels according to the existing project		Planning, Construction, Housing and Communal Services	ensured, works implemented, functionality of the market, annual energy savings
	3.2.3 Development of market areas in all populated areas	2015-2020	LC and PUC in populated areas, Secretariat of Urban Planning, Construction, Housing and Communal Services, PUC and LC of the populated areas	The analysis of needs and the plan of equipment created, locations defined by plan, technical documentation, number of developed and equipped market areas per year
	3.2.4 Expansion of the new cemetery	2014-2016	Secretariat of Urban Planning, Construction, Housing and Communal Services, PUC Greenery	Service provision capacities (number of new burial places)
	3.2.5 Expansion of the cemeteries in the populated areas	2015-2020	LC and PUC of the populated areas	Service provision capacities (number of new burial places in villages)
	Development of public beaches	2018-2020	PUC Greenery, PC Directorate, PUC Hygiene	Facility Marko Kulić adapted, city beach developed and equipped
	3.2.6 Construction of the public garage and toilets	2015-2017	Secretariat of Urban Planning, Construction, Housing and Communal Services, PC Directorate, PUC Hygiene	Locations for public garage and toilets identified, garages and toilets constructed
	3.2.7 Construction of parking lots for trucks in the city	2016-2017	Secretariat of Urban Planning, Construction, Housing and Communal Services, Transportation Agency, PUC Hygiene, PC Directorate	Location defined by plan, technical documentation created, parking constructed and equipped
	3.2.8 Construction of inter-block roads and utility infrastructure	2016-2018	PC Directorate, PUC Water and Sewage, Secretariat of Urban Planning, Construction, Housing and Communal Services	Technical documentation created, number of constructed inter-block roads gardens per year (American buildings, Dr. Ž Fogaraš – S. Kasapinović etc)
	3.2.9 Advocating the principle of urban culture, prevention and rehabilitation of inadequate building construction	2015-2020	Secretariat of Urban Planning, Construction, Housing and Communal Services, PC Directorate, Secretariat for Inspection, Communal Police	Number of promoted events per year
	3.3 Improvement of	3.3.1 Program for maintenance,	2015-2020	PUC Water and Sewerage, Secretariat of Urban Planning, Construction, Housing

water supply and sewage system	reconstruction and protection of wells and springs		and Communal Services	
	3.3.2 Construction and reconstruction of buildings within the facilities of drinking water treatment	2015	PUC Water and Sewerage	Creation of project-technical documentation, annual plan of funds, availability of drinking water
	3.3.3 Creation of project and technical documentation for the completion of works on the construction of water supply infrastructure in Pančevo	2014-2020	PUC Water and Sewerage	Number of projects per year
	3.3.4 Connection to the city water supply system for the settlements Jabuka, Dolovo, Kačarevo, Glogonj, Banatsko Novo Selo, and the reconstruction of the water supply network in Glogonj, Banatsko Novo Selo and Dolovo	2014-2020	PUC Water and Sewerage	Creation of project-technical documentation, annual plan of funds, availability of drinking water for the citizens
	3.3.5 Construction of the WWTF for the territory of Pančevo (the city and populated areas)	2015-2020	PUC Water and Sewerage, Secretariat for Environmental Protection, Secretariat of Urban Planning, Construction, Housing and Communal Services	Locations defined by plan, creation of project-technical documentation, number of constructed facilities
	3.3.6 Completion of construction of sewerage system throughout the city in accordance with Plan for capital investment and infrastructural equipping of the City of Pančevo	2015-2020	PUC Water and Sewerage, Secretariat for Environmental Protection, Secretariat of Urban Planning, Construction, Housing and Communal Services	Realized projects, length of the constructed system, number of new connections, incentives for new connections, number of issued orders for illegal connections.
	3.3.7 Creation of project-technical documentation	2014-2015	Working group for the Tamiš region collector, City Administration, PUC Water	Solving the legal property relations, project realized

	for the Tamiš region collector with the reconstruction of the pumping station		and Sewerage	
	3.3.8 Phase construction of the Tamiš region collector with the pumping station	2015-2020	Working group for the Tamiš region collector, City Administration, PUC Water and Sewerage	Annual plan of funds, length of the system constructed
	3.3.9 Creation of project-technical documentation for the improvement of the storm water sewerage system on the territory of Pančevo	2014-2017	PUC Water and Sewerage, Secretariat of Urban Planning, Construction, Housing and Communal Services,	Projects realized
	3.3.10 Construction and maintenance of the storm water sewerage system in the populated areas	2015-2020	LC and PUC of the populated areas	Annual dynamics of cleaning the channels, project documentation, number of km of the new channels constructed
	3.3.11 Maintenance of the flood protection system on the territory of Pančevo	2015-2020	Staff of Emergency, Administration for Joint Services	Plan for the flood protection for 2016-2020 created, annual dynamics of system maintenance
	3.3.12 Reconstruction of the outflow of the storm water sewerage system in Tamiš	2015-2016	PUC Water and Sewerage,	Technical documentation created, outflow reconstructed
3.4 Improvement of transportation network and services of public transport	3.4.1 Implementation of improvement measures for public transport in accordance with the Transportation study on the territory of Pančevo	2014-2020	PUT ATP, Transportation Agency	Number of replaced buses, number of routes and frequency of passing, annual profit and expenses
	3.4.2 Construction and reconstruction of the bus stops in accordance with the Transportation study on the territory of Pančevo	2014-2020	CA, PC Directorate, Transportation Agency, ATP	Stops reconstructed on the territory of the city

	3.4.3 Construction of parking lots for commercial vehicles for transport of hazardous goods	2016-2018	PC Directorate, Transportation Agency, PUC Hygiene	Location defined by plan, technical documentation created, funds planned and project realized
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STRATEGIC PRIORITY 4 : . *Improvement of Agricultural Production and Rural Infrastructure*

