

NOVI SAD 2022

EUROPEAN CAPITAL OF CULTURE

EVALUATION REPORT

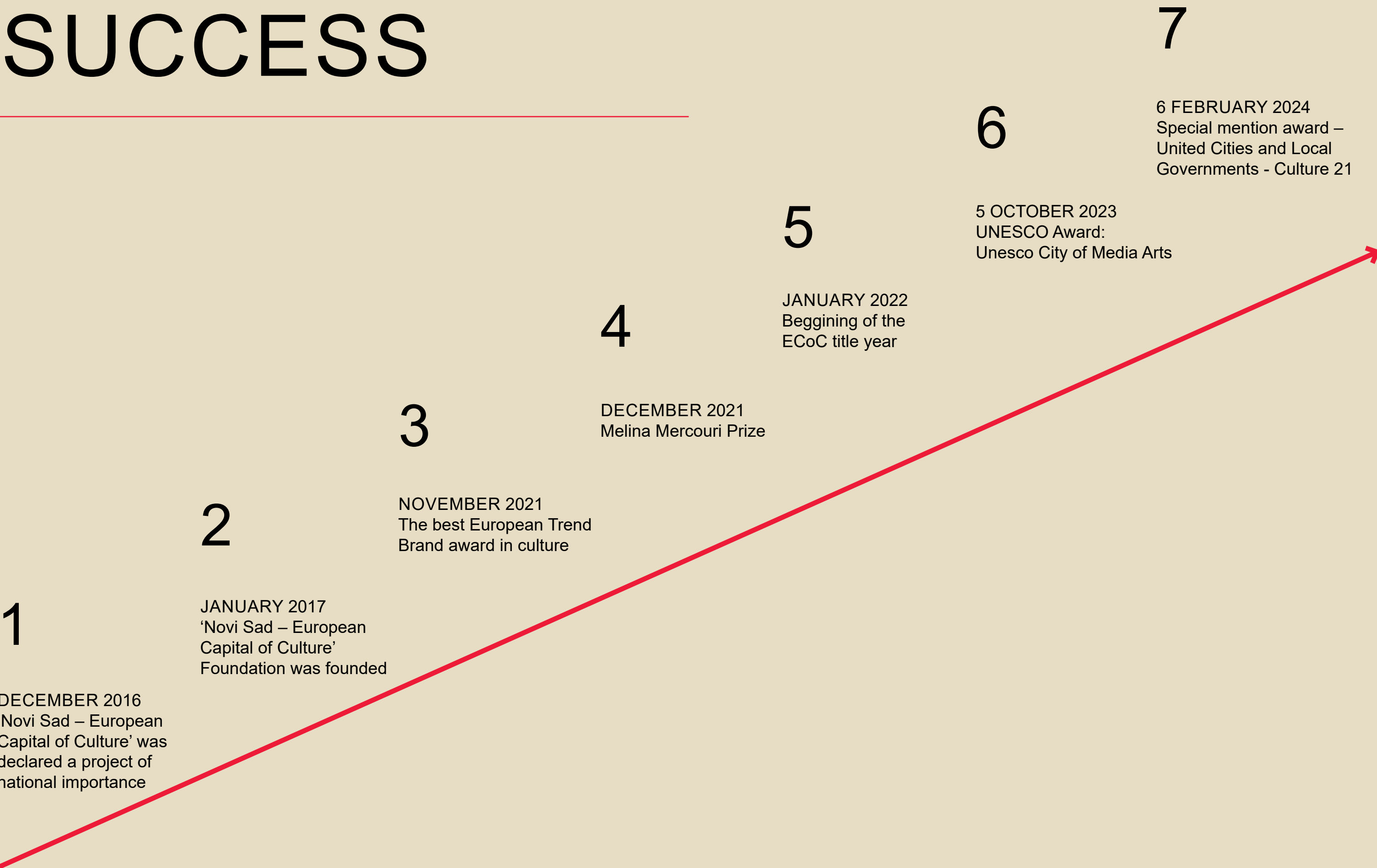
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CONTI

NUITY

STRING OF SUCCESS



MILOŠ VUČEVIĆ

Mayor of Novi Sad from 2012 to 2022 / Current Prime Minister of the Republic of Serbia

The title of the European Capital of Culture marked a milestone in the development of Novi Sad. It also confirmed that the whole of Serbia is an integral part of European cultural heritage in every sense.

Culture must be and has become a fundamental axiom of the development of Novi Sad. Our investment in culture through the European Capital of Culture project has proven to be an investment in tourism and the economy of the city. By building the brand and creating a positive image, we have made Novi Sad more attractive for living, visiting, working and investing. This is evident from record-breaking tourism numbers and the arrival of 29 new investors to Novi Sad.

Yet, the true value of living in the European Capital of Culture cannot be measured in monetary terms. Novi Sad takes great pride in being the first city in an EU accession candidate country to achieve this honor in 2016, when it was chosen for the title.

I am particularly proud that when the reports were sent to the independent panel in Brussels, Novi Sad was already assessed as a successful European Capital of Culture in the preparatory years. The culmination of this success was the receipt of the Melina Mercouri Prize.

Novi Sad has accomplished so much: building and equipping more than 40 000 square meters of new cultural spaces, restoring

the heritage from the 17th, 18th, 19th, 20th and 21st centuries, constructing the first City Concert Hall, and creating a Network of Cultural Stations. These were all monumental achievements for a single city. But Novi Sad has done much more.

The European Capital of Culture project allowed Novi Sad to showcase innovation, strengthen capacities, improve infrastructure, and establish itself as a beacon of good examples and best practices. The message from Novi Sad is clear: Serbia is committed to fostering the policy of open discussion and dialogue.

The European Capital of Culture title shows that Serbia is part of the European political and cultural space. At the same time, it represents a quality assessment and recognition of Novi Sad and our country.

I am most proud that the story did not end after the year of the title in 2022, as planned. Instead, there was a new beginning - a new tomorrow where culture drives the development of our city and our country.

ANA BRNABIĆ

Prime minister in 2021 and 2022 / Current President of the National Assembly of Serbia

By winning the European Capital of Culture title, Novi Sad positioned itself at the forefront of Europe and the entire European Union in the best possible way – through culture and creativity.

Novi Sad has become the hub of creativity and culture, excellence and innovation. Investments in creative industries and innovation are the future, and Novi Sad singled itself out in this area.

Novi Sad is the city where big foreign technology companies, research and development centres thrive, as well as the city of remarkable domestic smart companies, talents and innovators. One of the preconditions for this transformation was the significant effort devoted to making Novi Sad one of the most successful Capitals of Culture, with the biggest budget allocated to cultural infrastructure.

Therefore, Novi Sad deserves to raise the European flag of youth and culture highly and proudly.

The great effort has been made during the candidacy process for the European Capital of Culture, and then the exceptional endeavour to become one of the most successful European Capitals of Culture. The Republic of Serbia, of which I was the Prime Minister at that time, recognised this as a project of national importance, important for the entire country, not only for one city.

We recognised that the investment in innovation, science, creativity,

and culture is actually investment in our future. In the future of our young people. And the results can be seen and felt even now, among other things, in the exact economic indicators, as well as in the number of young people that are increasingly returning to Serbia.

Today, creative industries and innovations are the youngest but the fastest growing sector of the Serbian economy, which is why the 'Ložionica' is being built in Belgrade – the first hub of creative industries and innovations, the first of its kind in this part of Europe.

This is why the European Capital of Culture became one of the symbols of the creative and cultural development of Serbia, and why we succeeded in positioning as a winner and one of the leaders in the Fourth Industrial Digital Revolution.

This can be seen, among other things, in the examples given by Novi Sad and the reconstruction and revitalisation of one of the biggest infrastructure projects – the District to the rest of Serbia – inspiring the creation of the National Capital of Culture project.

I am proud of the crucial fact that speaks about how important investment in culture is to us, the fact that the Government, headed by me, decided to make the biggest investment in culture yet.

The greatest success that Novi Sad managed to achieve is the co-financing model, in other words in addition to investments from

the state, the European Capital of Culture contributed to the budget of the city by connecting with partners aware of the importance of investing in culture.

Therefore, we can say that the European Capital of Culture project, owing to its more than successful implementation, is only the beginning of good practice in culture that should be sustainable and further developed.

MAJA GOJKOVIĆ

Mayor of Novi Sad from 2004 to 2008 / Deputy Prime Minister and Minister of Culture in the Government of the Republic of Serbia from 2020 to 2024 / Current President of the Provincial Government

I am most honored that, as the first female mayor in the history of Novi Sad, I sent an initial letter to the European Commission in 2008, asking if a city outside the European Union can apply for the European Capital of Culture.

At that moment, receiving the prestigious title may have seemed far and uncertain, but in my team we firmly believed that Novi Sad would become the European Capital of Culture.

Novi Sad, one of the most beautiful cities on the Danube with a rich history and glorious past, has always been known as a place of linguistic and cultural diversity and the centre of various festivals and cultural events. No less, as an environment where traditional and modern, local and global, classic and avant-garde intertwine. Unique and special, and at the same time open, cosmopolitan, and the city of all who come to visit.

It is also a city that symbolizes the values on which the European cultural space rests and where multiculturalism has lived for centuries. In Novi Sad, diversity has never been a reason for division, but bridges that connect and unite. The culture of the city is like a rich mosaic of parts, each of which shines on its own, but far stronger and brighter when together.

The importance of the title for the city, as well as for the entire country, is shown by the fact that as the Vice-President of the Government

of the Republic of Serbia and the Minister of Culture, and following the example of the European Capital of Culture, I launched the Cultural Capital of Serbia project, where every year one city in the country holds the title of National Capital of Culture. In the first place, we were guided by the fact that Novi Sad was an example of good practice and officially one of the most successful European Capitals of Culture, which was recognized by the Ministry of Culture, and started a project with the aim of applying these positive practices in other cities of Serbia.

Not only because of all these things, I will always be proud of my city. At the same time, I am extremely satisfied that we managed to implement all the good, beautiful and useful things that happened within the Novi Sad – the European Capital of Culture framework, through the Cultural Capital of Serbia project at the national level as well.

MILAN ĐURIĆ

Deputy of mayor in 2021 and 2022 / Mayor of Novi Sad since 2022

It is a great honor to become the mayor of the city that is the European Capital of Culture, which, for us, Novi Sad will always be.

Thanks to the work on the European Capital of Culture project, Novi Sad has won as many as three prestigious awards in just three years. Few cities can boast of having the European Trend Brand award in the field of culture, the Melina Mercouri Prize, and being a part of the UNESCO Creative Cities Network.

Novi Sad was designated as the Creative City in 2023, so after the year of the title, proving that all the innovative and positive practices created within the European Capital of Culture project are still being implemented and developed. Thanks to this continuation, Novi Sad became the first city in this part of Europe to join the UNESCO network in the category of new and digital arts.

When we look at everything that has been achieved, Novi Sad has undoubtedly earned its title of the European Capital of Culture, proving in several fields that it is part of the family of European cities, and we are very proud of it.

It is one of the first cities in the region whose cultural institutions have adopted five-year work plans as part of the ten-year Cultural Development Strategy of the City of Novi Sad, which has significantly improved the essential processes in culture.

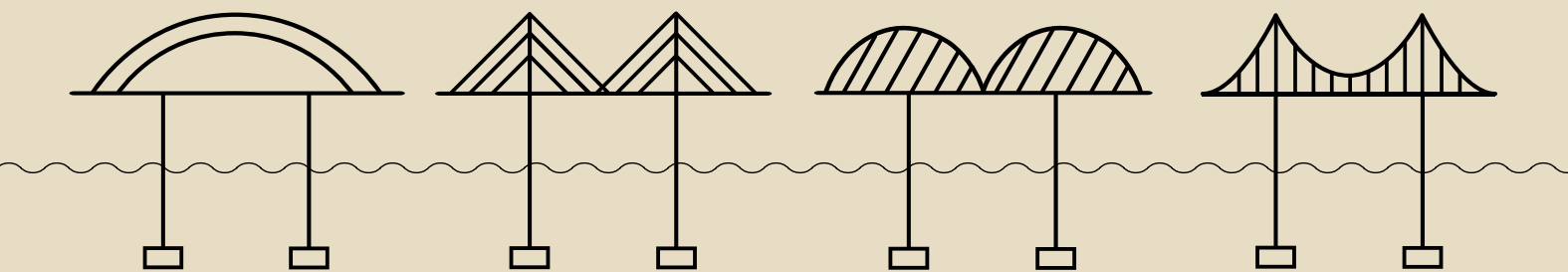
We continued our work on positioning Novi Sad on the European cultural map, even after the successful implementation of the project. We did not stop. We have succeeded outside Europe by winning the United Cities and Local Governments - Culture 21 award in Mexico. This is a special recognition for an undertaking to restore endangered cultural heritage – the Suburbs of the Petrovaradin Fortress, the Almaš neighborhood, the District and the Network of Cultural Stations.

We also continue our work on projects, especially on infrastructure projects, which are progressing very well, aiming to protect and improve the cultural heritage of our city and open new spaces.

What was once a dream for Novi Sad became a reality. The title of the European Capital of Culture contributed to that by initiating the launch of new programs that continue to positively impact the quality of life in the city and attract domestic and foreign investments.

FOR NEW BRIDGES!

VISIBLE
(programmes + places)



INVISIBLE
(processes + people)



THE BUILDING PRINCIPLE

A PROMISE IS THE ACT OF GIVING A WORD THAT SOMETHING WILL BE DONE.

The word given by Novi Sad was union and it was given in the winning Bid Book for the candidacy for the European Capital of Culture. By this act, our city promised and fulfilled everything that was promised. Everything? And more. What seemed overly ambitious at that time, we exceeded. These are not impressions, these are facts, visible in this book which wraps up our years-long endeavour.

For each city that has become a European Capital of Culture, this project was a gigantic challenge, turning point, and adventure, but for Novi Sad – it became a miracle. Not only because Novi Sad carried the responsibility of the first city that held the title among candidate countries for the European Union but also because of the never-before-seen pandemic and the war conflict that Europe will remember.

In such circumstances, promises given in 2016 were no longer questions of (not) being able, but questions of character. To fulfil and persevere, at certain moments it seemed utopian. We, however, perceived utopia as an ideal of the possible, not impossible. And the impossible happened, at all four levels that we utilised to build our project. New people, new processes, new places, and new programmes became the foundation, pillars, ways and arches of our motto *For new bridges*. Therefore, this final book is split into two parts – two banks. The bridge that connects them is measurable facts consolidated in a testament to great success.

The first part of the report is a precise insight into everything that was given as an assignment in the goals of the Bid Book, guidelines given by the expert panel of the European Commission in the three reports during the preparation years, and Programme Book, which Novi Sad fulfilled, presenting itself in the full capacity as a European Capital of Culture in 2022.

The second part of the report comprises the results of years-long work by independent evaluators. While the first part gives us an insight into all promises that we could directly affect by achieving them, the second part of the book shows the results of this achievement and facts that we could not affect, but show the positive outcome of all our efforts.

The result of this approach is an impressive (in)visible legacy of the project that, seeing just through the facts, makes an impression of one of the best European Capitals of Culture. The fact that we succeeded in doing it once is our source of pride, and for other cities, future European Capitals of Culture, this remains as an inspiration, motif, and support because if we could do it, so can you, too. If a human being is what he or she wants to be, then this is also true for any city in Europe.

Nemanja Milenković, CEO

WHY?

WHAT?

PEOPLE

OUTCOME

2016		2022
WHY? OPERATIONAL GOALS	WHAT? EXPECTED RESULTS	OUTCOME? RESULTS
Increase participation of the local citizens in the activities for the conservation and promotion of the authentic cultural heritage of the city.	Cooperation between citizen associations, NGOs, and individuals in micro projects for conserving local identity. Strengthening social capital and sense of belonging to the community. Increased number of start-up projects in the field of creative tourism.	Cooperation between citizen associations, NGOs, and individuals in micro projects for conserving local identity can be seen in the creation of working groups for the restoration of key infrastructure projects of the European Capital of Culture – the restoration of the Lower Town of the Petrovaradin Fortress, Almaš neighbourhood, and Creative District. Even after the ECoC project, restorations are still ongoing using the well-established example of working groups, which include public debates that bring together citizen associations, individuals, as well as experts and decision-makers. An example of good practice is Almaš neighbourhood which became part of the prestigious Faro Convention Network. Evaluator survey shows strong place attachment and sense of belonging to the community. The best example of the increased number of start-up projects in the field of creative tourism is the pandemic year when our innovative approach managed to maintain production and keep programmes in development.
Create conditions for increased participation of citizens in the cultural life of the city with the promotion of voluntary work.	Increased number of citizens who attend and actively participate in cultural events. More innovative and experimental approaches in cultural production. Increased number of exchange projects and coproduction of workers in cultural institutions, artists, and representatives of the independent cultural scene and cooperation at the international level. Increased number of volunteers and their engagement in the implementation of cultural programmes.	The data shows that the number of citizens of Novi Sad who visit cultural events once a week has increased by more than double in just one year. This is the best indicator that the number of citizens who attend cultural events has grown. <i>* data of the independent team of evaluators</i> Their participation can be analysed at different levels, from involvement in the process of creating the programme, an example of which is the ‘Kaleidoscope of Culture’, where citizens were grading and giving guidelines directly, as well as in 12 newly built or renovated Cultural Stations. It is also important to mention participation in open calls where they decided on how to improve new spaces for culture in their local communities (“New places”), as well as through voluntary work in the events. Increased number of exchange projects and coproduction of workers in cultural institutions, artists, and representatives of the independent cultural scene, and cooperation at the international level led to a greater number of innovative and experimental approaches in cultural production, because owing to the ECoC project, the above-mentioned stakeholders were brought together to create contemporary flows of creativity in the field of cultural production, some of them for the first time. In the cooperation of two European titles- European Capital of Culture and European Youth capital ,the Novi Sad Voluntary Service was established, which included more than 3500 citizens of different ages in the organisation and implementation of cultural events, which provided them with experience and skills from the field of production.
Strengthen the capacities of the tourist and service sectors to adopt a guest-oriented approach.	Intersectoral cooperation (tourism, services, education, NGO, etc.) in the training programmes. Increased number of tourist arrivals in the city. Increased tourist expenditure.	Intersectoral cooperation (tourism, services, education, NGO, etc.) can best be seen in record numbers in tourism, i.e. increased number of tourists in the City. Namely, the year of the title ended with 200,000 arrivals more than in 2016 when the title was won, while if take into consideration only ‘Doček’ as the legacy project, the growth in the number of tourists is 130%. <i>*official data of the Statistical Office of the Republic of Serbia</i> Using the example of ‘Doček’ and its direct and indirect effects on tourism, one can see the increase in tourist expenditure that in January alone surpassed € 2 million.

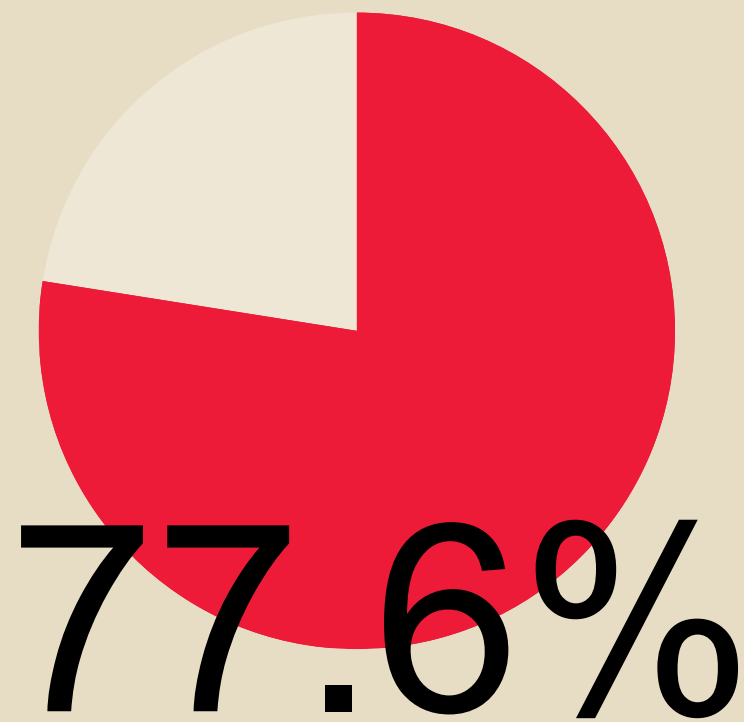
2016		2022
WHY? OPERATIONAL GOALS	WHAT? EXPECTED RESULTS	OUTCOME? RESULTS
Use culture as a way to resolve conflicts through various forms of participatory democracy (post-war conflicts, peer violence, violence against women, violence against minorities, etc.).	Increased number of cultural events and educational programmes that promote tolerance and non-violence in the society and everyday life of citizens. Increased number of cultural contents, public debates, conferences, and seminars that reflect problems in local communities.	The increased number of cultural events and educational programmes that promote tolerance and non-violence in the society and everyday life of citizens was achieved by implementing three Programme Arches in the year of the title that dealt with specific societal problems: *The Fortress of Peace, Programme Arch that dealt with the topics of peace, reconciliation, tolerance, dialogue, re-examination of consequences of war, non-violence in the society and everyday life of citizens through more than 150 programmes. *Heroines, Programme Arch that had more than 90 projects that dealt with the strength of female creativity and female voice. *Other? Europe, Programme Arch contained more than 50 programmes dealing with the topics of various forms of discrimination, marginalised groups, and problems in local communities.
Improve international exchange and networking of local and foreign artists.	Increased two-way exchange and visits of local and international artists.	The increase in two-way exchange and visits of local and international artists can best be seen by using the data from 2015 when only 13% of the entire local scene (both institutional and non-institutional) cooperated with foreign partners and the fact that the improvement of cooperation within the ECoC resulted in the local scene working with almost 300 foreign partners in 45 countries. During the year of the title alone, around 1700 foreign artists cooperated with representatives of the local scene, both institutional and non-institutional. There were more than 40 open calls for the exchange of artists, i.e. visits of foreign artists in Novi Sad and opportunities for local artists to visit other countries within the Artist in Residence. In addition, the <i>Kizuna</i> project made direct links between the local scene and the Japanese art scene.
Involve the non-governmental sector, artists' associations, and media in creating and implementing the city's cultural policy.	Increased involvement of citizens in public work and re-established connection between public officials, cultural workers, and citizens.	With the motto <i>For new bridges</i>, which was the guiding idea, the ECoC project was a 'bridge' that connected different 'banks', not only between cultural institutions, organisations, and decision-makers, where communication was poor before the ECoC project, but also between citizens, who were involved not only as the audience but as participants in certain processes, in creating certain programmes, as well as in making decisions on infrastructure projects. One of the processes that involved citizens, even entire local communities, is the decentralisation of culture through the network of cultural stations (12 instead of 3 promised in Bid Book), where members of local communities not only got the chance to attend various cultural events in the new spaces in their local communities, but also participated in creating these events in various ways. Within the ECoC project, there was a precedent in terms of involving citizens in decision-making in the field of infrastructure ('New Places' - micro granting project was implemented through four open calls directly involving citizens whose proposals, in cooperation with experts from the field of architecture, resulted in improving 36 public urban places in the city and surrounding area). Following the so-called Divans, i.e. public debates, the culture of dialogue and involvement of citizens led to the solution for the reconstruction of one of the most important infrastructure projects in the city – Creative District, as well as the renovation of the oldest part of the City, Almaš neighbourhood, where members of the local communities were directly involved.

2016		2022
WHY? OPERATIONAL GOALS	WHAT? EXPECTED RESULTS	OUTCOME? RESULTS
Increase the number of institutions, non-governmental organisations, independent artists, citizen groups, and individuals who get involved in cultural events, activities, and projects.	Positive perception of the ‘Novi Sad 2021’ project by the citizens and the entire cultural scene. Greater support to culture and vivid cultural scene.	The word <i>culture</i> became the first association for Novi Sad for every tenth respondent. Feelings that citizens stressed in surveys about the ECoC project are pride, happiness, satisfaction, motivation, and new energy. As many as 77.6% of the citizens claim that the year of the title satisfied or even exceeded their expectations. <i>*data of the independent team of evaluators</i> More than 100 non-governmental organisations organised more than 300 programmes. More than 40 cultural institutions from whole republic of Serbia, organised more than 200 programmes.
Encourage institutional support to the creative sector and start-up programmes in the field of creative industries, increase employment rates among young people and prevent brain drain.	A higher number of affirmative measures of the competent city administrations in the field of creative industries. A higher number of start-up companies in the field of creative industries. Increased number of employees in creative industries Establishment and development of career incubators that will enable direct access to knowledge, mentorship, and new technologies.	As the result of the affirmative measure of competent city administrations in the field of creative industries, the following was drafted: Action plan of the application of the creative industry of the City of Novi Sad 2016-2022. More than 2000 people being engaged in the implementation of the ECoC project. The processes in the field of developing creative industries and the practice itself resulted in creating the Creative District, a place that has great potential for the development of career incubators and enables direct access to knowledge, mentorship, and new technologies. The Youth Centre, located in the District, is unique place in the City for education, exchange of experiences, and creation of young people.
Provide various forms of formal and informal education to raise the capacities of cultural workers, non-governmental organisations, local self-governments, etc.	Developed skills of workers in cultural institutions and the civil sector in the field of cultural management, audience development, commercial activities, application of new technologies, and intercultural dialogue. Cultural institutions become more self-sustainable. Artists, cultural workers, and volunteers acquire new knowledge and skills.	Developing skills of workers in cultural institutions and the civil sector in the field of cultural management emerged from the process of the 10-year cultural strategy of the city (2016-2026) which was an obligatory component to apply for the European Capital of Culture. The ‘Project 33’ stemmed from the 10-year cultural strategy and encompassed the education of employees in all cultural institutions on the territory of the City of Novi Sad (33 institutions). This led to the creation of the 5-year strategic plans for each institution for the first time in the history of the city. Other types of training were held for the non-institutional scene for developing skills and enabling workers to independently formulate project proposals and their strategic positioning in the framework of defined priorities, as well as financial limitations.

