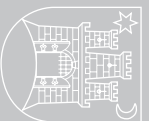


# ZAGREB PLAN

## SUMMARY

City of Zagreb Development Strategy  
Strategic Development Directions for the Period Ending in 2013



THE CITY OF ZAGREB  
THE CITY OFFICE FOR  
STRATEGIC PLANNING  
AND DEVELOPMENT  
OF THE CITY

# Impressum

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University of Zagreb  
Croatian Chamber of Economy – Zagreb Chamber of Commerce  
Croatian Employment Service – Zagreb Regional Department  
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Zagrebački holding d.o.o.  
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Faculty of Agriculture University of Zagreb  
Faculty of Architecture University of Zagreb, Institute of Physical  
Planning, Urbanism and Landscape Architecture  
Analog / Platforma g.81  
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# Introduction

Social changes that occurred two decades ago, primarily relating to the introduction of democracy and the transition to a free market economy, have not been accompanied up until now by an appropriate integral approach to the planning and management of development in the City of Zagreb. Closer ties between the Republic of Croatia and the European Union, especially in regards to the conclusion of accession negotiations, has revealed that it is clearly time that the City of Zagreb receive a strategic plan drawn up according to new methodologies, based on defined benefits for the City of Zagreb and directed towards taking advantage of available opportunities.

The necessity of preparing the fundamental strategic and development document including its adoption was point out by the City Assembly of the City of Zagreb on 30 March 2006 (Official Herald 8/06). The e future document will be titled ZagrebPlan. On July 2009, following the reorganisation of the City Office for Strategic Planning and Development of the City, the area of authority for spatial planning procedures and the maintaining of records on procedures for drawing up and adopting physical planning documents were transferred to another administrative body. The authority of the City Office was more precisely determined for the actual drawing up of strategic development documents and the monitoring of its implementation, and in ensuring analytical infrastructure, thus providing strategic decision-making and an infrastructure for communicating with the public.

In mid-2009, the City Office began to prepare for the implementation of the required project, i.e. the preparation of ZagrebPlan, primarily by investigating examples and studying European practices. Research showed that in some EU member states, the term ‘strategic planning’ is exclusively designating for planning economic development. However, it showed also that the European metropolis, almost without exception, did not use solely an economy-orientated approach, but instead took into account in equal measure social and ecological

aspects, spatial features and local identities. This is understandable since the usage intensity of space in a big city and its agglomeration is exceptionally high and involves the participation of a large number of stakeholders. The initial direction taken in preparing ZagrebPlan was to view the values, and also the conflicts, and endeavour to use ZagrebPlan to reduce some of the negative consequences of social changes: the interest of the individual over that of society and the priority what is short-term as opposed to long-term.

Another direction taken in implementing the project involved in drawing up ZagrebPlan was to devise a strategic plan, which at the same time is ambitious, but also achievable, and which skilfully balances what is desired and what is feasible. The best programme document can be transformed into an empty gesture if it is unfeasible and places goals that are unachievable within a reasonable deadline. Special attention is directed to identifying possible ‘null activities’ – the first step that leads to achieving the goal, which is measureable and should be undertaken in the shortest possible time. When considering that the obligation of the City of Zagreb and other Croatian counties during the preparation of development strategies is to adhere to the EU’s program period, ZagrebPlan is actually a development strategy, which for the desired vision, established long-term goals and priorities, detects measures and activities that should be carried out by the end of 2013. These described ‘short-term’ activities in the content of particular measures actually represent the first step towards achieving a strategy incorporating particular goals., whereas we shall decided together what subsequent steps should be taken during preparation of the development strategy for the 2014 – 2020 programme period.

ZagrebPlan depends on the mobilisation of all the potential in society for the purpose of making a consolidated contribution to the values and goals of the EU. It is especially directed towards young people, in particular through the measures for improving education, employment and the quality of life while taking into account the proactive relationship of young people in all implementation processes.