Programs/ Measures	Activities/ projects	Implement ation period	Implementer	Indicators
4.1. Planning and support for the development of agriculture	4.1.1 Approval of the strategy for the development of agriculture for the period 2016-2020.	2015-2016	Secretariat for Agriculture and Rural Development	Decision of CC, team established, strategy with AP prepared and adopted
	4.1.2 Approval of the annual AP for the rural development	2015-2020	Secretariat for Agriculture and Rural Development	Decision of CC, team established, AP adopted
	4.1.3 Promotion of cooperatives and associations	2015-2020	Secretariat for Agriculture and Rural Development, Secretariat for Economy and Economical Development	Number of info days, cooperative and associations established
	4.1.4 Establishment of the agrarian fund	2016	City Council, Secretariat for Agriculture and Rural Development	Decision of CC, Program for Fund 2017-2020 created, funds per year planned, number of projects and fund users per year
	4.1.5 Competition for the incentives for the agricultural associations and clusters	2015-2020	Secretariat for Agriculture and Rural Development	Funds per year planned, number of competitions, number of fund users per year
	4.1.6 Establishment of the agricultural incubator	2018- 2020	City Council, Secretariat for Agriculture and Rural Development	Decision of CC, incubator established, funds planned, number of users per year
	4.1.7 Launching the initiatives for the increase of the availability of veterinary advice and services in villages	2015	Secretariat for Agriculture and Rural Development, CC, City Assembly	Changes in the veterinary service organization, available to customers
	4.1.8 Creation of the annual	2015-2020	Secretariat for Agriculture and Rural	Number of users of ‘‘green stalls’’ per year,

	program of “green stalls”		Development	number of producers of organic products
4.2 Programs of protection, development and use of agricultural land	4.2.1 Creation of land consolidation plans for Dolovo, Kačarevo, Ivanovo and implementation of the existing land consolidation plans	2014-2020	Secretariat for Agriculture and Rural Development, Land consolidation Commission	Commission established, Number of CM in which land consolidation was implemented
	4.2.2 Assessment of the soil quality and creation of the soil map	2016-2020	Secretariat for Agriculture and Rural Development, Secretariat for Environmental Protection	Number of analyses conducted per year, soil maps created according to the priorities from the agricultural development strategy
	4.2.3 Improvement of transparency in creation of the annual protection, development and use program for agricultural land and lease procedure	2015-2020	Commission for Lease of State-Owned Agricultural Land and Program Development Commission, Secretariat for Agriculture and Rural Development	Number of public gatherings and presentations held, number of comments
	4.2.4 Improvement of the work of field guarding services	2015-2020	Secretariat for Agriculture and Rural Development	Funds provided per year, number of field guards, number of solved cases per year
	4.3.1 Improvement of the rural roads	2015-2020	Secretariat for Agriculture and Rural Development, PC Directorate, LC of the populated areas	Inventory and creation of project-technological documentation for the rural roads, solving property rights problems, funds planned per year, number of roads developed per year
4.3 Improvement of agricultural infrastructure	4.3.2 Construction of windbreaks and shelterbelts on the territory of the city in accordance with the project	2014-2020	Secretariat for Agriculture and Rural Development, PUC Greenery	Percentage of projects realized annually, number of seedlings, presence of mellifluous trees, liability for management and maintenance defined
	4.3.3 Construction and equipping the access roads	2015-2020	Secretariat of Urban Planning, Construction, Housing and Communal Services, Secretariat for Agriculture and Rural Development, PC Directorate, LC of the populated areas	Project documentation created, funds planned per year, annual number of developed and equipped access roads (hydrants and containers for chemical waste)
	4.3.4 Maintenance of channels Pančevo 33, 33a and ATP channel	2014-2015	PUC Water and Sewerage, Secretariat for Agriculture and Rural Development Secretariat for Environmental Protection	Approval of program of measures for channel maintenance, desludging of the Nadel on the territory of Pančevo, absorbent capacity of Nadel, risk from the outflow of sewerage

				system in Misa settlement
	4.3.5 Maintenance of the channel network in accordance with the operative plan	2015-2020	PUC Water and Sewerage, Secretariat for Agriculture and Rural Development PC Directorate	Property rights relations solved, expropriation of the land, funds planned per year and the number of undertaken activities, constructed passages and crossings, annual reports on the channel network state
	4.3.6 Temporary fencing the dumps in the populated areas	2015-2020	LC and PUC of the populated areas	Fund planned per year, number of fenced dumps per year
4.4 Programs, education and actions	4.4.1 Support for the quality control, certification, products marketing and the opportunity of export of the agricultural products	2015-2020	Secretariat for Agriculture and Rural Development, Secretariat for Economy and Economical Development,	Number of users, number of certified products
	4.4.2 Annual programs of education of farmers	2015-2020	Secretariat for Agriculture and Rural Development, Secretariat for Environmental Protection, Secretariat for Economy and Economical Development	Number of trainings per year (legal regulation and standards, pesticide use, controlled production, production of spices and herbs, implementation of agro-environmental measures, cultivation of the autochthonous species and breeds, veterinary protection, causes for the disappearance of bees and insects), number of trained farmers
	4.4.3 Education on domestic and foreign financing funds and creation of project proposals	2015-2020	Secretariat for Agriculture and Rural Development, Secretariat for Economy and Economical Development,	Number of trainings per year, number of trained farmers
	4.4.4 Organization of the action with citizens and CSO ‘‘Fight Against Ragweed Week’’ throughout the city	2015-2020	Secretariat for Agriculture and Rural Development, PUC Hygiene, PUC Greenery, Secretariat for Environmental Protection, LC and PUC of the populated areas	Drafted campaigns for two years, funds planned, number of actions ‘‘Fight Against Ragweed Week’’ organized per year, media covered
	4.4.5 Promotion of construction of the compost at farms	2015-2020	Secretariat for Agriculture and Rural Development, Secretariat for Environmental Protection	Number of promotions conducted per year (through competitions for the environmental protection), media coverage

	4.4.6 Bulletin for agricultural, economic, hunting and other associations	2015-2020	Secretariat for Agriculture and Rural Development, Secretariat for Economy and Economical Development, Secretariat for Environmental Protection	Funds planned, printed and electronically available annual bulletin
	4.4.7 Public presentations of annual programs and results of the improvement of agricultural infrastructure	2015-2020	Secretariat for Agriculture and Rural Development PC Directorate	Number of presentations per year