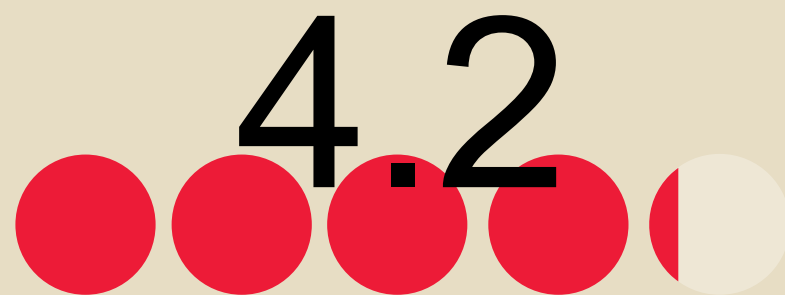
2016		2022
WHY? OPERATIONAL GOALS	WHAT? EXPECTED RESULTS	OUTCOME? RESULTS
Enable and encourage informal education of young people and children in the field of culture and art.	Greater number of courses, seminars, creative workshops, and conferences for young people with local and foreign lecturers. Higher quality of information for young people about opportunities for informal education in the country and abroad.	A greater number of courses, seminars, creative workshops, and conferences for young people with local and foreign lecturers was achieved through the implementation of the ‘Future of Europe’ Programme Arch, especially within the segment ‘Schools of Future’ that reassessed systems of formal education and promoted its alternative models through art, gamification, and creativity, turning schools in art scenes and cultural institutions in education centres. This Programme Arch reassessed the issue of the need for higher quality information for young people about opportunities for education in the country and abroad utilising different courses, seminars, and conferences in the Youth Centre.
Involve young people in all spheres of social and political life in the city through participation in projects.	A greater number of young people who participate in defining public city policies. Stronger institutional support for involving young people in the cultural life of the city by increasing accessibility of cultural content. Increased involvement of students in all activities of the ECoC project, and a greater number of developed internship programmes in cultural institutions.	The best example of involving a greater number of young people in defining public city policies is the ‘Join, Find a Solution’ project, within which young people of Novi Sad had a chance to decide how to spend part of the public funds. Stronger institutional support for the participation of young people in the cultural life of the city by increasing the accessibility of cultural content can be seen in two dimensions. The ‘Future of Europe’ Programme Arch that involved children and young people, not only as the audience but also as creators of artistic, cultural, and educational content in almost 200 projects. Involvement of students, and young people in general, was done by cooperating with more than 10 educational institutions, such as the Academy of Arts in Novi Sad, Faculty of Philosophy in Novi Sad, Faculty of Technical Sciences in Novi Sad, Faculty of Law in Novi Sad, Centre for the Promotion of Science, and others including some of the most outstanding foreign institutions in the field of art and new media, such as Ars Electronica from Austria.
Encourage connection and cooperation among young people in Europe and the region.	Increased number of exchange programmes, youth organisations, and young individuals who participate in European exchanges and educational activities abroad. Increased number of projects that involve intersectoral and international cooperation in the field of youth activism.	The ‘Future of Europe’ Programme Arch, which included almost 90 youth events, resulted in an increased number of exchange programmes, youth organisations, and young individuals who participate in European exchanges and educational activities abroad. An excellent example of projects that involve intersectoral and international cooperation in the field of youth activism is the ‘European Youth Engagement Network – EYE-Net’ project, focusing on young people and their participation in artistic, educational, and social activities through cooperation, exchange of experiences, and organisation of theatre plays.

CULTURE = NOVI SAD*

The word *culture* became the first association for Novi Sad for every tenth respondent.



As many as 77.6% of the citizens claim that the year of the title satisfied or even exceeded their expectations.*



The average grade for the attitude towards the European Capital of Culture title is 4.2 (out of 5), and each year the number of people that notice changes in the city grows.*

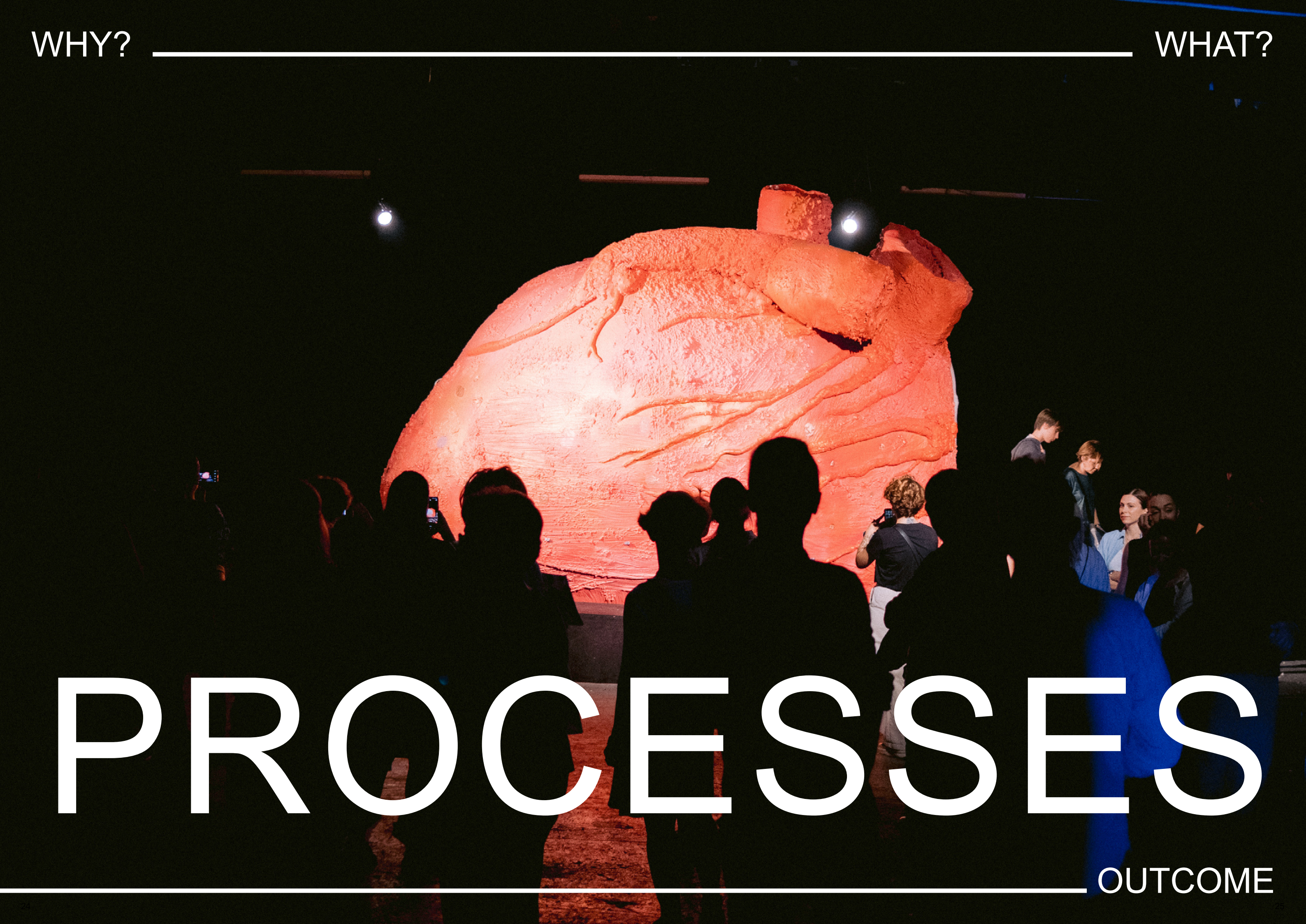
Feelings that citizens stressed in surveys about the ECoC project

#pride
#happiness
#satisfaction
#motivation
#new energy*

**survey of the independent team of evaluators*

WHY?

WHAT?



PROCESSES

OUTCOME

2016		2022
WHY? OPERATIONAL GOALS	WHAT? EXPECTED RESULTS	OUTCOME? RESULTS
Create new models for showcasing cultural heritage and improve visitors' experience by using new technologies and improving intersectoral cooperation.	Create links between cultural workers, the IT sector, science, and public enterprises. Cultural diaspora and important artists from the diaspora become ambassadors of the project across Europe. New technologies are used more in communication with the audience to increase accessibility to cultural heritage content.	In more than 40 exchange programmes, where local artists travelled abroad to create and connect with the European scene, Novi Sad art scene was an ambassador of the 'Novi Sad – European Capital of Culture' project. The more prominent use of new technologies in communication with the audience to increase accessibility of cultural heritage content was implemented through four accessible websites that have been adapted to people with impaired vision, people with mobility impairments, and dyslexic people. As the result of using new technologies, and numerous new media programmes in title year, Novi Sad became a member of UNESCO Creative Cities Network in the category of Media Arts, in 2023. Some of the projects that brought together cultural workers, the IT sector, science, and public enterprises, were: Doček' Programme Arch and legacy project featuring exhibitions: 'Tesla – Light Gallery', 'Time and Universe', 'Mileva: We Are One Rock'. 'Kaleidoscope of Culture' Programme Arch and legacy project featuring the 'Spirit of Place – A Century of the District' exhibition 'Migrations' Programme Arch featuring the 'Accents' exhibition 'Other? Europe' Programme Arch showcasing the 'Cat Claw' theatre play
Reinterpret tangible and intangible cultural heritage and animate audiences.	The audience values content related to the local cultural heritage. Increased number of visitors. Greater diversity of cultural and tourist offers related to cultural heritage.	The best example of motivating people to recognise the value of content related to the local cultural heritage is 'Doček', which for the past seven years has been characterised by a unique artistic concept, containing the greatest richness of the cultural heritage of Novi Sad. The celebration that encompasses two New Year's celebrations, two calendars (Julian and Gregorian), two ways to measure time, two alphabets (Cyrillic and Latin), and two art disciplines (performance and visual) was recognised as the Best European Trend Brand in the field of culture. This was affirmed by citizens' scores because 89.69% of the respondents believe that 'Doček' has had a positive and educational effect on young people, more than 90% emphasise that 'Doček' contributes to discovering new city toponyms and cultural spaces, while 88.25% believe that the unique concept of the New Year's celebration boosts the development of the local economy and production in Novi Sad. This concept has increased the number of visitors, both local and foreign, because the number of tourist overnight stays has increased by 90% in December and by 130% in January during the first six years of organising 'Doček'. <i>*official data of the Statistical Office of the Republic of Serbia</i> The increased diversity of cultural and tourist offers related to the cultural heritage has been stimulated through other programmes such as the promotion of intangible cultural heritage, especially through 'Slava' programme, which artistically presents a Serbian folk-church custom and the third most important family holiday that is also on the UNESCO list of intangible heritage, as well as kolo, a type of folk dance authentic to this region. Among other programmes dedicated to nurturing cultural heritage that should be showcased are the Show of National Costumes, Carnival of Ritual Processions, pottery workshops, and others.

2016		2022
WHY? OPERATIONAL GOALS	WHAT? EXPECTED RESULTS	OUTCOME? RESULTS
Promote Novi Sad and Vojvodina as a cultural destination using the potential of their original multicultural environment.	Improved authentic multicultural identity of the city and region. Exchange of programmes with the neighbouring countries. Increased intercultural cooperation and coproduction of local and regional cultural workers.	Improvement of the authentic multicultural identity of the city through the ‘Doček’ Programme Arch and legacy project, as well as the ‘Migrations’ Programme Arch resulted in interculturality. ‘Doček’ was declared the best European Trend Brand in the field of culture (2021). The exchange of programmes with the neighbouring countries was organised in each Programme Arch, i.e. during the entire project, which led to a significant increase in intercultural cooperation and coproduction of local and regional cultural workers. As early as 2019, Novi Sad was in the top three world destinations of the prestigious magazine Lonely Planet, which led to an increase in the number of overnight stays in Novi Sad by more than 200,000 in the year of the title, when compared to 2017.
Actively promote the ‘Novi Sad 2021’ project at local, regional, national, and European levels.	Positive reporting on the project by local, national, and foreign media. Activities organised for journalists and tourist workers to promote Novi Sad and Vojvodina. Increased number of positive comments about the project, tours for foreign correspondents, and tour operators.	As a result of the positive reporting on the project by local, national, and foreign media, there was 100% more media coverage of the culture in Novi Sad during the year of the title. <i>*data of the independent team of evaluators</i> There were more than 40,000 publications in local, national, and regional media and more than 200 publications in international media (CNN, BBC, Lonely Planet, Conde Nast, Travel, Euronews, etc.). In addition to the numerous press conferences and other media events, the Opening Ceremony was covered by more than 200 accredited media representatives from Europe and the world.
Initiate intercultural dialogue between the citizens of Novi Sad through the promotion of the cultural diversity of the city and common European traditions (migrants, national communities, natives).	Greater visibility of artists and programmes organised by national communities. Greater cooperation between associations and citizen groups of different ethnic, geographic, and social backgrounds. Greater accessibility for minorities and other groups that have limited opportunities to access cultural content through the promotion of multilingualism and inclusion.	Greater visibility of artists and programmes organised by national communities, as well as greater cooperation between associations and citizen groups of different ethnic, geographic, and social backgrounds, were interwoven in the entire ‘Novi Sad – ECoC’ project, not only in the year of the title within Programme Arches but also before the year of the title, even during the COVID-19 pandemic when the ‘Artists.Now!’ open call was launched for the first time. Programme Arches that should be specially mentioned are ‘Doček’, ‘Migrations’, and ‘Other? Europe’. The exhibition ‘Slava’ by Pavel Surovi is of special importance – photographs from the exhibition, which was part of the Opening Ceremony of the European Capital of Culture, won 23 gold medals across the world in only three months. Greater accessibility for minorities and other groups that have limited opportunities to access cultural content, through the promotion of multilingualism and inclusion, can be seen in concrete examples such as the publication of the ‘Guide for improving accessibility of cultural institutions with guidelines and recommendations for achieving standards. An example of the promotion of multilingualism and inclusion of representatives of national communities in the programme is the ‘Synergy’ festival of linguistic minorities of the world, which features professional theatre artists who create in languages of national communities that are considered minorities in the countries they live. Other examples are the restoration of the play ‘Neoplanta’ by András Urbán, the public installation ‘May the Children on the Street Play with Your Eyes’, which deals with Romani curse in a different, innovative, and artistic way, and other programmes

2016		2022
WHY? OPERATIONAL GOALS	WHAT? EXPECTED RESULTS	OUTCOME? RESULTS
Implement activities with the current European topics (migrations, violence, unemployment of young people).	Increased number of interactive public discussions, actions, and events on post-war trauma, social inequalities, national identity issues, and the importance of the European Union as the union of European peoples.	Increased number of interactive public discussions, actions, and events on post-war trauma, social inequalities, and national identity issues was achieved through encouraging the culture of dialogue as a positive practice for bringing together different sides, sometimes even opposing sides, finding solutions, democracy in making decisions, expressing opinions and different attitudes. This led to more than 150 forums, debates, public discussions, and similar speech programmes on various topics, especially topics that relate to society as a whole. One entire programme section that was focused on this type of content was the ‘District of Peace’ within the ‘Fortress of Peace’ Programme Arch.
Support alternative art and independent cultural scene in creating new artistic experiments that bring together science, technology, art, and multimedia projects.	Increase art production with contemporary cultural expression.	Increasing art production with contemporary cultural expression was achieved predominantly by long-term support to the independent scene that was focused on developing and improving their knowledge and skills for writing projects and applications within training sessions held by the ‘European Affairs’ Fund of the Autonomous Province of Vojvodina. Additionally, the representatives of the independent scene had the greatest possibilities so far to apply to City open calls. The open call that is focused specifically on contemporary art and the independent scene with larger funds was launched for the first time. Furthermore, the City budget for culture increased more than double when compared to 2016, when it was 4.83%, while during the ‘Novi Sad – European Capital of Culture’ project it reached 10% and is still at this level. Within the ECoC project, the independent scene had a chance to participate in more than 40 public calls, which supported various art forms, mostly innovative art expressions. As a result, more than 300 programmes were organised by the representatives of the independent cultural scene, i.e. more than 100 organisations. Successful results of these processes can be seen in the data, according to which the citizens stress that new and contemporary events that use innovative and modern technologies are one of the greatest positive effects of the European Capital of Culture project. <i>* data of the independent team of evaluators</i> The confirmation also arrived at the European level, when Novi Sad entered the prestigious UNESCO list of creative cities as the first city in this part of Europe in the category of Media Arts after the year of the title, which indicates a good foundation that has supported not only the year of the title, but also the years to come.

2016		2022
WHY? OPERATIONAL GOALS	WHAT? EXPECTED RESULTS	OUTCOME? RESULTS
Define and map creative industries in Novi Sad and the surrounding area based on European experiences.	Conducted research on the state and capacities of creative industries in the City and surrounding area. The proposed model should correspond to the existing resources.	The research on the state and capacities of creative industries in the City, as well as giving the proposal of the model that corresponds not only to the existing resources but also to their improvement was done through the Action plan of the application of the creative industry of the City of Novi Sad 2016-2022. Respondents from the field of creative industries recognised the importance of the ECoC project in the context of developing cultural and creative industries at the local level, and the potential was the greatest in the following areas: information and communication technologies sector, art scene, music, and theatre. <i>* data of the independent team of evaluators</i>
Encourage the development of creative industries through intersectoral and international cooperation.	Increased number of international cooperation projects. Increased number of exchanges and cooperation with creative districts in other ECoC cities. Greater interests of the business sector for cooperation with the creative sectors. Greater cooperation with and support to organisations from the youth sector.	From the very beginning, Novi Sad has had the pleasure of cooperating with other ECoC cities, listening to their experiences and advice, not only on the topic of creative districts but about the project as a whole, sharing its own experiences and implementing numerous joint projects, organising artist exchanges, etc. Novi Sad achieved cooperation with around 20 cities that were or will be ECoC. Among these 20 cities, the most valuable experiences were the ones that dealt with the renovation of industrial heritage and the creation of creative districts. An example is the forum during which partners from Austria, from the city of Sankt Pölten, shared their experience on the holding company that brings together more than 30 artistic and scientific institutions. In addition to the effort to connect various stakeholders of cultural and artistic scenes of the City, Novi Sad has managed to encourage the greater interest of the business sector in cooperating with the creative sector. On the other hand, more than 2000 people from the field of creative industries in Novi Sad participated in the implementation of the ECoC project, which not only raised the capacities of cultural and artistic scenes but also the capacities of creative industries that were negatively affected by the COVID-19 pandemic. The greater cooperation with and support to organisations from the youth sector was realised in several aspects, both within the Programme Arch dedicated to young people – ‘Future of Europe’, and through the fact that Novi Sad had a privilege to be not only a European Capital of Culture, but also European Youth Capital in 2019, which further encouraged networking and support among organisations in the youth sector. One of the most important legacy projects is the Youth Centre, opened in the Creative District thanks to the ECoC project.

150+

forums, debates, public discussions, and similar speech programmes on various topics, especially topics that relate to society as a whole*

90%

of the respondents emphasise that 'Doček' contributes to discovering new city toponyms and cultural spaces*

88.25%

of the respondents believe that the unique concept of the New Year's celebration boosts the development of the local economy and production in Novi Sad*

10%

the city budget for culture during the 'Novi Sad – European Capital of Culture' project reached 10% and is still at this level*

4.83%

the city budget for culture in 2016*

90% 130%

the number of tourist overnight stays has increased by 90% in December and by 130% in January during the first six years of organising 'Doček'*

**data of the independent team of evaluators*

WHY?

WHAT?

PLACES

OUTCOME

2016		2022
WHY? OPERATIONAL GOALS	WHAT? EXPECTED RESULTS	OUTCOME? RESULTS
Initiate the process of revitalisation of architectural heritage in the City and surrounding area and repurpose it for cultural tourism.	Revitalised parts of the cultural heritage across the City and its surroundings. Increase cultural tourism.	The revitalisation of parts of cultural heritage across the City and its surroundings was the most comprehensive revitalisation done so far, including the complex renovation of the heritage spanning five centuries. 17th century – the Lower Town of the Petrovaradin Fortress 18th century – Almaš neighbourhood as the oldest city quarter 19th century – City centre 20th century – transformation of the industrial heritage into the Creative District 21st century – Cultural Stations Network This renovation affected not only the development of cultural tourism but tourism in general. It also boosted the city's image, which is seen in the tourist assessment where 90.9% of the surveyed had a positive or very positive perception of the City's image.
Develop capacities of cultural infrastructure and revitalise the existing ones.	Increased number of new and revitalised places for cultural production and events. Decentralisation of cultural infrastructure.	The process of increasing the number of new and revitalised places for cultural production and events led to the state in which Novi Sad, after the year of the title, has 40,000 square metres of new and renovated spaces for culture. Renovation of the abandoned and neglected cultural heritage, renovation of the city centre and one of the biggest symbols of Novi Sad – Petrovaradin Fortress, and establishment of the Cultural Stations network as a unique model of culture in this part of Europe decentralised culture after several decades and activated different local communities creating new audience outside city limits (in total 12 cultural stations were established instead of 3 promised in Bidbook). City Concert Hall, the Music School, after 100 years, and the Ballet School, after 70 years, got the new buildings. All theatres in the City were reconstructed in the 7 years period. Creative District was created on the place of the old abandoned factory that was reconstructed.
Ensure mobility of cultural content by encouraging and promoting authentic cultural production in different parts of the City.	Increased number of cultural contents in various parts of the city and Zone 021. Increased number of trained cultural workers in local communities. Ensuring cultural infrastructure in local communities that satisfies the cultural needs of their inhabitants.	Twelve cultural stations were opened in the City and surrounding area as the result of work on increasing the number of cultural contents in various parts of the City and Zone 021, increasing the number of trained cultural workers in local communities, and ensuring cultural infrastructure in local communities that satisfies the cultural needs of their inhabitants. The data shows that, since the title was won, as many as 60% of the surveyed citizens have noticed the decentralisation of culture. This is the confirmation of the increased cultural participation of citizens and higher quality of cultural products in remote parts of the city. <i>* data of the independent team of evaluators</i>

2016		2022
WHY? OPERATIONAL GOALS	WHAT? EXPECTED RESULTS	OUTCOME? RESULTS
Renovation and construction of cultural infrastructure, strengthening tourist infrastructure and construction of new capacities for new forms of tourism.	Increased cultural infrastructure. Increased capacities of tourist infrastructure, which directly affects the culture and tourism of Novi Sad.	As previously mentioned increased cultural infrastructure, i.e. 40,000 square metres of new and renovated places significantly contributed to increasing capacities of tourist infrastructure resulting in the fact that 93% of the surveyed tourists claim that they would likely or most likely return to Novi Sad. <i>* data of the independent team of evaluators</i>
Construction of a new Music and Ballet School with a concert hall.	Construction of the first concert hall in Novi Sad. Ensuring new and modern space for both Music and Ballet Schools because both institutions are an important and insufficiently recognised part of the cultural landscape of Novi Sad Ensuring spaces in the city for certain cultural events.	For the first time in the history of the City, Novi Sad got its City Concert Hall which is an example of a state-of-the-art object of this type in this part of Europe. Furthermore, in addition to the City Concert Hall, the Music School, after 100 years, and the Ballet School, after 70 years, got the new buildings. This not only revives a densely populated area of the city with artistic events, which were not there before, but the audience got a unique place in their city. More importantly, students of the Music and Ballet Schools got a chance to immediately feel the big scene and connect with artists that perform there. An example is the world-famous violinist Stefan Milenković, who returned to Serbia to live in Novi Sad during the European Capital of Culture project and became the artistic director of the City Concert Hall, transferring his experience to young people from the Music School.
Improvement of public places and raise the quality of life in public spaces.	Ensured cultural infrastructure in different local communities. Meeting the cultural needs of citizens in their immediate environment. Increased number of implemented cultural events in spaces that are accessible by everyone. Increased number of renovated places through artistic interventions in the city whose potential has been neglected. Democratic involvement of citizens in the activities related to the transformation and improvement of public spaces in their immediate and more remote environment. Increased number of improved public spaces.	The improvement of 36 small public urban places in the city and its surrounding area through the ‘New Places – micro granting’ open call that brought together citizens, architects, and decision-makers provided cultural infrastructure in different local communities intending to meet the cultural needs of citizens living in the immediate surroundings. The result of the increased number of implemented cultural content in spaces that are accessible to everyone shows that citizens’ satisfaction was raised by 20.3% when it comes to cultural events in the part of the city where they live. Democratic involvement of citizens in the activities related to the transformation and improvement of public spaces in their immediate and more remote environment is seen in the statistical data that show the level of participation of citizens in the life of the local community increasing 1.9 times in 2022 when compared to 2021. <i>* data of the independent team of evaluators</i>

WHY?
OPERATIONAL GOALS

Artistic revival of neglected and forgotten spaces in the city.

WHAT?
EXPECTED RESULTS

Finding alternative exhibition spaces in Novi Sad.

Attracting new audiences to exhibitions of renowned local and foreign artists, who see these spaces in a different light.

OUTCOME? RESULTS

Finding alternative exhibition spaces in Novi Sad happened by revitalising cultural heritage, giving it not only a new appearance but reviving it with new and innovative programmes seen for the first time in these spaces.

Great examples are the first art gallery in the open located at the entrance to Limanski Park, Tesla Light Gallery within ‘Doček’ in the Lower Town of the Petrovaradin Fortress and on the Fortress itself, new media exhibitions and installations in the renovated industrial heritage District, Design Pavilion within ‘Kaleidoscope of Culture’ Programme Arch in one of the most important examples of the Modernist architecture in Novi Sad – SPENS, ‘Migrations in 21st Century’ exhibition in the city centre in the Liberty Square, ‘Zero Tolerance for Violence Against Women’ exhibition in the Republic Square, ‘Ecoprint’ project at the Štrand city beach, etc.

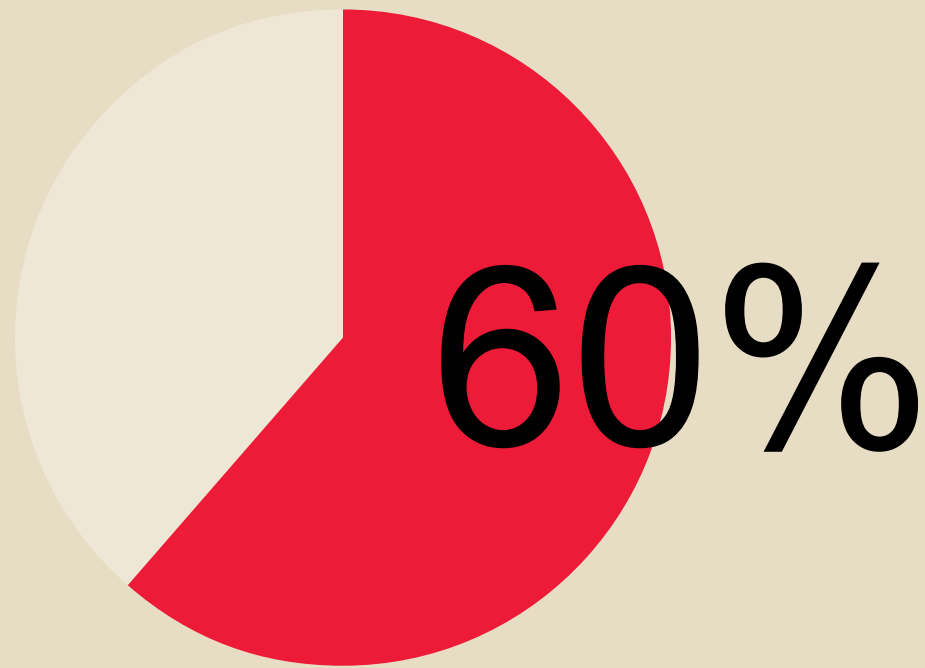
All the above-mentioned and numerous other projects attracted new audiences to exhibitions of renowned local and foreign artists, which was a new experience not only for the audience that discovered places in a new light but also for the artists themselves, providing them with new challenges.

40 000m²

of new and renovated places*

20.3%

citizens' satisfaction was raised by 20.3% when it comes to cultural events in the part of the city where they live*



since the title was won, as many as 60% of the surveyed citizens have noticed the decentralisation of culture*

12

Cultural stations were opened in the city and surrounding settlements compared to only 3 planned in the Bid Book*

**data of the independent team of evaluators*

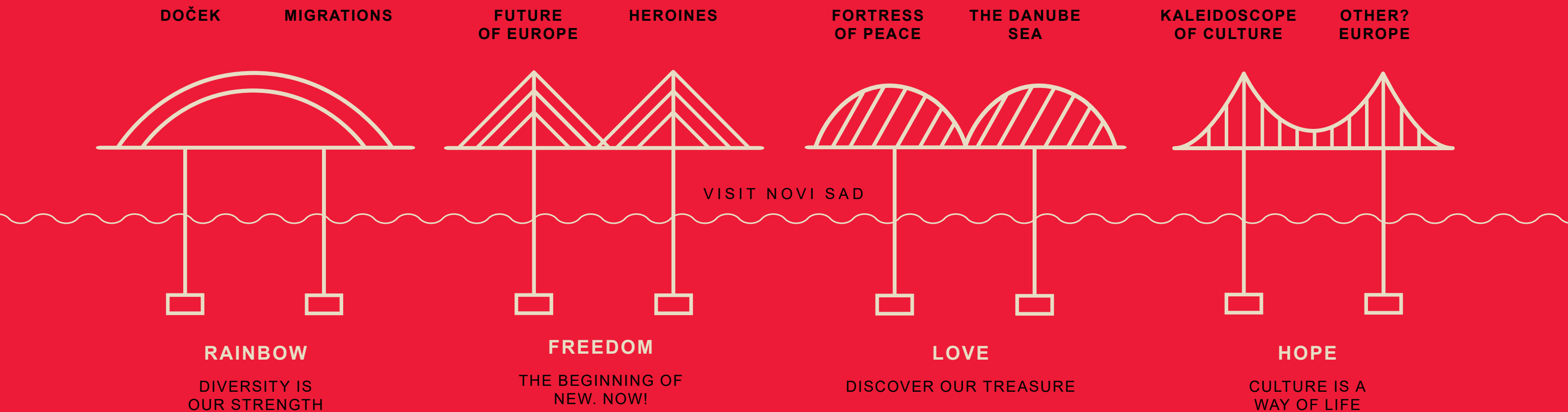
WHY?