## Process and methodology

Drawing up the City of Zagreb Development Strategy for the Period Ending 2013 (ZagrebPlan) was managed by the City Office for Strategic Planning and Development of the City. Preparation of the particular sections of the strategy involved participation by expert working groups comprising representatives from other city administrative bodies, companies owned by the City of Zagreb and institutions that have an important role in implementing regional development policies in the City of Zagreb. Also participating in the task were renowned experts from particular fields. Advisory assistance was provided by members of the special Task Group comprising representatives of all administrative bodies in the City of Zagreb and the Institute for International Relations (IMO). In association with the Partners' Council of the City of Zagreb, consent was reached on all the particular sections and the final proposal for the strategy.

Contribution to preparing the development strategy and reaching consent on the development goals was given by the City Assembly of the City of Zagreb, which had initiated a series of thematic sessions on the system of physical planning, actual economic situation and development potentials of the City of Zagreb, including development plans for the University of Zagreb, proposals for improving the transport system and a strategy for developing entrepreneurship. The purpose of establishing the ZagrebPlan—City of Zagreb Development Strategy was to contribute to the successful and effective management of development, and to prepare city administrative bodies and other development stakeholders for better utilisation of the EU pre-accession funds, which will be available following entry of the Republic of Croatia into the European Union.

The ZagrebPlan—City of Zagreb Development Strategy for the Period Ending 2013 was composed in accordance with guidelines stemming from regional development policies of the Republic of Croatia, directed in a long-term sense towards encouraging harmonious and balanced development, and accompanied by the protection and preservation of the natural environment and diversity of cultural

heritage. The legal framework and fundamental guidelines used for composing the ZagrebPlan—City of Zagreb Development Strategy for the Period Ending 2013 (abbreviated: ZagrebPlan—CZDS) were determined by the Strategy on Regional Development of the Republic of Croatia (Official Gazette no. 153/09), the Ordinance on Mandatory Content, Composition Methodology and Manner of Evaluating County Development Strategies (Official Gazette no. 63/10), the Ordinance on the Register of Administrative Bodies of Local and Regional Self-Government Units, Agencies and Other Legal Entities Founded for the Purpose of Providing Effective Coordination and Incentives for Regional Development (Official Gazette no. 53/10), and the Strategy on the Regional Development of the Republic of Croatia. The goals, priorities and measures provided by ZagrebPlan—CZDS for the Period Ending 2013 were harmonised with the development priorities for the strategic regions of north-western Croatia, to which the City of Zagreb belongs to, along with the Counties of Zagreb, Međimurje, Varaždin, Krapina—Zagorje and Koprivnica—Križevci.

ZagrebPlan—City of Zagreb Development Strategy for the Period Ending 2013 consists of:

- /// Fundamental analysis with an assessment of the state and determined development problems and requirements,
- /// SWOT analysis with the identified strengths, weaknesses, opportunities and threats,
- /// The vision of the City of Zagreb,
- /// The strategic goals, priorities and measures for implementation,
- /// Financial framework,
- /// Framework for implementation of the strategy,
- /// Action plan,
- /// Communication strategy, and
- /// Other appendices.

### ASSESSMENT OF THE CURRENT STATE OF DEVELOPMENT: FUNDAMENTAL ANALYSIS, SWOT—ANALYSIS

The Fundamental Analysis contains an overview and assessment of the current state, the identified problems and requirements grouped into the following areas:

