



# SUSTAINABLE DEVELOPMENT STRATEGY OF CITY OF SOMBOR

2014 – 2020

*Strategic basis*

- VERSION FOR TRANSLATION -

Revision performed in May 2018

*(integral Strategy adopted on 2<sup>nd</sup> of June 2015)*



REPUBLIC OF SERBIA  
AUTONOMOUS PROVINCE OF VOJVODINA

**Provincial Secretariat for Regional Development, I  
Interregional Cooperation  
and Local Self**

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## 1. FOREWORD OF THE MAYOR

Dear citizens,

Proper and adequate management of the tax payers' money can be performed only if formulate and apply public policies, serving needs of the citizens and local economic development, accompanied with quality strategic plan. The City of Sombor has special place in its district, Vojvodina and Republic of Serbia, therefore it has to rely on systemic planning, sublimed in the Strategy of Sustainable Development that has to be harmonized with all national and regional goals, as well as with local political agenda.

By the end of 2017, thanks to responsible management and good ideas, we have received financial support from Autonomous Province of Vojvodina, through Provincial Secretariat for Regional Development, Interregional Cooperation and Local Self-government, for implementation of revision process of contemporary Strategy of Sustainable Development of City of Sombor. The existing document had to be adjusted to new strategic documents, national goals, and City's development directions in accordance with presented programme priorities.

Revision of the existing Strategy of Sustainable Development of City of Sombor was important and necessary process for us. Enterprises that we have codified in, presently already old version, the Strategy were almost impossible, before all due to non-existent ingerence in particular sectors and for particular projects and, then because of lack of financial resources for humongous capital projects and in the time-span in which Strategy's duration and implementation were planned. Still, we have tried to preserve strategic potential of all ideas, as well as future potential and idea, but that, in the period in front of us in which the existing Strategy is valid, we remain realistic and efficient.

Our first priority was to approach planned management of infrastructure – consequently they have to be complete and ready for arrival of investors. Water supply arrangement and widening of the sewage network, as well as rising of environmental awareness through improvement of energy efficiency of public and other buildings, are of great importance. The outmost importance and need is attached to strong local economy – our goal is to encourage employment through good cooperation with corporate sector and by forming that is reviving, special bodies, counsels and associations of private entrepreneurs. National Employment Agency has to maintain, as before, significant place in local society when it is related to monitoring of employment, and particularly strategic impact will be achieved through establishment of business incubators with regional reach. As a community with extraordinary percentage of high quality land of great potential, must approach responsibly all agricultural activities and rural development within legal boundaries. Our idea is to increase capacity of agricultural entrepreneurs through education and now knowledge, especially in the

area of preparation of projects financed from European Union's funds, and then in joint preparation of various programmes that will additionally encourage agricultural economy, followed by promotion of organic production. None of the measures and goals can be implemented, if the action is obstructed by long and complicated procedure – from the day one we promote efficient governance and introducing reform in that spirit, so that citizens and corporate sector could get answers and results through simple and short procedures. Our aim is that decision-makers are close and regularly in contact with citizens and the government is not overloaded but standardized, transparent and agile. We consider establishment and maintenance of special connections with the Province, Republic and all related bodies especially important, creating synergy and for the benefit of citizens. In accordance to our competencies we" strive to strengthen social and health protection sectors, so that citizens have proper treatment in all primary and secondary level protecting institutions, giving support to all actions, cooperation and coordination in solving problems of all citizens. A special place among priorities and measures belongs to education and culture. We perceive culture as particular mode of education of the youngest, creation of tourist attractions, and preservation of the spirit and tradition of city of Sombor. We'll protect and promote rich historic and cultural heritage by enhancement of tourism and tourist economy sector, and nurture identity through discussion, cooperation, support and institutionalization. Carried by wish to develop Sombor we'll support educational activities and improvement of the education institutions' capacity. In order to help city's growth, we'll strengthen capacity of the institutions taking care of children. Our idea is to have all institutions well equipped for work. And progressing and that all programmes are in accordance national measures as well as contemporary achievements. Youth holds a key role in changes that we are initiating and promote – it is not that the world stays with them; it will survive by their energy. Youth has have opportunity to develop their potentials through strong youth sector and all additional possibilities, therefore developing potential of city of Sombor. We won't stop the young to present their opinions, we'll encourage them to develop critical thinking and to strengthen formal and informal associations that will facilitate new ideas and changes in the local surroundings. As one of the ways of development and preservation youth spirit, we perceive sports activism and sports' development – we'll promote healthy lifestyles and put an effort in creating appropriate sports facilities on the Sombor's territory.

Sombor's identity is built on diversity and cooperation, positive attitude and tradition; therefore we govern and make plans directed at every citizen. In this Strategy we have codified all priorities and measures that we'll deal with in future, preserve culture and develop local environment. City of Sombor is multicultural and multiethnic community and it isn't easy to govern it. On the other hand. Sombor just as it is is unity of different thoughts, origin and wishes. Realization of all priorities won't be simple but it will be our only goal.

Mayor

Dusanka Golubovic

## 2. SECTOR SWOT ANALYSIS

### 2.1. Infrastructure, urbanism and communal services

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- The Danube with its canal network</li> <li>- Military airport and other military property</li> <li>- Network of regional roads and highways               <ul style="list-style-type: none"> <li>- Industrial Zone 3</li> </ul> </li> <li>- Large coverage with electro-energy network               <ul style="list-style-type: none"> <li>- Very good coverage with telecommunication network ,land and mobile</li> </ul> </li> <li>- Developed gas network within the city               <ul style="list-style-type: none"> <li>- City cable system</li> <li>- Sewage water purifier in Rokovci</li> </ul> </li> <li>- Pumping station Jaros for water supply</li> <li>- Good infrastructure in city's streets and on local roads               <ul style="list-style-type: none"> <li>- Low price of construction land</li> </ul> </li> <li>- Connection to Croatia and Subotica by railroad network</li> <li>- Regulated parking system within the City               <ul style="list-style-type: none"> <li>- Existence of developed railway infrastructure</li> </ul> </li> <li>- Access to the Danube Corridor No 7</li> <li>- Existence of the large complex for development of industry, logistics and SMEs</li> </ul>	<ul style="list-style-type: none"> <li>- High level of underground waters</li> <li>- Great number of illegal buildings               <ul style="list-style-type: none"> <li>- Lack of GIS</li> </ul> </li> <li>- Great dispersion of the City</li> <li>- Poor state of some local roads               <ul style="list-style-type: none"> <li>- Existence of illegal dumps</li> </ul> </li> <li>- Insufficiently developed atmospheric canals and sewage network</li> <li>- Insufficient electro-energetic voltage power in some parts of the city and localities</li> <li>- Lack of elaboration of the industrial zone</li> <li>- Free Zone area (defining of definitive location for Free Zone, with city owned plots, based on request by Free Zone Administration)</li> <li>- Partly outdated distant heating system's infrastructure</li> <li>- Insufficient resources for equipping the industrial zone</li> <li>- Lack of modern transport and logistics technologies               <ul style="list-style-type: none"> <li>- Incomplete City by-pass</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>- Potential for civil air traffic</li> <li>- Spatial Plan of City of Sombor adopted (2014), General Plan (2007) and General Regulation Plans for all local communities</li> </ul>	
<p style="text-align: center;"><b>OPPORTUNITIES</b></p>	<p style="text-align: center;"><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>- Construction of marine on the Danube</li> <li>- Financing infrastructural projects from the Fund for Capital Investments of APV or EU funds</li> <li>- Concessions for construction of communal infrastructure in populated locations</li> <li>- Defining of local Government property</li> <li>- Utilization of canal network for irrigation and tourism</li> <li>- Utilization of geo-thermal energy sources for medical and tourist purposes</li> <li>- Completing of the City by-pass and modern road Backi Breg-Sombor-Vrbas— connection to E75</li> <li>- Categorization of border pass Backi Breg for freight transport</li> <li>- Establishment of business incubator</li> <li>- Possibility of transforming military airport to civil one</li> <li>- Defining plan for industrial zone in West Banat District within City of Sombor (Law on Spatial planning of the Republic of Serbia</li> <li>- Definition of plans for forming of industrial zone in General Plan of City of Sombor and Plan of general regulation for blocks 102, 103, 114, 115 and 117 – PGRO5</li> <li>- Rehabilitation and construction of the first class highway Sombor (connection Hungary and Croatia) – Subotica –</li> </ul>	<ul style="list-style-type: none"> <li>- Flood risks</li> <li>- Lack of national and regional consent on construction of road infrastructure</li> <li>- Lack of trained experts for preparation of project proposals for funding of infrastructural projects <ul style="list-style-type: none"> <li>- Legal issues on property</li> </ul> </li> <li>- Lack of competence for parts or whole projects of local importance <ul style="list-style-type: none"> <li>- Undefined national stance on development of traffic and transport to Croatia</li> </ul> </li> </ul>



<p>(connection with Hungary) – Senta – Kikinda (connection with Romania)</p> <ul style="list-style-type: none"> <li>- Border crossing Nakovo</li> <li>- Construction of new and revitalization of existing border crossings</li> <li>- Renovation of Sombor – Rastina road</li> <li>- Reconstruction of the Sombor – Stapar – Odzaci railway</li> <li>- Reconstruction of the Sombor - Ridjica railway</li> <li>- Tourist museum railway Sonta – Apatin – Sombor – Backi Breg – Baja</li> <li>- Development of National port Sombor <ul style="list-style-type: none"> <li>- Development of Bezdán marine</li> </ul> </li> <li>- Development of regional logistics center with inter-modal terminal Sombor</li> <li>- Forming of free zone Sombor and provision of location</li> </ul>	
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## 2.2. Competitiveness of economy and employment

