

A photograph of a child from behind, holding a large, glowing paper lantern against a twilight sky. The lantern is made of crinkled paper and has a small flame at its base. Another lantern is visible in the background to the right. The sky is a mix of blue and orange hues.

# **CITY OF ZAGREB DEVELOPMENT STRATEGY FOR THE PERIOD UP TO 2020**

## **Summary**

## **Co-ordination of regional development and preparation of the City of Zagreb Development Strategy for the period leading up to 2020**

### **CITY OFFICE FOR STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY**

Expert associates and participants in the drawing-up of the City of Zagreb Development Strategy for the period leading up to 2020

#### **City administrative bodies:**

THE MAYOR'S OFFICE

CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT

CITY OFFICE FOR EDUCATION, CULTURE AND SPORTS

CITY OFFICE FOR SOCIAL PROTECTION AND PEOPLE WITH DISABILITIES

CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT

CITY OFFICE FOR THE LOCAL SELF-ADMINISTRATION

CITY OFFICE FOR GENERAL ADMINISTRATION

CITY CONTROL OFFICE

CITY OFFICE FOR HEALTH

PROFESIONAL SERVICE OF THE MAYOR

CITY OFFICE FOR FINANCING

CITY OFFICE FOR ECONOMY, LABOUR AND ENTREPRENEURSHIP

CITY OFFICE FOR AGRICULTURE AND FORESTRY

CITY OFFICE FOR LEGAL-PROPERTY RELATIONS AND THE CITY'S ASSETS

CITY OFFICE FOR CADASTRE AND GEODETIC ACTIVITIES

CITY OFFICE OF EMERGENCY MANAGEMENT

CITY OFFICE FOR WAR VETERANS

PUBLIC PROCUREMENT OFFICE

CITY INSTITUTE FOR THE CONSERVATION OF CULTURAL AND NATURAL HERITAGE

OFFICE FOR EU PROGRAMS AND PROJECTS

#### **Other participants:**

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ZAGREBAČKI HOLDING d.o.o.

PUBLIC INSTITUTION "NATURE PARK MEDVEDNICA"

MINISTRY OF THE SEA, TRANSPORT AND INFRASTRUCTURE

UNIVERSITY OF ZAGREB

CCTM, SREBRNJAK CHILDREN'S HOSPITAL

CIVK, FACULTY OF VETERINARY MEDICINE

CROATIAN AGENCY FOR SMES, INNOVATIONS AND INVESTMENTS (HAMAG-BICRO)

BIO-CENTRE, BUSINESS INNOVATION CENTRE, BICRO

ZAGREB TOURIST BOARD

CROATIAN CHAMBER OF ECONOMY, CHAMBER ZAGREB

HŽ INFRASTRUKTURA D.O.O.

HŽ PUTNIČKI PRIJEVOZ D.O.O.

INTERNATIONAL ZAGREB AIRPORT, Inc.

AEROCUB ZAGREB

HRVATSKE VODE, VGO GORNJA SAVA

CROATIAN EMPLOYMENT SERVICE, Zagreb Regional Office

MINISTRY OF ENVIRONMENT AND ENERGY

MINISTRY OF AGRICULTURE

MINISTRY OF HEALTH

MINISTRY OF CONSTRUCTION AND PHYSICAL PLANNING

MINISTRY OF THE INTERIOR, PA ZAGREBAČKA

MINISTRY OF ECONOMY, ENTREPRENEURSHIP AND CRAFTS

MINISTRY OF REGIONAL DEVELOPMENT AND EU FUNDS

CROATIAN INSTITUTE FOR SPATIAL DEVELOPMENT

NATIONAL PROTECTION AND RESCUE DIRECTORATE, Regional Protection and Rescue Office Zagreb

CROATIAN AGENCY FOR THE ENVIRONMENT AND NATURE

HRVATSKE ŠUME D.O.O.

PUBLIC INSTITUTION – MAKSIMIR

HRVATSKE CESTE D.O.O.

HRVATSKE AUTOCESTE D.O.O.

ZAGREB COUNTY

KRAPINA-ZAGORJE COUNTY

CROATIAN TRANSMISSION SYSTEM OPERATOR, Ltd.

HEP DSO

HEP DISTRICT HEATING

#### **External co-operation/counselling in the preparation of thematic workshops:**

THE INSTITUTE OF ECONOMICS ZAGREB

#### **Ex ante evaluator:**

INSTITUTE FOR DEVELOPMENT AND INTERNATIONAL RELATIONS

Expert developer of the Strategic Study within the City of Zagreb Development Strategy for the period leading up to 2020 Strategic Environmental Impact Assessment:  
DVOKUT – ECRO Ltd.

**The City of Zagreb Development Strategy for the period leading up to 2020 in its totality is available at [www.zagreb.hr](http://www.zagreb.hr).**

# **CITY OF ZAGREB DEVELOPMENT STRATEGY FOR THE PERIOD UP TO 2020**

## **Summary**

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## Dear citizens of Zagreb,

It is quite understandable that today, in the ever more urbanised world, cities are the engines of growth and development. In order to be able to appropriately address numerous challenges and transformations, it is of key importance to think strategically about development, potentials, and investments, so that cities might take full advantage of the opportunities at their disposal and create an institutional framework to help them in the realisation of the development goals.

In following text, we bring you a summary of the *City of Zagreb Development Strategy for the period leading up to 2020* that the City Assembly of the City of Zagreb adopted in September 2017 and which presents basic plans and guidelines for the development of the City of Zagreb up to 2020.

### **The Development Strategy answers the question – What kind of city do we want, and how to achieve it?**

We see Zagreb as a smart, sustainable, and inclusive city, and the objectives, priorities, and measures included in the Development Strategy are instruments for the realisation of our development ambitions. By adopting the Strategy, we have diagnosed the most important development needs of our City and set up methods to meet them. We want Zagreb to be even more attractive and open, to develop as a city characterised by a modern knowledge-based economy that creates high-quality jobs and, most importantly, to provide to its citizens the highest possible quality of life, while at the same time respecting its traditions and cultural heritage, and preserving the natural environment.

The Development Strategy contributes to the realisation of a long-term vision of development of our City and represents a referential framework for all ideas, programmes, and projects. Their implementation will improve communal, economic, energy and social infrastructure and enable a co-ordinated and friendly environment for living. Implementation of the Strategy will contribute directly to regional development and strengthening of the competitiveness of the City of Zagreb, not only within the borders of



the Republic of Croatia, but also within a larger European space and an even larger space outside Europe.

This document was drawn up in what was a transparent and widely participative and partnership-based approach that included the co-operation of numerous stakeholders and, as such, confirms that the City administration is modern and open and acts with great responsibility towards its citizens.

I would like to extend my thanks to everyone who responded to our invitation and who provided their contribution in the drawing up of this document, to associates from the public, business, academic, and civil sectors, all members of working groups and of the Partners' Council, City Office for Strategic Planning and Development of the City as the co-ordinator of the drawing-up process, and especially to citizens who participated in the making of the Strategy by providing their positions, proposals, and opinions.

Your role in the future formation of our City is still essential and valuable and I, therefore, invite you to proceed together towards the implementation of our goals, so that we might use our valuable resources and potentials in the best possible way and achieve more effective, better quality, and more balanced development of our City.