WHAT?

PROGRAMMES

OUTCOME

PROGRAMME CONCEPT



Showing that culture has the power in different global crisis moments and demonstrating its effect on different social aspects – from political and social, to relations with the environment and nature. As it happens, this message of peace was sent just before the great conflict started in Europe, shaking its stability, giving even greater significance to this and other similar efforts to promote the culture of peace.

- _Promoting peace policies
 - _Critically reassessing causes and consequences of war conflicts
 - _Encouraging socially engaged art
 - _Facing the past and creating a new relationship with the culture of remembrance
-
- _Reassessing the relationship between humans and nature
 - _Discussing problems related to the pollution of the Danube as the second longest river in Europe and the biggest river in Serbia with big ecological and cultural potentials
 - _Promoting cultural cooperation of the countries from the Danube Region and sociological and cultural similarities and differences between countries through which the Danube flows
 - _Involvement of smaller towns on the Danube banks in the cultural life of Novi Sad

- THE FORTRESS OF PEACE:
- _150+ programmes sent the message of peace and tolerance
 - _30 institutions, representatives of the non-institutional scene and citizen associations participated in the implementation of the programme
 - _30 foreign partners in the projects
 - _For the first time, all nine of Beethoven’s symphonies were performed in one day, while the Ode to Joy was performed by 200 musicians of the Belgrade and Dortmund Philharmonic Orchestras and listened to by 10,000 people at the Petrovaradin Fortress, one of the biggest preserved fortifications
 - _‘Stringers’ exhibition, which won the Gran Prix at the Salon of Architecture, gave an insight into war and revolution through the prism of the unprotected in conflicts
 - _20+ programmes dedicated to antifascism and preserving the memory of the Holocaust
 - _20+ programmes included in a unique ‘District of Peace’ festival dedicated to reconciliation and keeping peace
 - _Liberta was recorded, the first film about the history of Novi Sad explaining the context in which Novi Sad and Vojvodina were during the 18th century and showing the meeting between Serbian culture and tradition and European ideals when disillusioned citizens travelled to Vienna to buy out the freedom of their city from Empress Maria Theresa
-
- THE DANUBE SEA:
- _47 art programmes that raised ecological awareness
 - _12 locations on the Danube where part of the programme was held
 - _Programmes dedicated to ecology and environmental protection were held for the first time in smaller towns in the vicinity of Novi Sad: Irig, Kać, Futog, Sremski Karlovci, Banoštor, Begeč, Sremska Kamenica and Čerević.

Highlighting interculturality as one of the main characteristics of Novi Sad while simultaneously reflecting on migrant crises that were partly responsible for creating a multicultural environment, and presenting migrations from the other side of fear, where we can find positive effects that they have on culture.

- _ Celebrating interculturality of Novi Sad by using two ways to measure time, two calendars, and two alphabets, i.e. by using intangible cultural heritage
- _ Creating a unique New Year’s celebration in Europe through the untypical concept that brings together different arts and sciences and shifts focus from a musical programme to a unique audio-visual experience
- _ An extraordinary synthesis of space and audio-visual expression that brings together spaces and genres nontypical for the selected ambience
- _ Connecting representatives of global and local music and visual arts

- _ Seeing human migrations through their effects on the culture of a region
- _ Critically discussing migrant crises in the world
- _ Presenting migrations as an integral part of human nature
- _ Placing Novi Sad in the context of migrations that created its multicultural identity

- DOČEK :
- During two evenings in the title year:
- _ 5 audio-visual installations
 - _ 71 musical performances
 - _ More than 50 locations across the city
 - _ Multimedia events dedicated to great people of Serbian and world science: Nikola Tesla, Milutin Milanković, and Mileva Marić Einstein
 - _ Forming Doček as a legacy project, which continued even after the title year
 - _ The award for the best European Trend Brand in culture
 - _ Novi Sad was included in the UNESCO list of creative cities owing to the implementation of new media and digital art in the programme of Doček

- MIGRATIONS:
- _ 101 programmes covering the topic of migrations through concerts, performances, theatre, literary events, conferences, workshops, circus art, and gastronomy
 - _ Implementation of the Migration of Souls, the festival programme that used music, theatre, and literary programmes by artists from the region and from around the world to showcase the richness of cultural diversity

2016

WHY?
OPERATIONAL GOALS

THE FREEDOM BRIDGE

Stressing the importance that children, young, and women have in culture, and encouraging female activism in a predominantly patriarchal environment by showcasing famous women from Novi Sad and world history

WHAT?
EXPECTED RESULTS

- _ Creating chances for children and young people to express their vision of the future of Europe
- _ Discussing important social issues in a creative way
- _ Encouraging active participation of children and young people in the life of a community
- _ Increasing the visibility of children and youth art and reaching a wider audience

- _ Evoking important women who spread European ideas of enlightenment and feminism
- _ Promoting female influence in European culture
- _ Showcasing important women that marked the history of both Novi Sad and Europe
- _ Proclaiming equality through cultural programmes

2022

OUTCOME? RESULTS

THE FUTURE OF EUROPE:

- _ 108 children and youth events
- _ Participants from 18 European countries were part of the programme
- _ 66.7% of cultural institutions were included in the education of young people
- _ Flags of the Future festival showcased 190 artists from 18 countries
- _ Fairytales of the Future – a theatre festival with more than 30 plays for children from 14 countries
- _ Educational programmes (theatre, debates, workshops, conferences, festivals) in 10 primary and secondary schools in Novi Sad and the surrounding area
- _ Gulliver’s Travels – a big interactive show and procession in the entire city that brought together children and adults
- _ The record number of tickets for children’s events was sold in the year of the title when compared to the period since 2017

HEROINES:

- _ 90 programmes dedicated to female issues and female creativity
- _ In the title year, the greater percentage of visitors to cultural events were women
- _ The first family festival ‘Vila’ was organised in one of the oldest national parks in Serbia, and it was dedicated to Milica Stojadinović Srpkinja hosting more than 100 female artists

Stressing diversity in art, as well as diversity in minority communities that are integral part of every culture. Involving national and religious minorities and people with various forms of disability in cultural programmes

- _ Novi Sad as a city-stage that activates all available human and spatial resources during the five weeks of the programme
- _ Involving and bringing together great names of world art and up-and-coming representatives of the scene, foreign and local performers
- _ Activating all available open-air and indoor spaces for cultural programmes
- _ Creating an audience member out of every citizen of and visitor to Novi Sad

- _ Showcasing the culture of the other as a creative potential of today
- _ Researching the complexity of European identity by presenting art scenes that have different values and cultural identities
- _ Discovering alternative, marginalised, minority, and subcultural expressions
- _ Activating minority communities in the cultural life of Novi Sad

- THE KALEIDOSCOPE OF CULTURE:
- _ 5 weeks of the programme
 - _ 5 arts that each has a dedicated week of the programme
 - _ The number of citizens attending cultural events once a week increased by more than 100%
 - _ 8,350 artists participated in the programmes
 - _ 425 spaces activated for cultural events
 - _ Forming the Kaleidoscope of Culture as a legacy project that continues after the title year
 - _ The award for the best European Trend Brand in culture
- OTHER? EUROPE:
- _ 50 programmes for marginalised citizen groups
 - _ 38.1% of cultural institutions involved marginalised groups in their cultural programmes, while 47.6% of institutions expressed their wish to join this initiative
 - _ The number of accessible programmes increased from 23, before the title year, to 675 in the title year
 - _ 700 accessible programmes during the entire implementation of the European Capital of Culture project

150+

programmes sent the message of peace and tolerance*

108

children and youth events*

90

programmes dedicated to female issues and female creativity*

6.000+

artists*

700

accessible programmes during the entire implementation of the European Capital of Culture project*

4.000+

events*

**internal data, Foundation 2022*

EXPERT EVALUATION REPORT

FULL DETAILS OF THE RESEARCH CONDUCTED AS PART OF THE EVALUATION

Dataset name	Year	Date of data collection	Event/data sources
Tourists' perception of the city image and the ECoC title	2018 2019 2022	July, September, and October 2018 April, May, July, October, and November 2019 November-December 2022	Survey with visitors of Novi Sad - trained interviewers collected data via an online survey on tablets. The tourists were approached at major tourist attractions and the busiest parts of the city
Cultural events audience research - Kaleidoscope of Culture	2019 2020 2021 2022	August-September 2019, 2020, 2021, 2022	Trained interviewers collected data via an online geotagged survey on tablets. Data were collected during and after events at the event venue and in person.
Audience satisfaction with cultural programmes and events	A total of 4,927 attendees at 73 events	January – December 2022	Trained interviewers collected data via a geotagged survey installed on tablets. Data were collected during and after events at the event venue and in person.
Residents' perception of the ECoC title	2018 2020 2021 2022	January-February, May-June 2018 August and September 2020 October and November 2021 November and December 2022	An online survey conducted with residents of Novi Sad. Shared through digital channels of the ECoC Novi Sad 2022
Cultural institutions - cultural capacities and active involvement in ECoC activities	12 city cultural institutions, 16 provincial, 3 republic and 3 cultural institutions from Zone 021	March-May 2020	Online survey - a combination of open and closed questions sent to cultural institutions via email. The ECoC Novi Sad 2022 database of cultural institutions was used to obtain contacts.
Artists – current state and future perspectives	2018 2021	September 2018 September – October 2021	In 2018 – in-depth interview with artists from different fields In 2021 - an online survey in the form of open questions
Creative and cultural industries	2018 2022	September-November 2018 September-November 2022	In-depth interview followed by an online survey with representatives of cultural and creative industries
Community survey	2018 2020 2021 2022	February – June 2018, September – October 2020, September – December 2021, September – December 2022	Combination of face-to-face and online surveys with residents of Novi Sad on major issues regarding community issues and cultural participation
Local NGOs survey	2019 2020 2021 2022	September – October 2019, September – October 2020, September – December 2021, September – December 2022.	Online survey of local NGOs. The ECoC database was used to obtain contacts.

EVALUATION APPROACH

In 2014, the European Union made an important decision that introduced fresh protocols for executing the European Capital of Culture (ECoC) programme from 2020 to 2033. Among these changes was the requirement for ECoCs to conduct thorough and autonomous evaluations of their activities.

Following the recommendations of the Panel, 'Novi Sad – European Capital of Culture' Foundation (the Foundation) set evaluation and monitoring procedures in order to deliver guarantees for the independence of the evaluation team. The Chief Evaluator was elected through an open call back in 2017. His main responsibility according to the evaluation plan was to organise and coordinate the evaluation process, collect the materials and data and inform the Steering Committee and executive management about the findings and impacts of the title in the city but also about the fulfilment of the Novi Sad 2022 project's strategic plans and impacts.

The Chief Evaluator was following the ECoC process and based on the requirements and needs he proposed analyses and research fields to measure the impacts of the title. However, for that purpose, the Foundation opened calls/public procurements annually for the experts - evaluators to conduct research and analysis needed to follow the impacts of the title. This means that findings were gained by independent experts for different fields of significance for the ECoC who were chosen based on an open call and clear criteria connected to the expertise and field of work.

The Chief Evaluator periodically organised workshops with programme team members where the main findings and impacts

were presented together with the proposals for the development of the project and improvement. His role was also to inform the Steering Committee about the impacts of the title in the city and if any problems or shortcomings were detected in order to overcome the problems in the title year.

The aim of the ECoC index is to quantify all the indicators in the developed methodology and to be used to present impacts and research analysis in an understandable and measurable way. With this indicator, the Foundation could easily detect in which way and to what extent certain dimensions influence the city. What is more important, the Foundation could follow it annually and monitor the progress.

The Foundation had its own internal team that conducted internal evaluation, in order to support project/programme implementation with accurate, evidence-based reports that informed management and decision-making bodies and helped them in guiding and improving internal procedures and project/programme results and impacts. The continuous internal evaluation upheld accountability and compliance by demonstrating whether projects, outputs and processes, have been carried out as agreed and in compliance with established standards and other requirements.

The internal evaluation team communicated regularly with the external evaluation team to get the results of the work measured, and the indicators harmonised. Internal evaluation was focused on the assessment of the achieved project objectives, number of project activities implemented against planned activities; outputs and timeliness of the activity

implementation and assessment of the project budget performance and compliance with expenditures.

Chief internal and external evaluators developed an initial framework based on an extensive literature review, coming both from academic and grey literature (reports from previous ECoCs), which was in line with "Guidelines for the cities" own evaluations of the results of their ECoC (European Commission, 2018). The initial framework included seven segments (Social impact and citizen participation in cultural life, Capacities of cultural institutions and organisations / position of independent artists, Programme quality, Economic impact (creative industries and tourism), City image and perception, Intercultural communication, Public spaces and urban infrastructure), followed by sub-indicators, activities and methods to collect the data together with defined target groups. The second phase included focus groups with relevant experts having both academic and industry backgrounds in culture, economy and community research. Sub-indicators were grouped around three different domains/segments – culture, community, and economy. This report presents the main findings of the evaluation process based on the research presented in table above and grouped into three subsections (culture, community and economy).

EUROPEAN CAPITAL OF CULTURE INDEX

The 'ECoC' index is based on a contemporary mathematical tool that is highly applicable in modelling human opinions and behaviour. For this purpose, two levels of mathematical aggregation based on the Choquet integral were used: the outer level of aggregation and the inner level of aggregation.

The outer level of aggregation observes three basic segments (dimensions) that participate in the formation of the "ECoC" index, namely Culture, Economy, and Community.

_The relevance of the observed segment is expressed by the measure of significance that is predefined by experts. This measure of significance is a fuzzy measure, i.e. a mathematical notion with specific properties that ensure adaptability to experts' opinions on the importance and interaction of segments.

_The values assigned to single-member sets (each segment separately) can be considered as the importance of each of those segments separately, while the values assigned to two-member sets can be interpreted as the joint influence/importance of those two segments. It is necessary to emphasise that it is not a question of simply adding up the importance because all segments have a certain overlap of the zones of influence. For this reason, and because it does not require additivity, the fuzzy measure is suitable for modelling the importance of segments.

_In the process of the inner level aggregation, an index was assigned to each segment (Culture, Economy, Community) based on the structure of the segment and the results of a survey. The obtained indexes are input values for the final (outer level) aggregation of the "ECoC" index that is performed by the Choquet integral with the previously described measure of significance in its core.

The inner level of aggregation focuses on the calculation of an index for each segment (Culture, Economy, Community) and it is also done by the Choquet integral.

_Each of the segments is divided into sub-segments and the experts have predefined the measure of significance for all groups of sub-segments (group for Culture, group for Economy, group for Community). Again, fuzzy measures are being used.

_The results of surveys dealing with the evaluation of sub-segments are used for forming representative marks for all sub-segments, and they are forming evaluation functions for all segments. Also, the obtained marks are input values for the inner level of aggregation.

_This inner-level aggregation is done separately for each group of sub-segments, i.e. for each segment, and the result is the index associated with the segment in question. It is later used in the final aggregation of the "Ecoc" index. Methodology is explained in detail in the scientific work "Prepare for Impact! A methodological approach for Comprehensive Impact Evaluation of European Capital of Culture: The Case of Novi Sad 2022"

The obtained values nicely reflect the full impact that ECoC had on Novi Sad since all indexes for 2022 are considerably higher than for previous years.

Also, it is noticeable that there is a drop in values from 2019 to 2020, which is consistent with all restrictions imposed during the COVID-19 pandemic. It should be stressed that only the index for Community increased during the main pandemic year, which is consistent with the assumption that imposed restrictions all around the world made humanity more aware of the impact that a community has on human lives.

The real comeback is visible only for 2022, thanks to the substantial boost from the ECoC.

ECoC index for Novi Sad 2018-2022

ECOC INDEX FROM 2018 TO 2022 FOR NOVI SAD						
		2018	2019	2020	2021	2022
Culture	Cultural participation	6.6	7.075	6.595	6.745	8.68
	Cultural capacities					
	Programme quality					
	Audience development					
	Intercultural exchange					
Economy	Tourism	3.9	3.9	3.475	3.95	6
	Cultural and Creative industries					
Community	Social cohesion	4.985	4.985	5.43	5.54	8.05
	Social capital/networking					
	Space identity					
	Perception of ECoC					

ECoC 2018 ($1_{\min} - 10_{\max}$) = 6.33

ECoC 2019 = 6.7575

ECoC 2020 = 6.283

ECoC 2021 = 6.4655

ECoC 2022 = 8.412

DEFINITIONS

EUROPEAN CAPITALS OF CULTURE (ECOC)

is an initiative created in 1985, aimed at promoting European cultural diversity. It has, to date, been awarded to more than 60 cities across the European Union (EU) and beyond.¹

’NOVI SAD – EUROPEAN CAPITAL OF CULTURE’ FOUNDATION (THE FOUNDATION)

is a Foundation established by the Cultural Centre of Novi Sad to govern the process of the implementation of project Novi Sad – European Capital of Culture. The main aim of the Foundation is to organise programmes, events and activities which promote Culture and Arts, Human and Minority Rights, EU Integration, Democratic Values and International Cooperation and exchange in the city and province of Vojvodina and Serbia in general. The bodies of the Foundation are a Director, a Steering Committee and a Supervisory Board.

CULTURAL AND CREATIVE INDUSTRIES

encompass industries that utilise culture as a foundation and have a cultural dimension, relating to activities centred on producing and circulating intellectual property that primarily generates economic benefits for their environment (new jobs, exports, revenue, etc.).

Cultural and creative sectors are comprised of all sectors whose activities are based on cultural values, or other artistic individual or collective creative expressions.²

CULTURAL STATIONS

newly developed or renovated spaces for cultural events across the city.

IECOC

European capital of culture index - a pre-established framework for European Capital of Culture evaluation, that is qualitative and quantitative and first of its kind, evidence-based, grounded on expert evaluation and primary data inputs.

NGO

Local non-governmental organisations.

COMMUNITY

refers to local residents and local non-governmental organisations.

SENSE OF BELONGING TO A COMMUNITY

refers to the perception of belonging to a specific space, both in a physical and social sense; it also entails a sense of unity with other residents (in terms of recognising and sharing similar values, and issues, and pursuing similar communal goals). Sense of belonging also includes recognition of the advantages and disadvantages of living in a community.

SOCIAL CAPITAL

refers to the connections and acquaintances, relationships of trust that can facilitate the process of meeting the needs of individuals, groups, organisations and even society as a whole. There are three types of social capital: bonding, bridging and institutional social capital.

1 <https://culture.ec.europa.eu/policies/culture-in-cities-and-regions/european-capitals-of-culture>

2 <https://culture.ec.europa.eu/cultural-and-creative-sectors/cultural-and-creative-sectors>

DIMENSION – CULTURE

BEFORE WE BEGIN: CULTURAL INSTITUTIONS - MAPPING OF CAPACITIES AND ACTIVE INVOLVEMENT IN THE ECoC ACTIVITIES

One of the goals of the ECoC project, when it comes to the impact of its activities on cultural institutions, was to delve into cultural institutions and organisations in Novi Sad and assess their current capacities and active participation in various activities and programmes related to the ECoC initiative. One of the key objectives of the ECoC project was to analyse the contributions of the ECoC title and the activities to the work and operations of cultural institutions.

HUMAN RESOURCES AND CAPACITIES OF CULTURAL INSTITUTIONS

When it comes to human resources available to cultural institutions, the number of employees ranges from 2 to as many as 113, that is, the number of employees depends on the scope of work and the capacity of the institution itself (Source: Survey Cultural institutions - cultural capacities and active involvement in the ECoC activities 2020).

DOMINANT SOURCES OF FUNDING FOR CULTURAL INSTITUTIONS

Given that the founders of cultural institutions are the city, the province, and the state, it is logical that the dominant source of funding are the budgets of the city, the province, and the republic. In terms of other available funding sources, projects are the most dominant, but for less than half of cultural institutions. Other sources of funding are marked as dominant in only a few cultural institutions.

On average cultural institutions sell 20,293 tickets per year, and the number varies from 5,000 to 67,000 per year. The most annual tickets are sold by the Children's Theatre, City Museum of Novi Sad and Matica Srpska Gallery, and ticket sales are a significant source of funding for these institutions (Source: Survey Cultural institutions - cultural capacities and active involvement in the ECoC activities 2020).

DOMINANT PROFILE OF VISITORS TO CULTURAL INSTITUTIONS

The number of participants in various events during preparatory years and title year of ECoC has grown progressively, and reached its peak in 2022, when there were 1.5 million participants across all programmes. This is a tremendous success compared to the 13,000 cultural programme visitors in 2017 (Source: internal data, the Foundation 2024).

When it comes to visitors of cultural institutions, they report progress in numbers and the change in visitors profile towards more diverse audience.

The dominant profile of visitors is made up of domestic visitors, women and the middle-aged audience. The domestic audience is dominant in all cultural institutions, while the foreign audience is represented in only 6 out of 20 institutions that participated in the research.

When it comes to the age of visitors, the middle-aged audience is the most numerous, while young and older visitors are somewhat less represented. Also, women visit cultural events more than men. When it comes to individual and organised visits, they are almost equally represented in cultural institutions. Families with children are the least represented visitors in cultural institutions (Source: Survey Cultural institutions - cultural capacities and active involvement in the ECoC activities 2020).

+1.5 million

PARTICIPANTS ACROSS ALL PROGRAMMES.

Source: internal data, Foundation 2024.

ACTIVITIES OF CULTURAL INSTITUTIONS

Most cultural institutions are actively involved in the organisation of events such as exhibitions, education, performances, etc. and their involvement reached the peak in 2022. On average, around 250 events are organised annually in cultural institutions in Novi Sad. Their active participation has been tracked since 2017, and showed the significant progress in terms of number of institutions and organisations that were involved in programme organisation but also the number of programmes organised by various institutions. The numbers reached their high in the title year, when cultural institutions, private institutions, and NGOs were especially productive and active in creating the ECoC programme. In this way, a very

high level of their involvement has been reached and the goal of the Foundation is to keep their level of interest in cultural productions in the years to come.

Moreover, 42.9% of cultural institutions claim that they achieved most of the planned activities, while the other institutions claim that they achieved everything they planned. When it comes to how satisfied they are with the effects of the activities they achieved, most of the institutions are either mostly or completely satisfied. The average answer to this question was 4.42.

Cultural institutions were evaluating their satisfaction with the recognition of their institution in the general public. It is interesting that not a single cultural institution is completely satisfied with the recognition of their institution.

ALL PUBLIC CULTURAL
INSTITUTIONS WERE
INVOLVED IN ECOC
PROGRAM IN 2022.
WITH 250 PROGRAMS
DURING THE TITLE YEAR.

ACTIVE ENGAGEMENT OF CULTURAL INSTITUTIONS IN PROGRAMMES AND ACTIVITIES

Following table shows engagement and intention to engage cultural institutions in various programmes and activities in 2022.



ACTIVE ENGAGEMENT OF CULTURAL INSTITUTIONS IN PROGRAMMES AND ACTIVITIES				
	1 / No and we don't plan to join	2 / No, but we plan to join	3 / We have been involved before	4 / We are currently involved
International cooperation programmes (educations, trainings, volunteer camps, conferences, seminars)	0	33.3%	9.5%	57.1%
Social inclusion of socially marginalised groups (e.g. Roma, people with disabilities, migrants)	14.3%	47.6%	0	38.1%
Education of young people	0	9.5%	23.8%	66.7%
European Capital of Culture	0	0	14.3%	85.7%

*Source: internal data, the Foundation 2022

Most of the cultural institutions are currently included in the programmes and activities of the ECoC (as much as 85.7%), and those that are not currently, were previously involved. This indicates the active work of the ECoC with the institutional cultural scene.

A large percentage of cultural institutions (66.7%) are also engaged in activities related to the education of young people, and those that are not currently either were previously engaged or plan to engage in these activities. More than half of the institutions participate in international cooperation programmes, while half plan to join.

THE CONTRIBUTION OF THE ECOC
TO CULTURE INSTITUTIONS

When it comes to the contribution of the ECoC to the functioning and work of cultural institutions, it is estimated as medium and low. Cultural institutions believe that the contribution is mostly reflected in the following areas: increased employee education, increased cooperation between institutions, increased number of programmes, the launch of new programmes for children, greater visibility of the institutions themselves, increased employee competencies, audience diversity, and employee mobility.

Cultural institutions believe the least that the ECoC contributed to their greater cooperation with the private sector, the increase of volunteers in the implementation of programmes and events, applications for projects (foreign), as well as the number of programmes intended for seniors.

CULTURAL
PRODUCTION IN THE
ECOC TITLE YEAR

Cultural production in the ECoC title year surpassed the initial expectations, with a total of 6000 artists and participants involved in the programme and over 4000 events organised in the city. There was a great variety of cultural programmes, among which the most dominant were concerts, followed by performances, plays and exhibitions.

When it comes to connecting with institutions outside the cultural scene and Serbia, the respondents estimate the influence of the European capital as low as well. The contribution to cooperation with the independent art scene was rated somewhat better. Respondents also believe that the ECoC did not significantly contribute to the increase of their budget and the number of visitors, as well as other funding opportunities (Source: Survey Cultural institutions - cultural capacities and active involvement in the ECoC activities 2020).

- INCREASED EMPLOYEE EDUCATION
- INCREASED COOPERATION BETWEEN INSTITUTIONS
- INCREASED NUMBER OF PROGRAMMES
- THE LAUNCH OF NEW PROGRAMMES FOR CHILDREN
- GREATER VISIBILITY OF THE INSTITUTIONS THEMSELVES
- INCREASED EMPLOYEE COMPETENCIES AUDIENCE DIVERSITY AND EMPLOYEE MOBILITY

4000+

events organised in the city.

6000+

number of artists and participants involved
in the implementation of the programme

ACCESS TO CULTURE AND PARTICIPATION

The growth of accessible cultural events demonstrates an admirable commitment to creating a cultural scene that is inviting to all. This investment benefits not only the people of Novi Sad but it also positions the city as a leader in inclusion within the wider European cultural landscape.