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Sombor is medium-developed city in Serbia</li> <li>- Good geo-strategic position (proximity of Croatia and Hungary)</li> <li>- Existence of water –purifying installations and water supply system with two water production plants</li> <li>- Large surface of agricultural soil of high quality <ul style="list-style-type: none"> <li>- Long tradition in production and processing agricultural products, trade, processing industry and traditional crafts'</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Poor state of the roads, waters flows, waterways and railways <ul style="list-style-type: none"> <li>- High illegal economy</li> </ul> </li> <li>- Incomplete restructuring process of big companies</li> <li>- Low sustainability level of new SMEs</li> <li>- Outdated equipment and technology of SMEs <ul style="list-style-type: none"> <li>- Low efficiency functioning of public companies</li> </ul> </li> <li>- Low harmonization of local practices with</li> </ul>

<p style="text-align: center;">industry</p> <ul style="list-style-type: none"> <li>- Presence of successful foreign and domestic enterprises</li> <li>- Qualified and educated work force <ul style="list-style-type: none"> <li>- Local political stability</li> </ul> </li> <li>- Defined industrial zone and developed communal infrastructure <ul style="list-style-type: none"> <li>- Confirmed competitiveness of big companies on foreign markets (EU, Russia, CEFTA)</li> </ul> </li> <li>- Long tradition of entrepreneurship, active entrepreneurs' associations</li> <li>- High degree utilization of IPA funds (well developed cross-border cooperation with neighboring communities)</li> <li>- City of Sombor is internationally certified for crises management</li> <li>- Sombor is certified as favorable business environment City (USAID/NALED)</li> <li>- Office for Local Economic Development of the City</li> <li>- Local bodies capacity for speed issuance of permits other necessary documents</li> </ul>	<p style="text-align: center;">ISO standards and technical regulations</p> <ul style="list-style-type: none"> <li>- Weak motivation of local population for entrepreneurship <ul style="list-style-type: none"> <li>- Insufficient association of the entrepreneurs in investment process</li> </ul> </li> <li>- Low utilization of agricultural potential (biomass, production diversity) <ul style="list-style-type: none"> <li>- High unemployment rate</li> </ul> </li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Development of logistics and three-modal transport <ul style="list-style-type: none"> <li>- Construction of new national port in Sombor that would be organizationally operationally integrated with respective logistics center of regional level (in accordance with Regional Spatial Plan of AP Vojvodina 2020, part 5.1.3)</li> </ul> </li> <li>- Initiating production of renewable energy</li> <li>- Finishing industrial zone and founding of</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate legislative (including Law on Cooperatives) <ul style="list-style-type: none"> <li>- Slow restitution process</li> </ul> </li> <li>- Insufficient incentives for development of SMEs from the state and City <ul style="list-style-type: none"> <li>- High price of investment capital</li> </ul> </li> <li>- Continuation of the crisis and its negative effects on economy</li> <li>- Harmonization of legislative with EU</li> </ul>

free zone	standards
<ul style="list-style-type: none"> <li>- Existence of geo-thermal and renewable springs</li> <li>- Potential investments in industrial zones and other available locations</li> <li>- Protection of origin and names of Sombor brands               <ul style="list-style-type: none"> <li>- Rationalization of public companies</li> </ul> </li> <li>- Readiness of local self-government and provincial institutions for development and utilization of educational and research institutions' services in enhancement competitiveness</li> <li>- Establishment of business start-up center</li> <li>- Increased level of training and promotion of entrepreneurship, support o SMEs innovativeness, as well as social entrepreneurship</li> <li>- Regional connecting and association with developed municipalities/cities</li> <li>- Sectoral capacity building for attraction of resources from EU funds</li> </ul>	<ul style="list-style-type: none"> <li>- Ageing of population – the average age is 44</li> <li>- Further intensive desertation of educated employees and youth</li> </ul>

### 2.3. Agriculture and rural development

STRENGTHS	WEAKNESESS
<ul style="list-style-type: none"> <li>- Favorable climatic and agro-ecological conditions, especially for crop farming (large areas of quality agricultural land, abundant water resources)</li> <li>- Tradition and experience in agricultural production and processing               <ul style="list-style-type: none"> <li>- Local political stability</li> </ul> </li> <li>- The City is strong raw material base in area of primary agricultural production, particularly regarding grain and industrial</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of wind protective belts</li> <li>- Insufficient and inadequate irrigation</li> <li>- Lack of funding for investment in new equipment and mechanization for agricultural production</li> <li>- Cultivation of crops that inefficiently use natural potentials</li> <li>- Lack of categorization of primary agricultural products</li> </ul>

<p style="text-align: center;">plants</p> <ul style="list-style-type: none"> <li>- Potential for diversified rural economy <ul style="list-style-type: none"> <li>- Existing processing capacity</li> </ul> </li> <li>- High awareness on association – several agricultural producers’ associations active</li> <li>- Existing Agricultural Expert Service of Sombor veterinary services</li> <li>- Local, regional and international demand for agricultural products from Sombor</li> </ul>	<ul style="list-style-type: none"> <li>- Cattle production is under developed</li> <li>- Integral and organic production is underdeveloped</li> <li>- Very low rate of insurance against natural disasters</li> <li>- Insufficient warehouse and cooling space discouraging development of vegetable and fruit production</li> <li>- Fund for Financing Economy shut down</li> <li>- Renting of state owned land is not systemized</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Utilization of EU funds for 2014 – 2020, particularly for cross-border programmes and regional cooperation in agriculture</li> <li>- High and ever-increasing demand for traditional with geographical origin</li> <li>- Positive demand trends for high quality food products manufactured in small workshops using traditional recipes</li> <li>- High prices and constantly growing demand for organic products in global market</li> <li>- High demand on global markets for branded products produced respecting quality standards <ul style="list-style-type: none"> <li>- Informing youth</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Unfavorable business environment, high income taxes, high interest rates</li> <li>- Debt crisis, low liquidity in economy and agriculture</li> <li>- Unstimulating/non-existent legislative related to SMEs operating in food processing, using traditional recipes</li> <li>- High illegal economy leading to unfair competition</li> </ul>

#### 2.4. Education

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>- Developed education instructions network in Sombor</li> <li>- Highly qualified staff in education</li> </ul>	<ul style="list-style-type: none"> <li>- Permanent deficit of teachers for particular subjects (e.g. math and German language)</li> </ul>

<p style="text-align: center;">institutions</p> <ul style="list-style-type: none"> <li>- Majority of schools (over 60%) uses modern IT equipment</li> <li>- Majority of schools has project implementation experience funded by domestic or foreign EU donor (e.g. IPA cross-border projects) <ul style="list-style-type: none"> <li>- Local political stability</li> </ul> </li> <li>- Lectures in three languages: Serbian, Hungarian, Croatian</li> <li>- Wide range of extracurricular activities <ul style="list-style-type: none"> <li>- Support of pedagogical advisors <ul style="list-style-type: none"> <li>- City Library</li> </ul> </li> </ul> </li> <li>- Standards for work of staff and institution introduce <ul style="list-style-type: none"> <li>- Good cooperation among schools</li> </ul> </li> <li>- Financial fund for scholarships and loans to pupils and students <ul style="list-style-type: none"> <li>- Existence of development plans</li> <li>- Sensitivity and care for socially marginalized children</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Insufficient funding infrastructural projects in schools and shape of some buildings</li> <li>- Weak between education institutions and other decision-makers in the City</li> <li>- Discrepancy between education profiles and labor market needs</li> <li>- Lack of trained staff for inclusive education</li> <li>- Lack of private competitors in education</li> <li>- Low return of graduated students from Sombor <ul style="list-style-type: none"> <li>- Insufficient equipment</li> <li>- Unresolved property issues</li> </ul> </li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- More intensive utilization of external funding sources, EU funds in particular</li> <li>- Initiative of civil sector and educational institutions on promotion and implementation of all forms of life-long learning in accordance to ingerence and possibilities</li> <li>- Introduction of new profiles in high schools in accordance with needs of economy</li> <li>- Further enhancement of cooperation between institutions, empowerment and</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of funding from the City and ,local economy</li> <li>- Ageing of population (actual age in Sombor is 44)</li> <li>- Market changes requiring faster adjustment of workers</li> <li>- Decrease of natural population growth and number of students <ul style="list-style-type: none"> <li>- Resistance to life-long learning</li> </ul> </li> <li>- Ignorance related to contemporary</li> </ul>

<p style="text-align: center;">motivation of public, private and civil partnerships</p> <ul style="list-style-type: none"> <li>- provision of funding for continuous expert improvement of teachers and carers and support to cooperation of teachers from the same vocation at municipal level (expert sections) <ul style="list-style-type: none"> <li>- Raising capacity of schools for participation in projects</li> </ul> </li> <li>- Strengthening cooperation between education institutions <ul style="list-style-type: none"> <li>- Implementation of EU policies in education</li> </ul> </li> <li>- Increasing parents role in education institutions functioning</li> <li>- Production of Action Plans for education (2014 – 2020)</li> <li>- Establishment of a council or a team for prevention of pier violence and drug abuse</li> <li>- Reward system for increased motivation of students and teachers <ul style="list-style-type: none"> <li>- Resolution of property issues</li> </ul> </li> </ul>	<p style="text-align: center;">technologies</p> <ul style="list-style-type: none"> <li>- Lack of training and interest for project preparation</li> </ul>
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## 2.5. Health protection

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>- Educated staff</li> <li>- Good health service organization</li> <li>- Multisectoral cooperation of the health issues within community <ul style="list-style-type: none"> <li>- Motivated staff</li> <li>- Local political stability</li> <li>- Adequate equipment</li> </ul> </li> <li>- Support of the founder and provincial</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of specialist staff (surgery, psychiatry, gynecology)</li> <li>- Accreditation process of health institutions incomplete</li> <li>- Lack of technological development plan of health institutions</li> <li>- Only a few new technologies introduced</li> <li>- Lack of additional funding (except for Republic Fund for Health Insurance)</li> </ul>