**Milan Bandić,**  
Mayor of the City of Zagreb

# INTRODUCTION -

## The concept and drawing-up of the Development Strategy

### **The City of Zagreb Development Strategy for the period leading up to 2020**

is the basic framework for all project initiatives and proposals at the level of the City that must be co-ordinated with this basic strategic document. Its value and importance do not manifest themselves in the legal obligation to have it adopted, but also in the fact that its acceptance ensures the existence of an appropriate strategic foundation for the use of EU funds in the programme period we are in, ie, in the period leading up to the end of 2020.

The co-ordinator and the authority responsible for drawing up the Development Strategy was the City Office for Strategic Planning and Development of the City as the appointed regional co-ordinator for the City of Zagreb. All city administrative bodies, companies, institutions and associations as well as public, civil, business, and scientific sectors provided active contributions in the drawing-up of the document, while the Partners' Council, consisting of prominent experts from the scientific, public, civil, and business sectors, provided a special contribution. The Partners' Council, as the advisory expert authority, participated in every phase of preparation and drawing up of the Development Strategy. Many thematic studies and research were organised in the process of drawing up the document, and so was numerous workshops, working meetings, and other forms of work and participation by all stakeholders. In line with the principle of transparency, all information about the activities and working materials are regularly published on City of Zagreb official website.

The City of Zagreb Development Strategy was prepared in three key phases: a situation analysis and a SWOT analysis, drawing up of the

strategic framework, identifying and defining key strategic initiatives, and the preparation of an action plan for their implementation.

The strategic framework is one of the key chapters in the Development Strategy that includes the vision, strategic goals, and development priorities and measures. The vision and strategic goals were formulated with a long-term perspective in mind, while development priorities and measures represent a framework for action, ie, a list of indicative activities planned for the period of duration of the document. Six strategic goals will be implemented through 21 development priorities and 89 measures.

Special emphasis in the implementation of the Development Strategy, along with the financial and institutional framework, was placed on strategic projects. The document focuses on and encourages further efficient realisation of 15 key strategic projects for the development of the City in the period ahead. It should be mentioned that the aim of the Strategy is to achieve balanced development and, therefore, rural and suburban spaces of the City (encompassing 68 settlements), as well as the Lower town, the Medvednica, and the Sava, which are recognized as one of the areas with specific development characteristics.

The Action Plan, a separate implementing document, shows funds planned to be disbursed for the implementation of specific measures in the three-year period 2017–2019. The Action Plan will be updated annually.

Furthermore, the City of Zagreb Partners' Council, the line ministry, and the expert and wider public will be kept up to date as to the implementation of the Development Strategy. Annual progress in the realisation of development measures and the resolution of development challenges will be determined based on the report on implementation.

## City of Zagreb vision and development goals

### The vision

**City of Zagreb** – An urban incubator of sustainable concepts, entrepreneurship, and new values.

### How is the vision realised?

The vision of the City of Zagreb as an urban incubator is being realised by pushing borders in all fields of work and activity relevant for the City and by using the entrepreneurial approach — an approach that does not settle for the status quo, an approach that seeks new ideas in the creative process, and strives to create new values.

### Goals

The vision is realised by synergetic activity of the following defined strategic goals:

- 1<sup>st</sup> goal:** A competitive economy
- 2<sup>nd</sup> goal:** Development of human resources
- 3<sup>rd</sup> goal:** Environmental protection and sustainable management of natural resources and energy
- 4<sup>th</sup> goal:** Improving urban quality and city functions
- 5<sup>th</sup> goal:** Improving the quality of life
- 6<sup>th</sup> goal:** Improving the development management system

## A competitive economy

**Development of the economy by bringing together tradition and innovation.** This goal sets out the component parts of competitiveness and sustainable economy that should be strengthened to achieve balanced economic development and competitiveness throughout the City territory, and also to enable the City of Zagreb to maintain its position as the strongest economic centre of the Republic of Croatia. At the same time, this goal sets out to bridge the gap between Croatia and other EU Member States. The goal is to be realised through the following priorities:

1. **Development of an encouraging entrepreneurial environment**
2. **Development of a knowledge-based economy, innovations, and a quality offer of provided goods and services**
3. **Sustainable development of agriculture and forestry**



## Priority

### 1.1 Development of an encouraging entrepreneurial environment

The objective of this priority is to create an encouraging entrepreneurial environment for the development of small and medium enterprises through various forms of stimulation and guided financing. It also aims to systematically analyse, plan, and monitor the development of economic activities. In this respect, it is necessary to make sector studies to generate guidelines for future development activities in this field.

### 1.2 Development of a knowledge-based economy, innovations, and a quality offer of provided goods and services

This priority aims to achieve better use of specific development traits of the City of Zagreb, ie, encourage the scientific research sector, smart specialisation, creative industries, and the tourism offer identified as activities with the potential of growth and development.

### 1.3 Sustainable development of agriculture and forestry

This priority aims to encourage further development of the rural spaces in the City of Zagreb through more efficient use of the natural resources. Development of agriculture and more effective forest management will encourage the development of related economic branches, such as rural tourism and the wood industry.

## Measure

**1.1.1.** Improving the system of planning and monitoring economic and demographic activities

**1.1.2.** Strengthening the entrepreneurial infrastructure

**1.1.3.** Developing a favourable financial environment for small/medium enterprises and craftsmen

**1.1.4.** Supporting the development of entrepreneurial skills

**1.2.1.** Supporting entrepreneurship development based on technological innovations

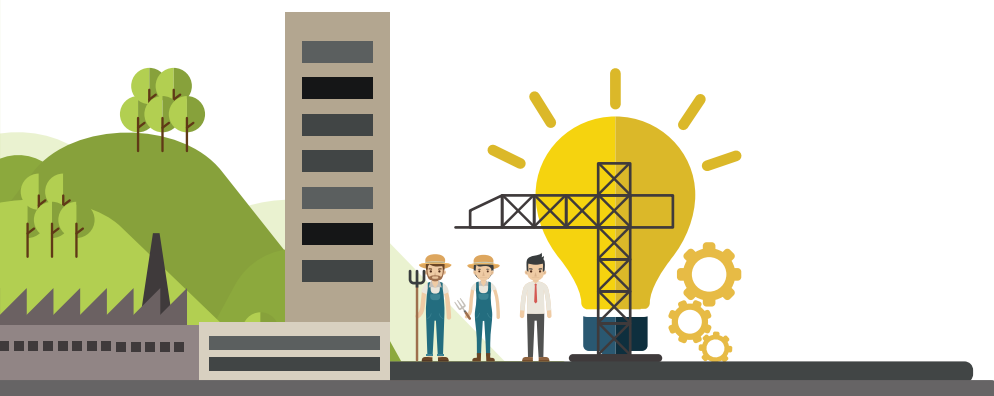
**1.2.2.** Encouraging creative industries