STRATEGIC PRIORITY 5 : *Improvement of Environmental Quality*

Programs/ Measures	Activities/ projects	Implementa tion period	Implementer	Indicators
5.1 Planning and analysis	5.1.1 Creation of plan for the improvement of air quality	2015	Secretariat for Environmental Protection	Plan adopted, funds planned per year
	5.1.2 Monitoring the air, water and soil quality and noise	2015-2020	Secretariat for Environmental Protection, Secretariat for Agriculture and Rural Development	Funds provided per year, annual reports
	5.1.3 Assessment of the presence of long-lasting organic pollutants in soil	2017-2020	Secretariat for Environmental Protection, Secretariat for Agriculture and Rural Development	Rehabilitation locations identified
	5.1.4 Creation of the study for the environmental impact on health	2018-2020	Secretariat for Environmental Protection	Funds provided, study results available
	5.1.5 Management and updating of the local register of environmental pollution	2014-2020	Secretariat for Environmental Protection	Local register updated
	5.1.6 Adoption of the new rulebook on the quality of sanitary waters flowed into the public sewerage system	2015	Secretariat for Environmental Protection, Secretariat for Agriculture and Rural Development, PUC Water and Sewerage	Rulebook adopted
	5.1.7 Adoption of the new decision on drainage and treatment of waste water	2015	Secretariat for Environmental Protection Secretariat for Agriculture and Rural Development, PUC Water and Sewerage	Decision adopted

5.2 Improvement of financial and technical conditions for air, water and soil protection	and storm water			
	5.2.1 Provide incentives for the use of gas as energy	2018	City of Pančevo	Decision adopted, funds planned per year
	5.2.2 Reduction of aero pollution caused by public transport	2016 -2020	City, ATP, Transportation Agency	Annual increase of the number of the ecologically friendly vehicles and the decrease of the number of ecologically unfriendly vehicles
	5.2.3 Creation of project documentation for the remediation of polluted locations	2016 -2020	Secretariat for Environmental Protection	Number of projects prepared
5.3 Increase in the number of green areas	5.3.1 Creation of the cadastre of green areas on the territory of the city	2014-2016	PUC Greenery	Cadastre of green areas updated
	5.3.2 Creation of project for afforestation of the low-quality public land	2016-2020	Property Agency, Secretariat for Agriculture, Secretariat for Environmental Protection PUC Greenery, PC Directorate	Property map, categorization of land, number of projects per year
	5.3.3 Realization of the afforestation project	2016-2020	Secretariat for Environmental Protection, PUC Greenery, PC Directorate	Annual increase of the afforestation percentage
	5.3.4 Revitalization of the green protection belt in Topola	2015-2017	Secretariat for Environmental Protection, PUC Greenery	Project created, funds planned, project realized
	5.3.5 Increase in the number of green areas within the work zone in the city and villages	2014- 2020	Secretariat of Urban Planning, Construction, Housing and Communal Services, PC Directorate, PUC Greenery, PUC and LC of the populated areas	Increase in the number of green areas in plans, annual increase of the green areas percentage
5.4 Improvement of the state of the protected natural resources on the territory of the City of Pančevo	5.4.1 Rehabilitation and revitalization of the National Park Ponjavica in accordance with the project (phase I)	2016-2020	Secretariat for Environmental Protection, Secretariat of Urban Planning, Construction, Housing and Communal Services, PC Directorate	ASP for special purpose "Ponjavica" created, funds planned per year, first section of Ponjavica rehabilitated and cleaned
	5.4.2 Making the decision on the oak forest protection	2016	City Council, Secretariat for Environmental Protection	Decision on protection made

	near Dolovo			
5.5 Protection from noise	5.5.1 Making a new decision on protection from noise	2015	Secretariat for Environmental Protection, PC Directorate, Communal Police, Secretariat for Inspection	Map of acoustic zoning of Pančevo created Decision in line with legal changes made
	5.5.2 Creation of the strategic noise map for the City of Pančevo	2017-2018	Secretariat for Environmental Protection , PC Directorate for Construction and Development of Pančevo	Strategic noise map
	5.5.3 Creation of the Action Plan for the protection from noise	2019-2020	City Council, Secretariat for Environmental Protection, PC Directorate	Expert team established, action plan adopted

STRATEGIC PRIORITY 6: *Development of Sustainable Waste Management System*

Programs/ Measures	Activities/ projects	Implementation period	Implementer	Indicators
6.1 Closing the old city landfill	6.1.1 Expropriation of the land at the old landfill area	2015	Real Estate Agency, PC Directorate, Attorney General, Secretariat for Urban Planning, Construction, Housing and Communal Services	Real estate and legal issues solved, funds planned, expropriation performed
	6.1.2 General project development of the old landfill rehabilitation and reclamation	2016	Secretariat for Environmental Protection, PUC Hygiene	Funds planned, public procurement launched, agreement signed, project implemented, rehabilitation and closing project developed
	6.1.3 The old landfill rehabilitation and reclamation	2017-2018	Secretariat for Environmental Protection, PUC Hygiene	Funds planned, public procurement launched, agreement signed, project implemented
6.2 Rehabilitation and closing the unsuitable landfills in populated areas	6.2.1 Project and technical documentation development for rehabilitating the landfills in populated areas (Gloganj, Kačarevo, B. Brestovac	2015-2017	Secretariat for Environmental Protection, PUC of the populated areas	Funds planned, public procurement launched, agreements signed, projects developed