<p>Secretariats</p> <ul style="list-style-type: none"> <li>- IT network</li> <li>- Coordination of the health protection services through newly founded Health Council</li> <li>- Readiness of staff for additional improvement</li> </ul>	<p>funding)</p> <ul style="list-style-type: none"> <li>- Insufficient public health promotion and health education; activities targeting adoption of healthy life-styles</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Improvement of quality of work</li> <li>- Accreditation of health institutions <ul style="list-style-type: none"> <li>- Participation in projects</li> </ul> </li> <li>- Introduction of new technologies</li> <li>- Improvement of cooperation with media</li> <li>- Renovation and capacity building health facilities in smaller communities</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in chronic non-infectious diseases (cardiovascular, malignant, pulmonary and diabetes)</li> <li>- Ageing specialist staff and difficulties in training new staff</li> <li>- Moving of highly educated staff to other regions or abroad</li> </ul>

## 2.6. Social protection

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>- Human resources – educated staff <ul style="list-style-type: none"> <li>- Cooperation with NGOs</li> </ul> </li> <li>- Multisectoral approach in resolving social protection issues within the community <ul style="list-style-type: none"> <li>- Establishment of SOS line</li> </ul> </li> <li>- Support of local and Provincial decision-makers</li> <li>- Existence of social protection institutions (Center for Social protection, elderly home, children’s home) with ‘surplus space’ that can be used for new purposes</li> <li>- Existence of Development Agency Youth Office and advisory</li> </ul>	<ul style="list-style-type: none"> <li>- There is no IT network</li> <li>- There is no home for elderly</li> <li>- There is no Day Care Center</li> <li>- Deficit of fostering capacity</li> <li>- Low information level of beneficiaries <ul style="list-style-type: none"> <li>- Insufficient use of local media</li> </ul> </li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Improvement of service quality               <ul style="list-style-type: none"> <li>- IT networking</li> </ul> </li> <li>- Higher information level of beneficiaries</li> <li>- Improvement of cooperation with media</li> <li>- Establishment of center for elderly               <ul style="list-style-type: none"> <li>- Opening of a Day Care Center</li> </ul> </li> <li>- Improvement of fostering capacity               <ul style="list-style-type: none"> <li>- Development of new services                   <ul style="list-style-type: none"> <li>- Public – private partnership                       <ul style="list-style-type: none"> <li>- Volunteers education                           <ul style="list-style-type: none"> <li>- Project activities</li> </ul> </li> </ul> </li> </ul> </li> <li>- Empowering NGOs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Increase of population’s economic poverty               <ul style="list-style-type: none"> <li>- Legislative that would limit accommodation of elderly and sick out of their place of residence</li> </ul> </li> <li>- Increase of number of social protection beneficiaries</li> <li>- Unfavorable demographics – increase of number of elderly citizens</li> </ul>

## 2.7. Social services: youth, culture, sports, media and public relations

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Numerous associations and organizations working with youth and youth organizations</li> <li>- Financial support of the City of Sombor to youth projects or projects for the youth</li> <li>- Established Union of Students’ Parliaments of Sombor</li> <li>- available space for use by the youth               <ul style="list-style-type: none"> <li>- Local political stability</li> <li>- abundant offer of cultural/educational/sports events for the young</li> </ul> </li> <li>- Developed media infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>- Underdeveloped economy, high unemployment and low standard of living</li> <li>- Insufficient capacities of Youth Office, Youth Council and local organizations dealing with youth</li> <li>- Lack of youth interest for active participation in local community</li> <li>- Lack of interest of the youth to be informed</li> <li>- Insufficient funding for enhancing youth mobility</li> <li>- Youth is not recognized as strategic priority in the local community nor as a resource that needs investment (lack of</li> </ul>



<ul style="list-style-type: none"> <li>- Richness of different cultures and religions</li> <li>- Presence of youth in decision-making structures</li> <li>- Volunteering opportunities in local community</li> <li>- Rich cultural and historic heritage</li> <li>- Availability of quality human resources</li> <li>- Institutional organized care of cultural heritage and number of cultural institutions</li> <li>- Employed in cultural institutions possess high professional degree</li> <li>- The City assigns funding to cultural institutions and organizations through a competition</li> <li>- Cross border cooperation with local associations</li> <li>- Big number of Cultural Artistic Societies and organizations nurturing culture</li> <li>- Developed culture-art amateurism</li> <li>- Culture events – development of culture tourism</li> <li>- Promotion of historic heritage through tourism</li> <li>- Associations nurturing old crafts and tradition <ul style="list-style-type: none"> <li>- Existence of cinema (one</li> </ul> </li> <li>- Significant number of artists successful in country and abroad</li> <li>- Sports activities organized by Sports Association</li> <li>- Experience in organizing inclusive sports events</li> <li>- Increased funding from the City budget</li> </ul>	<p>public data bases)</p> <ul style="list-style-type: none"> <li>- Migrations of the young towards bigger towns and abroad</li> <li>- Lack of choice of cultural, sports, entertaining and educative content for rural youth that they could consume in their free</li> <li>- Lack of accommodation adjusted and affordable by youth</li> <li>- Big number of sports grounds in poor shape</li> <li>- Weak cooperation of Sombor youth with youth from other <ul style="list-style-type: none"> <li>- Lack of youth club/center</li> </ul> </li> <li>- Insufficient funding from the City for implementation of programmes foreseen by Local Action Plan for youth</li> <li>- Weak citizen’s knowledge on local history</li> <li>- Insufficient investment in renovation of historic monuments</li> <li>- The City lacks multifunctional hall accessible foe all</li> <li>- Insufficient professional informing of cultural workers <ul style="list-style-type: none"> <li>- Insufficient technical equipment</li> </ul> </li> <li>- Weak coordination between local cultural institutions <ul style="list-style-type: none"> <li>- Insufficient utilization of cultural institutions in education of children and youth</li> </ul> </li> <li>- Weak connections between cultural institutions in country and abroad <ul style="list-style-type: none"> <li>- Weak utilization of EU funds</li> </ul> </li> <li>- Low awareness and inadequate protection</li> </ul>
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<p>compared to previous period</p> <ul style="list-style-type: none"> <li>- significant natural potentials and infrastructural resources for sports</li> <li>- Completed registry of sports facilities</li> <li>- Tradition in achieving top sports results at national and global level</li> <li>- Existence of local media (printed and electronic)</li> <li>- Regional and national correspondents</li> <li>- City's activities visible in local and regional media</li> <li>- On the internet page of the City there is application 'Pose a question'</li> </ul>	<p>of cultural heritage</p> <ul style="list-style-type: none"> <li>- Archive is not digitalized</li> <li>- There is no data base on cultural-historic heritage <ul style="list-style-type: none"> <li>- Bad marketing in culture</li> </ul> </li> <li>- Insufficient support to culture content for children</li> <li>- Non-transparent criteria for funding of civil sector <ul style="list-style-type: none"> <li>- Underdeveloped alternative scene</li> <li>- Lack of human and spatial resources in some rural settlements</li> </ul> </li> <li>- Funding difficulties and lack of sponsorship <ul style="list-style-type: none"> <li>- Poor maintenance of sports facilities</li> <li>- Small number of covered sports facilities</li> </ul> </li> <li>- Insufficient professional education of sports professionals <ul style="list-style-type: none"> <li>- Low visibility of City activities on the internet (lack of social networks)</li> <li>- Lack of unified coordination of City Government with media</li> </ul> </li> <li>- Lack of information on media activities of City's bodies and public services</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Border and cross border cooperation funded from bilateral and EU funds</li> <li>- Establishment regional and district leagues in certain sports</li> <li>- Organization of sports events at top level</li> <li>- Improvement of some sports targeting increased competitiveness in leagues</li> <li>- networking and cooperation with</li> </ul>	<ul style="list-style-type: none"> <li>- Inertia and passivity of institutions, individuals, as well as youth themselves <ul style="list-style-type: none"> <li>- Low information level of youth</li> </ul> </li> <li>- Low capacity of youth organizations in civil sector</li> <li>- Devastated or poorly equipped sports infrastructure</li> <li>- Low level of social responsibility and</li> </ul>

<p>institutions at local, regional, national and international level</p> <ul style="list-style-type: none"> <li>- opportunity of exchange of the young through international and cross border programmes</li> <li>- existence of strategic and planning documents for youth at national and provincial level</li> <li>- Connecting culture and tourism</li> <li>- Networking of culture institutions internationally and nationally</li> <li>- Culture based connecting with other regions and states</li> <li>- Protection and valorization of monuments, industrial, crafts and multiethnic heritage</li> <li>- Stronger intersectoral cooperation</li> <li>- Development of alternative scene and creative industry <ul style="list-style-type: none"> <li>- Branding and marketing</li> </ul> </li> <li>- Introduction of new technologies in protection, valorization, integration and promotion of culture assets</li> <li>- Making marketing activities more professional</li> <li>- Incentives for civil and corporate sector on innovative promotion of values, products and potential of Sombor</li> </ul>	<p>participation in philanthropic activities</p> <ul style="list-style-type: none"> <li>- High dependency on City's budget</li> <li>- Decay of cultural monuments due to man and nature</li> <li>- Property issues endangering good management in culture</li> <li>- Culture project of local community not sustainable, <ul style="list-style-type: none"> <li>- Desertation of professionals</li> <li>- Decrease of population</li> </ul> </li> </ul>
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## 2.8. Tourism

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Sufficient number of trained staff</li> <li>- Big number of recognized people from science, culture, art and sports originating from Sombor</li> </ul>	<ul style="list-style-type: none"> <li>- Low public awareness of local population on tourism profit significance</li> <li>- Lack of initiatives and invention</li> <li>- Lack of professional specialist staff for</li> </ul>