**1.2.3.** Improving the tourism offer

**1.3.1.** Sustainable management of agricultural and forest land

**1.3.2.** Development of entrepreneurial skills and training for agricultural manufacturers and forest-owners

**1.3.3.** Development of competitive agricultural production and forestry



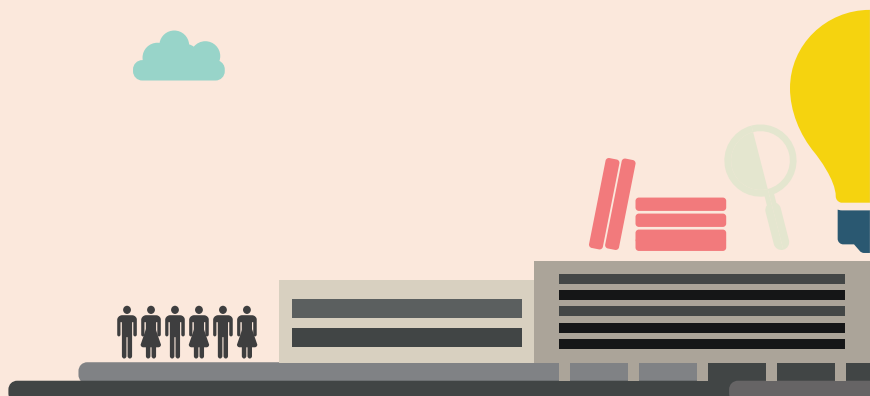


# Development of human resources

## **Strengthening human resources.**

This goal sets out key components that need to be improved in order to strengthen human potential, which is one of the most important developmental advantages of the City of Zagreb. The plan is to implement the goal through two mutually connected priorities that resolve the identified development problems related to the system of education and used to encourage lifelong learning and education to increase employability. The goal is to be realised through the following priorities:

- 1. Zagreb – City of knowledge and university city**
- 2. Development and improvement of the labour market**



## Priority

## Measure

2.1

### Zagreb – City of knowledge and university city

Implementation of priorities will contribute to physical and functional development of the University of Zagreb and development of co-operation by and between the scientific community, public sector, business subjects, and civil society.

**2.1.1.** Support to physical and functional development of the University of Zagreb

**2.1.2.** Development of co-operation by and between the scientific/academic community, public sector, business entities, and civil society

2.2

### Development and improvement of the labour market

Implementation of the priority will contribute to the improvement of the system of education and employability. The priority aims to achieve better adjustments of educational programmes through active employment measures, development of secondary and higher education programmes adjusted to the needs of the labour market, providing and encouragement of lifelong education and pre-qualification, thus ensuring greater opportunities for employment, reducing the share of unemployed persons, especially among younger population. The priority also aims to strengthen competences of the vulnerable groups of citizens through social economy programmes.

**2.2.1.** Adjustment of educational programme and implementation of active employment measures

**2.2.2.** Development of the model of available lifelong education

**2.2.3.** Strengthening competences and increasing business opportunities for vulnerable groups via social economy programmes



# Environmental protection and sustainable management of natural resources and energy

**Sustainable development and caring for the environment.** Sustainable environment management is the foundation of quality functioning and sustainable development of the City of Zagreb. This strategic goal will aim to improve the quality of all components of the environment by encouraging the protection and preservation of natural resources, rational use of energy, and care for climate change. The goal will be implemented through the following priorities:

- 1. Protection of nature, preservation and improvement of the quality of the environment**
- 2. Sustainable energy management**



## Priority

### 3.1 Nature protection, preservation and improvement of the quality of the environment

This priority aims to improve the system of protection and management of the environment, protected and other particularly valuable parts of nature, to establish a consolidated city information system concerning the environment, to improve the protection and sustainable management of Medvednica and the Sava, and to develop a mechanism for preserving forested spaces and protected parts of park architecture, as well as to develop mechanism for the protection of biodiversity. The priority especially seeks to improve the system of geotechnical and geoseismic micro-zoning and the protection and improvement of the quality of air and water, to develop an effective mechanism for protection against noise, and to improve the system of integrated waste management.

## Measure

**3.1.1.** Establishment and management of a consolidated city information system and of an environment communication strategy

**3.1.2.** Assessment, protection, and sustainable management of Medvednica

**3.1.3.** Development of mechanisms for the preservation of forested spaces and protected parts of park architecture

**3.1.4.** Assessment, protection, and sustainable management of the Sava river

**3.1.5.** Geotechnical and geoseismic micro-zoning

**3.1.6.** Development of biodiversity protection mechanisms

**3.1.7.** Effective management of the protected areas of nature and particularly valuable parts of nature and the protection of landscape diversity

**3.1.8.** Protection and improvement of air quality

**3.1.9.** Protection and improvement of surface and underground water quality

**3.1.10.** Development of mechanisms for protection from noise pollution

**3.1.11.** Improvement of the integrated waste management system

### 3.2 Sustainable energy management

This priority aims to encourage the use of renewable energy sources and ecologically acceptable fuels, improve energy efficiency in the production of energy, industry, building stock, traffic, and public lighting. The priority aims to ensure improvement of the system of safety and diversification of the energy supply of the City.

**3.2.1.** Encouragement of the use of renewable energy sources, co-generation, and ecologically acceptable fuels

**3.2.2.** Improvement of energy efficiency in the energy production, industry sector, building stock, traffic, and public lighting

**3.2.3.** Safety and diversification of the energy supply of the City

**3.2.4.** Improvement of the public lighting system

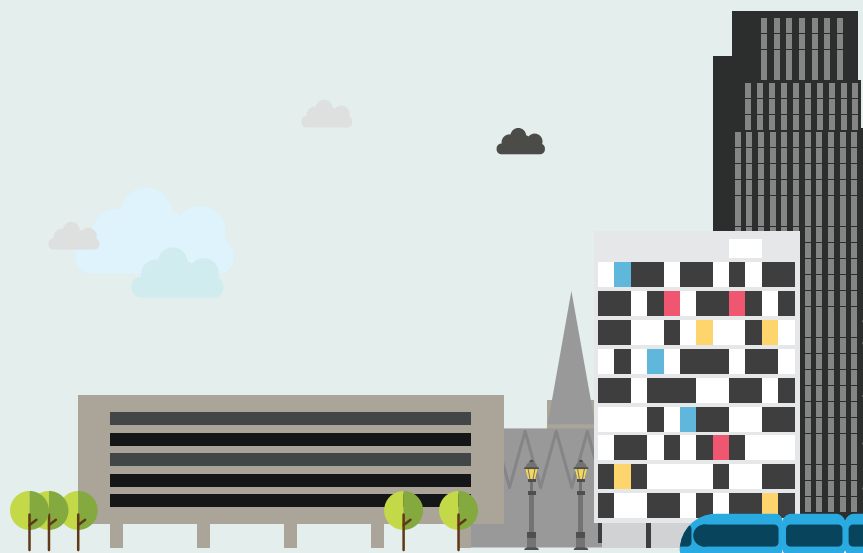
**3.2.5.** Establishment and management of the consolidated energy information system and the communications strategy on energy and climate



# Improving urban quality and city functions

**Balanced and systematic physical development.** Public infrastructure and sustainable space management are the foundation stone for quality functioning of the City. This strategic goal aims to improve the management of physical resources and infrastructural systems (communal, traffic, and energy). The goal will be realised through the following priorities:

1. Sustainable use of the entire City space
2. Improving inhabited City areas
3. Development of the city projects system
4. Improving traffic systems
5. Improving infrastructural systems
6. Improving regional traffic connections





## Priority

4.1

### Sustainable use of the entire City space

The objective of this priority is to build and develop the system of sustainable spatial planning and management that will enable thorough planning of the development of the space of the City of Zagreb and ensure preconditions for developing the green infrastructure. Quality spatial planning aims to create conditions for further improvement of the urban aspects of settlements, with a high degree of preservation of natural and cultural resources.