	and Omoljica)			
	6.2.2 Rehabilitation and reclamation of the unsuitable landfills in populated areas	2015-2020	Secretariat for Environmental Protection, PUC of the populated areas	Funds planned, public procurement launched, agreements signed, projects implemented in all populated areas
6.3 Commissioning the regional landfill	6.3.1 Finalization of the regional landfill construction works (phase 1)	2015	PUC Hygiene, Secretariat for Environmental Protection, Secretariat for Urban Panning, Construction, Housing and Communal Services	Project and technical documentation completed, the landfill commissioned
	6.3.2 Expanding the regional landfill complex	2015	Real Estate Agency, PUC Hygiene, Attorney General, Secretariat for Urban Panning, Construction, Housing and Communal Services	Real estate and legal issues solved, funds planned, expropriation performed
	6.3.3 Reconstruction of the access road to the regional landfill according to the project	2015-2016	PUC Hygiene, PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services	Funds planned and expropriation performed, project implemented
	6.3.4 Building and maintaining the safety belt surrounding the New landfill	2015-2017	PUC Hygiene, PUC Greenery	Annual implementation level of the safety belt project
6.4 Promotion of the waste management system	6.4.1 Creating conditions for collecting municipal waste not possible to be stored in containers in such populated areas	2015-2017	PC Directorate, PUC Hygiene, LC of the populated areas	Locations in all populated areas defined by plans, location in use
	6.4.2 Determining a new location for storing and recycling the construction waste	2015-2016	Secretariat for Urban Panning, Construction, Housing and Communal Services, PC Directorate	Location defined by plan, construction and equipment project developed, location in use
	6.4.3 Determining a location for storing the forcibly removed waste	2016	Secretariat for Urban Panning, Construction, Housing and Communal Services, PC Directorate, PUC Hygiene	Location defined by plan, location in use

	vehicles			
	6.4.4 Construction of the municipal waste separation facility in the regional landfill complex	2017	PUC Hygiene	Percentage of decreased amounts of waste disposed at the landfill
	6.4.5 Equipping the recycling center in Vlasinska Street	2014-2020	PUC Hygiene	Recycled waste amounts, annual revenue of the PUC Hygiene from secondary raw materials
	6.4.6 Passing the new decision on cleanliness maintenance	2015	Secretariat for Environmental Protection, PUC Hygiene	Decision harmonized with the Regional and Local Waste Management Plan
	6.4.7 Increasing the number of places intended for special containers for collecting recyclable materials in populated areas	2014-2016	PUC Hygiene, PUC of the populated areas	Number of new, locations regulated and equipped, the number of containers for special purposes
	6.4.8 Training and promoting recycling, especially intended for children and youth	2014-2020	Secretariat for Environmental Protection, PUC Hygiene	Number of trainings and number of participants (competition, promotional materials, public presentations)

STRATEGIC PRIORITY 7: *Increasing the Level of Energy Efficiency and the Use of Alternative Energy Resources*

Programs/ Measures	Activities/ projects	Implementa tion period	Implementer	Indicators
7.1 Local energy policy development	7.1.1 Creation of the study on the possibilities for using RER on the territory of the City of Pančevo	2016-2017	Secretariat for Environmental Protection, PUC, PC Directorate and PC CHA	Funds planned, study created
	7.1.2 Providing incentives for energy savings and use of RER	2017-2020	City, Secretariat for Environmental Protection, PUC Heating, PC CHA	Decision of the Assembly, competitions, funds planned, implementation monitoring

	in the private sector			
	7.1.3 Promotion of the importance of efficient energy usage and RER examples of good practice	2015-2020	Secretariat for Environmental Protection, PUC, PC	Annual number of organized promotions
	7.1.4 Adopting EE programs and plans	2015-2016	Secretariat for Environmental Protection, Secretariat for Urban Panning, Construction, Housing and Communal Services, PC Directorate and PC CHA	Decision of CC, expert team formed, program prepared and adopted, funds planned, implementation monitoring
	7.1.5 Establishing the Energy Manager institution	2015-2016	The City Council	Energy Manager Appointed
	7.1.6 Providing conditions for transition to the system of calculating district heating by consumption	2015-2016	The City, PUC Heating, Secretariat for Urban Panning, Construction, Housing and Communal Services, Secretariat for Environmental Protection	Decision of Assembly, funds for implementation planned
7.2 Improvement of the public facilities energy efficiency	7.2.1 Developing project documentation for the energy rehabilitation of public facilities	2015-2020	Secretariat for Environmental Protection, Secretariat for Urban Panning, Construction, Housing and Communal Services, PC, PUC	Annual EE projects number
	7.2.2 Co-financing the implementation of the EE facilities improvement project	2016-2020	Secretariat for Environmental Protection, Secretariat for the Economy and Economic Development, PC, PUC	Annual funds planned, annual number of rehabilitated objects, savings monitoring
	7.2.3 Promoting the principle of green building	2015-2020	PC Directorate, Secretariat for Environmental Protection, Secretariat for Urban Panning, Construction, Housing and Communal Services, PC CHA	Annual number of organized promotions
	Implementing the electricity savings measures in the public	2015-2020	PC Directorate, Secretariat for Environmental Protection	Technical projects, annual electricity consumption in the system of public street lighting

	street lighting system			
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STRATEGIC PRIORITY 8: *Improvement of the Planning Process so as to Achieve a Better Creation of Spatial and Urban Planning*

Programs/ Measures	Activities/ projects	Implementa tion period	Implementer	Indicators
8.1 Increasing efficiency of the planning process through inter-sectoral cooperation	8.1.1 Increasing and controlling the quality of creating plan documentation	2015	Secretariat for Urban Panning, Construction, Housing and Communal Services, PC Directorate	Frequency of changes to the adopted plans, participation of the Secretariat for Urban Panning and the Planning Commission for in the plan development
	8.1.2 Creating GRP for populated areas	2015	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC of the populated areas	LCs involved in the planning process, public introduction organized at the populated areas, GRP for all of the populated areas
	8.1.3 DRP subcategory Kotež 2 (block 036)	2016	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, LCs involved in the planning process, public introduction organized at the LC, GRP adopted
	8.1.4 DRP subcategory Kotež 2 (block section 113)	2016	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, LCs involved in the planning process, public introduction organized at the LC, GRP adopted
	8.1.5 DRP Business/manufacturing residential area (block 326)	2016	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, LCs involved in the planning process, public introduction organized at the LC, GRP adopted
	8.1.6 DRP Hot Water Supply from the „South Zone“ to the City	2016	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, GRP developed
	8.1.7 DRP Economic zone – industry for special purposes	2016	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, GRP developed
	8.1.8 DRP Tourist and recreational zone	2018	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, GRP developed