<ul style="list-style-type: none"> <li>- Well organized local self-government</li> <li>- Rich natural heritage (woods, rivers, lakes, swamps, canals) <ul style="list-style-type: none"> <li>- Thermal springs significant for development of Spa&amp;Wellness tourism</li> <li>- Preserved old city center</li> </ul> </li> <li>- Preserved urban architecture and greenery</li> <li>- III Category tourist spot status</li> <li>- Good geographical position within Donje Podunavlje destination</li> <li>- Protected ecological reserves (Biosphere reserve 'Backo Podunavlje' on UNESCO list)</li> <li>- Reach and preserved cultural heritage (from World War II, various religious monuments, rural architecture) <ul style="list-style-type: none"> <li>- Rich immaterial heritage (multiculturality, customs, folklore, art societies, tradition)</li> </ul> </li> <li>- Palaces and castles (Ridjuca, Rastina, Aleksa Santic, Backi Monostor, Graskalovic palace, Kronic palace etc.)</li> <li>- Brands such as Stapar carpet, Bezdán damast, fish soup, powder pepper, Sombor cheese etc.)</li> <li>- Rich cuisine (Backa lunch, fish soup, venison stew, powder paprika in Backi Monostor and Bezdán)</li> <li>- Ethno houses with preserved architecture <ul style="list-style-type: none"> <li>- Multitude of ethnic groups (Serbs, Hungarians, Croats, German, Roma etc.) multicultural society with religious tolerance</li> </ul> </li> <li>- Proximity to Croatia (28 km) and Hungary</li> </ul>	<ul style="list-style-type: none"> <li>preparing projects or presentation of tourism offer</li> <li>- Small number of tourist guides except for English <ul style="list-style-type: none"> <li>- No tourist animation</li> </ul> </li> <li>- Weak use of natural and culture potentials for tourism</li> <li>- Emigration toward bigger centers and abroad</li> <li>- Weak cooperation of stakeholders in urban and rural catering and tourism, as well as craftsman and creative industry</li> <li>- Inadequate accommodation structure</li> <li>- Nonexistence of quality accommodation unit (hotel over 50 beds) for bigger tourist groups <ul style="list-style-type: none"> <li>- Partial implementation of strategic documents dealing with tourism development at local level</li> </ul> </li> <li>- Underdeveloped tourist superstructure and infrastructure (parking, toilets, accessibility for disabled, poor street lightning, signs, information boards) <ul style="list-style-type: none"> <li>- Illegal landfills in Sombor</li> </ul> </li> <li>- Water supply and potable water problems in villages</li> <li>- Poor connection and communication between tourism offer stakeholders <ul style="list-style-type: none"> <li>- State owned cultural objects badly maintained (not in accordance with the legislative)</li> </ul> </li> <li>- Insufficient use of local brands in tourism (uncertified products)</li> <li>- Undefined image and brand of City of Sombor</li> </ul>
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<p>(28 km</p> <ul style="list-style-type: none"> <li>- Local Action Group 'Panonski fijaker' activities</li> <li>- Good traffic connections - local roads and highway to Hungary and Croatia along corridor X <ul style="list-style-type: none"> <li>- The Danube – corridor VII</li> </ul> </li> <li>- Price competitive with neighboring countries</li> <li>- Good infrastructure (traffic, communal, telecommunications, tourist)</li> <li>- Cultural, economic and entertainment events</li> <li>- Developed hunting, fishing, cycling, ethno and events tourism</li> </ul>	<ul style="list-style-type: none"> <li>- Insufficient use of local cuisine</li> <li>- Low media presence of local tourism offer <ul style="list-style-type: none"> <li>- Weak intercity, bus, railway and water traffic <ul style="list-style-type: none"> <li>- Low visibility of events and their discrepancy of annual calendar of Tourism Organizations of Vojvodina and Serbia</li> </ul> </li> </ul> </li> <li>- Small number of info-spots and modern promotional material <ul style="list-style-type: none"> <li>- Insufficient use of the Danube for development of cruise and nautical tourism</li> </ul> </li> <li>- Insufficient use of funds dedicated to cross border projects <ul style="list-style-type: none"> <li>- Low use of thermal waters in Spa&amp;Wellness tourism</li> <li>- Non-differentiated tourism products</li> <li>- Difficulties for development of business tourism due to low capacity for bigger events</li> <li>- Larger number of village farms without category <ul style="list-style-type: none"> <li>- Pollution of environment due to inadequate filters in 'Proteinka' factory in Sombor</li> </ul> </li> </ul> </li> <li>- Insufficient use of Tourism Organization Sombor's capacity for connecting tourist offer</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Informal education, training for guides, writing project proposals for applying with international organizations for funding</li> <li>- Revitalization of culture monuments, particularly castles</li> <li>- Use of authentic marks and symbols for</li> </ul>	<ul style="list-style-type: none"> <li>- Desertation of high quality professionals</li> <li>- Low birth rate and aging of population <ul style="list-style-type: none"> <li>- Stagnation in informal education, particularly in tourist animation and interpretation</li> </ul> </li> <li>- Low application rate for funding and poor</li> </ul>

<p>creating wanted tourism image and brand</p> <ul style="list-style-type: none"> <li>- Inclusion of trade brands and local brands into organized tourist offer</li> <li>- Introduction of local cuisine specialties in regular restaurant offer</li> <li>- Development of tourism through 'out door activities' (cycling, hiking, free climbing in natural reserve)</li> <li>- Construction and equipping tourist ships port in Bezdán</li> <li>- Construction of camping and glamping facilities at Tromedja</li> <li>- Intensifying cross border projects with Hungary and Croatia</li> <li>- Public –private partnership of local craftsman with Public Company 'Vojvodina Sume' in order to equip key locations like Karapandza and other</li> <li>- Encouraging crafts' development for production of souvenirs</li> <li>- Attracting new target group of digital nomads</li> <li>- Development of organic production of local agricultural products and their offer as 'Sombor Basket'</li> <li>- Integrating number of smaller events into a big tourist event or design of a new one consisting of smaller existing events with attractive authentic content</li> <li>- Development of industrial heritage tourism <ul style="list-style-type: none"> <li>- Improving souvenirs' offer</li> </ul> </li> <li>- Improving presentation of 'Battle at Senta picture'</li> <li>- Starting health and Spa&amp;Wellness tourism</li> </ul>	<p>project implantation</p> <ul style="list-style-type: none"> <li>- Property issues <ul style="list-style-type: none"> <li>- Low competitiveness in comparison to neighboring countries</li> <li>- Low interest of tourism stakeholders at local level <ul style="list-style-type: none"> <li>- Non-unified tourism offer</li> </ul> </li> </ul> </li> <li>- Rare tourist market research toward target groups and tourist segments</li> <li>- Insufficient use of cross border cooperation funds with Hungary and Croatia <ul style="list-style-type: none"> <li>- Modest intersectoral cooperation</li> </ul> </li> <li>- Outdated traffic, communal and tourist suprastructure and infrastructure</li> <li>- Lack of resources for development of local and international infrastructure network <ul style="list-style-type: none"> <li>- Environmental pollution due to illegal landfills, low quality of potable water in villages</li> </ul> </li> <li>- Passivity within thematic tourist route Damast Roads – Industrial Heritage</li> <li>- Unbranded local traditional products <ul style="list-style-type: none"> <li>- Irregular carriage service</li> </ul> </li> <li>- Lack of animation and interpretation of culture heritage <ul style="list-style-type: none"> <li>- Insufficient number of tourist guides except in English language</li> <li>- Lack of receptive tourist agency</li> </ul> </li> <li>- Small number of projects funded by the state od provincial funds</li> <li>- Low purchase power of domestic tourist demand</li> </ul>
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<p>in Bezdán</p> <ul style="list-style-type: none"> <li>- Development of business tourism (establishment of congress center in library)</li> <li>- Inclusion of vineries and wine growers from Kljajicevo, Ridjica and Sombor into Wine Route</li> <li>- Invest in promotion of Gornje Podunavlje</li> <li>- Promotion of culture monuments through revitalization and revival of old and creation of new activities активности</li> <li>- Support of private investment in tourism transport</li> <li>- Support to all activities prolonging duration tourist stay and spending</li> <li>- Support opening of a hostel in Sombor</li> <li>- Integrate tourist offer with Apatin, Odzaci, Bac, Backi Petrovac and Backa Palanka</li> <li>- Establishment of thematic parks Pannonia Peace Park as incubators for various events</li> <li>- Development of partnerships between state/local bodies and local economy</li> </ul>	
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## 2.9. Environmental protection and energy efficiency

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Potable water quality in urban area</li> <li>- Urban waste water processing plant using biological treatment</li> <li>- Distance of industrial zone from 'Jaros well</li> <li>- The Danube with its aquatic ecosystem</li> <li>- Other surface waters: Mostonga, Plazovic, Baja Canal, Danube-Tisza-Danube canal,</li> </ul>	<ul style="list-style-type: none"> <li>- Poor potable water quality in rural area</li> <li>- Insufficient sewage and filtering capacity in rural area</li> <li>- Insufficient sewage and filtering capacity for atmospheric and waste water in urban area <ul style="list-style-type: none"> <li>- State of Mostonga river</li> </ul> </li> <li>- Lack of numerous elements of integrated</li> </ul>

<p style="text-align: center;">Conoplja lake</p> <ul style="list-style-type: none"> <li>- Natural health resort in Bezdán</li> <li>- Special natural reserve ‘Gornje Podunavlje’ <ul style="list-style-type: none"> <li>- Richness of species fund</li> </ul> </li> <li>- Big percentage of City’s territory consisted of agricultural land <ul style="list-style-type: none"> <li>- High quality of agricultural soil</li> </ul> </li> <li>- Real potential for utilization of renewable energy sources</li> <li>- Gasification in urban part / new heating station</li> <li>- Potential for integrated food and energy production</li> <li>- The first biodiesel production in Serbia</li> <li>- Geographical position and repentance of the City <ul style="list-style-type: none"> <li>- Local institutional, sectorial and professional capacity</li> </ul> </li> <li>- City of Sombor – the greenest City in Serbia</li> </ul>	<p style="text-align: center;">waste management</p> <ul style="list-style-type: none"> <li>- High percentage of polluting materials in the air, in winter moths / use fossil fuels for heating</li> <li>- Increased devastation of water and soil quality</li> <li>- Inadequate use of protected natural space or planned for protection space</li> <li>- Vulnerability and impoverishment of biodiversity in Special Nature Reserve ‘Gornje Podunavlje’ <ul style="list-style-type: none"> <li>- Insufficient forestation (only half of proscribed)</li> </ul> </li> <li>- Big quantities of chemical materials used in agriculture and manifested problem in disposal of used chemical packing</li> <li>- Aged alleys and decrease of green surfaces in urban area</li> <li>- Low usage of renewable energy sources <ul style="list-style-type: none"> <li>- Public buildings energy inefficiency</li> <li>- Inadequate management of natural disasters’ risks (dominantly floods and droughts) and underdeveloped system for adjustment to climatic changes</li> </ul> </li> <li>- Lack of integrated systems for monitoring, evaluation, and quality and condition monitoring of environment and networked unified information system (including Geographical Information System) in the area of environment and energy efficiency</li> <li>- Lack of Local Action Plans / programmes for all sectors of environmental protection</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Accession of Serbia to EU</li> <li>- European and international</li> </ul>	<ul style="list-style-type: none"> <li>- Omission of integration of environment and energy efficiency into other public</li> </ul>