4.2

### Improving inhabited City areas

This priority aims to ensure physical preconditions for increasing the quality of existing public spaces and developing public city spaces as well as for the rehabilitation and development of spaces affected by illegal construction, development, and preparation of land for construction, improvement of the system of preservation, renovation, and sustainable use of cultural heritage, development of integrated urban regeneration of the historical city centre, improvement and activation of city marketplaces, and preservation of the traditional features of the settlement.

4.3

### Development of the city projects system

This priority aims to improve the system of strategic city projects and the system of city projects that would enable priority development of attractive city locations of strategic importance and the re-defining of city projects set out in spatial development documents.

## Measure

**4.1.1.** Comprehensive spatial development planning of the City of Zagreb

**4.1.2.** Modernisation of the City green infrastructure system

**4.2.1.** Preservation, renovation, and sustainable use of cultural heritage

**4.2.2.** Inventory and assessment of cultural heritage and developing the information system of cultural heritage

**4.2.3.** Integrated urban regeneration of the historical city centre

**4.2.4.** Enhancing the quality of existing and developing public city spaces

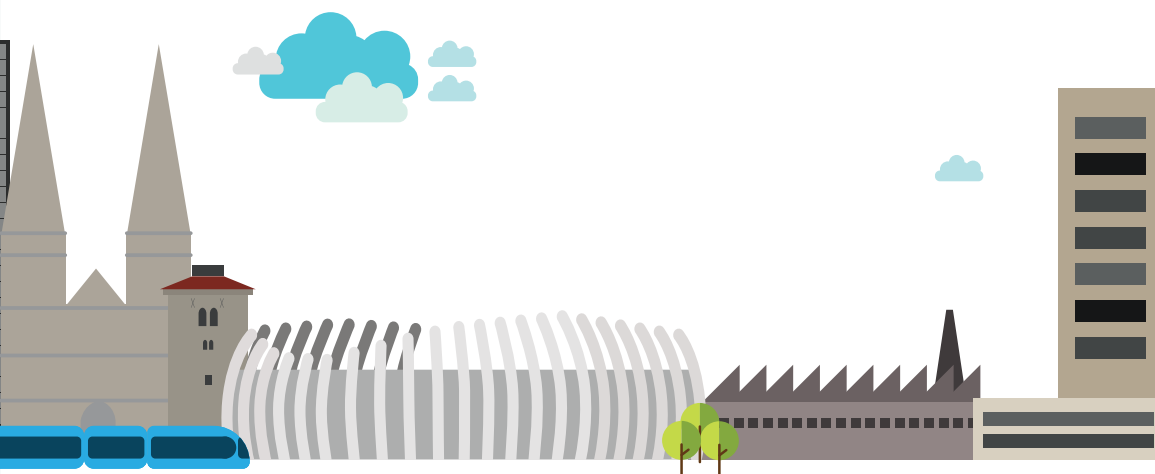
**4.2.5.** Profiling, content- and form-based enhancement and activation of city marketplaces

**4.2.6.** Preservation of traditional features and development of rural and suburban settlements and former village settlements now part of the City of Zagreb

**4.2.7.** Urban rehabilitation and development of spaces affected by illegal construction

**4.3.1.** Establishment and development of the strategic city projects system

**4.3.2.** Development and improvement of the city projects system



# Improving urban quality and city functions



## Priority

### 4.4

#### Improving traffic systems

This priority aims to improve the mobility system and improve the safety of participants in traffic by improving the traffic infrastructure – street and road networks, bicycle traffic, pedestrian traffic, stationary traffic, air traffic, and public passenger traffic. This priority also aims to establish the system of traffic supervision and management.

### 4.5

#### Improving infrastructural systems

The aim of this priority is to improve the quality of the existing infrastructure through its construction, reconstruction, and modernisation. This would ensure a modern, effective, and sustainable system of public water supply and discharge, gas supply, public heating system, wideband internet speed of 30MBit/s or higher, and other communal infrastructure (cemeteries, animal disposal).

### 4.6

#### Improving regional traffic connections

This priority aims to increase the share of rail transport in suburban-urban traffic, while its modernisation and the reconstruction of the existing infrastructure and construction of new infrastructure aims to develop integrated public transport in the City of Zagreb and in the Zagreb County and the Krapina-Zagorje County.

## Measure

**4.4.1.** Improving air traffic

**4.4.2.** Integration and improvement of the street and road network

**4.4.3.** Improving public passenger transport

**4.4.4.** Improving stationary traffic

**4.4.5.** Development of the traffic supervision and management system (ITS)

**4.4.6.** Improving bicycle traffic

**4.4.7.** Improving pedestrian traffic

**4.4.8.** Improving safety for participants in traffic

**4.5.1.** Improving communal equipment in the city area – water supply and discharge

**4.5.2.** Improving communal equipment in the city area – gas supply

**4.5.3.** Improving communal equipment in the city area – telecommunications

**4.5.4.** Improving communal equipment in the city area – city cemeteries

**4.5.5.** Improving communal equipment in the city area – animal care and protection

**4.6.1.** Modernisation of suburban and urban rail traffic

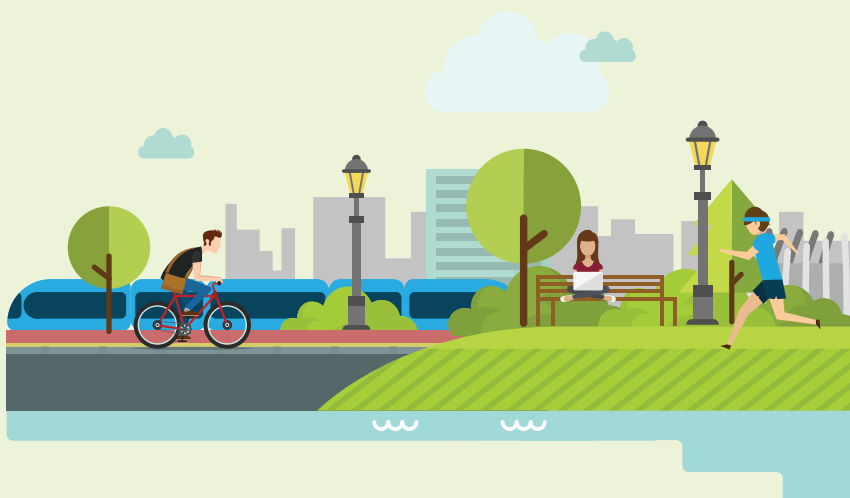
**4.6.2.** Development of integrated public transport



# Improving the quality of life

**A city of quality living.** Satisfying public needs in social activities is one of the main tasks of local self-government. Social (public) infrastructure is an important component of the community social standard: fields included in this goal are education, healthcare, social care, sport, culture, technical culture, system of protection and rescue, and housing as the basic function. The goal will be implemented through following priorities:

1. Improving the quality of housing
2. Social integration of local communities, safety and quality leisure time
3. Improving social infrastructure



## Priority

### 5.1 Improving the quality of housing

This priority aims to improve the standard of housing by planning renovation, energy renovation, modernisation, and maintenance of the older city building stock, which is an important factor in the vitality of the city and sustainable urban development, as well as by improving the system of lease of apartments owned by the City, and planning and building new settlements as part of family housing construction, reconstruction of the existing infrastructure, and by construction of new transport, communal, and social infrastructure.