STRATEGIC GOAL	DEVELOPMENT PRIORITY
<b>C1. COMPETITIVE ECONOMY</b>	<b>C1.P1</b> DEVELOPMENT OF AN INCENTIVE-BASED ENTREPRENEURIAL ENVIRONMENT
	<b>C1.P2</b> DEVELOPMENT OF THE ECONOMY BASED ON KNOWLEDGE, INNOVATIONS AND QUALITY OF PROVIDED GOODS AND SERVICES
<b>C2. DEVELOPMENT OF HUMAN RESOURCES</b>	<b>C2.P1</b> ZAGREB—CITY OF KNOWLEDGE AND UNIVERSITY CITY
	<b>C2.P2</b> DEVELOPMENT AND IMPROVEMENT OF THE LABOUR MARKET
<b>C3. ENVIRONMENTAL PROTECTION AND SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES AND ENERGY</b>	<b>C3.P1</b> ENVIRONMENTAL PROTECTION, PRESERVATION AND IMPROVEMENT OF THE ENVIRONMENT
	<b>C3.P2</b> SUSTAINABLE ENERGY MANAGEMENT, INCREASING THE PROPORTION OF SUSTAINABLE ENERGY SOURCES, REDUCING GREENHOUSE GASES AND LIGHT POLLUTION
<b>C4. IMPROVING URBAN QUALITY AND CITY FUNCTIONS</b>	<b>C4.P1</b> SUSTAINABLE USE OF THE ENTIRE CITY SPACE
	<b>C4.P2</b> IMPROVING INHABITED CITY AREAS
	<b>C4.P3</b> IMPROVING INFRASTRUCTURE AND TRANSPORT SYSTEMS
	<b>C4.P4</b> IMPROVING REGIONAL TRANSPORT CONNECTIONS
<b>C5. IMPROVING THE QUALITY OF LIVING</b>	<b>C5.P1</b> IMPROVING THE QUALITY OF HOUSING
	<b>C5.P2</b> SOCIAL INTEGRATION OF THE LOCAL COMMUNITY, SAFETY AND QUALITY LEISURE TIME
	<b>C5.P3</b> IMPROVING THE SOCIAL INFRASTRUCTURE
<b>C6. IMPROVING THE DEVELOPMENT MANAGEMENT SYSTEM</b>	<b>C6.P1</b> DEVELOPMENT OF PARTNERSHIPS WITH CITIZENS AND DEVELOPMENT STAKEHOLDERS
	<b>C6.P2</b> ADVANCEMENT OF KNOWLEDGE AND SKILLS FOR MANAGING DEVELOPMENT
	<b>C6.P3</b> EFFECTIVE MANAGEMENT OF CITY SPACE AND CITY ASSETS
	<b>C6.P4</b> IMPROVING WORK BY CITY ASSEMBLY, INSTITUTIONS AND PUBLIC COMPANIES
	<b>C6.P5</b> STRENGTHENING INTER-COUNTY COOPERATION, INCLUDING INTERNATIONAL LINKS AND RECOGNISABILITY OF THE CITY

### A. RESOURCES

(Natural, population and symbolic basis of the City):

- /// Geo-transport position, geographical, natural and cultural features
- /// Environmental protection
- /// Population and labour market

### B. FUNCTIONS

(Energy, infrastructural, transport and economic basis of the City):

- /// Energy and climate
- /// Municipal infrastructure
- /// Transport infrastructure
- /// Economy
- /// Tourism
- /// Agriculture

### C. SOCIETY

(Preconditions for personal advancement and quality of life in the City of Zagreb, the rights of citizens and their participation):

- /// Social activities
- /// The rights of citizens and their participation

### D. MANAGEMENT

(Planned and organisational basis of the City):

- /// Institutional framework for managing development
- /// Planning spatial development of the City
- /// Safety indicators in the City of Zagreb
- /// Financial sources for development projects and for the City's functioning
- /// Strategic development plans, programmes and projects

On the basis of the Fundamental Analysis and implemented workshops for drawing up the SWOT-Analysis, the following strengths, weaknesses, opportunities and threats were identified in the stated areas.