<p>initiatives/plans/programmes/processes/ movements in areas of environment protection and energy efficiency</p> <ul style="list-style-type: none"> <li>- European accession funds, other international assistance funds, republic and provincial funds</li> <li>- Developing market for green jobs and green entrepreneurship “</li> <li>- Increase regional demand for energy – biomass potential</li> <li>- Development of green technologies innovations in the area environmental protection and energy efficiency</li> <li>- Watercourse and ecosystem of the Danube <ul style="list-style-type: none"> <li>- Danube Strategy</li> <li>- Paneuropean corridor VII</li> </ul> </li> <li>- Establishment of UNESCO cross border biosphere reserve ‘Mura-Drava-Danube’</li> <li>- Vicinity of Hungary and Croatia / vicinity of the EU</li> <li>- Cooperation with neighboring local self-governments / particularly vicinity and cooperation with City of Subotica</li> <li>- Planned Backa regional water supply system</li> <li>- Establishment of region for communal waste management</li> <li>- Development of cycle-tourism in the region and vicinity of European cycling routes EuroVelo 6, 11, 13</li> <li>- Transport development (transport of healthy food within Europe)</li> </ul> <p>Growing interest for natural resources management by local self-government and</p>	<p>policies</p> <ul style="list-style-type: none"> <li>- Discrepancy of sectorial policies and insufficient institutional cooperation at all levels</li> <li>- Agricultural production solely focused on profit</li> <li>- Development of international transport and Paneuropean Corridor VII</li> <li>- Economic development in neighboring local self-governments contrary to the sustainable development principles</li> <li>- Pollution sources from neighboring local self-governments</li> <li>- Unsustainable habits of population in Republic of Serbia / unwillingness to accept and implement innovation</li> <li>- High initial investment for individuals in sustainable energy efficiency systems <ul style="list-style-type: none"> <li>- Lack of private investments funds</li> <li>- Impoverishment of society</li> <li>- Lack of finances / economic crisis</li> </ul> </li> <li>- Disrespect of legislative and ineffective-inefficient criminal policy</li> <li>- Underdevelopment of partnerships (public-private before all)</li> <li>- Position of environment and energy efficiency in social agenda</li> </ul>
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<p>community</p> <ul style="list-style-type: none"><li>- Public – private partnership as a model for cooperation and development</li></ul>	
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### 3. PRIORITIES, GOALS AND MEASURES

#### 3.1. Infrastructure, urbanism and communal services

PRIORITY	GOAL	MEASURE
1. ECONOMIC INFRASTRUCTURE – TRAFFIC SECTOR	1.1. Reconstruction and development of local railway network	1.1.1. Production of project/technical documentation for reconstruction in accordance with defined priority directions
	1.2. Design, construction and reconstruction of local road infrastructure	1.2.1. Design, construction and reconstruction of local road infrastructure within planned timeframe
	1.3. Development of water freight transport	1.3.1. Production of project/technical documentation for one freight
		1.3.2. Design of canal network parts for development of water freight transport
	1.4. Development of nautical tourism and water passenger traffic	1.4.1. Production of project/technical documentation for development of nautical tourism and water passenger traffic and one marine
	1.5. Evaluation air traffic potential	1.5.1. Systemic monitoring of the factors relevant for development of Sombor airport
2. ECONOMIC INFRASTRUCTURE	2.1. Development of logistic capacity of City of Sombor	2.1.1. Production of project/technical documentation for development logistics center with intermodal terminal
	2.2. Development of Free Zone	2.2.1. Design, development and infrastructural equipping of Sombor Free Zone
	2.3. Development of industrial zones	2.3.1. Design, development and infrastructural equipping of Sombor industrial zones
	2.4. Development of energy infrastructure	2.4.1. Production of project/technical documentation for development energy infrastructure
		2.4.2. Phased construction of energy infrastructure

	2.5. Development of alternative energy sources and securing energy efficiency	2.5.1. Development of alternative energy sources, biomass before all 2.5.2. Securing energy efficiency of construction
3. COMMUNAL INFRASTRUCTURE	3.1. Development of water supply service on the territory of City of Sombor	3.1.1. Design, construction and reconstruction of water supply service on the 70% of territory of City of Sombor
		3.1.2. Design, construction and reconstruction of canal network for irrigation on 50% of City's territory
	3.2. Development of water processing plant	3.2.1. Design, construction and reconstruction of water processing plant
	3.3. Design and development of waste water sewage network for populated settlements	3.3.1. Design, construction and reconstruction of waste water sewage network for all populated settlements
	3.4. Design and development of atmospheric sewage network for populated settlements	3.4.1. Design, construction and reconstruction of atmospheric sewage network for populated settlements in accordance to defined criteria and priorities
	3.5. Construction of regional landfill Rancevo	3.5.1. Preparatory work for closing down all landfills in all populated settlements
	3.6. Development and improvement of telecommunication services	3.6.1. Development of IT infrastructure in accordance to defined criteria and priorities
3.6.2. Digitalization of radio broadcasting in Sombor		
4. URBANISM – SPATIAL PLANNING	4.1. Improvement of spatial and urban planning	4.1.1. Development of Geographic Information
		4.1.2. Improvement of spatial and urban documentation
		4.1.3. Establishment of Urbanism Department

### 3.2. Competitiveness of economy and employment

PRIORITY	GOAL	MEASURE
1. SUSTAINABLE GROWTH AND DEVELOPMENT OF COMPETITIVENESS OF CITY OF SOMBOR ECONOMY	1.1. Higher level utilization of existing resources and infrastructure toward sustainable economic development	1.1.1. Finishing industrial zone and establishment of Free Zone
		1.1.3. Encouragement of use of alternative energy sources un industrial production (e.g. biomass, thermal springs)
		1.1.4. Proactive approach to brownfield locations
		1.1.5. Improvement of technical infrastructure in accordance to previously set criteria
		1.1.6. Design of business incubator adjusted private sector needs
	1.2. Improve development level of agricultural and food processing industry	1.2.1. Initiate higher degree of technological producers' connection through various association
		1.2.2. Strategic partnerships aiming at development of larger agricultural companies
		1.2.3. Initiation of change of land ownership of land from state to local self-government
		1.2.4. Concretize measures for encouragement of organic production (on family farms))
	1.3. Create favorable environment for development and improvement economy's competitiveness	1.3.1. Initiate clusters, public-private partnerships or other association forms (social companies, recycling centers, logistics agricultural centers)
		1.3.2. Continually monitor state of local economy through creation of relevant data basis
		1.3.3. Branding the City as favorable investment environment – external promotion
		1.3.4. Harmonizing local planning with

		<p>provincial and state institutions</p> <p>1.3.5. Improve cooperation of the City with big companies (e.g. social responsibility, sponsorship)</p> <p>1.3.6. Encourage development of export oriented sectors based on food and processing industry with protection of Sombor origin and brands</p>
	1.4. Strengthening human and technical capacity of institutions for support of economy and SMEs	<p>1.4.1. Define local financial and non-financial incentives for SMEs and criteria and mechanisms for measuring effects</p> <p>1.4.3. Enhance human capacity of institutions for support of economy and SMEs (Local Economic Development Office, Development Agency, Association of Entrepreneurs, etc.) through professional education, study programmes, in order approach domestic and international projects</p>
2.STIMULATING COMPETITIVENESS OF SMES BASED ON INOVATIVENESS AND KNOWLEDGE ECONOMY	2.1. Improvement of competitiveness of entrepreneurial activities	<p>2.1.1. Design programmes for encouragement of self-employment and entrepreneurship</p> <p>2.1.2. Design contemporary and innovative programmes for encouragement of new employment</p> <p>2.1.3. Design programmes for encouragement of vulnerable categories – disabled persons, Roma, older than 45 etc.</p> <p>2.1.4. Organize lectures by successful entrepreneurs – good practice examples</p> <p>2.1.5. Organizing professional education on use of EU funds for areas of renewable energy sources, environment and agriculture</p> <p>2.1.6. Production of professions catalogue for business beginners</p>

		2.1.7. Organizing info-days about entrepreneurship, contemporary loans and subsidies for business beginners and existing SMEs
	2.2. Encouragement of innovativeness knowledge based economy	2.2.1. Inclusion of innovative approaches to processing, marketing and distribution of locally cultivated crops (e.g. food processing industry)
		2.2.2. Promotion of innovativeness through education (informing private sector on possibilities of funding from EU and the state, innovators supporting institutions etc.)
		2.2.3. Encouragement cooperation of private sector with scientific-research and education institutions (projects)
		2.2.4. Enhancement of performance planning on export markets and aligning with EU standards in general
		2.2.6. Promotion of life-long learning
		2.2.7. Promotion and support to service sector – IT, creative industry and alike targeting self-employment of youth
	2.3. Encouragement of competitiveness by interest association of SMEs	2.3.1. Production of necessary data base on actual needs and possibilities of SMEs association
		2.3.2. Increase of competitiveness by integration of SMEs through initiation of local action groups and cluster establishment
		2.3.3. Create project proposals on association of export oriented SMEs creation of presentation on foreign markets