### 5.2 Social integration of local communities, safety and quality leisure time

Implementation of this priority aims to encourage more efficient housing provision to socially sensitive groups of citizens, to improve the system of protection and rescue of citizens in the case of fires or natural disasters, to improve care of the elderly, and to provide for more efficient inclusion of persons with disabilities, children and young people with developmental difficulties in the community. Improvement of social inclusion and raising the social standard for persons in need reduces poverty, unemployment, and social exclusion of vulnerable groups of citizens. In order to improve the quality of life, it is necessary to improve the level of safety of citizens.

### 5.3 Improving social infrastructure

This priority encompasses the implementation of activities, projects, and programmes via measures aimed at the development of social content networks. It aims to improve working conditions, quality, and diversity in the activities of culture, sports, recreation, and technical culture, and to increase the availability of cultural, sporting, and recreational amenities, to contribute to their more balanced spatial and qualitative distribution, to improve the work and quality of the system of education and of high-quality health services.

## Measure

**5.1.1.** Encouraging renovation, modernisation, and maintenance of the building stock and the system of lease of apartments owned by the City

**5.1.2.** Rational planning and development of the areas for family-housing construction

**5.2.1.** Encourage housing provision to socially sensitive groups of citizens

**5.2.5.** Facilitate greater community inclusion of children and young people with developmental difficulties

**5.2.2.** Improving the protection and rescue system of the population, protection against fires and natural disasters

**5.2.6.** Creating, strengthening, and maintaining urban safety in the City of Zagreb

**5.2.3.** Improving care of the elderly within the local community

**5.2.4.** Facilitate greater inclusion of persons with disabilities in the community life

**5.3.1.** Improving working conditions, quality and diversity in the culture sector

**5.3.4.** Improvement of sports infrastructure and sports culture

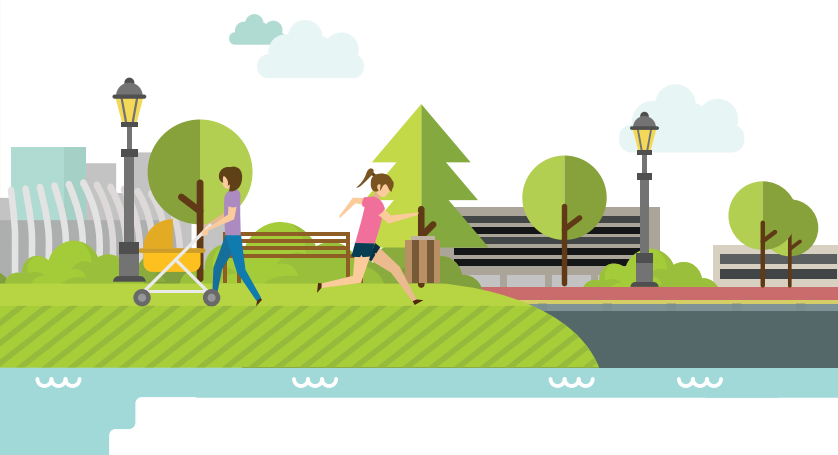
**5.3.2.** Improving working conditions, quality and diversity in the education system

**5.3.5.** Strengthening the social services standard

**5.3.3.** Improving conditions for providing high-quality health services

**5.3.6.** Development of technical culture

**5.3.7.** Establishing and developing youth centres



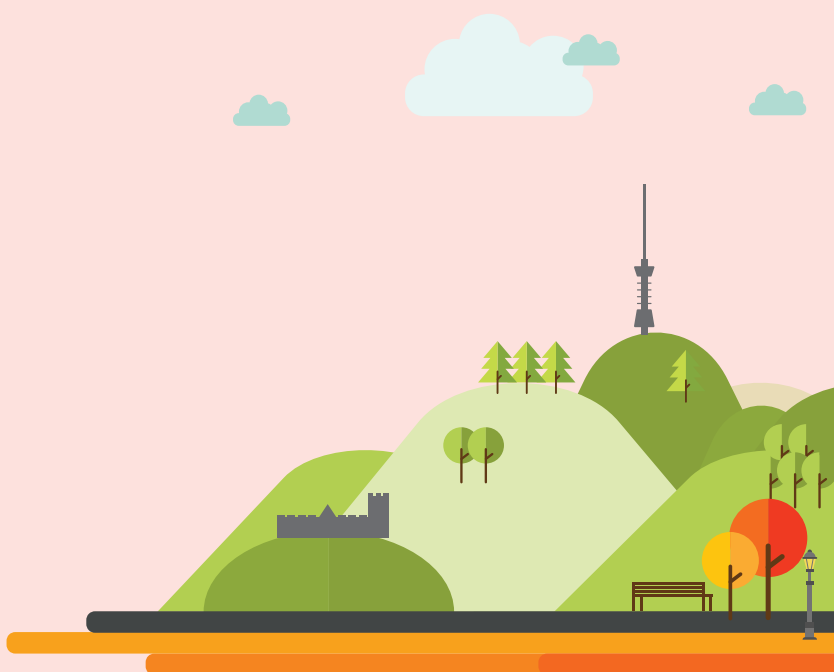


# Improving the development management system

## **Responsible and controlled (strategic) management development.**

Taking into consideration the specific characteristics of the City of Zagreb as a capital, metropolitan area, and a unit of regional and local self-government, the system of development management has great potential and resources for improvement, but at the same time it also faces the greatest challenges in the mentioned area. Key sub-topics related to development management are defined through priorities and are related to capacities, co-operation and systematic planning. The goal will be achieved through following priorities:

- 1. Improvement and promotion of human rights and development of civil society**
- 2. Improvement of knowledge and skills for managing development**
- 3. Effective management of the area of the City and of city assets**
- 4. Improving the work of city administration, institutions, and public enterprises**
- 5. Strengthening inter-county co-operation and international links and recognizability of the City**



## Priority

6.1

### Improvement and promotion of human rights and development of civil society

This priority aims to improve the system of promotion of human rights to protect particularly sensitive social groups and secure their equal inclusion in society as well as the development of partnership with national minorities and civil society.

6.2

### Improvement of knowledge and skills for managing development

This priority aims to strengthen capacities of the city administration in order to improve strategic planning and implementation of development documents and to improve the system of preparation and implementation of projects co-funded by the European Union or other international sources.

6.3

### Effective management of the City area and of city assets

This priority aims to improve the system of data management concerning the area and population of the City, cadastral and land records, and the implementation of active land policy measures.