8.1.9	DRP of expanding the Regional landfill location	2017	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, GRP developed
8.1.10	DRP of the Institute Josif Pančić	2017	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, GRP developed
8.1.11	DRP of the Relocation of MTN	2018	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, GRP developed
8.1.12	DRP of the Bypass around Pančevo	2017	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC, Transportation Agency	Development decision, GRP developed
8.1.13	DRP for the Transmission for the Substation 6	2017	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, GRP developed
8.1.14	DRP for Block 20, DRP for Block 51, DRP for Block 18	2015	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC	Development decision, GRP developed
8.1.15	DRP for the Protective Greenery Zone (block 143,142 and 61)	2017	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, LC, Secretariat for Environmental Protection, PUC Greenery	Development decision, GRP developed
8.1.16	DRP of the Bypass (block 116)	2015	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, Transportation Agency	Development decision, GRP developed
8.1.17	DRP for the Archeological Park Zone	2015	LC Starčevo, Secretariat for Urban Panning, Construction, Housing and Communal Services	Adopted decision of the City Assembly
8.1.18	Creating the spatial plan for the area of special purpose	2016-2017	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, Transportation	Revision and adopted decision on development, developed ASP

	Ponjavica		Agency, Secretariat for Environmental Protection	
	8.1.19 Providing planned basis for building utility infrastructure with WWTF	2014-2015	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, Transportation Agency, Secretariat for Environmental Protection, PUC Water Supply and Sewerage	Plans adopted
	8.1.20 Producing technical and economic analyses within the process of creating the planned documentation	2014-2020	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, Transportation Agency, Secretariat for Environmental Protection	Annual planning of funds according to the needs, plans developed
8.2 Greater participation of publicity in the process of planning	8.2.1 Increasing the public insight into the draft plans and participation of citizens in the process of development	2014-2020	Secretariat for Urban Panning, Construction, Housing and Communal Services, PC Directorate	Number of annual public presentations, availability of the draft plans for the wide general public
	8.2.2 Promotion of innovative urban solutions via competition	2015-2020	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, Transportation Agency	Annual planned resources, number of annual promotions, renewed AUPA
8.3 The use of modern knowledge and tools in creating plan documentation	8.3.1 Improving the GIS	2015- 2018	Secretariat for Urban Panning, Construction, Housing and Communal Services, PC Directorate, Action group for GIS	Application of GIS compatible tools during the plans development, time necessary for developing planned documentation, regular entry of information into the system
	8.3.2 Exchanging knowledge on the application of standards in developing planned documentation and construction	2014-2020	PC Directorate, Secretariat for Urban Panning, Construction, Housing and Communal Services, Planning Commission	Number of annual meetings, renewed AUPA

STRATEGIC PRIORITY 9: *Improving the Socioeconomic Position of the Socially Vulnerable Groups*

Programs/ Measures	Activities/ projects	Implementa tion period	Implementer	Indicators
9.1 Improving the housing and employment of socially vulnerable groups	9.1.1 Construction of social apartments in the Hippodrome settlement	2014-2020	Secretariat for Public Services and Social Affairs, Secretariat for Urban Panning, Construction, Housing and Communal Services, CHA, PC Directorate, Center for Social Work	General Project developed, all construction phases realized
	9.1.2 Legalization of Roma settlements	2015-2016	Secretariat for Public Services and Social Affairs, Secretariat for Urban Panning, Construction, Housing and Communal Services, CHA, PC Directorate, Center for Social Work	Street names and numbers are given in the Roma settlements at the locations defined by the plan as the social housing zone
	9.1.3 Solving the housing problem of Roma population from the informal settlement Mali Rit – London	2016-2020	Secretariat for Public Services and Social Affairs, Secretariat for Urban Panning, Construction, Housing and Communal Services, CHA, PC Directorate, Center for Social Work	Decision of the Assembly, expert team formed, methodology prepared and socioeconomic analysis of the population in the settlements performed, conditions provided and implemented various models of solving the housing requirements in phases
	9.1.4 Introduction of the pilot program of social entrepreneurship.	2015-2020	Secretariat for Public Services and Social Affairs, Secretariat for Economy and Economic Development	The measure integrated in LEAP, annual competition, annual number of signed agreements.
9.2 Identification of the disadvantaged families and individuals	9.2.1 Developing a database on the social structure of the population.	2015-2018	Secretariat for Public Services and Social Affairs, Center for Social Work	Decision of CC, team formed, unique methodology prepared as well as other conditions for creating a database, available database
9.3 Improving the exercise and protection of human rights	9.3.1 Trainings on fighting against the human trafficking and violation of human rights	2014-2020	Secretariat for Public Services and Social Affairs, Center for Social Work	Activity included in annual competition programs, target group identified, number of projects annually organized with at least one training a year

STRATEGIC PRIORITY 10: *Modernization and Improvement of Public Services Operation and the Full Use of the Competences of the LSU*

Programs/ Measures	Activities/ projects	Implementa tion period	Implementer	Indicators
10.1 Increasing operation efficiency and transparency	10.1.1 Modernization of equipment and public services operation process	2014-2020	City Administration, PC, PUC	The use of the soft ware, standardization of procedures and operation process, electronic system for the facility monitoring, modern working equipment, interactive databases
	10.1.2 Introduction of unified collection of communal services payment on the territory of the entire city of Pančevo	2017-2020	Secretariat of Finance, Secretariat for Urban Panning, Construction, Housing and Communal Services, PC, PUC and PUC and LC of the populated places	Decision of the Assembly of the City, organization and systematization of activities, soft ware purchases
	10.1.3 Standardization of annual plans and operation reports	2016	City Assembly, PC, PUC	A single form of operation plans and reports is introduced
	10.1.4 Determining indicators, management monitoring and performance measurement concerning employed persons and appointed persons	2015-2020	City Administration, PC, PUC	Methodology prepared and adopted, indicators and criteria defined, implementation
	10.1.5 Adopting annual programs of professional development of the employed persons	2015-2020	City Administration, PC, PUC	Adopted program, number of trainings, (IT training, project preparation, program funding, EE, RER...), licensed and certified number of employees
	10.1.6 Forming a single service for disinfection, deracination and disinsection.	2015-2016	City Administration, PC, PUC	Decision of the Assembly of the City, organization and systematization of activities, funds planned