## STRATEGIC DETERMINANTS OF DEVELOPMENT: VISION, STRATEGIC GOALS, PRIORITIES AND MEASURES

Commencing from the Fundamental Analysis and SWOT-Analysis and by synthesising the results of workshops whose aim it was to define the vision of the development for the City of Zagreb in terms of strategic goals, the vision of the City of Zagreb was determined:

City of Zagreb – Urban Incubator of Sustainable Concepts, Entrepreneurship and New Values

The City of Zagreb vision stems from the need for a comprehensive overview of the City's development, where particular concepts are mutually supported and supplemented. Furthermore, the boundaries in all areas of work and action important for the City are redefined, including the implementation of an entrepreneurial approach – an approach, which is not satisfied with the current situation, which in a creative process seeks new ideas and is orientated towards synergic actions in achieving six designated strategic goals in development:

- C1. Competitive economy
- C2. Development of human resources
- C3. Environmental protection and sustainable management of natural resources and energy
- C4. Improving urban quality and functions of the City
- C5. Improving the quality of life
- C6. Improving the system for managing development

Achieving the vision and fulfilling strategic goals is planned to be undertaken by providing a strategic direction for activities in accordance with development priorities, with a total of 16 development priorities defined.

Achieving the determined priorities is performed by implementing measures from the list of actual planned activities. Besides the planned activities, the following aspects have also been determined for each of the measures: purpose and goal, anticipated result and development outcome, the responsible stakeholder and other important participants, users, implementation performance indicators, sources of financing with an estimate of funds and the period required for implementing the respective measures.

## IMPLEMENTATION OF STRATEGY: FINANCIAL AND INSTITUTIONAL FRAMEWORK, MONITORING AND REPORTING, ACTION PLAN AND COMMUNICATION STRATEGY

The financial framework for implementing the City of Zagreb Development Strategy for the Period Ending in 2013 has been determined as an approximate and guideline plan for financing the implementation of measures, i.e. the activities and projects as anticipated by them. The estimated financial plan was composed from information on the City of Zagreb budget and an estimation of the possibility of attracting funds from the national budget and funds at the national level, meaning on the basis of the estimated ability in drawing money from the EU pre-accession funds and other international sources, as well as from other sources of financing (private sector, and to a significantly smaller extent non-government organisations and other local sources). The goal of the development strategy has been to remove obstacles and create a better quality environment for the functioning of the private sector and the affirmation of entrepreneurial initiatives, which are achieved by developing the Zagreb economy and creating new employment, and also improvements to the urban features of the City and all the urban functions. Also expected is the creation of a platform for participation by the private sector in the traditional 'public' roles: education, culture, sports, health and social welfare, not to mention the development of transport-utility systems.

The implementation section of the strategy contains an institutional framework with a short list of all included stakeholders and a description of their roles and tasks relating to composing, adoption implementation and the monitoring of development strategy implementation, and such framework for monitoring implementation and reporting.

The action plan is directed towards the operationalization and implementation of the development strategy, it contains an overview of development projects planned in terms of the implementation of the particular measures and will be supplemented and further developed by ongoing development of the system for preparing county development projects. The action plan highlights the need for preparing technical project documentation and

implementation of other preliminary investment activities for measures determined by the City's particular development projects, which is also an essential precondition for utilising resources from EU funds. A recommendation has been made to establish a special fund for preparing project documentation, including a fund for co-financing approved projects. The communication strategy goals are: to provide effective communication necessary for composing and implementing a development strategy, to raise public awareness of the importance of the development strategy for the development of the City of Zagreb, to inform the public of possible sources of financing, and above all else, ensure two-way communication between public administration, entrepreneurs, civil society and the public.

## THE PROCESS OF DRAWING UP DOCUMENTATION

### JUNE 2009

The commencement of work on drawing up ZagrebPlan was publically announced on 17 June 2009 during a lecture at the Zagreb Association of Architects, who along with representative of the City Office for Strategic Planning and Development of the City, and which was also held by a representative of the Ministry of Regional Development, Forestry and Water Management. The anticipated working plan was presented during the lecture, which was harmonised with our knowledge of methodologies for compiling development strategies at the time, especially the strategies used for planning the development of large cities – European metropolises, which is also an inevitable role of the City of Zagreb.