## Measure

**6.1.1.** Active promotion of human rights

**6.1.2.** Development of partnerships with national minorities

**6.1.3.** Development of partnerships with civil society

**6.2.1.** Improvement of the strategic planning system and implementation of development projects

**6.2.2.** Improvement of the system for the preparation and implementation of projects co-funded from the European Union financial instruments and other international sources of financing

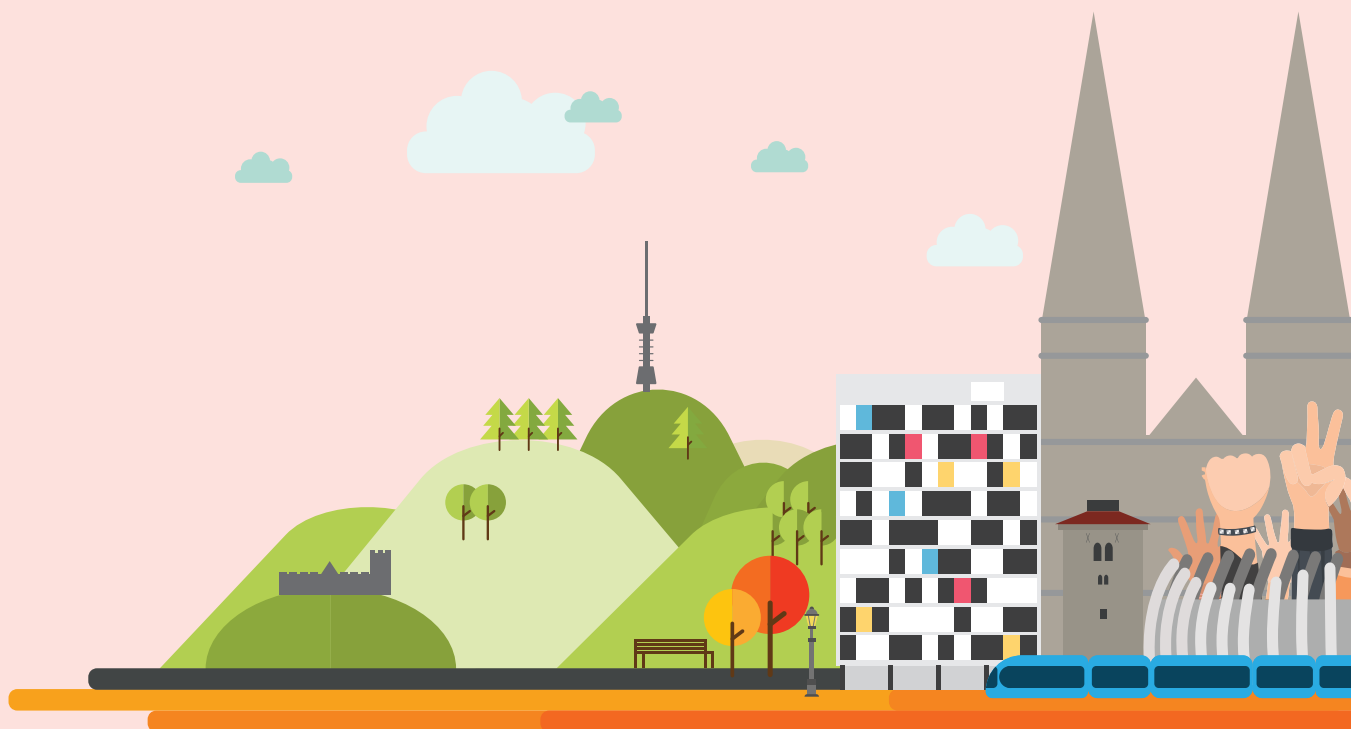
**6.3.1.** Improving cadastral and land records

**6.3.2.** Implementation of active land policy measures

**6.3.3.** Improving the data management system covering City area and population



# Improving the development management system



## Priority

6.4

### Improving the work of city administration, institutions, and public enterprises

This priority aims to improve management and communication by and between city administrative bodies, institutions, public enterprises, and citizens, and to further develop systems and projects that will contribute to the transformation of the City of Zagreb into a smart city.

6.5

### Strengthening inter-county co-operation and international links and recognizability of the City

This priority is to be achieved through the implementation of measures, activities, and projects for the co-ordination of development activities with other units in the environment by drawing up and adopting the Zagreb Urban Agglomeration Development Strategy, stronger co-operation with the Croatian County Association and the Association of Cities of Croatia, improvement of regional and international co-operation within the network of regional co-ordinators, development of joint projects, participation in international networks of towns and regions, strengthening the position of the City of Zagreb in the European network of cities, and strengthening of co-operation with sister cities and surrounding cities.

## Measure

**6.4.1.** Improving human resources management

**6.4.2.** Improving communication and flow of information by and between city administrative bodies, institutions, and public enterprises, and citizens

**6.4.3.** Development of the system for business processes management

**6.4.4.** Green public procurement

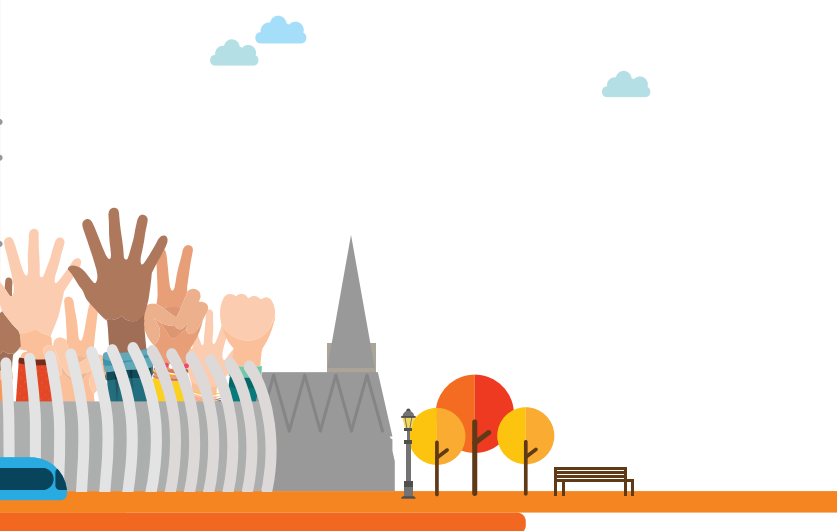
**6.4.5.** Zagreb –Smart City

**6.4.6.** e-ZAGREB, digitalisation of business processes

**6.4.7.** Establishment and implementation of the system for co-financing projects through the integrated territorial investment mechanism from the area of Zagreb Urban Agglomeration

**6.5.1.** Co-ordination of joint development activities and programmes of the City of Zagreb with the units of local and regional self-government in the functional area (surroundings)

**6.5.2.** Improvement of regional and international co-operation



## Stakeholders in the preparation and implementation process

The City Office for Strategic Planning and Development of the City played a key role in the drawing up of the City of Zagreb Development Strategy for the period leading up to 2020. As the regional co-ordinator, it performed the activities of co-ordination and participation in the drawing up of the strategy. The strategy was made in co-operation with other city administrative bodies, bodies of state administration, public institutions, scientific institutions, and numerous other stakeholders in development. During the drawing up process, the City of Zagreb Partners' Council which regularly held sessions and thematic workshops, had an active role and finally issued a positive opinion concerning the final version of the material included in the Development Strategy.