	10.1.7 Regular informing the citizens of the public services activities	2015-2020	City Administration, PC, PUC	Annual programs and reports include a segment on informing the citizens and public relations, improvement of the Internet presentation of the City and public companies, -user friendly sites, newsletters...
	10.1.8 Increase of the territorial and physical availability of services and programs	2014-2020	City Administration, PC, PUC	Coverage of the city territory with services and programs (primary health care, pre-school education, sheltering stray dogs in the city and the country, disposing of animal waste, etc.)
	10.1.9 Introduction of the outsourcing principle for specific expert and consulting services	2014-2020	City Administration, PC, PUC	Provided services on the market without increasing the number of employees in public services
10.2 Strategic, project, program planning and realization analysis	10.2.1 Adopting the plan for capital investments for the period between 2015-2020	2014-2015	Secretariat of Finance, Secretariat for Urban Planning, Construction, Housing and Communal Services, Secretariat of Finance, Transportation Agency, PCs and PUCs	Decision of the CC, team formed, prepared and adopted CIP for 2015-2020
	10.2.2 Adopting the Communication Strategy of the City of Pančevo 2016-2020	2015	Mayor's Office, expert group of CA	Decision of the CC, team formed, funds planned, adopted Strategy with the AP for 2016
	10.2.3 Adopting the Action Plan for sustainable development of the Tamiš river basin	2015	Secretariat for Environmental Protection, Secretariat for Economy and Economic Development	Decision of the Assembly of the City
	10.2.4 Adopting the Action Plan for improving availability of public facilities and surfaces to persons with	2015-2016	Secretariat for Urban Planning, Construction, Housing and Communal Services, Secretariat for Public Services and Social Affairs, Transportation Agency and institutions	Decision of the CC, team formed, analysis of the Strategy of Availability implementation, development and adoption of the AP for 2016-2020

	mobility difficulties 2016-2020			
	10.2.5 Adopting annual cooperation plans with the twin cities	2015-2020	Mayor's Office, expert group of CA	Action Group formed, the plan adopted, annual number of activities
	10.2.6 Implementation of the intersectoral development projects	2015-2020	City Administration, PC, PUC	Number of proposed projects, annual amount of the collected amounts from state, EU and other foreign funds
	10.2.7 Establishing instruments for monitoring, analysis and updating strategic and action plans and projects	2014-2020	City Administration, PC, PUC	Monitoring and reports defined, monitoring and analysis instruments included in the forms of operation reports
10.3 Improvement of local and other regulations	10.3.1 Reviewing and harmonizing local regulations with each other and the laws	2014-2020	City Administration, PC, PUC	Annual number of adopted decisions
	10.3.2 Delegating local initiatives through provincial councillors and state MPs	2014-2020	City authorities	Annual number of initiatives by provincial councillors and state MPs
10.4 City real estate management	10.4.1 Developing the land expropriation plan	2015-2020	Secretariat for Urban Planning, Construction, Housing and Communal Services, PC Directorate, PC Directorate, Real Estate Agency, PC CHA,	Decision of the CC, team formed, priorities determined, the plan adopted, annual funds planned, annual expropriations performed
	10.4.2 Centralized inventory of the real estate of the City	2015	Real Estate Agency, Secretariat of Finance, PC CHA, PC Directorate	Agreement on information collecting and sharing signed, procedures determined, the single database on the real estate of the City
	10.4.3 Developing the centralized real estate management of the City	2016-2020	Real Estate Agency, PC CHA, PC Directorate	Trainings of the employed persons, City Council member appointed for real estate management

STRATEGIC PRIORITY 11 : *Development of Tourism, Inclusion of the Tourist Offer of Pančevo in the Tourist Offer of Belgrade*

Programs/ Measures	Activities/ projects	Implementa tion period	Implementer	Indicators
11.1 Revitalization of the Old City Core and regulating the river basin area	11.1.1 Completion of constructing the Old City Core according to the current project documentation	2015-2017	PC Directorate, City Council, Secretariat for Urban Panning, Construction, Housing and Communal Services, Institute for Protection of Cultural Monuments	Decision of the CC on spatial definition of the Old City Core, providing funds, construction completion
	11.1.2 Reconstruction of the streets in the river basin area	2017-2019	PC Directorate, City Council, Secretariat for Urban Panning, Construction, Housing and Communal Services	Prepared technical documentation, funds planned, Streets Mučenička, Quay Radoja Dakića developed, new pedestrian walks by the Tamiš arranged
	11.1.3 Reconstruction of the National Museum (in stages)	2015-2019	PC Directorate, City Council, Secretariat for Urban Panning, Construction, Housing and Communal Services, Secretariat for Public Services and Social Affairs, National Museum, Institute for Protection of Cultural Monuments	Prepared technical documentation, building and yard renovation of the National Museum, souvenir shop constructed
	11.1.4 Reconstruction of the Weifert Brewery (in stages)	2015-2020	PC Directorate, City Council, CA, Institute for Protection of Cultural Monuments	Conceptual solution developed, Feasibility study and General Project, funding, project implementation through PPP, facility in operation
	11.1.5 Reconstruction of the Red Warehouse according to the feasibility study (in stages)	2015-2020	City Council, CA, Institute for Protection of Cultural Monuments	Property and legal issues solved, the study and project and technical documentation developed, funding, implementation through PPP, facility in economically and socially sustainable operation

11.1.6 Adopting the decision on the use of the river basin area	2015	Secretariat for Urban Panning, Construction, Housing and Communal Services, Secretariat for Agriculture, Village and Rural Development, PUC Water Supply and Sewerage, PC Directorate	Decision of the Assembly of the City adopted, terms for placing and using the floating objects regulated
11.1.7 Building renovation used by the Association of Fishermen Marko Kulić	2016-2018	PC Directorate, PUC Hygiene, TOP, PUC Greenery	Tourist activities designed, documentation developed, funding, restoration completed
11.1.8 Construction of passage/ suspension bridge over the Tamiš	2016-2020	City Council, PC Directorate, PUC Water Supply and Sewerage, City Administration	Set location, project and technical documentation developed, funds planned, construction completed
11.1.9 Restoration of the Lighthouse at the confluence of the Tamiš and Danube and construction of a pedestrian and bicycle trek to the Lighthouse	2015-2017	Institute for Protection of Cultural Monuments, Secretariat for Urban Panning, Construction, Housing and Communal Services, TOP	Changed to the project documentation, Property and legal issues solved, the study and project and technical documentation developed, Coastal defence project developed, project implementation, Lighthouses included in the tourist offer
11.1.10 The use of the Tamiš river basin area for sports and recreation, tourist and cultural activities	2014-2020	Secretariat for Public Services and Social Affairs, TOP, cultural institutions	Annual number of events, number of tourist visits, tourist route for the water city tour and sailing to the beach Bela Stena, to Zemun
11.1.11 Organizing public transportation – river lines to the beach Bela Stena	2015-2016	Transportation Agency, Secretariat for Economy and Economic Development, TOP	Decision of the CC, procedures implemented, transportation regulated
11.1.12 Creating the conditions for reconstructing the	2018-2020	Secretariat for Urban Panning, Construction, Housing and Communal Services, PC Directorate, Institute for	Property and legal issues solved, the study and project and technical documentation developed, funding