### 3.3. Agriculture and rural development

PRIORITY	GOAL	MEASURE
1. SUSTAINABLE ECONOMIC GROWTH	1.1. Strengthening agro-sector competitiveness on domestic and foreign market	1.1.1. Development of rural economy focused on agricultural production
		1.1.2. Development of rural economy through encouragement of association and networking in agro-sector
		1.1.3. Support to enlarging of estates and production
		1.1.4. Encouragement to increased synergy of primary agricultural primary production and local processing industry
		1.1.5. Capacity building (business plans, organic production, greenhouses)
		1.1.6. Production of alley book software
		1.1.7. Founding of cooperatives
		1.1.8. Seasonal workers fees regulation
		1.1.9. Production of annual land renting plan
		1.1.10. Established Local Action Group
	1.2. Sustainable management of natural resources	1.2.1. Development of rural economy with focus on protection of land resources
		1.2.2. Development of rural economy with focus on sustainable of water resources
		1.2.3. Development of rural economy accompanied with popularization of alternative agriculture production methods
	1.3. Diversification of rural economic activities	1.3.1. Support to non-agricultural activities on farms – thermal waters
		1.3.2. Support to tourism development on farms

### 3.4. Education

PRIORITY	GOAL	MEASURE
1. EMPOWERING EDUCATION INSTITUTIONS	1.1. Harmonizing education profiles with labor market needs	1.1.1. Development and introduction of new programmes and practical teaching harmonized with labor market needs
		1.1.2. Development of life-long education
		1.1.3. Research of scarce vocations
		1.1.4. Establishment of higher level institutions of existing universities in the City
		1.1.5. Coordination with region – creation of regional center for professional training
2. ENHANCING QUALITY AND EDUCATION ACCESSIBILITY	2.1. Increasing level and widening education and upbringing	2.1.1. Enhancement and modernization of education system and quality through continuous professional improvement of teachers
		2.1.2. Initiating dual education
		2.1.3. Encouragement of accessibility – education for all
	2.2. Construction of new, renovation of old buildings and improvement of work and education	2.2.1. Improvement of curricular and extracurricular infrastructure and students safety
		2.2.2. Enlarging rural schools by closing down some of them
		2.2.3. Modernization of specialist cabinets
3. STRATEGIC NETWORKING PARTICIPANTS IN DEVELOPMENT OF EDUCATION	3.1. Encouragement of cooperation and development institutional human capacity and resources	3.1.1. Strengthening partnerships and connecting education private and public institutions and civil sector
		3.1.2. Strengthening institutional and human resources capacity for planning, Јачање институционалних капацитета и капацитета људских ресурса за планирање, organizing

		and implementation of education development
	3.2. Strengthening of civil sector organizations which are active in education and cortication of their programmes	3.2.1.Provision of support to civil sector organizations in implementing initiatives education development

### 3.5. Health and Social protection

PRIORITY	GOAL	MEASURE
1. IMPROVEMENT OF HEALTH SERVICES IN THE CITY	1.1 Strengthening human resources in health institutions	1.1.1. Employment in accordance with health needs and proscribed norms
		1.1.2. Continuous professional improvement of existing staff
		1.1.3. Improvement of employees' motivation system
		1.1.4. Greater support of founder and provincial bodies to institutions
		1.1.5. Strategic planning opening possibilities for specialist training (particularly surgery, gynecology and psychiatry)
	1.2. Strengthening technological and technical capacity in health institutions	1.2.1. Networking of information systems
		1.2.2. Introduction of new technologies and services
		1.2.3. Procurement of new equipment in line with contemporary technical-technological achievements
		1.2.4. Development of Technical Development Plan of an institution with action plan an funding plan
	1.3. Improvement of transparency and visibility of services	1.3.1. Enhancement of cooperation with media and promotion of healthy life-styles
		1.3.2. Monitoring, analysis and distribution on population health status
	1.4. Improvement of accessibility of social protection and health services to whole	1.4.1. Increase of mobile primary health care teams activity

	population	1.4.2. Connecting health and social protection services 1.4.3. Improvement of vulnerable groups' health
	1.5. Accreditation of health and social protection institutions	1.5.1. Planning accreditation process of health institutions with action plan of necessary funding
2. IMPROVEMENT OF PUBLIC HEALTH OF THE COMMUNITY	2.1. Promotion of new public health, fight against mass non-infectious disease and improvement of population health status	2.1.1. Enlargement of tasks of local health councils for new public health
		2.1.2. Education of member of the Counsel Едукација чланова савета by Institute for Public Health of Vojvodina and respective Public Health Institute
		2.1.3. Public discussion with participation of all interested parties for public health (civil sector, industry, public companies)
		2.1.4. Making of local Strategy for Improvement of Population's Health with an action plan
		2.1.5. Enhancement of media visibility education for health
		2.1.6. Planning process of licensing social protection institutions with action plan and necessary funding
3. SUPPORT TO DEVELOPMENT OF NEW SOCUIAL CARE SERVICES AND THEIR SUSTAINABILITY	3.1. Establishment of new social and preventive services harmonized with citizens' needs	3.1.1. Establishment of systemic monitoring and periodical analysis of citizens' needs and social protection beneficiaries satisfaction
		3.1.2. Establish measures for initiating civil initiatives and activities of civil sector in social protection
		3.1.3. Securing alternative funding sources of new services (calls, projects. donations, volunteering) with support of Development

		Agency
		3.1.4. Introducing geronto-housewife service
		3.1.5. Planning new utilization of surplus space and equipment in existing institutions for new services

### 3.6. Social services: youth, culture, sports and public relations

PRIORITY	GOAL	MEASURE
1. STIMULATING AND IMPROVING ALL EMPLOYMENT FORMS, SELF-EMPLOYMENT AND YOUTH ENTREPRENEURSHIP	1.1. Improved youth information	1.1.1. Support to professional orientation projects acceptable for the young
		1.1.2. Informing, motivating and education of youth on employment, self-employment and promotion of good practices
		1.1.3. Support to creation and continuous maintenance of online base of employment and volunteering opportunities, training at work, trainee practices
		1.2. Professional education toward attractive vocations
	1.2.1. Promotion of agriculture and informing youth of good practices in agriculture, craftsmanship and cooperatives	
1.2.2. Competencies building of youth conducive to employment and self-employment and development of youth entrepreneurship		
1.4. Development and enhancement of relevant stakeholders' communication in employment area	1.4.1. Organizing meetings of all interested parties that can help in youth employment	
2. STIMULATING YOUTH TO ACTIVELY PARTICIPATE IN SOCIETY	2.1. Strengthen and motivate youth and youth organizations for active participation in society and decision-making, particularly rural youth	2.1.1. Education, strengthening and motivation of pupils and students parliaments as well as professors on the benefits of functional parliaments
		2.1.2. Sensitizing local community on benefits and significance of youth activism
		2.1.3. Establishment of effective information models for youth
		2.1.4. Encouragement of communication and networking of pupils and students parliaments and education institutions' management
		2.1.5. Strengthening youth for project

		preparation and implementation
		2.1.6. Encouragement of youth debated on initiatives and decisions that impact their life quality
	2.2. Sensitizing local community on benefits and significance of youth activism	2.2.1. Marking important dates for youth
		2.2.2. Encouraging youth activism, particularly in settlements where it is underdeveloped
		2.2.3. Education, motivation and strengthening youth for volunteering
		2.2.4. Increasing political awareness of youth and strengthening for democratic action
3. IMPROVEMENT OF YOUTH ORGANISATIONS AND ORGANISATIONS WORKIN WITH YOUTH CAPACITY	3.1. Increasing Capacity of Youth Office and organizations working with youth, quality of youth activities, particularly with rural organizations	3.1.1. Education of youth workers, particularly those working with vulnerable groups
		3.1.2. Information, education, strengthening and support to youth workers for better and quality work with youth
		3.1.3. Basic and advanced trainings for couches for work with youth
		3.1.4. Strengthening capacity for volunteer management and creation of training programmes
		3.1.5. Strengthening human, spatial, material, promotional and volunteering capacities of Youth Office
		3.2. Networking of youth organizations at local, regional, national and international level
		3.2.1. Support to organizations' networking
		3.2.2. Support to good practices and experience exchange with youth organizations from other towns and countries
	3.3. Increasing visibility of youth organizations, particularly among youth	3.3.1. Affirmation of youth work and methodology of informal education in local community and among youth by social networks
	3.4. Increase information of youth organizations on legislative and possibilities,	3.4.1. Increase information of youth organizations on legislative and possibilities



	funds as models of sustainable youth services	as successful models of youth services
	3.5. Increasing competences of youth organizations research and data base development	3.5.1. Civil society organizations training on methodologies and types of research and their implementation
4. ENABLING QUALITY FREE TIME OF YOUTH	4.1. Provide functional space for quality free time of youth	4.1.1. Sensitizing and mobilizing local community for provision of functional space for quality free time of youth (youth centers, clubs and similar models)
		4.1.2. Provision of functional space for personal, social and cultural development of youth
	4.2. Improve choice of youth content, particularly for rural youth	4.2.1. Support to rural and urban youth for organization of contents suitable for their needs
		4.2.2. Organizing summer events for youth with support to existing events in the past years
	4.3. Increase and enhance youth mobility	4.3.1. Support to youth mobility by informing them on European exchange and volunteering programmes
		4.3.2. Support to projects on international cooperation of youth in the region, inter-municipal cooperation and cooperation in the City (urban – rural)
5. YOUTH SAFETY AND PROMOTION OF HEALTHY LIFE-STYLES	5.1. Prevent risky behavior of youth and inform them of consequences	5.1.1. Education of youth on healthy life-styles
		5.1.2. Support to professional counseling of youth in psychology, sexuality, health, prevention of violence establishment of healthy relationships with others and other themes of their interest
		5.1.3. Support to establishment of youth mediator teams in education institutions
	5.2. Promote healthy life-styles, healthy relationships with others and youth safety	5.2.1. Education of parents, professors, school policemen on prevention, recognition and