# City of Zagreb Development Strategy for the period leading up to 2020

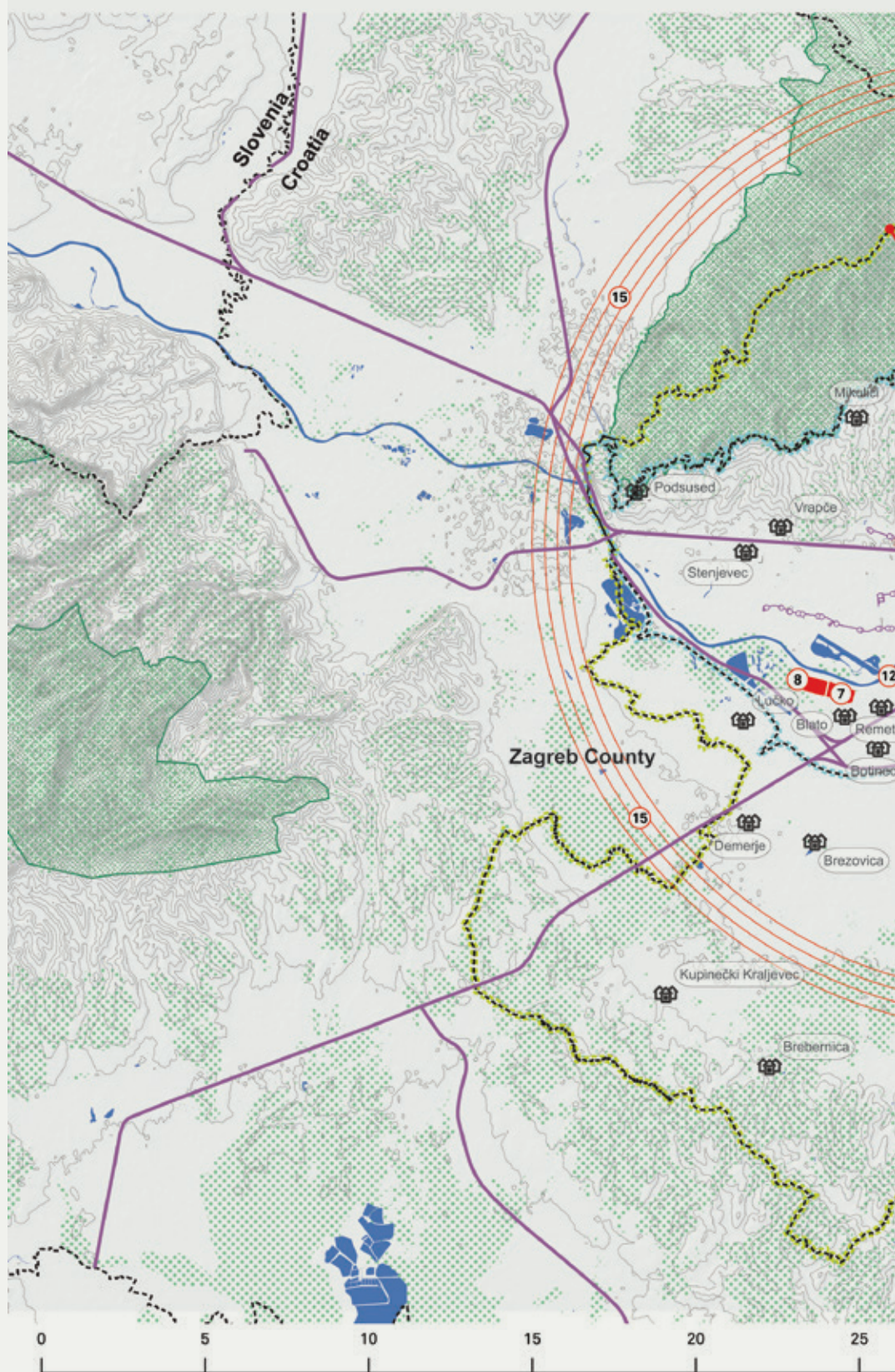
## STAKEHOLDERS

STAKEHOLDERS – CITY LEVEL	KEY STAKEHOLDERS	EXTERNAL STAKEHOLDERS
City Assembly	<b>City Office for Strategic Planning and Development of the City</b>	Ministries
Mayor		University of Zagreb
City administrative bodies	<b>Working Group in charge of drawing up of the Development Strategy</b>	Other Institutions (state level)
Zagrebački holding		Business sector
Development Agency Zagreb - TPZ Ltd.	<b>City of Zagreb Partners' Council</b>	Citizens
Local self-government		Experts
City institutions		Civil sector

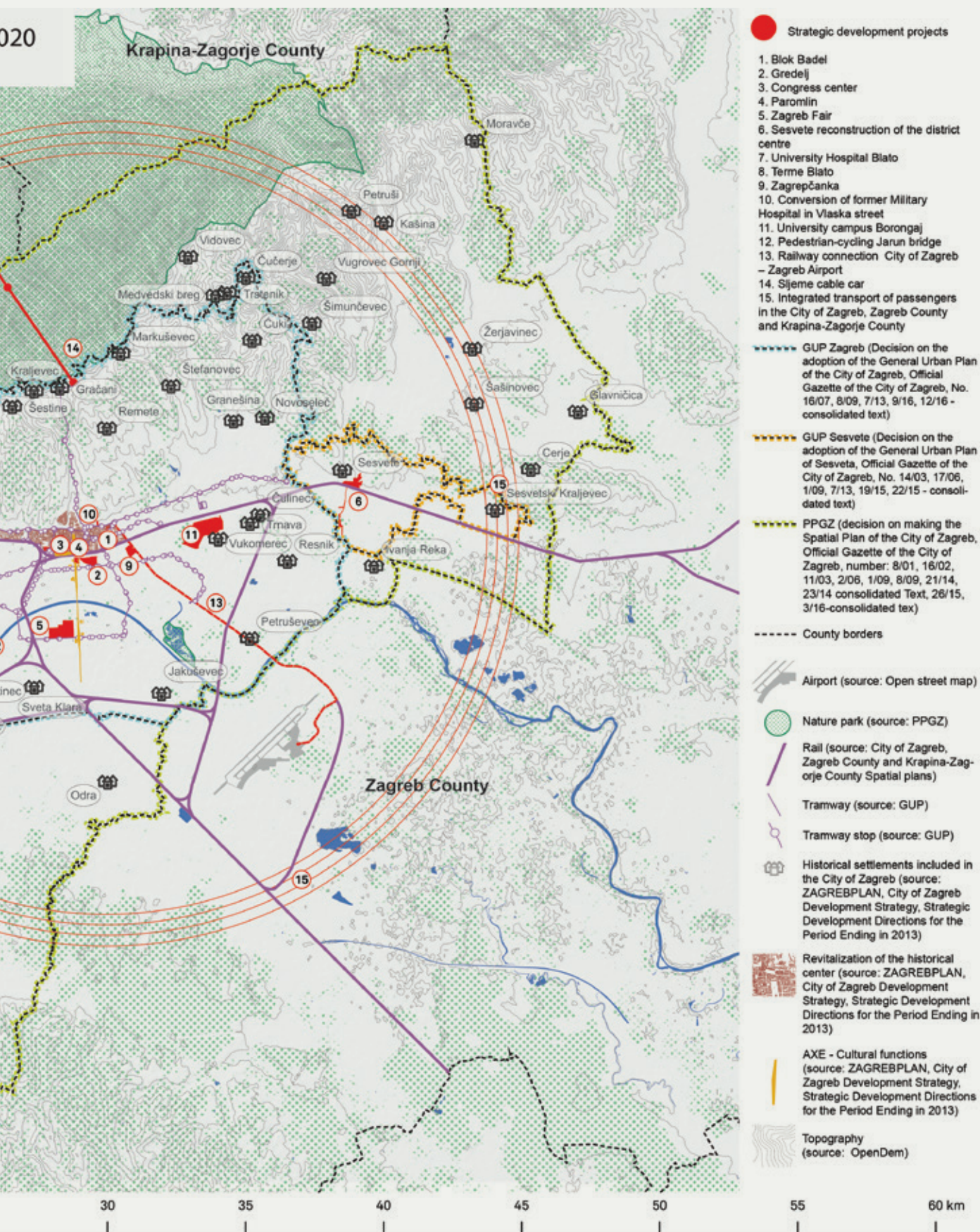
Line ministry: **Ministry of Regional Development and EU Funds**

## Key directions of implementation of the Development Strategy

Synthesis map - vision of development of the City of Zagreb by 20









## Strategic projects

The Development Strategy focuses on 15 key strategic development projects of the City in the period ahead and encourages their even more efficient implementation.