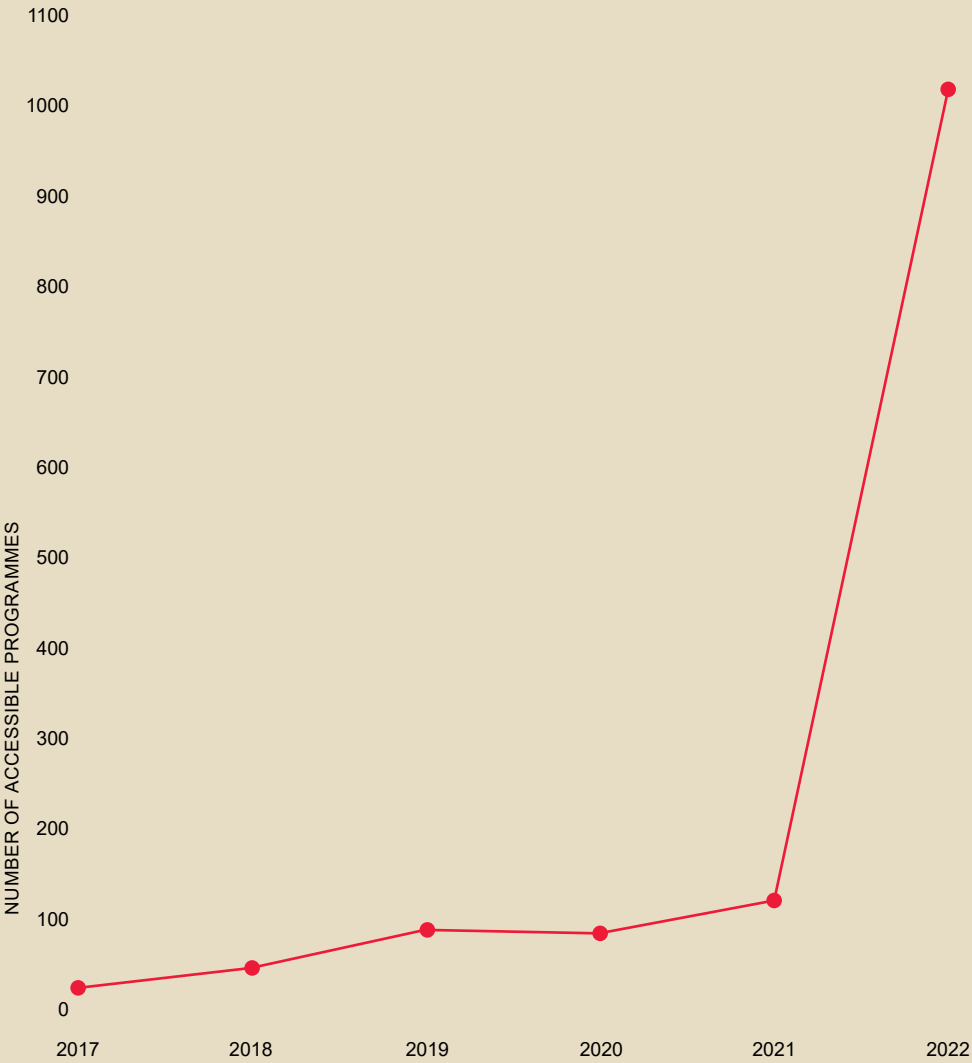
Novi Sad’s emphasis on accessibility demonstrates a keen awareness of the profound impact inclusivity has on a city’s cultural landscape. By ensuring that individuals with disabilities have full access to events and programmes, Novi Sad has fostered a true sense of belonging and participation for all its residents. This inclusivity energised the cultural scene, encouraging greater engagement and deeper appreciation from a wider audience.

Furthermore, Novi Sad’s approach recognises the economic benefits of accessibility; expanding the potential audience base for cultural institutions strengthens the industry and contributes to a thriving, sustainable cultural sector.

Figure 1 shows the significant increase in accessible programmes in the title year, reaching 675 in 2022, compared to 23 in 2017. Moreover, decentralisation of events made it more accessible to people living at locations further from the city centre. The number of locations where the ECoC events were organised reached 215 in 2022.

It is also encouraging that, in the title year, 91 programmes were organised for children, improving the accessibility for this particular target group and increasing audience diversity in the city.

GROWTH OF ACCESSIBLE PROGRAMMES IN NOVI SAD 2017-2022



Source: internal data, the Foundation 2024.

ARTISTS

In assessing the impact of the ECoC project on the development of art and the improvement of the status of artists, we observe different responses. Some view the ECoC project’s potential and impact positively, while others believe that the positive impact will be short-term.

The potential of the ECoC and the work of the ECoC project in improving the status of art and artists is particularly recognised in the following areas:

_ Opportunity to ‘protect’ artists and find ways to support their work in unfavourable general circumstances (lack of finances and cultural investment, pandemics, and the cessation of certain projects).

_ Popularisation and visibility, affirmation – especially of younger artists – and providing them with space for work.

_ Affirmation of quality art and the opportunity for younger artists to have a platform for their work.

_ Infrastructural support for art and artists (through new spaces, cultural stations, etc.), through projects, competitions, and expanding the network of collaboration, both locally and internationally (Source: Survey Artists – current state and future perspectives 2022).

STEFAN MILENKOVIĆ, VIOLINIST ('Korzo' – Kaleidoscope of Culture):

'I honestly cannot imagine a city in the entire region that deserves the title more. I truly think that due to its approach to culture, its overall richness, and multiculturalism, the city itself has always been one of the European capitals of culture and perhaps the most important city in the area. This is just a confirmation.'

DUŠAN JOVOVIĆ, MULTIMEDIA ARTIST ('Time and Universe' and 'Mileva: We Are One Rock' – Doček):

'I am sure that the vast majority of people are not aware of how significant this is for the culture, identity, and development of Novi Sad, and indeed for all of Serbia. In addition to projects of admirable quality, what remains is top-notch technology that cultural institutions will continue to use, neighborhoods have been revitalized, and much more. I love Novi Sad and believe it has completely earned this prestigious title from what I have seen so far.'

KONSTRAKTA, SINGER
(Concert at the Serbian National Theatre – Doček):

'The story you have created behind this brand is appealing, and it's a beautiful idea to truly connect and become aware that we have been around and are a result of some kind of flow of time, so I find the multicultural approach appealing.'

GABRIEL FELTZ, CONDUCTOR
(Beethoven Marathon):

'Novi Sad deserves the title of European Capital of Culture. Since 2009, when I first conducted in Serbia, I have delved deeply into the cultural and mental identity of the country, learned the language, and always felt respect towards Serbia. The city is beautiful and has a rich history.'

TOBIAS EHINGER, DIRECTOR OF DORTMUND THEATRE:

'As an artist, I would say to Novi Sad: Raise the curtain, the stage is yours!'

JASON MILES, MUSICIAN:

'We had a great time! Fantastic response, I'm very happy we came here, it was wonderful.'

PETER BENCE, PIANIST
(*'Korzo'* – Kaleidoscope of Culture):

'I'm very excited, every project is unique and thrilling, but when you can play music with 80 other artists on stage, that's something special. I like the concept of the programme! Music should be accessible, not restricted. It's like turning the city into a huge stage.'

CARMINHO, FADO SINGER:

(Concert at the Serbian National Theatre – Doček)

'I am very happy to perform in Novi Sad. It is certainly an honor for me to perform at the Serbian National Theatre, especially at this significant moment for the city, in the year of the European Capital of Culture.'

AUDIENCE SATISFACTION WITH CULTURAL PROGRAMMES AND EVENTS

Based on the audience research conducted on a relevant sample, including exhibitions, film screenings, musical and artistic performances and 4,927 attendees through the entire year of 2022, some major conclusions about audience satisfaction were drawn:



Source: Survey Audience satisfaction with cultural programmes and events 2022

In summary, the audience's frequency of visiting cultural events in the ECoC reveals a diverse range of engagement levels, from weekly devotees to occasional participants. This diversity enriches the cultural landscape of the city, ensuring that there are opportunities for all to experience its cultural richness

THE ANALYSIS OF MOTIVATIONS FOR ATTENDING EVENTS

Successful cultural programmes in the ECoC in Novi Sad prioritised the quality of its offerings, affordability, alignment with diverse tastes, entertainment value, opportunities for social interaction, and the introduction of novel and unique experiences. By catering to these motivations, event organisers created a culturally rich and inclusive environment that resonated with a broad spectrum of attendees.

The motivations for attending events within the framework of the ECoC in Novi Sad reveal several key insights into the preferences and expectations of attendees:

1 / Quality of programme (4.9/5): The highest-rated motivation, with a score of 4.9 out of 5, is the quality of the programme. Attendees highly value events that offer a well-curated and engaging programme, indicating a strong desire for culturally enriching experiences.

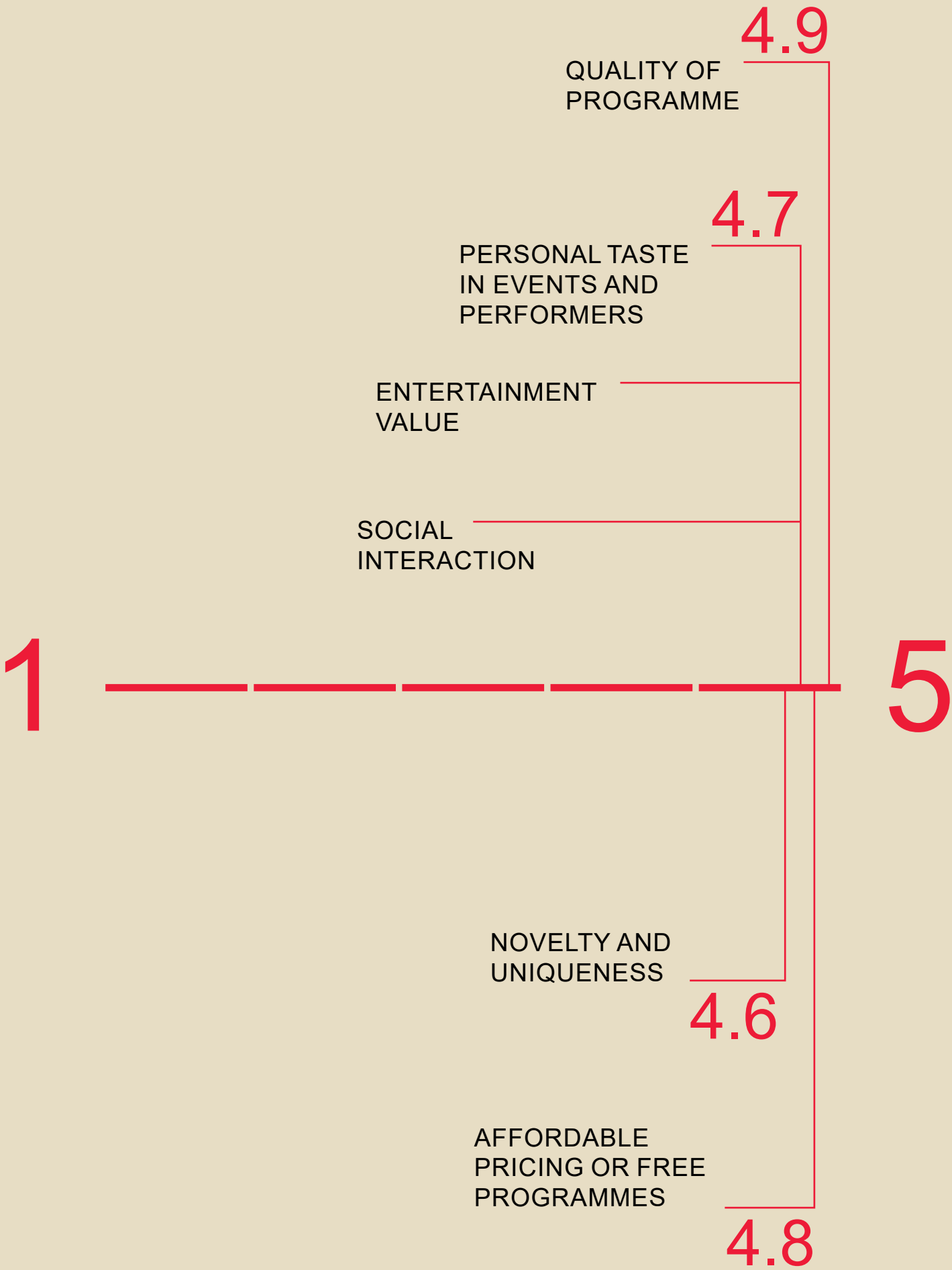
2 / Affordable pricing or free programmes (4.8/5): Accessibility in terms of cost was a significant driver, with a rating of 4.8. This underscores the importance of offering reasonably priced tickets or free programmes offered by the ECoC to attract a wider and more diverse audience. It also highlighted the potential of ECoC events to be inclusive and welcoming to all income groups.

3 / Personal taste in events and performers (4.7/5): The alignment of events and performers with attendees' personal preferences was another strong motivator, rated at 4.7. Attendees were more likely to participate in events that resonated with their interests and tastes.

4 / Entertainment value (4.7/5): Attendees highly valued the entertainment factor, with a score of 4.7. This suggests that events prioritised providing enjoyable and engaging experiences, whether through music, art, performances, or other forms of entertainment.

5 / Social interaction (4.7/5): The desire for social interaction and the opportunity to connect with friends or meet new people was another significant motivation, also rated at 4.7. Cultural events served as social gatherings, fostering a sense of community and belonging.

6 / Novelty and uniqueness (4.6/5): The appeal of experiencing something new and different was also strong, with a rating of 4.6. Attendees looked for events that offered unique and innovative content, indicating a desire for fresh and unconventional cultural experiences offered by the ECoC.



THE ORGANISATIONAL ASPECTS OF EVENTS

The analysis of the organisational aspects of events within the ECoC in Novi Sad indicates a highly positive perception of the event management and logistics. High ratings reflect a well-executed and professionally managed cultural programme in Novi Sad as part of the ECoC. The attention to organisational aspects, from event planning to technical support and venue selection, contributes to a positive and memorable experience for visitors. The key findings are:

- 1 / Well-organised event (4.85 / 5)
- Respondents highly appreciated the organisation of the events. This suggests that the events were executed with precision and attention to detail, resulting in a smooth and enjoyable experience for attendees.
- 2 / Relevant event locations (4.83/5) - The choice of event locations in line with the event themes received high praise. This indicates that organisers have taken care to select venues that complement and enhance the overall thematic experience for attendees.
- 3 / Professional overall organisation (4.80/5) - The professionalism of the event organisation is rated very positively. This implies that the teams behind the cultural events in Novi Sad were skilled, experienced, and capable of delivering high-quality experiences to the audience.
- 4 / Adequate technical support (4.78/5) - The provision of adequate technical support was another strength of ECoC events. This indicates that the necessary technical infrastructure and expertise were in place to ensure that the events ran smoothly from a technical standpoint.
- 5 / Appropriate event duration (4.74/5) - Attendees find the duration of the events to be suitable. This suggests that organisers struck a balance between providing substantial content and not overextending the events, ensuring that they remain engaging throughout their duration (Source: Survey Audience satisfaction with cultural programmes and events 2022).

4.85 / 5

WELL-ORGANISED EVENT

EFFECTS OF ATTENDING EVENTS

Audiences reported highly positive experiences and perceptions of attending events within the ECoC, Novi Sad. Here's an analysis of the effects:

Expectations met (4.77): The majority of respondents had their expectations met during the event. This suggests that the event programming and execution align well with what attendees anticipated, leading to a sense of satisfaction.

Enjoyment of event atmosphere (4.8): Attendees reported a high level of enjoyment regarding the event's atmosphere. This signifies that the overall ambience, energy, and environment created by the event organisers were appealing and engaging.

Event's personal benefit (4.74): The data indicates that attendees found the event to be personally beneficial (gaining new insights, cultural enrichment, or simply having an enjoyable time).

Belief in achieving event goals (4.866) Attendees strongly believe that the goals of the event have been achieved. This was a crucial indicator of the event's effectiveness in fulfilling its intended purpose, whether it was to promote culture, foster community, or achieve other objectives.

The provided ratings suggest that attendees of events within the ECoC in Novi Sad are quite positive about their experiences and are likely to engage further in cultural activities.

Likelihood to attend another event (4.78): This rating indicates a high probability that attendees would be interested in attending another event similar to the one they experienced. A score of 4.78 out of 5 implies a strong inclination to continue engaging with cultural events in the future, reflecting a satisfied and engaged audience.

Recommendation to others (4.88): The high score of 4.88 out of 5 for recommending such events to others suggests that attendees not only enjoy the events themselves but also believe that these cultural experiences are worth sharing with their friends, family, and peers. This signifies a positive impact on word-of-mouth promotion and the potential for the growth of the cultural event's audience.

IN SUMMARY , THE DATA INDICATES THAT ATTENDING EVENTS AS PART OF THE ECOC IN NOVI SAD HAS A POSITIVE EFFECT ON ATTENDEES. THEY ARE LIKELY TO SEEK OUT SIMILAR EVENTS IN THE FUTURE AND ARE ENTHUSIASTIC ABOUT SPREADING THE WORD, WHICH CAN HAVE A RIPPLE EFFECT IN PROMOTING AND SUSTAINING CULTURAL ENGAGEMENT WITHIN THE COMMUNITY*

*SOURCE: SURVEY AUDIENCE SATISFACTION WITH CULTURAL PROGRAMMES AND EVENTS 2022

DIMENSION – COMMUNITY

Local participation and community vitality are recognised as essential criteria for the success of ECoC programmes and events. Therefore, special attention was given to local residents and non-governmental organisations. These two types of local stakeholders make significant contributions to community vitality.

LOCAL RESIDENTS AND SENSE OF BELONGING TO A COMMUNITY

Between 2017 and 2022, both the City of Novi Sad and Zone 021 (comprising Beočin, Irig, and Sremski Karlovci) experienced fluctuations in their population numbers. For the City of Novi Sad, there was a steady increase in population over this period. This indicates a consistent growth trend,

reflecting the city’s attractiveness as a cultural, economic, and educational centre. The steady influx of residents suggests that Novi Sad continuously offers opportunities and amenities that appeal to individuals and families, contributing to its population expansion. Conversely, the population dynamics in Zone 021 present a different pattern. While the populations of these municipalities remained relatively stable in the earlier years, there was a notable decline in population figures from 2020 onwards. Beočin, Irig, and Sremski Karlovci all experienced a decrease in inhabitants during this period.

In the City of Novi Sad, the average age has gradually increased over the years, reflecting a trend towards an ageing population. Despite this increase, the average age in Novi Sad remains slightly below the state average for Serbia. This indicates that Novi Sad continues to attract a diverse population, including younger residents.

On the other hand, Zone 021 has experienced more pronounced increases in average age compared to both Novi Sad and the state average. Beočin, Irig, and Sremski Karlovci all exhibit higher average ages than the City of Novi Sad and the state average in Serbia. This suggests a demographic shift towards older populations within these municipalities.

Community analysis was focused on researching the sense of belonging to a community. It included topics such as social cohesion, characteristics of social contacts, and social participation in communal activities.

Most of the residents can clearly identify the main advantages, as well as the main drawbacks, of their community. As main advantages, they identified:

_satisfaction with the neighbourhood location (easy access to important urban objects or areas - e.g. city centre, important institutions, proximity to riverbanks and/or parks, beach, schools, public urban areas, etc.)

_greenery (e.g. parks, tree rows, grassy areas – public green spaces are multifunctional and become increasingly important for modern urban living), and

_organisation of public urban spaces.

On the other hand, residents were mainly disturbed by typical urban problems:

_urban noise and traffic jams (especially in the traffic-heavy urban areas),

_air pollution,

_lack of parking space (especially in the city centre),

_overcrowded urban areas,

_lack of hygiene in public spaces (as a result of inadequate work of public services but also, citizens’ neglect).

Several specific urban issues were also identified – they referred to the lack of urban planning, lack of investment into the development of communal areas, underdeveloped infrastructure in certain neighbourhoods, destruction of greenery, etc.

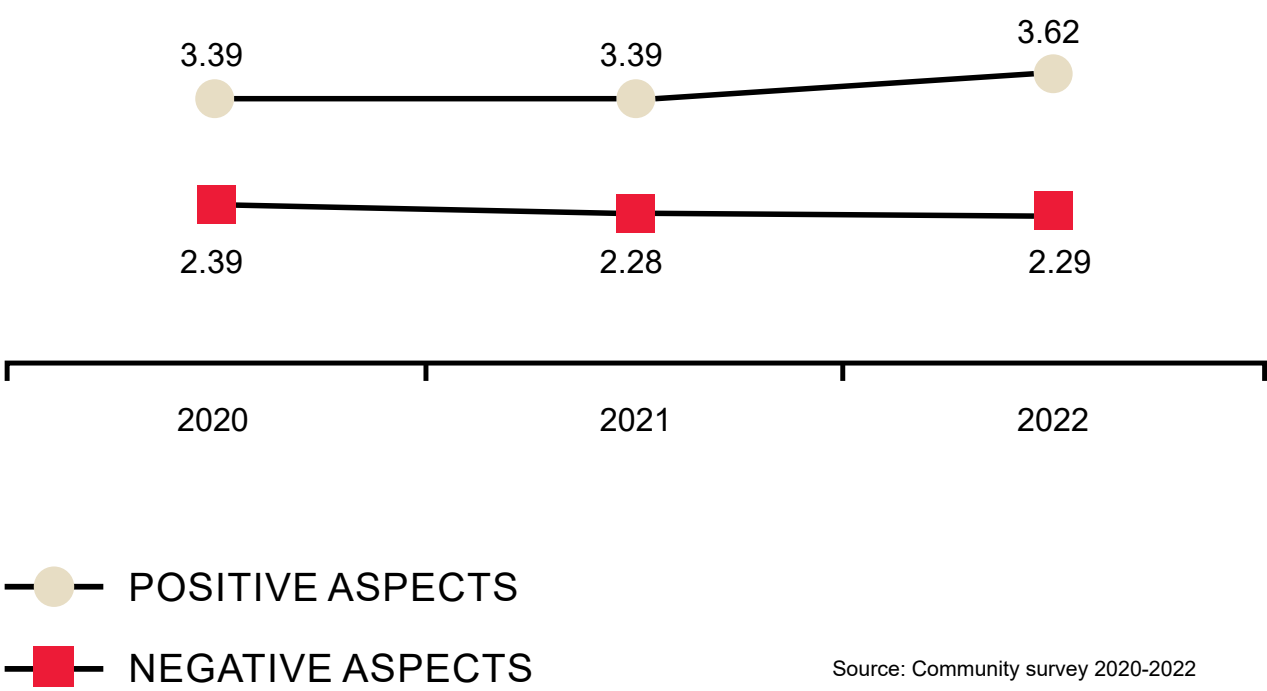
The list of the main community’s advantages and drawbacks has not changed throughout the successive yearly results (Source: Community survey 2018-2022)

NUMBER OF INHABITANTS

YEAR	2017	2018	2019	2020	2021	2022
The City of Novi Sad	356,126	358,572	360,925	362,675	363,789	368,743
Beočin	15,155	15,054	14,970	14,905	14,787	13,872
Irig	10,218	10,083	9,942	9,806	9,676	9,331
Sremski Karlovci	8,431	8,376	8,330	8,265	8,173	7,908
TOTAL	389,930	392,085	394,167	395,651	396,425	399,854

Source: Municipalities and regions in Serbia, The Statistical Office of the Republic of Serbia 2018-2023.

RESIDENTS' PERCEPTIONS OF LIVING IN THE LOCAL COMMUNITY



There is a moderate sense of belonging to a community and positive perceptions of living in the local community among the residents. For the last three years, evaluation of positive traits of living in a certain neighbourhood/community increased whilst negative aspects slightly decreased.

EXAMPLES OF POSITIVE ASPECTS OF LIVING IN THE LOCAL COMMUNITY



POSITIVE EFFECTS OF THE PROJECT:

- _ More quality cultural events
- _ Use of new spaces for events
- _ Reconstruction of the District
- _ Construction of the Music and Ballet School
- _ Reconstruction of Suburbs
- _ New, diverse art exhibitions
- _ A large number of cultural events on the outskirts of the city
- _ Cultural stations that are active
- _ Greater representation of culture in the media
- _ Highlighting local artists and cultural workers
- _ New, modern events that use innovative and modern technologies

RESIDENTS WERE MOSTLY WILLING TO:
A) PARTICIPATE IN HUMANITARIAN ACTIVITIES (¾) AND
B) JOIN ACTIONS AIMING TO SOLVE LOCAL PROBLEMS (57%).

The sense of belonging to a community varies. Compared to the previous research, there has been a mild increase in the sense of belonging to a community. However, compared to 2018 (baseline study), there has been a decrease. This decrease can be explained by the rising social risks and uncertainty due to the COVID-19 pandemic and economic crisis.

Residents mainly socialise with their family members, close friends and neighbours. Their social capital is mostly homogeneous, which points out a more prominent component of the bonding social capital.

A sense of community thrives when establishing new social contacts. Additionally, new social contacts boost social capital, enhance the communal quality of life, and can have a positive impact on social participation. According to the 2022 results, more than 90% of residents met someone new in the last six months, of which almost ¾ became friends with that person(s). Also, more than 90% of locals experienced contact with people of different nationalities in the last six months. New social contacts demonstrate community openness and readiness of community members to make new contacts, to accept and nurture cultural and social differences, as well as opportunities for strengthening social capital (Source: Community survey 2022).

RESIDENTS AND SOCIAL PARTICIPATION

The social participation of residents in community social life is moderate. Residents were mostly willing to: a) participate in humanitarian activities (¾) and b) join actions aiming to solve local problems (57%). Since 2018 (baseline study), there has been an increase in citizens' participation in local community life, especially when it comes to volunteering (Source: Community survey 2018-2022).

In the last five years, there were 364 volunteer-based activities, averaging approximately 1,5 activities per week, with more than 3,500 volunteers participating. Data showed an increase in total number of volunteers' working hours, as well as in the volunteers' working hours per activity or per volunteer. Most of the volunteer activities were focused on cultural programmes (48.4%) and youth programmes (21.7%). Additionally, volunteers were involved in activities related to sports programmes, programmes promoting health and a healthy lifestyle, emergencies and environmental issues.

Year	Activities	Volunteers	Total volunteers' working hours	Volunteers' working hours per activity	Volunteers' working hours per volunteer
2018	37	373	3,250	87.8	8.7
2019	103	735	5,196	50.4	7.1
2020	62	922	5,705	92.0	6.2
2021	72	674	4,943	68.7	7.3
2022	90	855	9,649	107.2	11.3
Total	364	3,559	28,743	79.0	8.1

Source: Volunteers' Centre, 2022

Locals prefer informal over formal participation in community activities. Moreover, they were quite active in communicating with other community members - more than 80% of the residents were ready to take part in sharing and discussing information of general importance through social networks, 60% of which did so regularly, on a daily basis.

In contemporary societies, the cooperation of residents with local governance is vital for community development. Results have shown moderate cooperation

between residents and local government officials (such as the city mayor, local councils and public institutions). Nevertheless, cooperation has increased when compared to 2018 (baseline study). In 2022, approximately 40% of the residents sought assistance from local urban institutions to address their problems.



COMPARED TO 2021 RESULTS, THERE WAS AN INCREASE IN THE NUMBER OF RESIDENTS WHO STATED THAT CULTURE IS THEIR FIRST ASSOCIATION WITH NOVI SAD, WHICH IS RELATED TO THE INCREASED CULTURAL OFFER IN TITLE YEAR

Residents identified five main associations with Novi Sad:

_key urban focal points (e.g. Štrand beach, Danube and river banks, Petrovaradin fortress, city centre, main city square), which are all common urban associations, both among the local population and visitors;

_specific local values and characteristics of the local history – specific values make the respondents satisfied and/or proud when they think about Novi Sad (e.g. freedom, tolerance, diversity, looking towards the future and local history carries a sense of patina, but also a lament for the 'good, old days'.

_culture – cultural offer, multicultural environment, cultural heritage, architecture; when compared to 2021 results, there was an increase in the number of residents who stated that culture is their first association with Novi Sad, which is related to the increased cultural offer in title year;

_people – locals refer to their closest and dearest (e.g. family, friends), but also neighbours and famous Novi Sad residents; some locals emphasised Novi Sad population in general;

_negative associations – most locals referred to the negative perception of the recent urban changes and quality of life (e.g. overcrowding, lack of tolerance, etc.) (Source: Community survey 2022).