	Supplies Warehouse		Protection of Cultural Monuments	
11.2 Improving the tourist offer	11.2.1 Tourism development Action Plan for 2016-2020	2015	Secretariat for Economy and Economic Development, TOP, PUC, PC Directorate, Institute for Protection of Cultural Monuments, cultural institutions, LC in the populated areas	Decision of the CC, formed team, prepared AP (weekend tourism, cultural, sports and traditional activities, promotion of Pančevo as a film city, promotion of tourist offer of Pančevo in Belgrade ...), implemented adoption procedure
	11.2.2 Determining standard tourist signalization	2015-2016	TOP, Secretariat for Economy and Economic Development, Secretariat for Urban Panning, Construction, Housing and Communal Services, PC Directorate	Number of placed billboards, visibility and availability of tourist locations
	11.2.3 Improving the business tourist events	2015-2020	TOP, Secretariat for Economy and Economic Development, Secretariat for Agriculture, Village and Rural Development	Designed and brand project, marketing of products and placement of traditional products, number of visitors and overnight stays
	11.2.4 Building the Museum of Neolith culture in Starčevo	2015-2020	Secretariat for Public Services and Social Affairs, Institute for Protection of Cultural Monuments, LC Starčevo	DRP of the Archaeological Tourist Park 'Neolithic Starčevo', the Museum project documentation developed, funding, project implementation
	11.2.5 Construction of tourist infrastructure in Ponjavica	2017-2020	CA, TOP, cultural institutions	Planned and technical documentation, funds planned, construction
	11.2.6 Construction of pedestrian and bicycle treks	2015-2018	CA, PC Directorate, TOP	'Girdle' around the city is constructed, bicycle trek Pančevo-Starčevo–Omoljica constructed, the trek built up to Lighthouse

V MONITORING AND EVALUATION

For the purpose of monitoring the implementation of the Strategy the City Council of Pančevo shall form the Implementation Team by a special order for the Development Strategy of the City of Pančevo 2014-2020 consisted of 11 members from the ranks of competent experts – representatives of the following authorities, organizations and institutions:

1. City Council of Pančevo – Team Coordinator
2. Secretariat for Economy and Economic Development
3. Secretariat of Finance
4. Secretariat for Urban Planning, Construction, Housing and Communal Services
5. Secretariat for Environmental Protection
6. Secretariat for Public Services and Social Affairs
7. Secretariat for Agriculture, Village and Rural Development
8. Public Companies of Pančevo – mutual representative
9. Public utility Companies of Pančevo - mutual representative
10. City Assembly representative
11. The Economic Council of Pančevo
12. Media representative
13. CSO - common representative

The team shall be appointed for the period of four years with the obligation for at least one quarterly session during the year for the purpose of monitoring the implementation of the Strategy, submitting the annual report on the Strategy implementation to the City Council and proposing the Action Plan for implementing the Strategy for each subsequent year with the projection of the expected results, namely the criteria of success. The Team shall submit its operation program and prepare methodology for monitoring the Strategy implementation on the basis of the defined indicators in the Plan of Measures and Activities. The operation transparency, method of alarming the activity implementers to the planned deadlines by the program of measures and activities as well as organizing the intersectoral meetings for the purpose of harmonizing the roles and responsibilities of the implementers in the process of the Strategy implementation, shall be defined by the Order on forming the Team.

Expert and administrative activities shall be performed by a competent organizational unit in the City Administration for the purposes of the Team.

VI PARTICIPANTS IN THE PROCESS OF PLANNING

The team for implementing the project "Review of the Development Strategy of the City of Pančevo for the period 2014-2020"

1. Pavle Radanov, Mayor of the City of Pančevo, responsible for sociopolitical support to the strategy development process, Chairperson;
2. Saša Pavlov, Deputy Mayor of the City of Pančevo, responsible for intersectoral coordination in the strategy development process, Deputy Chairperson;
3. Jelena Batinić, member of the City Council of Pančevo responsible for the field of economy, entrepreneurship and investments, Economy Coordinator;
4. Predrag Živković, member of the City Council of Pančevo responsible for the field of finances, Finances Coordinator;
5. Jelena Novakov, Head of the Education Sector, social care of children, social and health care under the Secretariat for Public Services and Social Affairs, responsible for organizational and methodological support, Project Coordinator;
6. Vera Stamenić, Assistant Secretary under the Secretariat of Finance, responsible for the Strategy budget programming;
7. Anđelija Cvetić, Secretary at the Secretariat for Economy and Economic Development, responsible for the Strategy text development, member;
8. Tatjana Medić, Head of the Department for Project Support under the Secretariat for Economy and Economic Development, responsible for project identification in Action Plans, member;
9. Ivana Orlov Gajan, independent associate at the Department for Project Support under the Secretariat for Economy and Economic Development, responsible for logistics support, member;
10. Ivana Milošević, Professional Practice Associate at the Department for Local Economic Development under the Secretariat for Economy and Economic Development, responsible for administrative affairs, member;
11. Ljiljana Stojsavljević, Head of the Accounting Department under the Secretariat of Finance, responsible, member;
12. Jasmina Radovanović, Head of the Office for Public relations under the Mayor's Office, responsible for the project's transparency, member;
13. Olivera Subotić, Head of the Department for Local Economic Development under the Secretariat for Economy and Economic Development, manager of the focus group 1 – Local Economic Development, member;
14. Suzana Jovanović, member of the City Council of Pančevo responsible for the field of labor, employment and social policy, manager of the focus group 2 – Social Development, member;
15. Biljana Miladinović, independent associate at the Secretariat for Environmental Protection, manager of the focus group 3 – Environmental Protection, member;
16. Petar Petrović, Head of the Sector for Spatial and Urban Planning and Project Development at the Public Company 'Directorate for Construction and City Planning of Pančevo', manager of the focus group 4 – Urban Planning, member;
17. Maja Svirčević Prekić, member of the City Council of Pančevo responsible for the field of agriculture, village and rural development, manager of the focus group 5 – Agriculture, member;
18. Danijela Milovanović Rodić, public representative, a consultant responsible for implementing the methodology of strategic planning, member ;
19. Branislav Milosav, representative of the Regional Center for Socioeconomic Development–

Banat, Partner Coordinator, responsible for connecting with a wider strategic framework, member.