## Special areas

Areas in special focus, subject to a set of planned priority activities, are the Lower Town, Medvednica, and the Sava as well as the rural area of the City of Zagreb. The strategic zones require an integrated approach in activities, programmes, and projects aimed at the revival and activation of their development potential.

**The Lower Town.** Demographic trends show that the central part of the City is experiencing a drop in the number of inhabitants, so special attention should be dedicated to the urban and demographic renovation of the City centre. The renovation of the historical core of the City, especially the block structure of the Lower Town, is of special significance for the identity of the City and for a balanced process of urban growth. Possibilities and guidelines for the revival should insist on traffic solutions for better public transport, alleviation of traffic by reducing the use of personal passenger cars, resolution of the problem of stationary traffic in favour of tenants, and increasing and consolidating zones with central features.

**Medvednica.** The very fact that there is a nature park within the borders of the City is of an exceptional value. The eco-system of Medvednica offers numerous benefits to the citizens, including the services of supply (food, water, medicinal plants), tourism, culture, and recreation, as well as the accompanying amenities, such as a habitat for various species and preservation of genetic diversity. The foregoing, along with the need to launch many complex activities to revive a number of valuable localities and buildings (Brestovac, Željezničar, Dom Sindikata, Vila Rebar, Adolfovac, Sljeme Cable Car), are the main reasons why Medvednica is regarded as a special area.

**The Sava.** The central position of the Sava river within the City of Zagreb and the complexity of problems connected with the development of the river and its contact areas result in the need to treat the Sava and its environment as a special area that requires special development programmes. They include the necessity to harmonise all sector plans to resolve negative processes connected with a threatened water supply, unfinished flooding protection system, and failure to take advantage of the energy potential of the river. The lengthiness of the planning and, in particular, realisation phase will require substantial material funds and involvement of a large number of stakeholders.

**Rural area of the City of Zagreb.** Strengthening the social and economic infrastructure and creating a quality foundation for life in rural and suburban settlements are some of the key directions of balanced development. Of its 641.32 km<sup>2</sup> in surface area, approximately two-thirds of the City of Zagreb fall outside the construction area of the settlements Zagreb and Sesvete, urban cores whose physical development is defined in general urban plans. Rural and suburban area of the City of Zagreb (besides the Nature Park Medvednica), which includes 68 settlements, has a different role and importance than the "usual" rural area of Croatia, and its special nature is based on a network of relatively small independent settlements and hamlets, with agricultural production as a traditional economic form.

The planned programmes and measures should prevent the negative effect of urbanisation on the area. Protection of natural and cultural heritage will further elevate its value and attractiveness as well the high standards of infrastructure, accessibility, housing, and the accompanying content appropriate to present needs, while simultaneously respecting the building tradition, making the space attractive for living. The drawing up and implementation of the programmes seeks to achieve intensive communication with the local self-government and the population, so that everyone is able to present their proposals.

### **STRATEGIC ENVIRONMENTAL IMPACT ASSESSMENT AND INFORMING THE PUBLIC**

The Strategic Environmental Impact Assessment is the procedure of making an assessment of environmental impact that may arise from the implementation of the Strategy. The Strategic Environmental Impact Assessment of the City of Zagreb Development Strategy for the period leading up to 2020 began in July 2016. In December 2016 and in January 2017, there was a public debate and counselling with the public, and in February 2017, the Ministry of Environment and Energy issued an opinion that the procedure had been conducted in accordance with the relevant legislation and subordinate legislation.

### **MONITORING AND ASSESSMENT**

Monitoring and assessment is one of the key principles of the regional development policy. Implementation will be monitored continuously throughout the period and its results will be included in annual reports. Implementation results will also be reported to the City of Zagreb Partners' Council on an annual basis. During the implementation of the Strategy, the following will be monitored: the degree of realisation of goals, priorities and measures; the effects on development, efficiency and successfulness in the use of funds; the participation and contribution of the partnership; the efficiency of the way in which implementation is managed and organised; and the visibility of the Development Strategy amongst the public.

# List of members of the City of Zagreb Partners' Council

President of the of the City of Zagreb Partners' Council : **Professor Mladen Vedriš, PhD**

Deputy President of the City of Zagreb Partners' Council : **Zlatan Fröhlich, PhD**

- 1. Professor Bojan Baletić, PhD**  
Professor at the Faculty of Architecture with the University of Zagreb
- 2. Stanko Barbarić**  
Fragaria d.o.o. Zagreb
- 3. Professor Gojko Bežovan, PhD**  
Professor at the Faculty of Law with the University of Zagreb
- 4. Martina Bienenfeld, M.Sc.**  
Director of the Zagreb Tourist Board
- 5. Associate Professor Davor Brčić, PhD**  
Professor at the Faculty of Transport and Traffic Sciences with the University of Zagreb
- 6. Vlado Crkvenac**  
Chairman of the Association of Craftsmen of Zagreb
- 7. Mirjana Dobranović, MD.Sc.**  
Chairman of the Association for Promotion of Equal Opportunities
- 8. Zlatan Fröhlich, PhD**  
Chairman of the Economic Council of the Croatian Chamber of Economy and Chairman of the Zagreb Chamber
- 9. Vinko Ivić**  
Director of the Zagreb City Museum
- 10. Višnja Jelić-Mück**  
Chairman of ODRAZ and of the Croatian Rural Development Network
- 11. Grgo Jelinić, M.Sc.**  
City Assembly
- 12. Professor Tihomir Jukić, PhD**  
Professor at the Faculty of Architecture with the University of Zagreb
- 13. Professor Antoinette Kaić-Rak**  
Head of the World Health Organisation Office in Croatia
- 14. Krunoslav Knežević**  
Head of the Zagreb Regional Service of the Croatian Employment Service
- 15. Vlado Korbar**  
Trade Union Commissioner of the Branch of the Trade Union of the City Administration of the City of Zagreb
- 16. Vladimir Kušan, PhD**  
Department of Natural Resource Management and Landscape Architecture with the Institute of Applied Ecology – OIKON
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- 18. Snježana Malić Limari, M. Sc.**  
Public institution "Nature Park Medvednica", Director
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Director of the Croatian Business Council for Sustainable Development
- 20. Jelena Pavičić Vukičević**  
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Sports Sector
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Chairman of the Management Board of Zagrebački Holding, Ltd.
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Vice-president of the Association of Widows of Croatian Veterans of the City of Zagreb and the Zagreb County
- 25. Ivan Šikić**  
Member of the Council of the City Neighbourhood Peščenica – Žitnjak
- 26. Professor Mladen Vedriš**  
Expert in economy and professor at the Chair of Economic Sciences with the Faculty of Law with the University of Zagreb
- 27. Frane Šesnić**  
Development Agency Zagreb - TPZ Ltd., Director

**Publisher**

City Office for Strategic Planning  
and Development of the City



**GRAD ZAGREB**  
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