RESIDENTS AND ECoC EVENTS

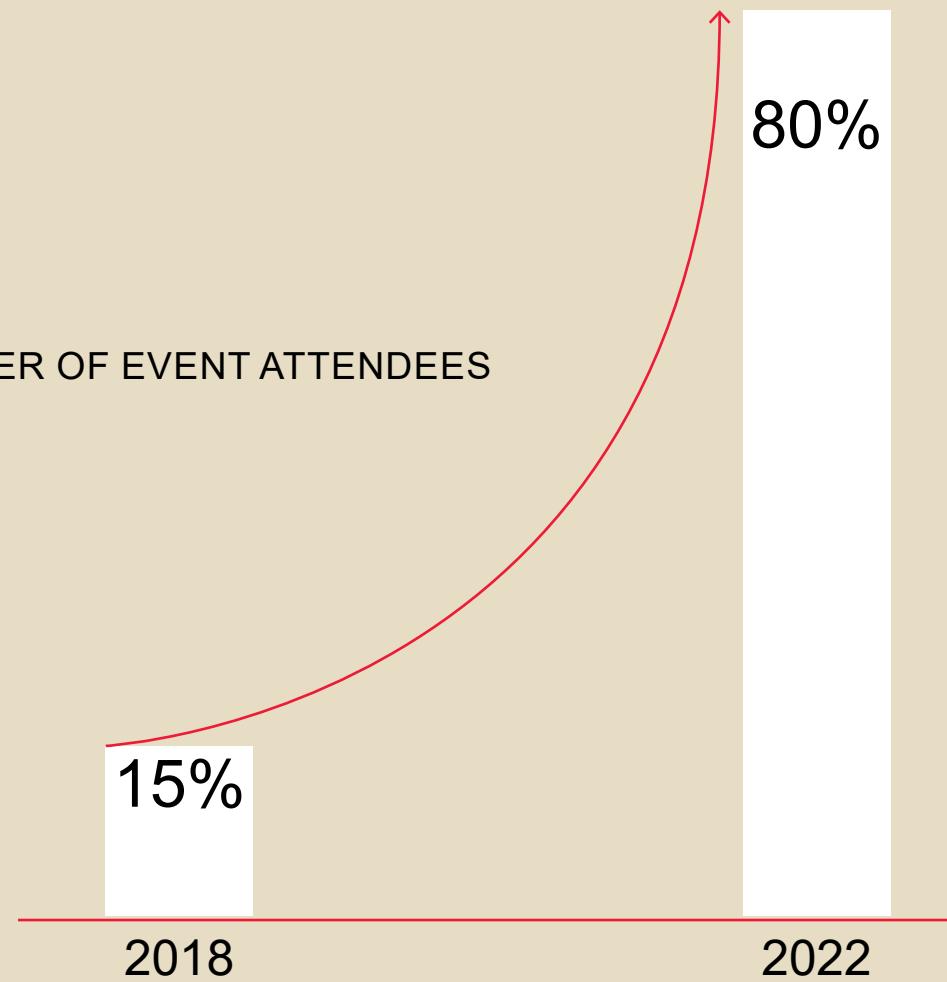
Residents had a strong interest in attending ECoC events. Most locals attended at least one event organised by NS –EcoC 2022 during the title year. In comparison to previous years, there was a consistent increase in the number of event attendees, rising from a mere 15% in 2018 (baseline study) to nearly 80% in 2022 (the title year). ECoC event attendees were predominantly women, individuals with higher education and higher income levels, residing in urban neighbourhoods. Additionally, there was an uptick in the number of senior visitors when compared to the previous years.

The majority of ECoC event attendees stated that their primary motivation for visiting a specific event was the opportunity to encounter something new and unique. Other reasons for attending ECoC events included:

- _events and performers aligning with visitors' preferences,
- _socialising with friends, neighbours or relatives,
- _the quality of the programme,
- _entertainment value,
- _affordable ticket prices or free admission,
- _proximity to their place of residence, or
- _simply attending by chance.

When compared to the baseline year (2018), there have been some changes in the motives of residents for attending particular ECoC events. Nevertheless, the originality of the ECoC programmes have consistently remained the primary driving factor behind event attendance.

NUMBER OF EVENT ATTENDEES



MOTIVES OF RESIDENTS FOR ATTENDING PARTICULAR ECoC EVENTS

2018

- _ Something new and unique
- _ Socializing with friends, neighbours, relatives
- _ Attending by chance
- _ Entertainment value
- _ Programme quality
- _ Events and performers aligning with visitors' preferences
- _ Proximity to the place of residence
- _ Affordable ticket prices or free admission

2022

- _ Something new and unique
- _ Events and performers aligning with visitors' preferences
- _ Socialising with friends, neighbours, relatives
- _ Entertainment value
- _ Programme quality
- _ Attending by chance
- _ Affordable ticket prices or free admission
- _ Proximity to the place of residence

Source: Survey Residents' perception of the ECoC title 2018, 2022

Over the past four years, 12 cultural centres (Cultural Stations) have been established in various neighbourhoods of Novi Sad, such as Eđseg, Svilara, Bukovac, Karavan, Klisa, Kovilj, Begeč, Opens, Stepanovićevo, Mlin, Petefi Šandor, and Rumenka. These centres contribute to the spatial decentralisation of cultural events. Nearly 85% of the residents are aware of the Cultural Stations, and three-quarters of those have visited at least one of the Cultural Stations at least once.

Most residents have expressed the belief that the ECoC title would have positive, albeit short-term effects on Novi Sad. According to the locals, the primary consequences of the ECoC title pertain to culture.

The ECoC title is expected to:

- _ Foster the development of a richer and more diverse cultural offering,
- _ Facilitate the establishment of a cultural district,
- _ Enable the growth of both official/institutional and alternative cultural scenes,
- _ Support the affirmation of young artists,
- _ Provide workspace for artists, including ateliers, workshops, concert halls, etc,
- _ Increase investments in culture,
- _ Enhance audience development, with a particular focus on nurturing a younger audience,
- _ Raise cultural and social awareness,
- _ Promote multiculturalism.

Moreover, residents have expressed that the ECoC title would impact the local economy by increasing the number of visitors and boosting tourism revenues. It is expected to improve the city's image, thereby enhancing the promotion of Novi Sad as a tourist destination.

According to the locals, the ECoC title would also improve city's urban planning and development. They believe that the ECoC designation would catalyse improvements in urban infrastructure and promote urban sustainability, such as strengthening urban neighbourhoods, creating new urban focal points, and enhancing environmental quality. Some locals have also mentioned that the ECoC title could strengthen cooperation with other EU cities and countries.

Most locals believe that they should have a greater opportunity to suggest content and types of ECoC programmes and activities. Furthermore, they believe that ECoC activities should promote core European values, as Serbia

Highlighted positive project outcomes include:

- _ More high-quality cultural events,
- _ Use of new event venues,
- _ Development of the District,
- _ Construction of Music and Ballet School,
- _ Renovation of Suburbium,
- _ New diverse art exhibitions,
- _ Numerous cultural events on the outskirts of the city,
- _ Active cultural stations,
- _ Increased representation of culture in the media,
- _ Spotlight on local artists and cultural workers,
- _ New, contemporary events utilizing innovative technologies.

is a part of the European cultural space. When compared to the year 2021, there has been a slight increase in locals' beliefs that Serbia should be a member of the EU and that Serbia belongs to the European cultural space (Source: Survey Residents' perception of the ECoC title 2022).

Within the ECoC project, numerous activities have been implemented to establish and promote cooperation with foreign (primarily EU) partners. as expected, the number of foreign partners/collaborations was the highest in the titular year (2022). Implementing these projects and presenting foreign partners have undoubtedly contributed to the promotion of European (cultural) values among the local population.

Source: Survey Residents' perception of the ECoC title 2022

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270

THE TOTAL NUMBER OF FOREIGN PARTNERS/COLLABORATIONS

50+

COUNTRIES FROM EUROPE AND WORLDWIDE IN ECOC PROGRAMME

Source: internal data, the Foundation 2024.

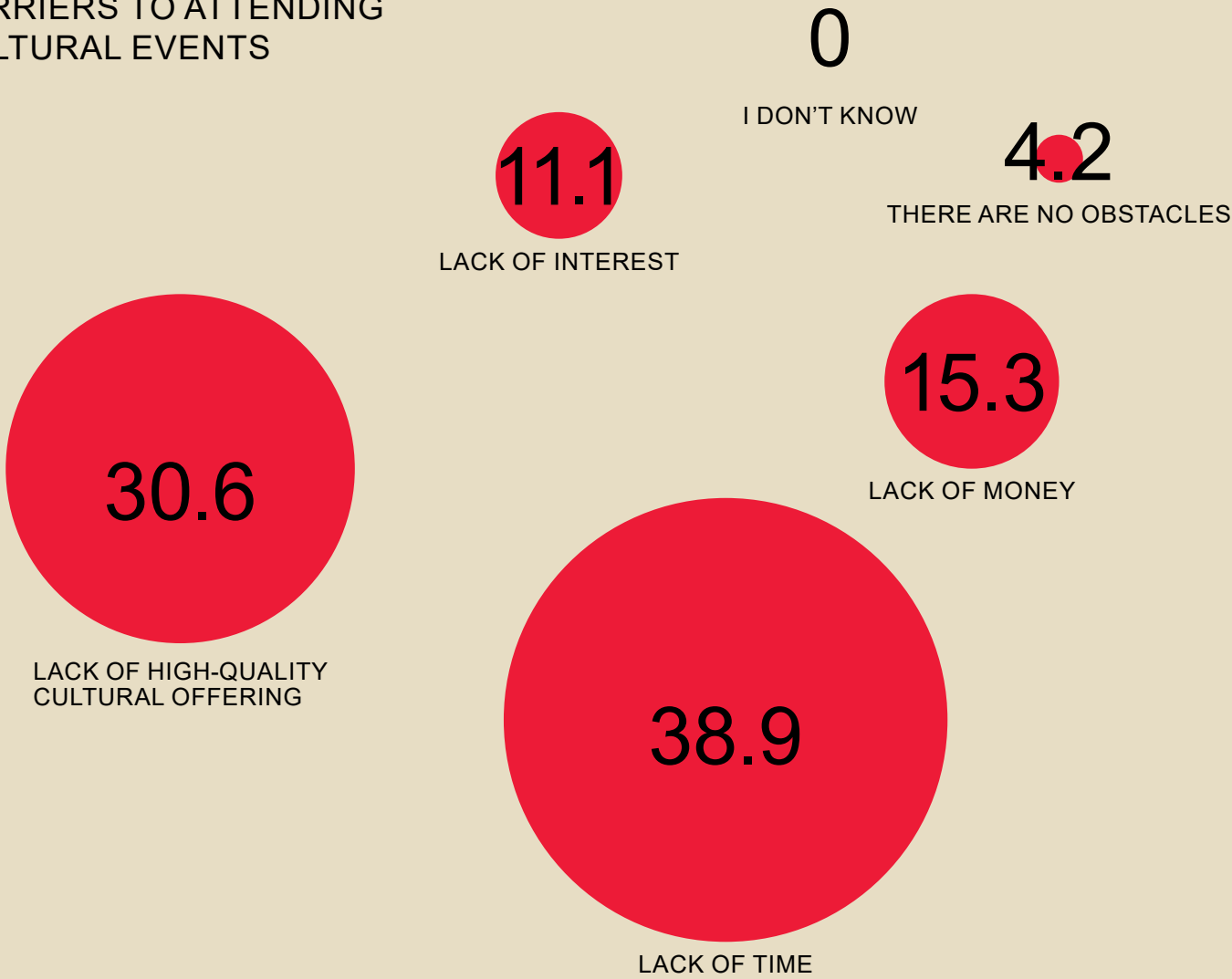
RESIDENTS AND LOCAL CULTURAL DEVELOPMENT

Residents have a generally positive attitude towards the development of culture in Novi Sad. This relates both to the need for increasing investments in the development of culture and cultural decentralisation. Furthermore, locals are relatively satisfied with the general local cultural offering. On the other hand, their satisfaction with the cultural offering in their neighbourhoods is significantly lower – therefore, it is not surprising that respondents emphasise the need for cultural decentralisation. Respondents also clearly emphasise that the cultural offering should reflect the local multi-ethnic/multicultural diversity.

In contrast, locals suggested alternative cultural scenes and the activities of cultural institutions as the main opportunities for local cultural development. Local cultural institutions are recognised as important actors in cultural development.

%

BARRIERS TO ATTENDING CULTURAL EVENTS



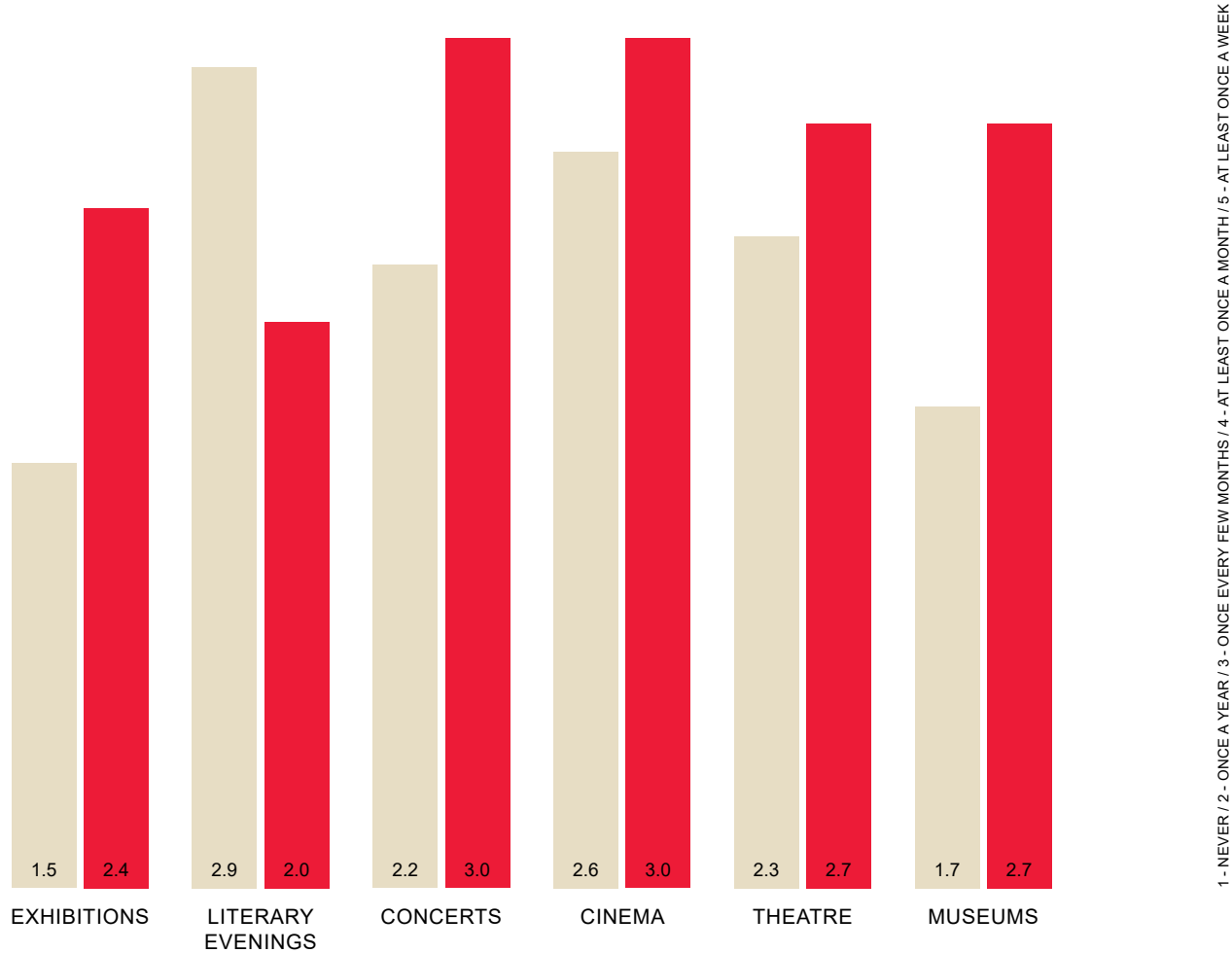
LOCALS AND CULTURAL EVENTS

Compared to the previous year, there has been a slight increase in the average frequency of visits. The locals most often attend concerts, cinemas, and theatres. The most significant obstacles preventing locals from attending cultural events more frequently are lack of time, limited cultural offerings, and financial constraints.

Source: Community survey 2022

AVERAGE NUMBER OF LOCAL RESIDENTS' VISITS TO CULTURAL INSTITUTIONS IN 2018 AND 2022

Source: Community survey, 2018, 2022



The principal obstacles to (more regular) attendance of cultural events are:

- _lack of time,
- _shortage of high-quality cultural offering, and
- _financial constraints.

For 4.2% of the locals, there are no obstacles to attending cultural events. Locals who follow cultural content in the media more frequently tend to make more visits to local cultural institutions.

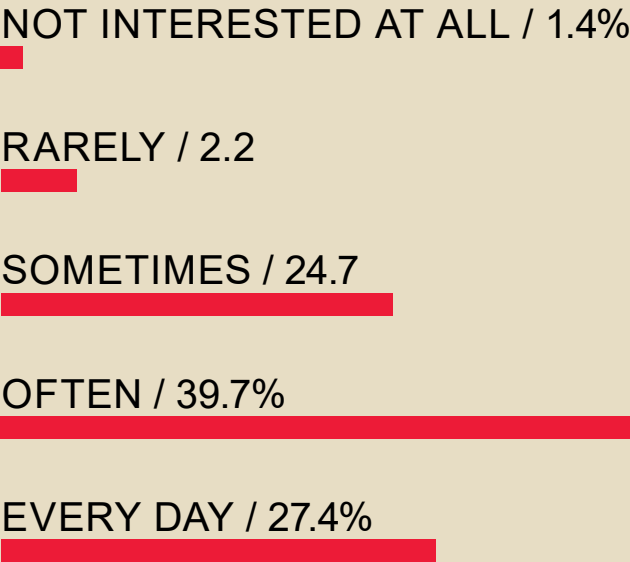
The frequency of visits to cultural institutions can be linked to the assessment of the cultural offer in Novi Sad and/or the part of the city where the respondents live. Locals are relatively satisfied with the cultural offer in Novi Sad, but significantly less satisfied with the cultural offer in their residential neighbourhoods. However, compared to last year's results, there is a noticeable increase in the average satisfaction rating of residents – at Novi Sad level by 4.3%, and at the level of the residential neighbourhoods by as much as 20.3%. The latter indicates the positive effects of decentralising cultural events (Source: Community survey 2022).

POSITIVE EFFECTS
OF DECENTRALISING
CULTURAL EVENTS

RESIDENTS AND CULTURAL CONTENT IN MEDIA

Only 1.4% of the locals never pay attention to cultural content in the media. Others do it almost every day or daily. Compared to the previous years, the frequency of consuming cultural content in the media has increased. Cultural content is still most frequently consumed through the internet (94.4%), while traditional media (television, radio, and print media) are considerably less popular. The results showed that well-informed locals participate more in local culture (Source: Community survey 2022).

RESIDENTS' CONSUMMATION OF CULTURAL CONTENT IN THE MEDIA (2022)



RESIDENTS PERCEIVE NOVI SAD AS:

- _a place with interesting cultural and historical landmarks,
- _an attractive destination for education,
- _a place which offers a good gastronomic selection,
- _generally, a pleasant place to live (Source: Survey Residents' perception of the ECoC title 2022).

In order to present and improve city's image, the Foundation used various modes and channels of promotion (television, press, radio, social media, agencies). In the ECoC title year, there was an increase in all aspects of media promotion which boosted: the total number of followers across all Facebook and Instagram channels; the total number of followers on the official NS2022 Facebook page and Instagram profile; total reach across all channels; total number of official NS2022 website visitors.

In five years, the Facebook community has grown by 571% and the Instagram community by 1260%, which combined is more than 180.000 followers of the official Foundation accounts. The official Foundation website in the title year has had 161.317 users, which signifies 237% growth compared to the year before.

VISIBILITY AND RESIDENTS' PERCEPTION OF NOVI SAD - ECOC 2022

The majority of respondents informed themselves using the Internet (59.6%), followed by the social media of the ECoC (18.6%) and friends, acquaintances, and relatives (11.1%). These three sources of information have been the most prevalent and dominant for years.

The respondents' attitude toward Novi Sad receiving the title of ECoC was measured on a scale of 1 to 5 (1 - completely negative, 5 - completely positive). The research results showed that, in general, the respondents had a positive attitude toward Novi Sad receiving the title, as evidenced by a very high average response rating of 4.20 (SD 1.15). It is interesting to note that the average response ratings for this question have remained nearly identical to previous years, indicating a consistently positive attitude over the years.

Residents could name a project organised as part of the 'Novi Sad - European Capital of Culture' project or its cultural stations (e.g. Svilara, Edšeg). The most frequently mentioned events were Kaleidoscope, Doček, Corso, Heroines, and Beethoven Marathon, and these events proved to be the most recognisable among the respondents.



Doček and Kaleidoscope have been events that citizens of Novi Sad have recognised for several years.

The most visited events were undoubtedly those within the Kaleidoscope of Culture (with Corso being particularly prominent), Doček, and one of the more visited events was the Beethoven Marathon.

The dominant reason for attending events was the quality of the programme (21.7%), which is very encouraging. Other reasons included events and performers that are in line with respondents' interest and taste (14.3%), affordability (6.2%), and those that bring something new and different (6.2%). This indicates that the concept of events has been carefully designed to cater to the desires and needs of the citizens of Novi Sad, which is evident from the consistent results year after year.

KALEIDOSCOPE OF CULTURE, DOČEK, CORSO, HEROINES AND BEETHOVEN MARATHON

most recognisable cultural events in Novi Sad ECoC Project

1260%

Growth of Instagram community

571%

Growth of Facebook community

61.4%

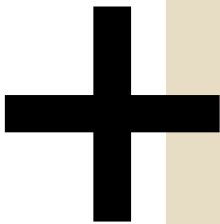
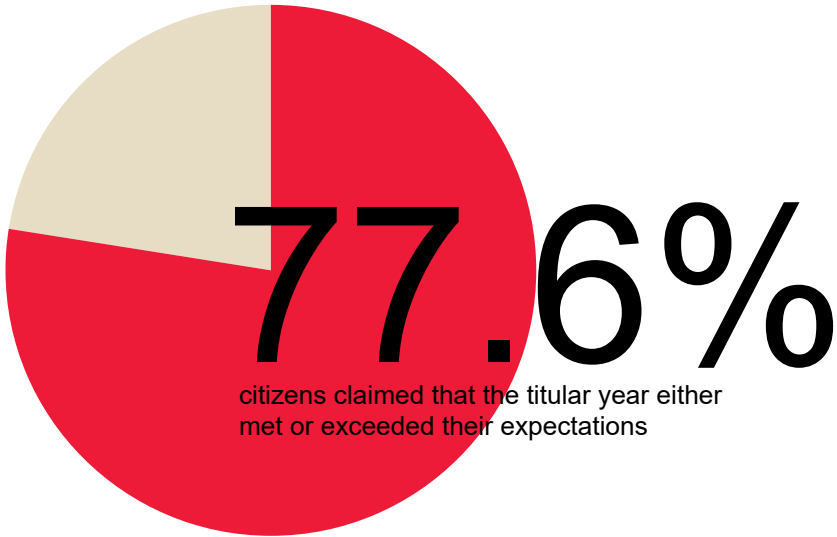
of citizens have noticed changes in the city that resulted from the ECoC title

REASONS FOR VISITING CULTURAL EVENTS AS A PART OF THE ECOC

A total of 77.6% of citizens claimed that the titular year either met or exceeded their expectations. They expressed satisfaction with the increased number of quality events tailored to different visitor categories and various exhibitions in cultural institutions.

A total of 61.4% of citizens have noticed changes in the city that resulted from the ECoC title.

It is noticeable that each year, an increasing number of people perceived changes in the city linked to activities in preparation for the ECoC. The changes that respondents noticed are shown in following Figure, with the majority of citizens believing that this title has brought positive changes to the city (Source: Survey Residents' perception of the ECoC title 2022).



- _ More high-quality cultural events
- _ Utilization of new spaces for hosting events
- _ Revitalisation of the Creative District
- _ Construction of the music and ballet school
- _ Renovation of the Lower Town of the Petrovaradin Fortress
- _ Diverse art exhibitions
- _ A large number of cultural events on the outskirts of the city
- _ Vibrant cultural stations
- _ Increased representation of culture in the media
- _ Highlighting local artists and cultural workers
- _ New, contemporary events that utilise innovative and modern technologies

Source: Survey Residents' perception of the ECoC title 2022

TAKEOUTS

- 1 / Citizens generally hold a positive attitude towards the ECoC title, which have remained consistent over the years.
- 2 / The expectations of the majority of citizens were met or exceeded in the titular year.
- 3 / In the title year, the visibility of events organised by the Foundation significantly increased.
- 4 / Kaleidoscope, Doček, Beethoven Marathon, and Corso are the most recognisable events of the ECoC project.
- 5 / The dominant reasons for attending events are the quality of the programme, events and performers tailored to the taste of citizens, as well as affordability.
- 6 / The organisation of events has received lower ratings compared to the quality of the programme, although satisfaction with both aspects has been increasing over the years.
- 7 / Citizens generally have positive feelings about the ECoC title.
- 8 / Positive changes in the city, as noticed by citizens, are primarily related to a higher number and variety of events, activation of new spaces, the use of new technologies in event organisation, and infrastructure projects (Source: Survey Residents' perception of the ECoC title 2022).

LOCAL NGOS - KEY CHARACTERISTICS

Most local NGOs that were analysed have been primarily engaged in activities of cultural creation. Their individual activities are highly diversified and encompass actions involved in music, theatre, visual arts, cultural heritage preservation, tradition, etc. However, there were organisations engaged in the promotion of voluntary work, human rights protection, activities focused on student population, etc.

Local NGOs usually do not have permanent employees. Instead, they organise and carry out their activities based on voluntary work. When needed (e.g. realisation of specific activities) and in accordance with financial means (e.g. available project funds), organisations occasionally hire employees for a short period. Local NGOs that have permanent employees are qualified as micro-organisations as they have less than five employees.

Organisations have mainly been founded in the last 15 years.

Their members or activists are mainly women and young people – on the other hand, there are very few or no people with disabilities and Roma people among members or activists. The exceptions are local organisations specifically focused on issues of Roma people or people with disabilities (Source: Local NGOs survey 2022).

ACTIVITIES OF LOCAL NGOS

Local NGOs are involved in preparing and implementing various activities. The most common activities are those related to:

- _communication with the media,
- _exhibitions, performances, and concerts,
- _publishing activities, and
- _research work.

Fairs and volunteer camps are the least frequently organised activities.

The average number of activities varies depending on the type and content of the activity. Local NGOs were least involved in the preparation of activities and events related to

- _promoting volunteer practices among citizens,
- _organising volunteer actions by citizens, and
- _encouraging entrepreneurial spirit among citizens.

On the other hand, activities such as:

- _informal education,
- _encouraging artistic expression,
- _promoting European programmes and values

are the most frequently prepared and organised. These activities are organised at least every 3-4 months.

Compared to the previous years, there is an evident increase in the frequency of the following four types of activities according to their content:

- _promoting European programmes and values,
- _presenting and solving issues within the local community,
- _encouraging socially responsible citizen behaviour,
- _encouraging citizen participation in local decision-making.