The Economic Council of Pančevo

1. Miroljub Kršanin, Manager of the Company 'Tehnomarket', president of the Economic Council of Pančevo;
2. Saša Pavlov, Deputy Mayor of Pančevo, Deputy President of the Economic Council of Pančevo;
3. Јелена Batinić, member of the City Council of Pančevo responsible for the field of economy, entrepreneurship and investments, member;
4. Luka Vujović, president of the Association of Craftsmen and Other Entrepreneurs, member;
5. Jovica Božić, Manager of the Company 'Božić i sinovi' ltd, member;
6. Dragan Bosilj, president of the Regional Chamber of Commerce Pančevo, member;
7. Marina Kahrić-Lazić, independent associate at the Department for Local Economic Development under the Secretariat for Economy and Economic Development, member;
8. Radovanka Petrović, owner of the Consulting Agency 'RP konsalting' Pančevo, member;
9. Filip Perić, manager of the Company 'Finet inženjering' ltd, member;
10. Dragan Popović, manager of the Company 'Aigo BS' ltd, member;
11. Slobodan Slović, pensioner, member;
12. Miroslav Aleksa, manager of the Company 'Almek's' ltd, member;
13. Ljupko Kutanjac, manager of the Company 'Kutko' ltd, member;
14. Vladimir Mitrović, owner of the Company 'Pasaž grup' ltd, member;

Focus group members from the ranks of the City Administration representatives, PC, PUC and institutions

1. Dejan Živanović, Assistant Mayor for Village and rural development
2. Aleksandar Brkić, manager of PC 'Gradska stambena agencija'
3. Vanja Rakidžić, Secretary for financial and commercial affairs PC 'Gradska stambena agencija'
4. Vlada Vukajlović, PC 'Direkcija za izgradnju i uređenje Pančeva'
5. Siniša Janković, Secretary at the Secretariat for Urban Planning, Construction, Housing and Communal Services
6. Dragana Dačić, Assistant Secretary at the Secretariat for Public Services and Social Affairs
7. Vesna Nikolić, Coordinator for Relations with Roma Community
8. Zoran Graovac, Commissioner for Refugees
9. Olga Šipovac, Secretary at the Secretariat for Environmental Protection
10. Biljana Đordan, Head of the Department for Inspection under the Secretariat Environmental Protection
11. Zdenka Miljković, Secretariat Environmental Protection
12. Iliana Terpenka, Secretariat Environmental Protection
13. Ljiljana Dražilov, Secretariat Environmental Protection
14. Milan Glumac, Assistant Secretary at the Secretariat for Environmental Protection
15. Milica Radovanović, manager of the PUC 'Vodovod i kanalizacija' Pančevo
16. Draško Stojić, PUC 'Vodovod i kanalizacija' Pančevo
17. Ivana Božanić, PUC 'Vodovod i kanalizacija' Pančevo
18. Jovanka Dakić, PUC 'Higijena' Pančevo
19. Zoran Radojković, PUC 'Higijena' Pančevo
20. Boban Rakidžić, PUC 'Higijena' Pančevo

21. Jovica Parigroz, PUC 'Higijena' Pančevo
22. Nikola Ugričić, PUC 'Higijena' Pančevo
23. Zoran Marković, PUC 'Kačarevo'
24. Marko Zokan, LC Ivanovo
25. Dubravka Nikolovski, Institute of Public Health Pančevo
26. Jelena Marić, Institute of Public Health Pančevo
27. Dagmar Guberinić, General Hospital Pančevo
28. Dragan Grujičić, PUC Omoljica
29. Ženja Marinković, PUC 'Zelenilo' Pančevo
30. Ivana Colić, PUC 'Grejanje' Pančevo
31. Mišo Marković, PUC 'Grejanje' Pančevo
32. Tatjana Radulović, PUC 'Grejanje' Pančevo
33. Boško Opašić, PUC 'Zelenilo' Pančevo
34. Ljiljana Krčadinac, Head of the Department for Impact Assessment, Plans and Programs under the Secretariat for Environmental Protection
35. Vesna Petković Borovnica, Secretariat for Environmental Protection
36. Marijana Romčev Radovanov, Head of the Department for Environmental Monitoring under the Secretariat for Environmental Protection
37. Jelena Novaković, SWC 'Tamiš Dunav'
38. Neđeljko Popvić, SWC 'Tamiš Dunav'
39. Saša Grković, CA Pančevo
40. Vladimir Puzović, PUC Dolovo
41. Milan Trifunović, member of the City Council responsible for health sector
42. Nada Berkuljan, Sector for Educational Inspection
43. Violeta Tekijaški, Sector for Educational Inspection
44. Miodrag Kradulj, Sector for Educational Inspection
45. Ljiljana Carić, PC Directorate for Construction and City Planning of Pančevo'
46. Branka Marić, PC Directorate for Construction and City Planning of Pančevo'
47. Bela Kaić, PC Directorate for Construction and City Planning of Pančevo'
48. Tatjana Vuksan, PC Directorate for Construction and City Planning of Pančevo'
49. Duška Mrvoš, PC Directorate for Construction and City Planning of Pančevo'
50. Tamara Tasić, PC Directorate for Construction and City Planning of Pančevo'
51. Đurica Dolovački, PC Directorate for Construction and City Planning of Pančevo'
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