		treatment of psychological, health and social youth problems
		5.2.2. Implementation of training and nurturing teams of peer educators in healthy life-styles, healthy partner relationships, safety of youth and prevention of risky behavior
	5.3. Gathering data on habits, problems and attitudes of youth about physical and mental health through research and data base development	5.3.1. Support to representative data gathering projects
	5.4. Increase communication level between relevant stakeholders in local community regarding youth health and safety	5.4.1. Establishment of cooperation of experts dealing vulnerable youth groups and youth with behavioral issues
6. SECURING EQUAL CHANCES FOR ALL YOUNG PEOPLE AND PARTICULARLY THOSE FROM VULNERABLE GROUPS	6.1. Development of communication systems with vulnerable youth groups	6.1.1. Support to development of mechanisms of communication with vulnerable youth groups
		6.1.2. Support to projects on information of youth through adjusted communication system
		6.1.3. Support to detached work with vulnerable youth groups
		6.1.4. Education of local community (particularly youth professionals) and youth on terms related to vulnerability
	6.2. Increase of information level of youth and local community on discrimination and vulnerable youth groups through inclusive action	6.2.1. Implementation of training on inclusive education for the young and adults
		6.2.2. Informing youth of anti-discrimination mechanisms in Republic of Serbia
		6.2.3. Strengthening stakeholders and sensitizing local community for resolving vulnerable youth groups' issues
		6.2.4. Promotion of jobs for persons with disability among employers (promotion of

		assistive technologies)
	6.3. Strengthen youth from vulnerable groups for active participation in local community	6.3.1. Support to social skills training for youth from vulnerable groups
		6.3.2. Information on good inclusive practices of youth organizations from other towns and countries
		6.3.3. Strengthening and establishment of support groups for youth from vulnerable groups
		6.3.4. Encouragement of relevant stakeholders with youth organizations gathering youth from vulnerable groups focusing on inclusion
		6.3.5. Development of support programmes for young parents and families
	6.4. Gather data on attitudes, problems, needs of youth through research development	6.4.1. Support representative data collection projects on vulnerable youth groups in Sombor and surroundings through research
7. STIMULATING INNOVATION, CREATIVITY AND YOUTH TALENTS	7.1. Affirmation of successful youth in science, art and business	7.1.1. Support to development of mechanism for employment of young professionals in companies and public institutions
		7.1.2. Develop support mechanisms for successful and talented youth
		7.1.3. Create data base on young professionals, artists, scientists and talented sportsmen
	7.2. Promotion of science, art, and creativity in youth acceptable manner	7.2.1. Support to activities aiming at application of innovative and effective models of encouragement of young talents
8. STIMULATING RESPONSIBILITY OF YOUTH TOWARDS ENVIRONMENT	8.1. Promote sustainable development in innovative ways that are suitable for youth	8.1.1. Education of youth and pier educators on sustainable development
	8.2. Support youth initiatives and ideas related to sustainable development and ecology	8.2.1. Support to educational activities on recycling in creative manner

		8.2.2. Support to arrangement of public spaces activities by youth
		8.2.3. Sensitizing of youth for activism in ecology and sustainable development
9. STIMULATING CONNECTING CULTURE INSTITUTIONS AT ALL LEVELS	9.1. Better cooperation between culture institutions and civil sector	9.1.1. Improve cooperation between culture institutions and associations, formal and informal groups in culture aiming at better organization of culture events
		9.1.2. Cooperation on projects related to culture and City's development
		9.1.3. Network culture associations for achievement of their mutual needs and interests
	9.2. Better cooperation between culture institutions and City Government	9.2.1. Enhance cooperation between local culture institutions and City Government in order to improve information on funding from certain sources
	9.3. Better cooperation between culture institutions and education institutions	9.3.1. Develop attractive programmes for youth in order to acquaint them with cultural contents
	10. IMPROVEMENT AND MODERNIZATION OF CULTURE INSTITUTIONS	10.1. Improvement of skills and knowledge of culture employees
10.2 Improvement of technical equipment of culture institutions		10.2.1. Improve information systems used in culture
		10.2.2. Digitalize cultural-historic archive of the City with resources and experience of the City Library
		10.2.3. Establish joint data base on cultural events and stakeholders of the City
11. PRESERVING CULTURAL HERITAGE	11.1. Affirmation and promotion of cultural heritage	11.1.1. Increase renovation investment
		11.1.2. Develop cultural-historic programmes for tourists
		11.1.3. Develop cultural-historic programmes for youth

		11.1.4. Archive protection	
12. IMPROVEMENT FUNDING OF CULTURE	12.1. Боља искоришћеност доступних извора финансирања из домаћих и иностраних фондова	12.1.1. Continues information of culture institutions and associations on accessible EU funds	
		12.1.2. Educate cultural-artistic societies and other associations on funding and project preparation for domestic and foreign funds	
	12.2. Disbursement of budgetary funds for culture	12.2.1. Perform analysis of decision-making process and prepare recommendations for its improvement	
		12.2.2. Funding of associations in accordance to clear criteria based on project activities with clear project goals, target groups and measurable success indicators	
13.DEVELPMENT OF CULTURAL CONTENTS AND ACTIVITIES	13.1. Обезбеђивање услова за организовање културних дешавања и промоција локалних уметника и друштава	13.1.1 Equip and adept space into multifunctional hall accessible to all formal and informal citizens' groups	
		13.1.2. Increase of cultural contents for children and secure bigger support to organization of such events	
		13.1.3. Improve work of culture coordinators in villages	
		13.1.4. Enable access to culture contents for all population categories	
	13.2. Support to culture amateurism	13.2.1. Provide space to cultural associations	
		13.2.2. Support informal groups and civic initiatives in culture	
	13.3. Planning of culture institutions' programmes in accordance to needs of public	13.3.1. Realize research on cultural needs and habits of Sombor citizens and create Cultural Development Strategy	
		13.3.2. Affirmation of young authors through culture institutions' programmes	
	14. ACCESIBILITY OF SPORTS TO ALL CITIZENS	14.1. Development of children and school	14.1.1. Develop and improve children's sports

AND PARTICULARLY CHILDREN, YOUTH, WOMEN AND PEOPLE WITH DISABILITIES	sport	through mass inclusion of children in extracurricular activities in preschool institutions and to provide conditions to organize sports schools in all kindergartens
		14.1.2. affirmation internal school competitions as base for inter-school sports competitions
		14.1.3. Improve school competition system at City level
		14.1.4. Encourage sports sections in lower grades of primary schools
		14.1.5. Organize mass actions with children's participation
	14.2. Popularization of recreational sport – sports for all	14.2.1. Realization of campaigns aiming at promotion of healthy life-styles dominated by recreational activities
		14.2.2. Organize and implement recreational programmes and activities on public grounds and in natural surroundings
		14.2.3. Encourage foundation of sports societies for all
		14.2.4. Enhance competition system within Workers' Sports Olympics, particularly those at City level
	14.3. Encouragement for women to engage in sports	14.3.1. Organize promotion campaigns on importance need of women's engagement in sports
		14.3.2. Stimulate sports organizations that attract women by providing adequate conditions for work, engagement of professionals and financial support
		14.3.3. Permanently implement actions and provide subsidies for training women for coaching and refereeing in sports

		14.3.4. Encouraging sportswomen to participate in management of sports societies at all levels
		14.3.5. Organize free recreational activities for women
	14.4. Better organization of sports for persons with disabilities	14.4.1. Provide spatial and professional conditions implementation recreational and sports programmes for disabled people
		14.4.2. Secure access in sports facilities for disabled people
		14.4.3. Train professionals for work with disabled people
		14.4.4 Organize competitions for disabled people at City level
		14.4.5 Include disabled people in competition system when possible
15. IMPROVEMENT OF SPORTS ENVIRONMENT IN THE CITY	15.1. Maintenance, reconstruction and construction of sports facilities	15.1.1. Complete construction and reconstruction of sports facilities
		15.1.2. Prepare mid-term and long-term plan of reconstruction of existing sports' facilities and plan of construction of new ones, in cooperation of sports associations and local communities
		15.1.3. Provide conditions for functioning of Sports Center 'Soko' and maintenance of capital sports facilities in the City
		15.1.4. Encourage reconstruction or construction of school sports facilities
	15.2. Use of sports facilities in suburban area	15.2.1. In accordance with criteria provide complete and planned use of all sports

		facilities owned by the City
		15.2.2. Provide security system for public sport grounds and playgrounds
	15.3. Establishment of data bases and information systems	15.3.1. Provide pre-conditions to enable Sports Association to keep data bases in accordance to the Law on Sports and significant to the City
	15.4. Support to competitive and top sports and talented sportsmen	15.4.1. Provide spatial and professional conditions implementation of club programmes based on categorization and City's interest for top sports achievements (competition at national and international level)
		15.4.2. Provide scholarships for young perspective sportsmen
		15.4.3. Provide conditions for development of talented sportsmen and improvement of professional work with them
		15.4.4. Affirmation of top sports results through respective awards and recognition
16. IMPROVEMENT OF FUNDING FOR SPORTS	16.1. Rationalization of budgetary funds in sports	16.1.1. Improve disbursement system of budgetary funds through definition of criteria and indicators for evaluating results in sports, sports recreation – sport for all and school sport
		16.1.2. Harmonize budgetary disbursement and control with Article 137 Law on Sport which defines needs of citizens in local self-government units
17. POPULARIZATION OF SPORTS AND SPORTS EVENTS	17.1. Promotion and popularization of sports in Sombor	17.1.1. Promote sports values in cooperation with local media
		17.1.2. affirmation achieved results by appropriate publishing and awarding
		17.1.3. Undertake permanent activities aiming



		at timely information of citizens possibilities of inclusion in sports
	17.2. Organization of significant sport events and actions	17.2.1. Determine minimal conditions to be fulfilled by sports events' organizers using budgetary funding
		17.2.2. Produce multi-annual plan of organization of sports
		17.2.3. Provide adequate evaluation of sports through budgetary disbursement and analysis of achieved results
		17.2.4. Determine models of funding based on categorization of sports facilities
18. IMPROVEMENT OF SPORTS INSTITUTIONS CAPACITY	18.1. Professional improvement of employees in sports	18.1.1. Encourage professional improvement of sports workers
		18.1.2. Provide appropriate stimulation and valorization of professional work in accordance to achieved results
	18.2. Improvement of sports institutions' cooperation	18.2.1. Continuously work on maintaining unity in Sombor sports 'family'
		18.2.2. Encourage association of clubs and societies in thematic associations and Sports Association of City of Sombor
		18.2.3. Encourage clubs to join recognized national associations
	19. ACCESIBILITY OF INFORMATION RELATED TO THE CITY IN MEDIA	19.1. Better quality communication between the City and media
19.1.2. Improve media promotion and information of citizens on City Government activities		
19.1.3 Define precise and transparent criteria for co-funding media from the City's budget in accordance with new Law on Public		