The majority of local NGOs achieved almost all of the planned activities. There was an increase in the number of organisations that almost completely fulfilled their activity plan as the title year grew closer. Such a trend was expected due to the various opportunities that involved organisations in ECoC programmes.

Local NGOs are completely or mostly satisfied with the effects of their activities. In comparison with previous years, there was a growth of satisfaction among organisations with the activities' effects (Source: Local NGOs survey 2022)

RESOURCES OF LOCAL NGOS

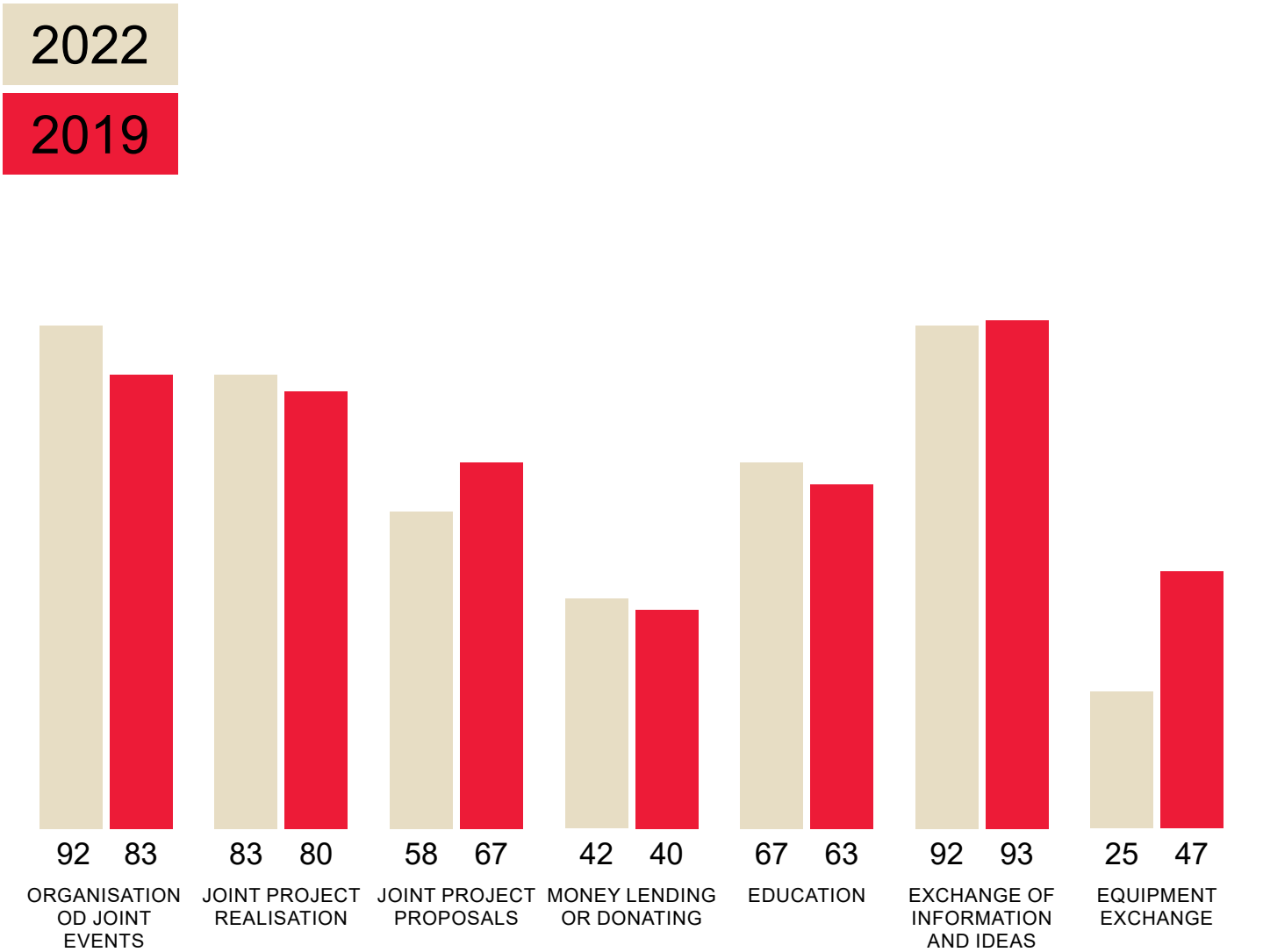
Local NGOs pursued a relatively diversified strategy for providing finances. They primarily rely on project financing. Such funding can sometimes be significant and generous but it often lacks stability because it is linked to specific activities or the implementation of specific ideas for a certain period, which can lead to discontinuities in the work of organisations. In addition to the project financing, local NGOs also depend on donations (private, corporate, institutional, etc.), as well as membership fees (Source: evaluators local ngo survey 2022).

LOCAL NGOS AND NETWORKING

One of the key prerequisites for the effective functioning of local NGOs is establishing functional relationships among stakeholders. In this way, organisations strengthen their social capital, which they can use to compensate for the lack of other forms of capital (e.g. human capital, financial capital, etc.). Every other local NGO is active in a organisational network. There is a growing trend of networking. Local NGOs mainly connect and cooperate with the media, but also prominent individuals (e.g. experts, artists, activists, etc.). Additionally, they actively cooperate with other local NGOs (from Novi Sad, Serbia and abroad), but also various governmental bodies (e.g. city administrations, provincial institutions).

Cooperation within the networks is mainly focused on the exchange of information and ideas. Additionally, local NGOs cooperate with other (local) stakeholders when organising joint events, implementing projects, or preparing educational activities. Compared to previous years, local NGOs collaborate more frequently with their partners.

JOINT ACTIVITIES OF ORGANISATIONS, ACCORDING TO % OF LOCAL NGOS, IN 2019 AND 2022

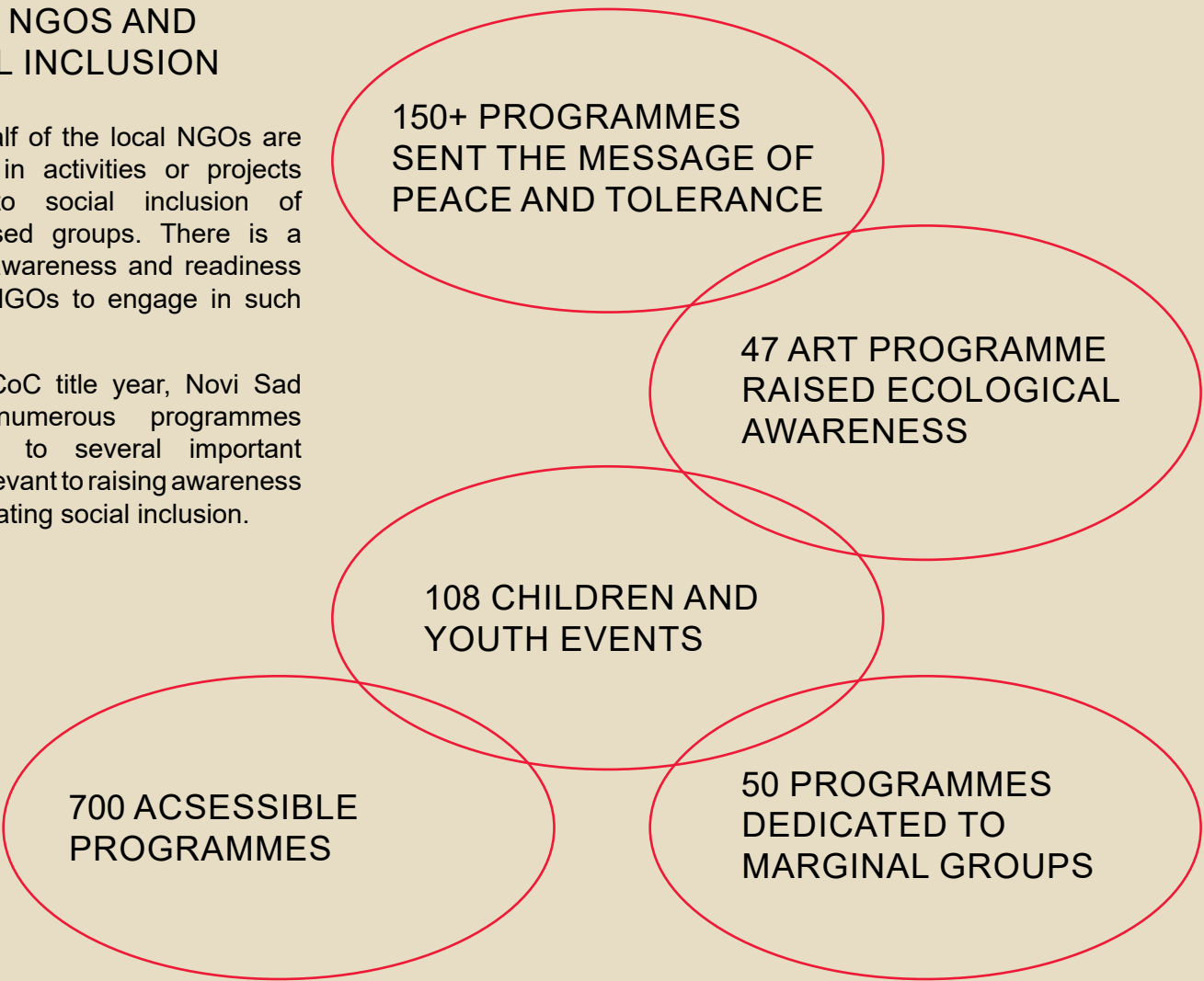


Source: Local NGOs survey 2019, 2022

LOCAL NGOS AND SOCIAL INCLUSION

Almost half of the local NGOs are engaged in activities or projects related to social inclusion of marginalised groups. There is a growing awareness and readiness of local NGOs to engage in such activities.

In the ECoC title year, Novi Sad hosted numerous programmes dedicated to several important issues relevant to raising awareness and facilitating social inclusion.



Source: evaluators local ngo survey 2022

LOCAL NGOS AND NOVI SAD – ECOC 2022

Representatives of the local NGOs rate the quality of collaboration with the Foundation highly (4.08, on a scale 1 to 5).

None of the analysed local NGOs expressed a desire to abstain from participating in ECoC activities. Among representatives of local NGOs, there is a notably positive attitude towards the ECoC title. Furthermore, a trend of increasingly favourable ratings for the ECoC title has emerged. Several significant consequences of the ECoC title for local NGOs have been identified:

- _opportunities for enhancing cooperation with local, national, and foreign governmental and NGOs,
- _strengthening of social capital,
- _opportunities for promotion and increasing visibility of the organisation, particularly on an international scale (Local NGOs survey 2022).

REPRESENTATIVES OF THE LOCAL NGOS RATE THE QUALITY OF COLLABORATION WITH THE FOUNDATION HIGHLY

4.08/5

DIMENSION – ECONOMY

The city's main strategic documents in the field of culture support one of the strategic goals to ensure the sustainability of the planned cultural activities.

Providing the mechanism for the institutional connection between the tourism industry and the cultural sector and gradual re-orientation from the industrial model to the so-called economy of experience.

BUDGET FOR CULTURE – CITY OF NOVI SAD (IN RSD)

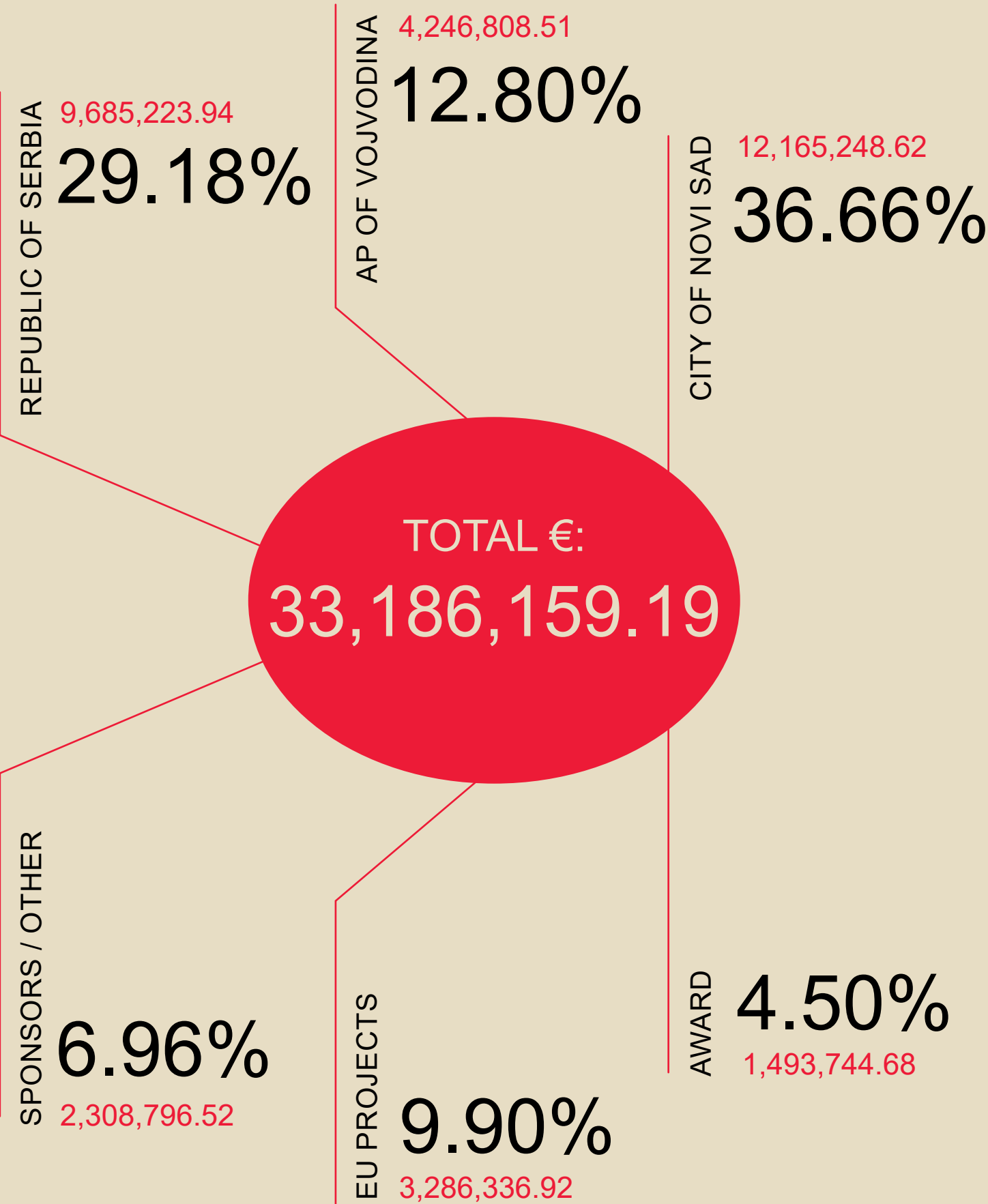
	2016	2017	2018	2019	2020	2021	2022	
	932,847,226.67	1,333,378,428.90	1,788,890,172.63	2,267,014,622.30	2,378,550,755.19	3,319,927,724.01	3,573,543,055.96	
	4.83	7.13	7.78	9.07	8.97	10.98	9.76	

% OF THE TOTAL CITY BUDGET*

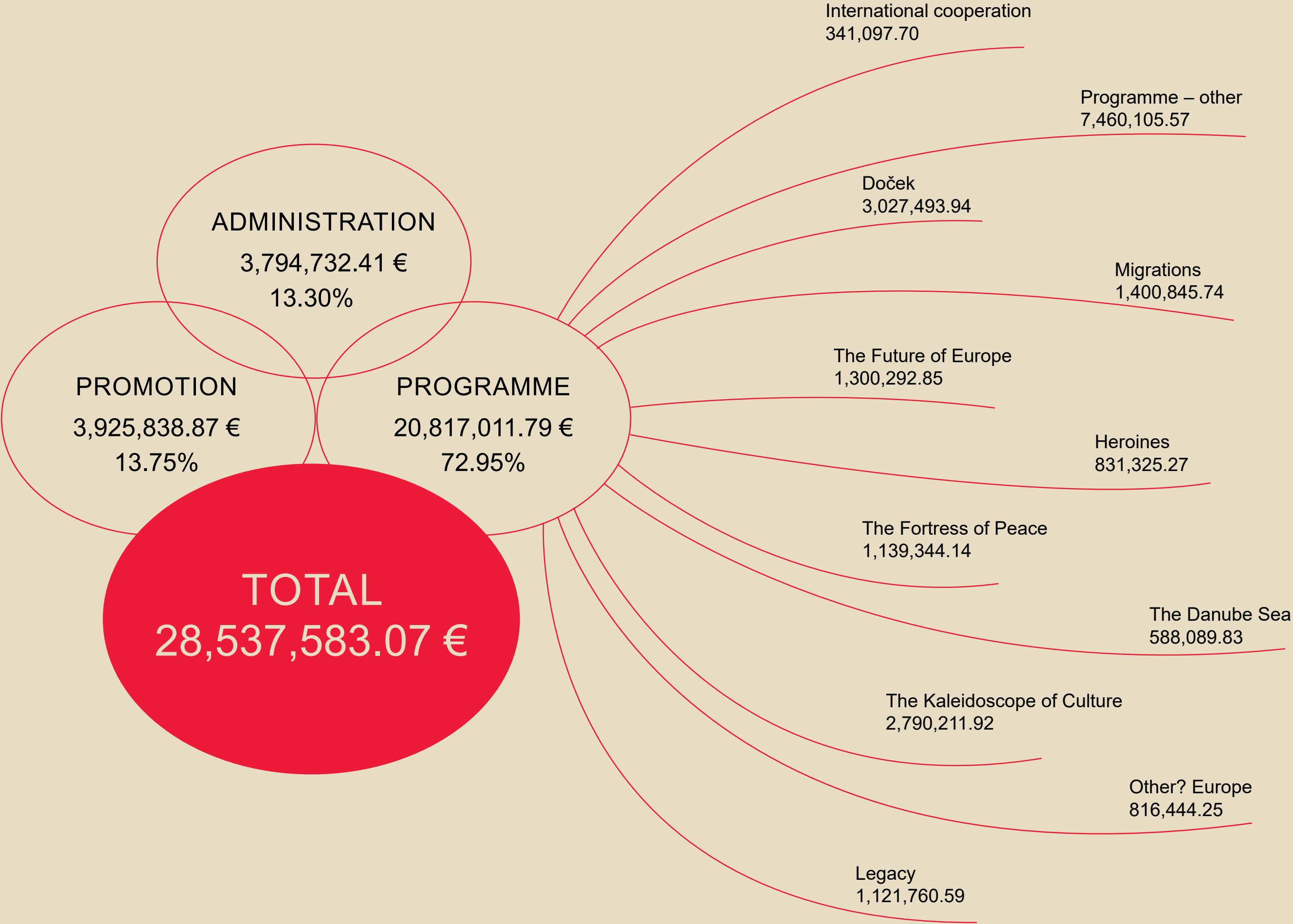
*lower percentage due to increase of total City budget

Source: City budget of Novi Sad

ECOC PROGRAMME BUDGET PER SOURCES OF FINANCING



Source: internal data, the Foundation 2024



REALISED INVESTMENTS
IN NEW FIXED ASSETS

Realised investments in a reporting year present the value of effectively carried out constructions, executions or purchase of new objects, equipment and other fixed assets, no matter whether these investments were accomplished and paid off.

Novi Sad’s investments were low. However, from 2018 onwards, Novi Sad’s investments steadily increased, reaching the peak in 2022. This substantial increase in investments in Novi Sad aligns with the hosting of the ECoC event, indicating a heightened focus on professional, scientific, and technical activities to support cultural events and infrastructure development.

From 2018 onwards, Novi Sad’s investments in arts, entertainment and recreation increased steadily. In 2022, the year of Novi Sad’s ECoC title, both Novi Sad and Serbia experienced significant increases in investments.

PROFESSIONAL, SCIENTIFIC, AND TECHNICAL ACTIVITIES (IN RSD THOUS.)						
	2017	2018	2019	2020	2021	2022
Serbia	33,021,149	41,939,940	34,785,752	30,755,458	30,742,452	40,231,725
The City of Novi Sad	1,489,371	1,827,916	1,825,444	2,946,329	4,897,803	17,078,295

Source: Municipalities and regions, 2018-2023, Statistical office of the Republic of Serbia

ARTS, ENTERTAINMENT, AND RECREATION (IN RSD THOUS.)						
	2017	2018	2019	2020	2021	2022
Serbia	6,090,331	9,628,129	9,124,963	9,038,897	10,694,263	13,620,206
The City of Novi Sad	447,914	310,838	1,037,595	974,963	1,898,563	2,118,718

Source: Municipalities and regions, 2018-2023, Statistical office of the Republic of Serbia

REGIONAL GVA BY ACTIVITY, 2022 (IN RSD THOUS.)						
Years	2017	2018	2019	2020	2021	2022
Regional GVA						
Serbia	3,946,352	4,198,729	4,480,900	4,572,056	5,184,078	5,963,659
Vojvodina (NUTS2)	1,046,693	1,087,629	1,188,022	1,170,424	1,336,519	1,572,383
South Bačka Region (NUTS3)	429,446	439,754	486,180	462,493	529,101	662,264
Arts, entertainment, and recreation; Other services; Activities of households as employers; Undifferentiated goods and services producing activities of households for own use; U - Activities of extra-territorial organisations and bodies						
Vojvodina (NUTS2)	28,172	28,738	31,427	26,725	31,781	35,984
South Bačka Region (NUTS3)	12,992	12,517	14,112	12,220	15,154	17,376

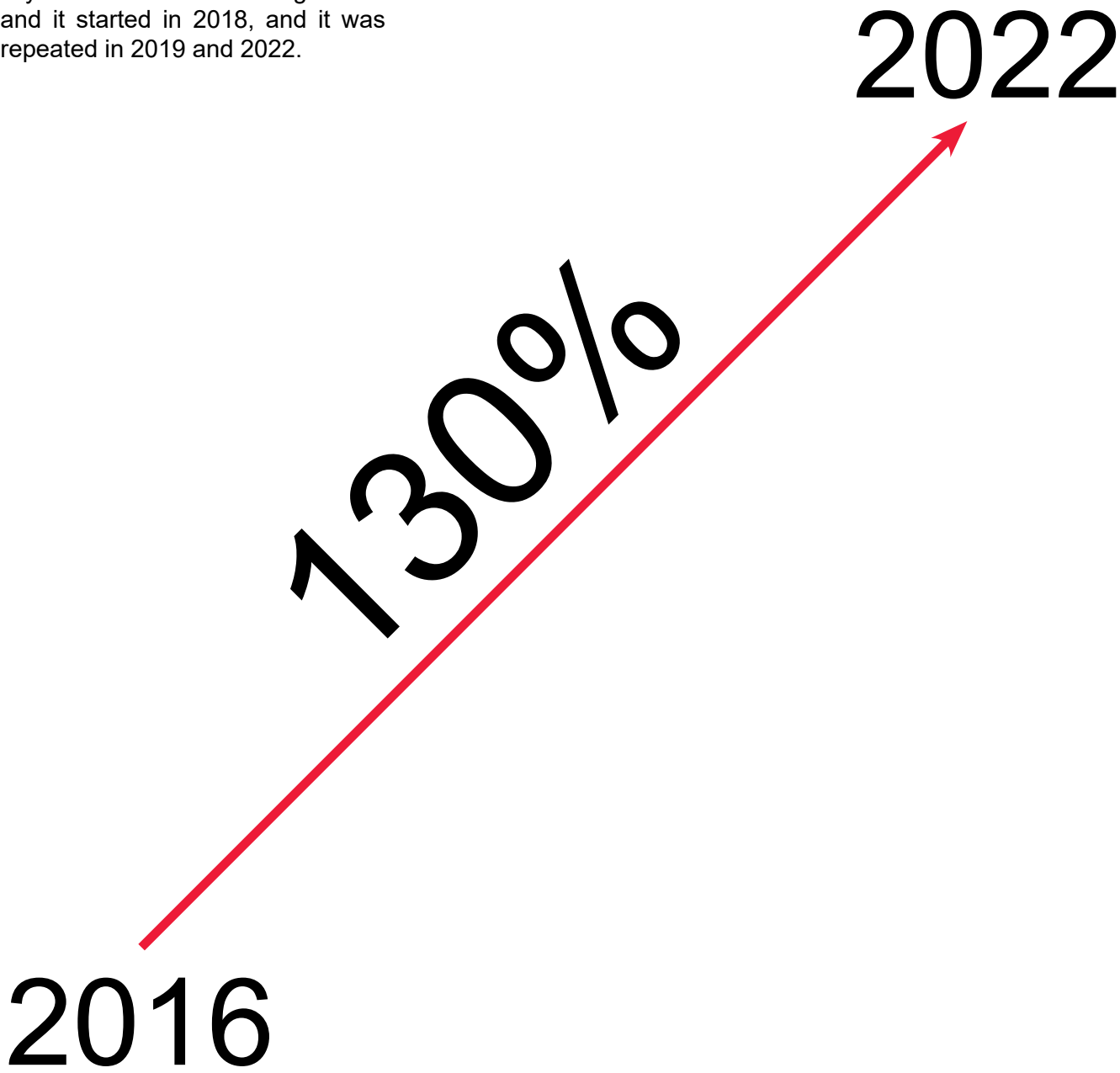
Sources: Regional gross domestic product, Regions and areas of the Republic of Serbia, Statistical Office of the Republic of Serbia, 2017-2022

UNEMPLOYMENT IN SERBIA AND THE CITY OF NOVI SAD 2017-2022						
Area	2017	2018	2019	2020	2021	2022
Serbia	618,826	552,513	485,405	491,347	477,564	427,152
Number of unemployed per 1000 inhabitants	88	79	70	71	70	64
The City of Novi Sad	16,774	14,608	13,932	13,015	12,970	11,456

Sources: Municipalities and regions, 2018-2023, Statistical office of the Republic of Serbia

TOURISM
PERFORMANCE

The research on tourists' perceptions was conducted to determine the perceptions of domestic and foreign visitors about the image and brand of the city of Novi Sad, their motivation for visiting, as well as their perception of Novi Sad as the ECoC for the year 2022. The goal of the research was also to identify the most significant urban landmarks of the city and determine the most significant benefits of being the European Capital of Culture for the city. The research was longitudinal and it started in 2018, and it was repeated in 2019 and 2022.



Year of the title ended with increase of more than 130% arrivals compared to 2016

May and July traditionally emerge as the most sought-after months for tourists in Novi Sad, which is primarily attributed to the fact that the city hosts major events during this period. In particular, July stands out as the pinnacle, thanks to the renowned Exit Music Festival, drawing crowds from far and wide. As the year progresses, the tourist influx tends to taper off towards the year's end, although the latter half consistently outshines the first. Remarkably, in 2022, a third surge in visitors occurred during October, defying the usual seasonal patterns. This anomaly underscores the city's growing appeal throughout the year, which could be attributed to ECoC events, highlighting a better distribution of tourists in the latter part of the year.

72,9% of tourist have heard that NS holds ECoC title*

90,9% of tourists have positive and very positive perception of the City image*

92,9% tourists would recommend Novi Sad to their friends and family*

93% of tourists would come back to Novi Sad*

* independent evaluators research

Traditionally, neighbouring countries have consistently dominated the top 10 list of tourist sources for Novi Sad, with Bosnia and Herzegovina and Croatia claiming the first and second spots. In 2022, the composition of tourist remained relatively stable, with one notable exception - an increase in visits from the Russian Federation. This particular rise in numbers may be attributed to the ongoing escalation of the conflict in Ukraine. Together with the ECoC title, the enduring popularity of Novi Sad among its neighbouring nations underscores its enduring appeal as a travel destination.

TOP 10 COUNTRIES VISITING NOVI SAD PER YEAR

2018	2019	2020	2021	2022
Croatia	Croatia	Bosnia and Herzegovina	Bosnia and Herzegovina	Bosnia and Herzegovina
Bosnia and Herzegovina	Bosnia and Herzegovina	Croatia	Croatia	Croatia
Slovenia	Slovenia	Other European countries	Slovenia	Russian Federation
China	China	Slovenia	Germany	Slovenia
Romania	Germany	Germany	Turkey	Germany
Germany	Romania	Turkey	Russian Federation	Romania
Poland	Poland	Russian Federation	Hungary	North Macedonia
Hungary	Russian Federation	Austria	North Macedonia	Hungary
North Macedonia	Hungary	Romania	Other Asian countries	Poland
Greece	Montenegro	Montenegro	Montenegro	Montenegro

Source: Novi Sad Tourism Info Center, 2018-2022.

TOURISTS’ PERCEPTION OF THE CITY IMAGE AND THE ECOC TITLE

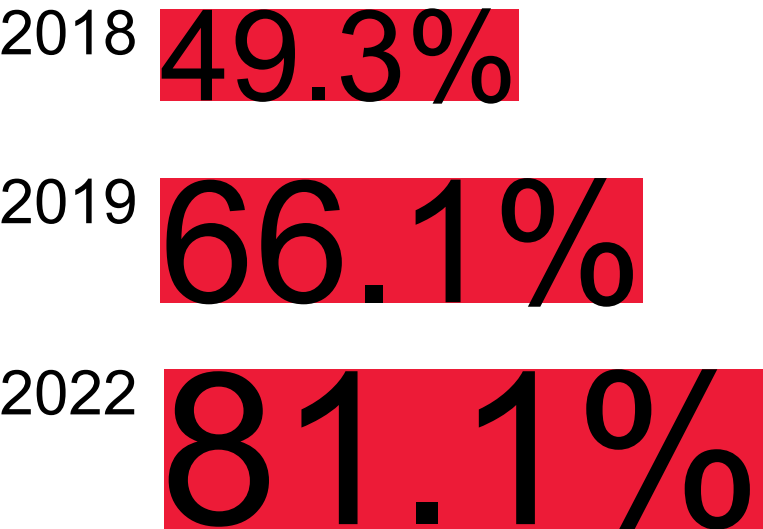
In the title year 2022, for the first time, there was a significant percentage of tourists who informed themselves about the city through digital promotional channels of the ECoC.

After asking how they informed themselves about Novi Sad, respondents rated their perception of how well Novi Sad is promoted as a tourist destination on a scale of 1 (very poor) to 5 (excellent). The average response to this question was 4.37, indicating that tourists generally believe that Novi Sad is well-promoted as a tourist destination. More specifically, 81.1% (compared to 66.1% in 2019 and 49.3% in 2018) consider it excellently promoted, 13.1% consider it well promoted, while only 5.8% of respondents believe that Novi Sad is poorly and very poorly promoted as a tourist destination.

Following that, respondents evaluated how safe they felt in Novi Sad on a scale of 1 (very insecure) to 5 (very secure). The average rating of respondents to this question was 4.85, meaning that almost all respondents felt safe and very secure in Novi Sad.

If we compare these findings with the findings from 2018 and 2019, we can conclude that the perception of the city’s security by tourists has increased, as well as their perception of the quality of the city’s promotion (Source: Survey Tourists’ perception of the city image and the ECoC title 2018, 2019, 2022).

THE INCREASE IN % OF TOURISTS WHO THINK THAT NOVI SAD IS WELL PROMOTED AS A TOURIST DESTINATION



Source: Survey Tourists' perception of the city image and the ECoC title 2018, 2019, 2022



PERCEPTION OF THE CITY IMAGE

From last year's City Nation Place conference held in London, one of the major conclusions was that the image of a city has more than 30% influence on investors to invest in that city and tourists to come to that city.

This is why work on the city's image is closely linked to the promotion of all cultural events because culture is the way of living in the City of Novi Sad and thus the image of the city of culture is one of the main goals for all campaigns towards a wide audience.

Noticeably, the lowest-rated aspects relate to infrastructure, public transportation, climate, and particularly cleanliness, which is the lowest-rated attribute of Novi Sad. On the other hand, Novi Sad is highly rated as a tourist destination, with an emphasis on safety and security, good restaurants, cafes, bars, accommodation facilities, nightlife, etc. Therefore, tourists in Novi Sad feel safe and consider the tourist infrastructure to be more developed and of higher quality than the general infrastructure.

The city's multiculturalism is also recognised as a highly-ranked attribute. It's important to mention that in the title year, the diversity of cultural events is highly rated, which is certainly a result of the rich ECoC programme. The overall image is that there is a very positive perception of Novi Sad among tourists, as the majority of aspects are rated above 4.

1 / HIGH PERSONAL SAFETY AND SECURITY

2 / MULTICULTURAL CITY

3 / QUALITY ACCOMMODATION

4 / GOOD RESTAURANTS

5 / BEAUTIFUL CAFES AND BARS

6 / VIBRANT NIGHTLIFE

7 / INTERESTING CULTURAL EVENTS/FESTIVALS

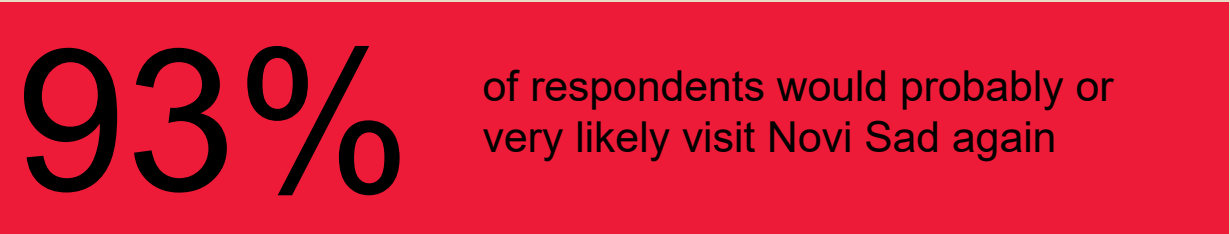
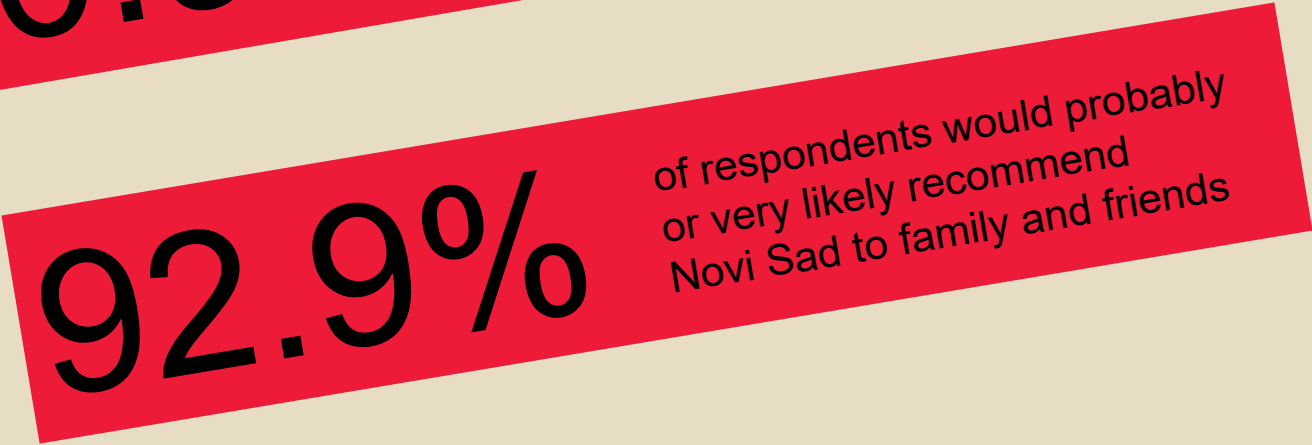
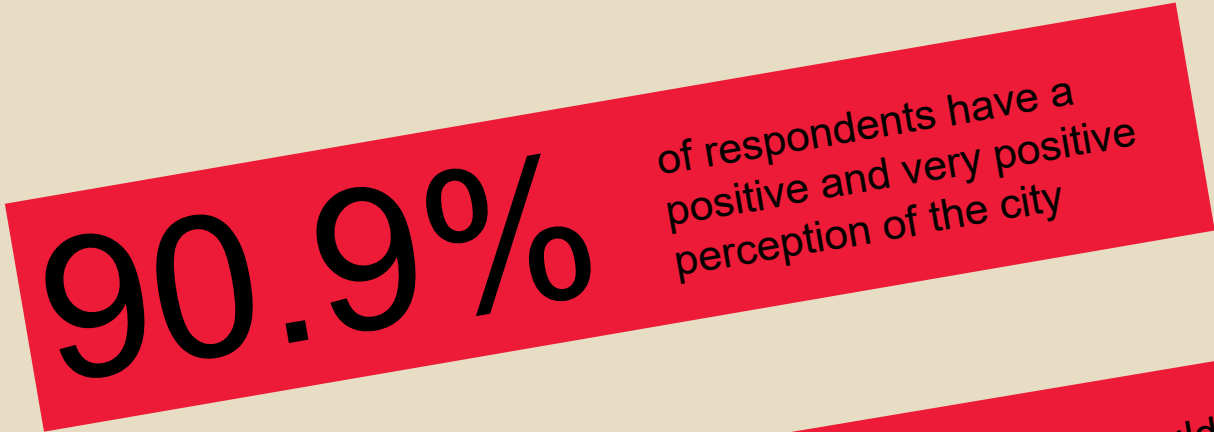
8 / FRIENDLY LOCAL PEOPLE

Source: Survey Tourists' perception of the city image and the ECoC title 2018, 2019, 2022

The overall image of the city was also assessed on a scale from 1 (very negative) to 7 (very positive). The average response to this question is 5.96, indicating a generally positive image of the city among tourists. When we express this in percentages, nearly 90.9% of respondents have a positive and very positive perception of the city, while only 0.6% of respondents consider the image to be negative and very negative.

Furthermore, respondents were asked whether they would visit Novi Sad again and whether they would recommend it to friends and family. The responses were measured on a five-point Likert scale (1 - not likely, 5 - very likely). The average response to the question of whether they would recommend Novi Sad to family and friends is 4.72 (with an average deviation of 0.728), meaning that 92.9% of respondents would probably or very likely recommend Novi Sad to family and friends. When it comes to revisiting

Novi Sad, 93% of respondents would probably or very likely visit Novi Sad again (Source: Survey Tourists' perception of the city image and the ECoC title 2022).



PERCEPTION
OF URBAN
LANDMARKS

The next part of the research focused on tourists' perception of urban landmarks in the city. The results show that tourists are most satisfied with the city centre, the riverside promenade ('Štrand'), and public lighting, while they are less satisfied with parking spaces, the cleanliness of squares and streets, and the parks they have visited. Compared to the research conducted in 2018 and 2019, the average rating related to satisfaction with public spaces and public lighting has increased. However, parking spaces and cleanliness continue to be elements with which tourists are least satisfied year after year.

MOTIVATION FOR VISIT
OF NOVI SAD

One of the goals of the conducted study was to explore what are tourists' motivations for visiting Novi Sad. Tourists were presented with 23 motives, and they evaluated to what extent these motives correspond to the reasons for their visit to Novi Sad on a scale of 1 to 5 (1 - strongly disagree, 5 - strongly agree).

The top six most dominant motives for visiting Novi Sad are:

- _To enjoy the local cuisine.
- _To escape from everyday routine.
- _To learn something new and interesting.
- _To spend time with friends.
- _To visit a place, I haven't been to before, and
- _The tourist arrangement was affordable.

THE PERCEPTION OF
ECOC IN 2022

The first question posed to tourists was whether they had heard that Novi Sad was the ECoC in 2022 before arriving in the city.

The results show that 79.2% of tourists had heard that Novi Sad held this title. This percentage indicates that the level of recognition of the title and the awareness of both foreign and domestic tourists about it was very high.

Next, when asked if they had attended any events/activities organised by the Foundation (as part of the ECoC project), 53.2% of respondents answered positively, while 28.2% believed they might have but were not sure who the organiser was, and 18.3% of respondents had not attended events/activities organised by the Foundation. The number of respondents who attended events organised by the Foundation was significantly higher compared to 2019 and 2018.

When asked if they had visited any other ECoCs before, 47.1% responded that they had, while 52.9% had not. Those respondents who had visited another ECoCs were asked what makes Novi Sad different based on their experience, highlighting that it is:

- _Different culture.
- _Specific events.
- _Unique atmosphere and ambience.
- _Friendly residents.



It should also be noted that respondents recognise positive social changes that the ECoC title can bring, such as improving cooperation between local government and citizens, as well as increasing the sense of belonging to a community.

NOVI SAD 2022 - IN THE MEDIA

In the field of marketing and communication, the 'Novi Sad – European Capital of Culture' Foundation had multiple goals, keeping in mind the main vision 'For new bridges' – to present and promote:

- _NEW PEOPLE,
- _NEW PROCESSES,
- _NEW PROGRAMMES,
- _NEW PLACES.

The marketing strategy encompassed not only presenting the 'Novi Sad – European Capital of Culture' project and implementing it but also encouraging changes in promoting culture in traditional and digital media and consuming cultural content.

In this context, marketing strived to improve the perception that media outlets and citizens as the general public have about culture, as well as to create more space for representatives of the cultural scene.

The marketing and communications team had a task to primarily familiarise the public with the European Capital of Culture title and its importance for the country's cultural scene and not just for the city that holds the title.

Communication was strategically designed to take into account different target groups and communication channels, with a special focus on thinking about and adjusting to sensitive social topics that have been opened within the 'Novi Sad – European Capital of Culture' project.

COMMUNICATION OBJECTIVES FOR 2022:

1 / Effective promotion of all programmes of the 'Novi Sad - European Capital of Culture' project with a special focus on the so-called 'highlight' programmes and maximising the visibility of the project through the promotion of these projects through image campaigns and programme campaigns of the Programme Archess themselves.

2 / Increasing interest, visibility, and visits to all projects in Novi Sad, throughout Serbia, and the region.

3 / Promoting the complete concept of 'For New Bridges'.

4 / Promotion of finished infrastructure projects that will remain as a legacy to the city even after the 'Novi Sad - European Capital of Culture' project concludes.

5 / Continuing the promotion of EU and international cooperation projects.

6 / Promoting the network of Cultural Stations during 2022 in support of the implementation of the 'Novi Sad - European Capital of Culture' project.

CAMPAIGN PLAN FOR NOVI SAD 2022:

The main idea was to cover as many target groups as possible through the most efficient communication channels. The focus of the campaign creation was on delivering a message of culture, firstly, to the citizens of Novi Sad and secondly to people from all over Serbia and the region.

IMAGE CAMPAIGN (OCTOBER 2021 - DECEMBER 2022):

The image campaign for 2022 started in June 2021 with the big press conference in the City concert hall, following the official start of the campaign in October 2021. the start of the campaign with the presentation of the complete programme on the Foundation's official website and promotion of Novi Sad as a tourist destination with the official destination video were big milestones in the promotion of the ECoC project.

KEY MESSAGES OF THIS CAMPAIGN:

_Novi Sad is the city of culture in 2022 and will remain so in the coming years, and

_Novi Sad is a destination to visit in 2022.

The city image campaign was followed by the Doček and Opening Ceremony brand campaign. This part of the campaign was held during November and December. in the second half of December 2021, we started a massive programme campaign targeting a wide audience and inviting them to the Opening Ceremony in January 2022.

This part of the campaign included:

_Outdoor advertising through billboards, flags, city lights, LED displays, and megaboards in Novi Sad, Belgrade, and Vojvodina, as well as at national tourist mountain centres,

_Television campaign using the official destination video of Novi Sad as the ECoC,

_Intensive PR campaign in leading European, regional, and national media through the placement of articles and numerous appearances,

_Digital campaign that promoted the concept of the ECoC through the Foundation's official online channels, and

_BTL campaign and direct mailing via post.

The tools for monitoring effects of the campaign were: press clipping, Google Analytics, Google Ads, Meta Business, internal resources, and Ads manager.

MEDIA MONITORING
THROUGH PRESS
CLIPPING

2022

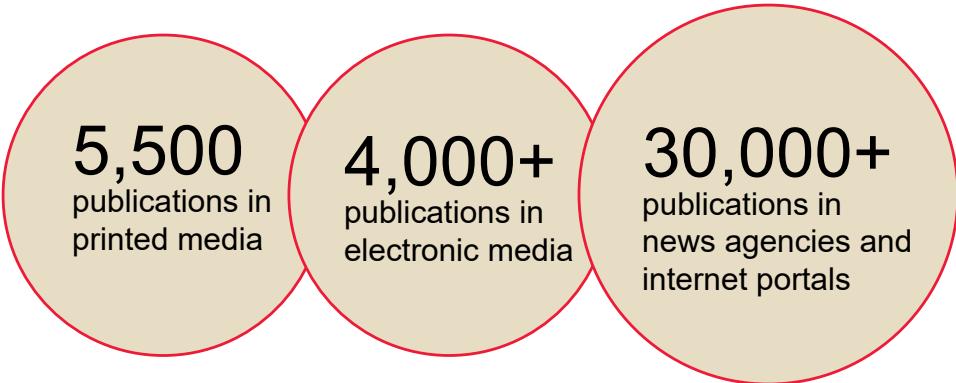
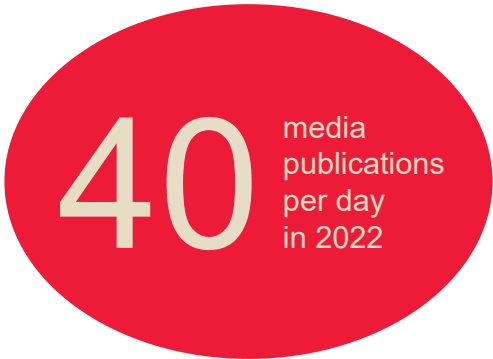
2021

In the field of PR, the 'Novi Sad – European Capital of Culture' Foundation managed to secure more media space for culture in Novi Sad, raising it by 100% in 2022 when compared to 2021. In the title year, on average, there were 40 media publications per day.

The PR strategy covered the widest target group in cooperation with more than 200 national and local media (TV, press, radio, news agencies, portals), which informed the public about the 'Novi Sad – European Capital of Culture' project through more than 40,000 media publications, almost 20,000 TV minutes, and more than 3,000 radio minutes in the period 2017-2022. This means there were, on average, 22 media publications a day. From 2017 to 2022, the most important events, such as Corso within the Kaleidoscope of Culture and Zeniteum Opening Ceremony, were recognised as some of the most important in the country at that moment and were broadcast live by both public broadcasters – Radio Television of Serbia and Radio Television of Vojvodina. This meant the project got more than 900 minutes of live programme on TV and radio channels.

In addition to more than 400 media press releases published from 2017 to 2022, PR work included strategic planning on presenting certain content to a target group that follows a certain media.

media space for culture
in Novi Sad, raised by 100%



in the period 2017-2022

200 NATIONAL AND LOCAL MEDIA

40,000+ media publications

20,000 TV minutes

3,000+ radio minutes

900+ minutes of live programme on TV and radio channels.

in the period 2017-2022

Year	Electronic Media	Printed Media	Portals
2017	488	498	1875
2018	821	804	5366
2019	659	1122	5352
2020	355	409	1691
2021	684	955	5659
2022	1151	1689	11428
Total number of publications	4158	5477	31371

Source: the Foundation and press clipping

In 2022, there were the most publications – more than 14,000. Electronic media included more than 1,000 publications, press more than 1,500, and news agencies and portals more than 11,000.

Month	Television	Radio	Press	Portals	Total
January	169	16	156	968	1309
February	93	7	152	1005	1257
March	89	9	146	980	1224
April	58	6	109	867	1040
May	90	11	171	1131	1403
June	107	13	177	1201	1498
July	72	8	183	948	1211
August	85	4	129	816	1034
September	90	8	140	1103	1341
October	53	4	101	825	983
November	69	9	106	821	1005
December	75	6	119	763	963
Total	1050	101	1689	11428	14268

Novi Sad is recognised by regional and some of the best global media, which reported about the city more than 200 times where it was listed among global destinations that should not be missed.

Among these media, we should mention the Lonely Planet, which listed Novi Sad among the top three destinations in the world in 2019. Other important media worth mentioning are CNN, BBC, Conde Nast Travel, Euronews, etc.

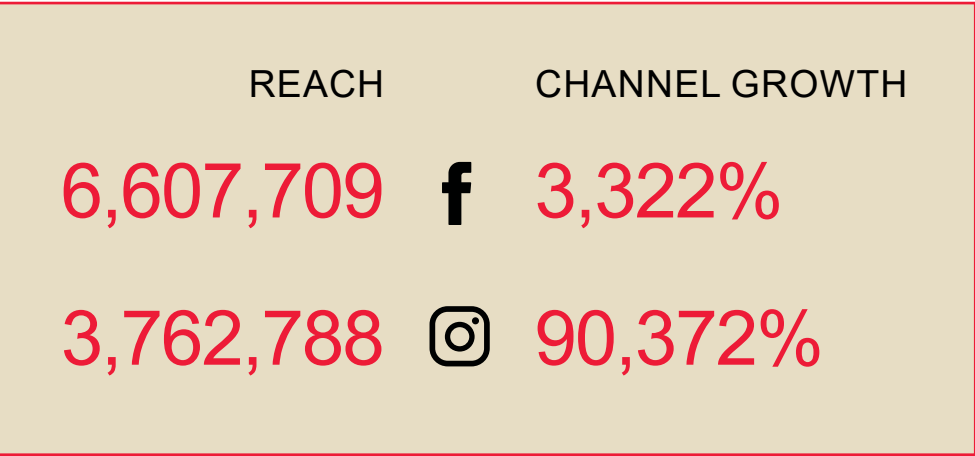


COMMUNICATION ON
SOCIAL MEDIA

Within the framework of the ECoC, there is a diversified network of online communication channels aimed at the audience. The core components of this network are websites: novisad2022.rs, visitns.rs, kaleidoskopkulture.com, docekns.rs, and kulturnestanice.rs. Communication on social media primarily focuses on Facebook and Instagram, with a general account for the Foundation on YouTube and Twitter.

In addition to the above-mentioned channels, during the title year, some of the programme arches have had their own communication channels (like 'Fruškogorska vila'). During the title year, culture programmes have reached more than 6 million people only on Facebook account, which is almost the population of the whole of Serbia.

Digital communication channels were adapted to different target groups and local communities in order to decentralise culture. There were as many as 38 in the year of the title. During five years (2017-2022), the Facebook community increased by 571% (from 21,765 to 145,993 followers) and the Instagram community increased by 1260% (from 2505 to 34,082 followers). The main profile for dissemination of information about the programme was 'Novi Sad 2022' which had a



growth of 163% (from 21,765 to 57,174 followers) on Facebook and 733% from 2505 to 20,870 followers) on Instagram in the same period. During the title year, this percentage grew by 40.3% for Facebook and by 46.36% for Instagram profiles on profiles that were predominantly used to communicate the programme (Novi Sad 2022).

The reach of posts indicated great interest of the audience in the programme. From 2018 to 2022 the total growth of the reach on all channels was 5,341% (from 121,439 to 6,607,709) for Facebook and 216,401% (from 1,738 to 3,762,788) for Instagram. The audience mostly followed 'Novi Sad 2022' because it communicated programme, so this channel had a growth of 3,322% (from 94,203 to 3,223,605) on Facebook and 90,372% (from 1,738 to 1,572,409) on Instagram.

In the title year, the official website had 161,317 users which is a growth of 237% when compared to the year before. During the Covid-19 pandemic, digital communication channels were not only place for promotion but also the medium to disseminate original content. By the end of the pandemic, digital communication channels transmitted over 34 hours of the original programme.

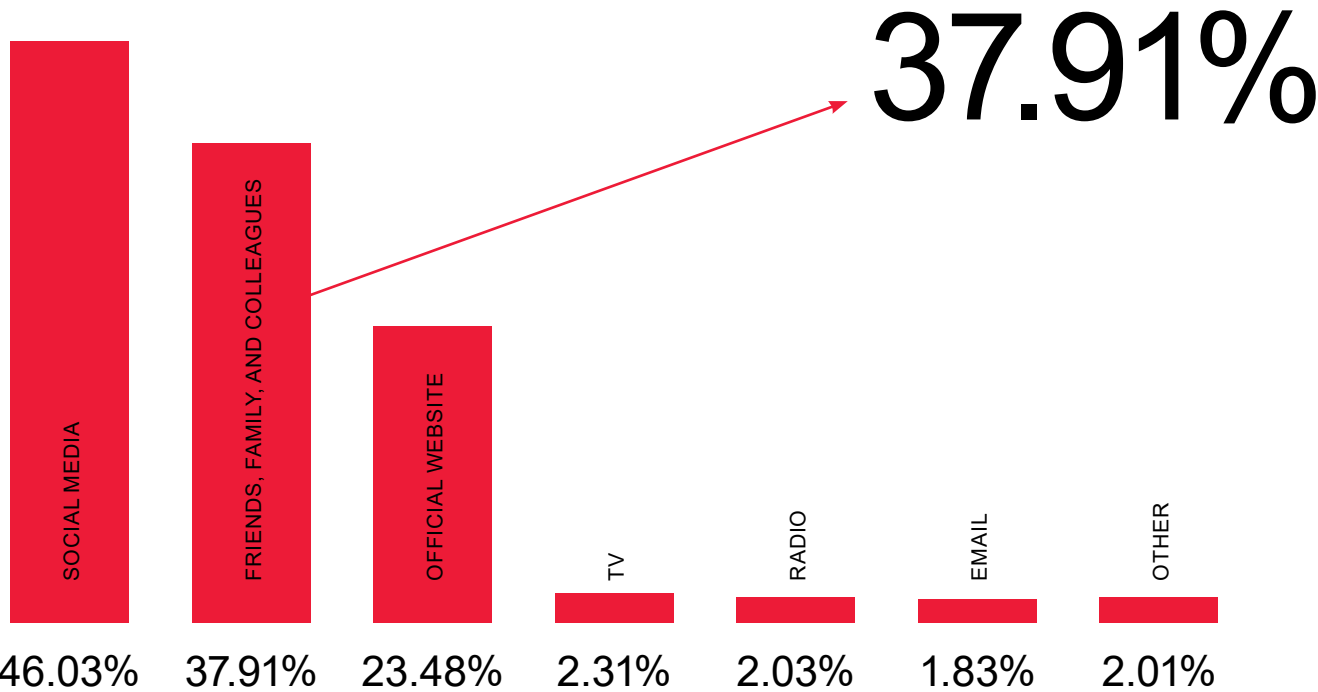
One of the most liked types of content was video content. This is where the Foundation shifted its focus during the campaign and this is why we have a total of 1 day 10 hours 20 minutes and 41 seconds (which is more than 34 hours) of streamed cultural programmes through official digital channels.

MOST WATCHED VIDEOS

During 2022, in the analysed period (January 1 - December 26), a total of 62 videos were observed. The highest number of views was recorded for the following five videos:

- 1 NOVI SAD - EUROPEAN CAPITAL OF CULTURE! 61,663 VIEWS
- 2 NEW YEAR'S EVE 2022 | NOVI SAD 41,499 VIEWS
- 3 BEETHOVEN MARATHON 38,568 VIEWS
- 4 START OF THE "FORTRESS OF PEACE" PROGRAMME ARCH 35,399 VIEWS
- 5 CITY DAY IN THE EUROPEAN CAPITAL OF CULTURE | MIGRATIONS' 30,081 VIEWS

SOURCE OF INFORMATION FOR CULTURAL
EVENTS ORGANISED BY THE ECoC



The aim of the campaign was to reach as many people as possible and in the presented data we can see that when it comes to seeking information about cultural events organised as part of the ECoC in Novi Sad, the audience used a diverse array of media channels to stay informed and engaged.