		Information
	19.2. Increasing information quality within the City Government	19.2.1. Establishment of PR service in the City
		19.2.2. Improve information quality on City's internet page
		19.2.4. Enhance visibility of the City on social media
		19.2.5. Responsible information of public importance

### 3.7. Tourism

PRIORITY	GOAL	MEASURE
1. IMPROVEMENT OF TOURIST OFFER AND MARKETING – SALES COMMUNICATION	1.1. Increase of visits and overnights of domestic and foreign tourists	1.1.1. Development of new and improvement of quality of existing tourist services and products
		1.1.2. Develop standards enhancement system, increasing quality and categorization in tourism
	1.2. Development and increase of destination competitiveness	1.2.1. Creating of destination brand and management of marketing-sales communication
		1.2.2. Development of destination management leaning on networking of stakeholders, professional management and use of modern technologies
2. DEVELOPMENT OF INFRASTRUCTURAL AND INVESTMENT CONDITIONS OF TOURIM AND ENVIRONMENT DEVELOPMENT	2.1. Establishment of conditions for sustainable development of tourism	2.1.1. Active spatial management, valorization of local tourism resources and preservation of cultural-historic heritage
		2.1.2. Improvement of priority infrastructure needed for tourism development
		2.1.3. Improvement of environment protection and care of natural resources
	2.2. Improvement of conditions for attracting domestic and foreign investment and co-financing projects	2.2.1. Encouragement of private investment and public funding in tourism
3. IMPROVEMENT OF HUMAN RESOURCES FOR TOURISM DEVELOPMENT	3.1. Creation and retention of professional and trained staff in tourism at the destination	3.1.1. Support to developing education and training for human resources in tourism
		3.1.2. Strengthening entrepreneurial competences and improvement of knowledge, skills and attitudes of human resources in tourism through programme implementation and life-long education
	3.2. Creation of partnerships and	3.2.1. Creation of partnerships and

	improvement intersectoral cooperation	improvement of cooperation between tourism sector, labor market, education institutions and civil society organizations
	3.3. Increasing awareness of local population on potential and tourism needs	3.3.1. Increasing awareness and information of population on tourism potential
4. TOURISTIC DEVELOPMENT OF RURAL AREAS	4.1. Encouragement of development of small and social entrepreneurship, self-employment and tourist offer in rural area	4.1.1. Развој сеоског туризма и руралних туристичких услуга и производа
		4.1.2. Encouragement of small and social entrepreneurship and authentic traditional and ecological production
	4.2. Improvement of quality of rural women's life	4.2.1. Connection and improvement of cooperation of all stakeholders in rural tourism

### 3.8. Environmental protection and energy efficiency

PRIORITY	GOAL	MEASURE
1. HIGHER QUALITY ENVIRONMENT OF THE CITY OF SOMBOR	1.1. Decrease of negative links between pressures on environment and local population's health	1.1.1. Phytoremediation of contaminated soil
	1.2. Improved quality of ambient air	1.2.1. Decrease and regulation of green surfaces in urban areas
		1.2.2. Encouragement in farm management, breeding and holding animals
	1.3. Effective risk management from endangering human health and environment pollution	1.3.1. Sustainable development of communal services
		1.3.2. Local media campaign on healthy life-styles
		1.4.3. Protection of potable water sources
		1.4.4. Planting wind protection belts
	1.4.5. Abandoned animals control	
2. GREEN ECONOMY DEVELOPMENT	2.1. Environment protection	2.1.1. Development and improvement of local integrated waste management
	2.2. Improvement of socio – economic status of local population and creation of conditions for inclusive growth of local community	2.2.1. Support for development of green products and services market
		2.2.2. Support to development of agro-biomass market
		2.2.3. Affirmation of green and social entrepreneurship
		2.2.4. Encouragement of ecological-economic linking forms
3. DEVELOPMENT OF REOURCES EFFICIENT	3.1. Enhancement of energy efficiency	3.1.1. Improvement of energetic performances of public buildings and other public infrastructure / logistics
		3.1.2. Encouragement of use of renewable energy sources for 20% in total energy consumption. increase of energy efficiency for

		29% and decrease of greenhouse gas emission for 20%
		3.1.3. Encouragement of development of energy sustainable farms
		3.1.4. Initiating sustainable management of local natural resources model
	3.3. Improvement of local populations' understanding and creation conditions for smart growth of local community	3.3.1. Knowledge transfer in energy efficiency and effective use of resources
		3.3.2. Encouraging ecology-energetic linking forms
		3.3.3. Affirmation of applying ecological-energetic innovations and technologies
4. PRESERVATION ECO-SYSTEM FUNCTIONS	4.1. Preservation of whole diversity of Sombor ecosystem	4.1.1. Protection, preservation and improvement of local ecosystems functions on principles preservation of natural diversity and sustainable development
		4.1.2. Protection and saving biological, genetic and geological diversity in situ
		4.1.3. Protection and saving of the banks, natural and wet habitat and flood areas
		4.1.4. Sustainable management of ecological networks and corridors
		4.1.5. Encouraging ecological managements in fishing
	4.2. Increase of summary value of the City's ecosystem	4.2.1. Sustainable management of the space and resources of local ecosystems
		4.2.2. Sustainable management of local forest and water resources
		4.2.3. Protecting of areas planned for protection: Slatine Backe, Doroslovci forest, City Hall
	4.3. Creation of conditions for sustainable development of local community	4.3.1. Development of local stakeholders for preservation ecosystem functions
		4.3.2. Achievement of Natura 2000

		programme goals
5. ENHANCEMENT OF LOCAL INSTITUTIONAL AND SECTORAL CAPACITY IN THE AREA OF ENVIRONMENT PROTECTION AND ENERGY EFFICIENCY	5.1. Strengthening professional and technical capacity of local stakeholders for project management in environment protection and energy efficiency	5.1.1. Adoption and realization of local programmes and action plans for environment areas
		5.1.2. Implementation of Geographical Information System in environment and energy efficiency sphere
		5.1.3. Improvement of cooperation of local community and management of protected natural areas of Sombor
	5.2. Acquiring new knowledge and skills in environment protection and energy efficiency	5.2.1. Development of human capital and sustainable development of City of Sombor
		5.2.2. Affirmation of multispectral and multidisciplinary approach environment protection and energy efficiency
	5.3. Improvement of energy efficiency and environment protection in social agenda of City of Sombor	5.3.1. Increased participation of local community in management of protected areas
		5.3.2. Improvement of management system in local public sector
		5.3.3. and monitoring in environment protection and energy efficiency in City of Sombor Development and implementation of unified information system
		5.3.4. Promotion and introduction of energy efficiency principles at all levels of planning of buildings and infrastructure on whole territory of Sombor

## 4. MONITORING SYSTEM AND STRATEGY IMPLEMENTATION DYNAMICS

The Sustainable Development Strategy of City of Sombor will be implemented starting from the day of its adoption at the Assembly Session.

Realization of the defined priorities of the Strategy won't be possible without setting structure and organization that will coordinate activities on realization of the Strategy. The success of realization depends on all interested parties and their participation in its implementation. Consequently, it is necessary to establish efficient institutional framework at all levels of the City Government.

Key role and responsibility for coordination and implementation is with the Mayor, City Council, Office for the Local Economic Development and Strategy Monitoring and Implementation Group.

The Mayor's role is to take care of entire implementation, in accordance with legislative and City's Statute, of the defined plans and priorities of development strategy and to inform the delegates in the Assembly twice in a calendar year, at Assembly's Sessions.

Active participation of the City Council whose members are responsible for particular sectors is crucial and it will ensure high degree of coordination among sectors aiming at most rational utilization of budgetary resources, cooperation with donors in providing additional funds for implementation of Action Plan, and strong political support for strategic reforms. The City Council's members are obliged to enlist projects adopted in their Action Plans into their annual programmes. Particularly significant role belongs to the Council member in charge of finances and budget who will enter means for funding projects deriving from adopted Action Plans, in accordance with planned funding model.

Activities of the Office for the Local Economic Development (LED) relate expert, administrative operational tasks of coordination of public companies and local government in the process of project realization and activities from the Action Plans, coordination of public, private and civil sector and implementation monitoring of the Strategy. LED will gather feedback on realization of Strategy and Action Plans and, based on that information, prepare quarterly reports for the Mayor and City Council on dynamics of implementation of Action Plans. LED will be in charge of visibility of the Strategy, promotion in the local media and Internet pages of the City dedicated to sustainable development and regularly inform public about all activities in line with the Strategy.

Depending on the need for external evaluation and expert technical assistance, Regional Development Agency Backa will be engaged or other relevant experts. Regardless to external or internal nature of evaluation, implementation of plan will be evaluated in relation of the achieving goals and desired effects. Upon evaluation of the Strategy, when necessary,



evaluation report will be created based on monitoring of measures and activities defined by Action Plan that will contain monitoring of direct and indirect effects of measures and activities, and all relevant information will be the basis for the new planning cycle. In accordance with the needs, taking into account the national level budget, changes of development priorities, opening of new donor programmes etc, correction measures will be adopted that will initiate revision of the Strategy.

Revision of the Strategy was performed in May 2018, in accordance with Methodology and City of Sombor regulations, as well as Republic of Serbia's legislative, and in cooperation and financial support of Provincial Secretariat for Regional Development, Interregional Cooperation and Local Self-government of Autonomous Province of Vojvodina.