The official website, with a significant share of 23.48%, emerges as a prominent source of information. This digital platform serves as a central hub for event details, schedules, and updates, catering to those who prefer an official and direct source of information.

Social media, encompassing platforms such as Facebook, Instagram, and others, plays an even more substantial role, with a dominant share of 46.03%. These platforms provide a dynamic and interactive space where event organisers and enthusiasts can share information, engage in discussions, and promote cultural activities, making them an indispensable resource for a wide-ranging audience.

Email, at 1.83%, serves as a less frequently used channel, but it remains a reliable option for those who prefer to receive event updates directly in their inboxes.

Traditional media channels, such as television (2.31%) and radio (2.03%), still hold a place in disseminating information about cultural events, especially for those who rely on these mediums for daily news and entertainment.

Interestingly, the survey indicates that friends, family, and colleagues (37.91%) are a substantial source of information. Word of mouth and personal recommendations continue to play a vital role in cultural event attendance, highlighting the influence of social networks and personal connections.

Lastly, there's a small portion of 2.01% that falls under the category of 'other' sources. These sources could encompass a variety of platforms and methods not explicitly mentioned in the survey but are nonetheless part of the diverse media landscape that informs and inspires individuals to participate in the cultural richness of the ECoC in Novi Sad (Source: Survey Audience satisfaction with cultural programmes and events 2022).

Creation of numerous publications and printed materials that had aimed at promoting programme and giving more information to the audience was an important part of the official campaign. The following

table presents a total number of publications listed by topics.

The key topic that is most prevalent in publications, as in previous years, is 'European Capital of Culture'. The next topic in terms of prevalence is 'Creative District', followed by 'Kaleidoscope of Culture' that continues to hold a prominent position in media reports, as it did in the previous years. A significant number of publications are also noted for the topic 'Novi Sad 2021 (2022)' and 'Fortress of Peace'. All of these categories had over 1000 publications in the analysed period.



Source: Survey Audience satisfaction with cultural programmes and events 2022

LEGACY OF NOVI SAD 2022

The most important legacies of the 'Novi Sad – European Capital of Culture' project are people and processes, making the foundations and pillars which support the most visible legacies of the project – places and programmes.

The Decision of the City of Novi Sad of 10 February 2023 on establishing programme and project activities as legacies of the 'Novi Sad – European Capital of Culture' project clearly defined legacy projects that will continue running and being developed.

When it comes to places, this refers to the functioning of the District – the hub of contemporary creativity and of the Network of Cultural Stations. In terms of programmes, all eight Programme Arches from the title year have been recognised as future policies of the City. However, by the conclusion of the City Council of Novi Sad of 26 December 2023, two Programme Arches will continue being implemented at full capacity, as was the case during the title year.

Designed and presented early in the preparation period of the 'Novi Sad – European Capital of Culture' project, Doček and Kaleidoscope of Culture were planned to remain strong programme legacies for the citizens of Novi Sad even after the title year.

Being organised continually, even during the COVID-19 pandemic when they were adapted to the prescribed measures, they were surpassing their previous versions bringing innovative programmes, famous global art stars, telling a story about the heritage of the biggest national artistic names and presenting to the audience up-and-coming representatives of the art scene.

Developed through systemically implemented evaluation spanning multiple years and in cooperation with citizens, tourists and the art scene, Doček and Kaleidoscope of Culture were awarded the Best European Trend Brand in the field of culture before the title year (Dresden, 2021). After the title year, owing to these legacy Programme Arches that were in the competing application, Novi Sad was placed on the UNESCO Creative Cities list in the category of Media Art (Paris, 2023) as the first city in this part of Europe.

Novi Sad received its biggest investment in cultural spaces in recent history. For the first time, infrastructure for cultural programmes has been renovated, developed and constructed in a very short period. Once abandoned, dilapidated, and unsafe neighbourhoods with cultural and historical heritage spanning from the 17th to 21st centuries, have become recognisable toponyms of the city in global media and a source of pride to all citizens of Novi Sad.

Ambitious plans of the 'Novi Sad – European Capital of Culture' project were not only fully implemented, but in many instances, surpassed the set goals. Moreover, they have become a reference for the new belief that the funds allocated to culture are never an expense, but an investment.

Instead of the planned 34mil eur, the amount of 110mil eur was allocated to the spatial projects of the European Capital of Culture.

Positive feedback from this approach has become a trigger for further investments in cultural institutions and in objects of cultural-historical significance, surpassing the value of the total investment in the cultural infrastructure of almost EUR 150 million. As a result, in just eight years, theatres, important city museums, galleries, archives, and even cultural centres got refurbished – some even got newly constructed spaces, especially

for young people: Youth Centre, Student Cultural Centre, as well as Ballet and Music Schools. In addition, four new cultural institutions have been established: the Children Cultural Centre, the Hungarian Cultural Centre, the Rumenka Cultural Centre, as well as the Museum of the 20th Century, which is yet to get its permanent space.

Having in mind that the Republic of Serbia has no access to the Cohesion Fund of the EU, the Delegation of the EU has contributed EUR 1.3 million for capital infrastructure within the European Capital of Culture project, while other above-mentioned investments were made by the City of Novi Sad, Province of Vojvodina, and Government of the Republic of Serbia.

Infrastructure projects within the European Capital of Culture, being the most visible ones, include more than 40,000 square metres of new and renovated spaces – Lower Town of the Petrovaradin Fortress, District, Network of Cultural Stations, Concert Hall as part of the Ballet and Music Schools, as well as New Spaces.

Lower Town of the Petrovaradin Fortress: For the first time in 300 years, the baroque heritage of Novi Sad has been restored. For a long time dwelling as just the potential, owing to the European Capital of Culture title, it has been completely restored. Moreover, it

has become an authentic scenery for Doček, the unique celebration of two New Years in Europe. More and more cultural stakeholders are finding their place in it, while tourists are increasingly interested in visiting it, confirming that the vision of the Lower Town as 'Serbian Montmartre' is slowly becoming real.

District: In addition to being protected as a unique urban space, after the renovation of old, abandoned and unsafe factory complexes and smaller supporting objects that converted them into the hub of contemporary creativity, the history of a century-old industrial heritage that pioneered the modernisation of Novi Sad at the beginning of the 20th century was revealed for the first time. The Kaleidoscope of Culture breathed new programme life into it during the restoration phase, and it is being shaped as a must-see destination for citizens and tourists by both old and new residents from cultural institutions and non-institutional scene through the permanent exhibition 'Spirit of a Place – The First Century of the District' and the UNESCO Creative City award in the field of Media Arts.

The Network of Cultural Stations: It was a unique endeavour, which turned out to be a cultural model in this part of Europe. It grew upon the idea of decentralising culture, firstly by creating new cultural

spaces outside the city centre in peripheral areas and surrounding towns and villages, and secondly by encouraging active participation of citizens, not only as visitors but also as creators of cultural content. In addition to the three Cultural Stations that were 'promised' in Brussels in 2016, Novi Sad is now proud to have twelve Cultural Stations that support and cooperate with each other, thus enabling greater logistic and economic efficiency, strengthening the cultural participation of citizens, as well as being a source of pride for their neighbourhoods.

City Concert Hall within the Ballet and Music School: for the first time in history, Novi Sad got the City Concert Hall in the same building as the new Ballet and Music School. The approach of combining cultural and educational institutions, which finally, after almost a century, got their permanent spaces for uninterrupted work, enabled the strengthening of educational capacities in the field of culture. Young artists now have the chance to meet and cooperate with great musical virtuosos during their formal education, as well as to present themselves to the audience as the future artists of Novi Sad.

New Spaces: Architecture open calls for citizens, i.e. local communities, associations, and organisations, were launched

for the first time. These entities, in cooperation with the experts – the Association of Architects of Novi Sad and the City Administration for Construction Land and Investments, were able to propose the renovation of smaller public urban places in their neighbourhoods.

The project motto 'For New Bridges' was once a symbolic need and 'call to action' to connect Novi Sad and Serbia to Europe. It additionally materialised through the exchange of culture that we share on the Old Continent. Great infrastructure projects, crucial for better interconnectedness of Novi Sad with the rest of the country, region, as well as Europe, will enable Novi Sad in the following years to span the Danube with not four, but six bridges. This prompted adaptation and work on the road infrastructure, not only in Novi Sad but also in surrounding towns. After the Fruška Gora corridor is finished, Novi Sad will be better connected with the region (Croatia, Bosnia and Herzegovina, and Montenegro), and owing to the railroad Belgrade – Budapest with the entire Europe. In the European Capital of Culture year, part of the fast railway between the two biggest Serbian cities – Belgrade and Novi Sad, was opened, while the end of the works on the fast railroad through Serbia is expected in late 2024.

By supporting and leaning on each other, all mentioned spatial legacy projects have affected

CULTURE IS NOT ONLY
AN EXPENDITURE BUT
AN INVESTMENT

and will continue to affect further development of the city and its greater and easier accessibility, as well as the attractiveness of the city of culture to which people like to come, invest, as well as live and work.



NETWORK OF CULTURAL STATIONS

_12 spaces in Novi Sad and its surroundings that preserve the authentic spirit of the neighbourhood in which they are located

_Cultural participation and decentralization

_Improved tourist offer

_Audience development and linking citizens, independent artists, organizations and cultural institutions

13.7 million €

12 instead of 3

CITY CONCERT HALL

_The first city concert hall in the history of Novi Sad

_A rare example in European culture and education: the Music and Ballet School are under the same roof

_15,000 m2 / 3 halls with capacity for almost 1,000 people

30 million €





SUBURBIUM OF THE PETROVARADIN FORTRESS

_Suburbium of the Petrovaradin Fortress

_Baroque gem of Novi Sad restored after three centuries

_The area at the foot of one of the largest European fortifications revived with events

_Doček on 31 December, a unique artistic celebration of the New Year, has been moved to Suburbium

5.6 million €

DISTRICT

_The former industrial zone of the city, today a centre of contemporary creativity for young and established artists, based on the global practice of repurposing industrial spaces

_12 spaces for work and implementation of programmes in the field of architecture, literature, visual, applied and performing arts

_Strategically significant location for Novi Sad and Vojvodina: the District is witness to the tumultuous historical events that took place in the area in the last hundred years

_The traditional venue for the Kaleidoscope of Culture

6.8 + 17 million €

INFRASTRUCTURE + RECONSTRUCTION OF OBJECTS



15.6 million €

ALMAŠ NEIGHBOURHOOD

_The oldest city neighbourhood becomes a protected environmental-historical entity during the implementation of the ECoC project

_The renovated Svilara Cultural Station, a former silk factory in the heart of the Almaš neighbourhood

3 million € +

CITY CENTRE

_The renovated square surrounding the Serbian National Theatre, the oldest Serbian professional theatre

2.3 million €

NEW PLACES

_Arrangement of public green areas by local residents who presented their ideas through a public architectural and urban planning call

_New scenography for cultural events and new playing areas for the youngest fellow citizens

PROGRAMME:

КАЛЕДОБКОР
КУЛТУРЕ

As one of the major Programme Arches within the 'Novi Sad - European Capital of Culture' project, the 'Kaleidoscope of Culture' brings together five types of art through numerous cultural and artistic events at different and iconic Novi Sad locations, cultural institutions, Cultural Stations, and newly activated spaces dedicated to culture. It connects various actors from cultural institutions, non-institutional scenes, artists, and citizens. The programme covered five areas: architecture, literature, visual arts, performing arts, and applied arts. Since it was one of the first programme platforms of Novi Sad ECoC 2022, organised for the first time in 2018, it was used through the years for pilot research of the audience at ECoC events. A total of 1,640 responses have been collected since 2018.

Due to its quality and unique programme, the 'Kaleidoscope of Culture' was one of the reasons (alongside the network of Cultural Stations and the 'Doček' event) why Novi Sad was awarded the best European trend brand in the field of culture for the year 2021, as part of the European Cultural Brands Awards, which were presented for the sixteenth time in Dresden.

The quality of programme and event organisation and the overall event rating were graded very high - all above 4.7 (on a scale from 1 to 5).

The table below shows the results of the 'Kaleidoscope of Culture' in the title year, 2022.

Assessment of the quality of programme and event organisation	Average
The event was well-organised.	4.95
The duration of the event was appropriate.	4.92
The chosen location of the event matches the theme.	4.91
The overall organisation of the event is professional.	4.90
Technical support is adequate.	4.88
General event rating	
Would you recommend such an event to others?	4.94
What is the likelihood of you attending another similar event?	4.91
I enjoyed the atmosphere.	4.89
The event was beneficial for me.	4.79
My expectations regarding this event have been met.	4.73
Overall event rating	4.73

Source: Cultural events audience research - Kaleidoscope of Culture 2022

The average age of the participants is 34.46, ranging between 18 and 74, which indicates that cultural events and programmes were attended by individuals from all age groups. Regarding education, the most dominant audience group were those who graduated with a university degree (50.4%), followed by those who completed high school (34.7%). Compared to the results obtained in previous years' research, where highly educated attendees were also dominant, we can conclude that the dominant audience at cultural events is primarily university-educated.

When it comes to the habits of

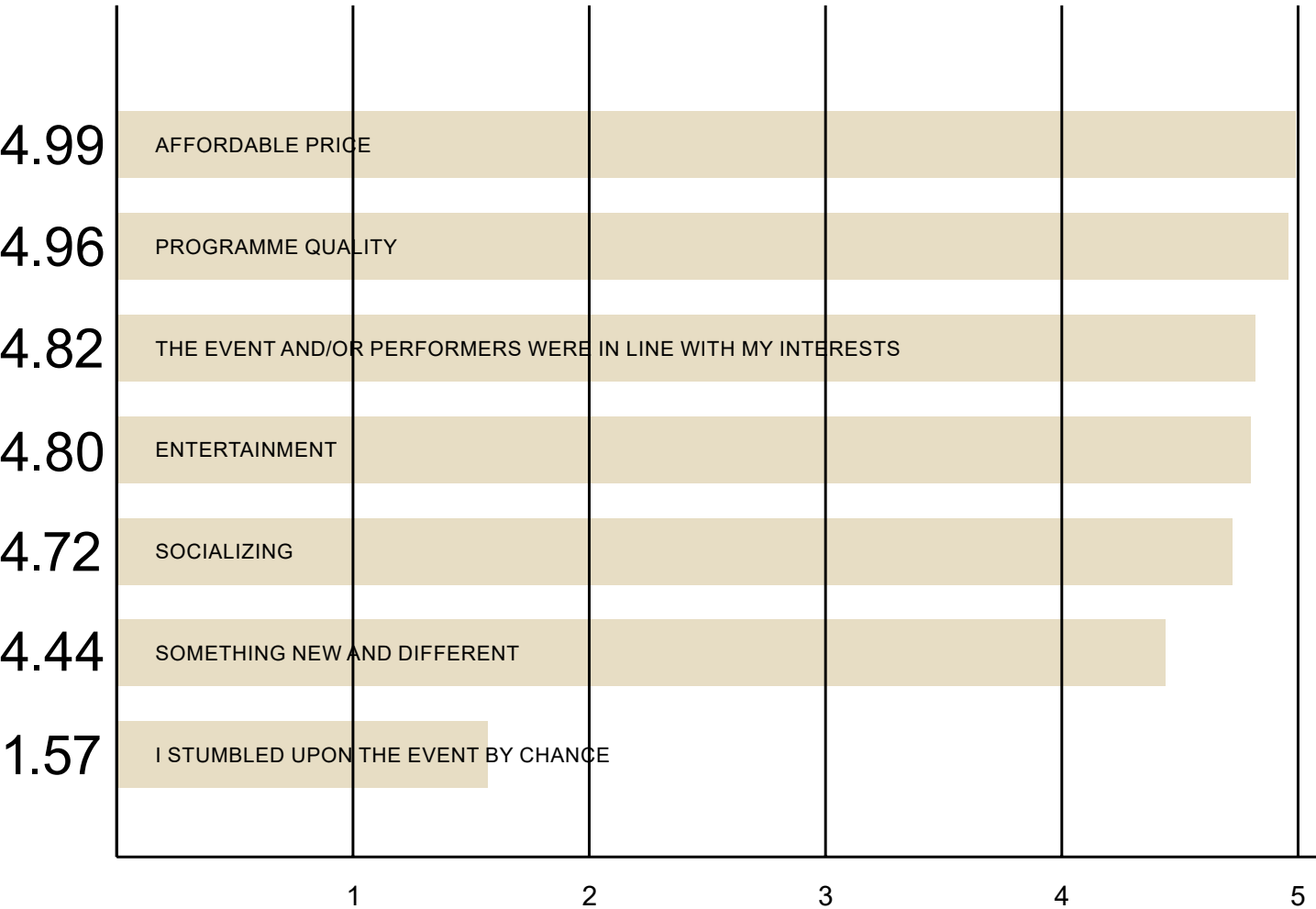
attending cultural events, the largest number of respondents attend them once a week (38.4%) and once a month (31.1%). If we compare these data with the habits of attendees from previous years, we can observe a significant increase in the frequency of attending cultural events, as more and more people are attending cultural events once a week, indicating a growth in the cultural habits of the citizens of Novi Sad.

Visitors of the 'Kaleidoscope' were usually informed about the event/programme they attended through social media, especially Facebook and Instagram.

Traditional advertising media such as newspapers, billboards, radio, and TV were significantly less prevalent, indicating a significant reliance on digital advertising media. In previous years, the dominant source of information was word of mouth – recommendations from family and friends, which was much less common in the title year.

When asked about how events should be promoted, digital marketing with an emphasis on social media is the dominant answer for the majority of respondents.

MOTIVES FOR VISIT OF EVENTS WITHIN KALEIDOSCOPE OF CULTURE



The most dominant motives are affordable price (or free programme), programme quality, events and participants that are in line with respondents' interests, and entertainment. The very similar and high grades for all motives for attendance indicates that the programmes and events within the 'Kaleidoscope of Culture' were accessible, offered a combination of quality programmes and performers, provided something different, and offered opportunities for entertainment and socialising for the visitors.

Regarding quality of organisation, a very high mean response values from visitors indicate that the organisation of the events within the 'Kaleidoscope of Culture' in 2022 was at a very high level, including the selection of locations in line with the event theme, duration, and technical support.

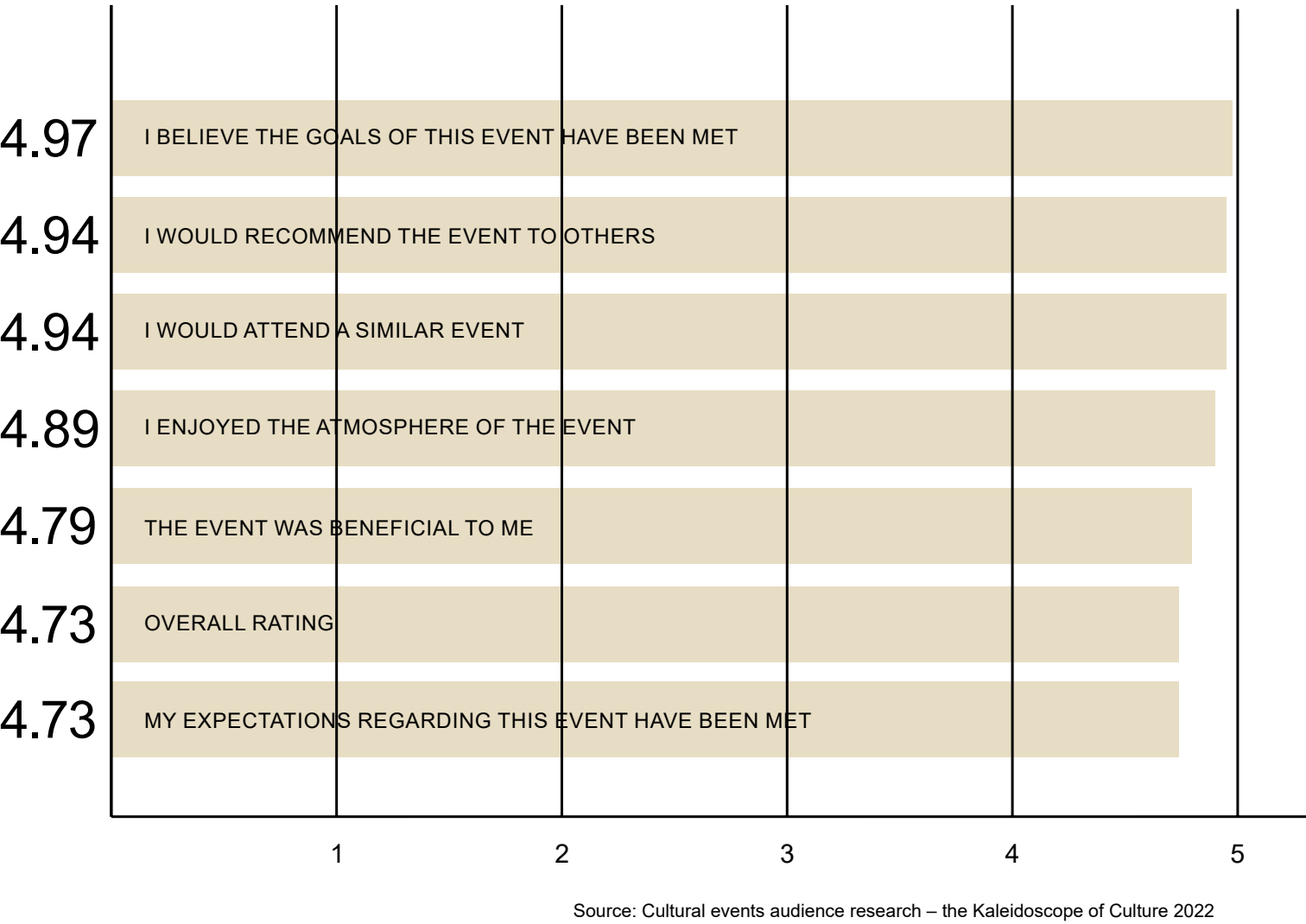
QUALITY OF THE ORGANISATION OF THE EVENTS WITHIN THE ‘KALEIDOSCOPE’ IN 2022



The highest mean ratings were given to the overall organisation of the event, and all segments of the organisation received ratings above 4.8, which is the best result in the last 5 years since the event is being organised. This result can also be interpreted in the context of increased satisfaction of citizens with events organised as part of the Novi Sad - ECoC project.

Participants’ overall impression of the event and their intention to recommend this event to others was very high, as the average responses to all listed items were above 4.5, indicating that respondents in the title year (2022) were most satisfied with the overall implementation of the programme and events, that their expectations were met, as well as the goals of the event/programme itself. Respondents would attend similar events and were very willing to recommend the event to others (Source: Cultural events audience research – the ‘Kaleidoscope of Culture’ in 2022).

PARTICIPANTS’ OVERALL IMPRESSION OF THE EVENT



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DOČEK

Novi Sad is the only city in Serbia, even in the region, which after becoming one of the first European Capitals of Culture among the Candidate Countries for EU membership, and over the course of seven years, turned the New Year's celebration into a unique artistic expression of two New Year dates in Europe, which became the brand of the city.

As the first programme that was implemented within the preparation of Novi Sad for the European Capital of Culture title, Doček was envisaged and created on the foundation of the tradition of Novi Sad and the region, i.e. on interculturality, therefore the focus has been placed on two alphabets – Cyrillic and Latin, two ways to measure time – in addition to the regular, New Year is being celebrated according to the so-called Old Serbian, i.e. Byzantine calendar, and two calendars – Julian and Gregorian. The tradition was brought together with modern expression using two types of art – visual and performance.

whose language is understood by everyone, thus turning concerts into a special audio-visual experience, owing to high production and creative industries, which is a rarity in the region.

The artistic and cultural value of Doček can be seen through various music genres of global, European, regional, and local musicians, bringing together cultural institutions, educational institutions, organisations, and independent artists from different parts of the world, region, country, as well as hospitality workers through the open call, so that the local scene, as well as citizens, can feel Doček as their own.

Specificities of Doček can also be seen in the fact that the celebration of 31 December was moved from the main city square to the Lower Town of the Petrovaradin Fortress, the spatial legacy of the European Capital of Culture, which makes it even more important for the sustainable development of both legacies, while 13 January

is being celebrated at more than 50 locations in the city, many of which are not primarily intended for cultural events, so in addition to theatres, museums, Cultural Stations, City Concert Hall, cultural centres, and District, Doček is also being organised in various religious objects (Catholic, Orthodox, Reformation churches, and the Synagogue), main railway station, Labour Union building, grammar school, and other uncommon places.

Moving the celebration of 31 December to the Lower Town of the Petrovaradin Fortress and organising events in multiple closed spaces on 13 January has been one of the key criteria for increasing safety, according to the data of the Ministry of Interior of the Republic of Serbia, showing that from 2019 until the last edition of Doček there were no greater security breaches during the New Year's celebrations in Novi Sad.

ITS ARTISTIC QUALITY WAS CONFIRMED BY THE AWARD FOR THE BEST EUROPEAN TREND BRAND IN THE FIELD OF CULTURE IN DRESDEN IN 2021. DURING THE TITLE YEAR, IT WAS SHORTLISTED AMONG THE BEST EUROPEAN FESTIVALS, AND AFTER THE TITLE YEAR, IT BECAME ONE OF THE KEY REASONS WHY NOVI SAD IS ON THE UNESCO LIST OF CREATIVE CITIES IN THE FIELD OF MEDIAART.

100%

*After seven years of continuous implementation and development, almost 100% of the surveyed respondents claim that Doček is the safest form of New Year's celebration compared to previous ones, and it is suitable for families with well-constructed programmes for all generations.

94.25%

of the respondents believe that Doček, with all its European awards, contributes to the image of the city.

75.26%

think that Doček has increased the number of tourist overnight stays, which according to the data of the Statistical Office of the Republic of Serbia jumped by 130% in January and by 90% in December.

70%

of the respondents recognise Doček as having positive effects on the income of the city

88.25%

believe that the unique concept of New Year's celebration positively affects the development of the local economy and production in Novi Sad because it involves as many as 2000 people in the implementation of the project.

90%

*For the project which, in the last seven editions, has had more than 400 programmes, combining two types of art, through works and performances of important global artists, as many as 89.69% of the respondents believe that it has had a positive educational effect on young people, while more than 90% emphasises that Doček has contributed to discovering new city toponyms and places for culture.

The last edition of Doček attracted 40,000 visitors, and more than 70% of the respondents said that they would attend it again.

*Research shows that the main reasons why the respondents attend Doček are different programme concepts, music genre diversity, and unforgettable audio-visual experience, and they mentioned the following reasons that make Doček stand out in comparison to celebrations in other cities:

_ Diversity of music genres

_ Programme and concept

_ Multiple event locations

_ Audio-visual effects

_ Well-constructed programme for all generations

_ Focus on culture and art

_ Focus on details and quality of organisation

Doček, as one of the most important programme legacies of the European Capital of Culture project, managed to change the image of the city, contribute to its positioning on the cultural and tourist maps of Europe, affect the increase of safety in the city during New Year's celebration, have a positive effect on young people, contribute to city income and development of the local scene.



‘ONCE YOU BECOME A EUROPEAN
CAPITAL OF CULTURE, YOU STAY
MARKED ON THE EUROPEAN
CULTURAL MAP FOREVER.’

Steve Green, the Chairman of the
Panel of Independent Experts of
the European Commission

Brussels 13 October 2016, Declaration Of
Novi Sad For The European Capital of Culture