### JULY – OCTOBER 2009

On 17 July 2009, a previous notice was sent to all city administrative bodies concerning the commencement of work on the development strategy, accompanied by a request for assigning a contact person for the purpose of inter-sector cooperation on this common project. On 22 October 2009, the working plan was presented to representatives of the City Assembly.

### NOVEMBER – DECEMBER 2009

Along with the requests to all administrative bodies, to companies under ownership of the City, and

other public institutions for the purpose of seeking the submission of data based upon which development problems and needs in terms of their authority can be accurately determined, a study of the good practices in the strategic planning of European metropolises was carried out using metropolises that are comparable to Zagreb based on the number of inhabitants and size, or based on a similar historical, social and political heritage. Therefore, we decided to present the results of our investigations to the professional community. Subsequently, in November and December of 2009, in cooperation with the Zagreb Association of Architects, a lecture was held on the topic of development strategies for European capital cities (Copenhagen, Prag, Ljubljana). Much contribution and inspiration was provided by Prof. Dr. Tihomir Jukić with associates Marina Smokvina and Mojca Smode from the Faculty of Architecture at the University of Zagreb. They presented the way the 'big' cities of Paris, London and Tokyo had planned their development.

### 18 MARCH 2010

The City Office for Strategic Planning and Development of the City spoke of the ZagrebPlan, the methodology of compiling ZagrebPlan and the exceptional important topics for considering development at the thematic session of the City Assembly of the City of Zagreb. It covered the spatial planning of the City and was held on 18 March 2010, while subsequently receiving strategic input from city councillors as noted in the concluding points of the session.

### APRIL 2010

In April 2010, The Ordinance on Mandatory Content, Methodology for Compiling and Manner of Evaluating County Development Strategies (OG 53/2010) was adopted, with the document revising some sections of the earlier considered content of the strategy and working plan, but at the same time also confirming the fundamental work concept.

### 26 APRIL 2010

On 26 April 2010, the session of the City of Zagreb Economic and Social Council discussed city development and preparation of ZagrebPlan with the topic being rational management of city space and the creation of planned prerequisites for managing

growth. Following expert evaluation as prepared by the City Office for Strategic Planning and Development of the City and other invited bodies of the City Assembly and institutions, the Council provided its recommendations for planning development.

#### SEPTEMBER 2009

The ZagrebPlan project was presented on occasion of the 2010 Zagreb Autumn Expo. Visitors at the exhibition (citizens of the City of Zagreb and guests) were surveyed using a questionnaire titled 'What kind of Zagreb would you like?'

#### 30 SEPTEMBER 2010

On occasion of the thematic session held by the Committee for Economic Development and the Committee for Finance of the City Assembly of Zagreb on 30 September 2010, the City Office for Strategic Planning and Development of the City prepared a study titled 'Macroeconomic Development and Financial Results of Entrepreneurial Undertakings in the City of Zagreb for the period 2005–2009' and 'Urban-Planning Aspects of the Zagreb Economy', which originated as a separate research into the needs for preparing ZagrebPlan. The thematic session was an excellent opportunity for exchanging knowledge and experience with city representatives, experts from the University of Zagreb, the Development Agency Zagreb, the City Office for Economy, Labour and Entrepreneurship and the City Office for Financing, including other reputable experts who had received an invitation to attend the session.

#### OCTOBER – DECEMBER 2010

Upon request by the City Assembly's Physical Planning Committee, and in cooperation with the Zagreb University Rectorate, on 20 October 2010, the Office organised a presentation of the Study on the Development of the University of Zagreb and participated in a discussion on this inevitable lever in the development of the City. On 10 December 2010, upon request by the same committee, talks were held in the City Assembly on the proposals for improving the transport system (the Spatial-Transport Study of the Road-Rail Transport System for the Wider Area of the City of Zagreb, a study for a tunnel running through Medvednica and the northern tangents).

#### 26 NOVEMBER 2010

Previous cooperation with other administrative bodies of the City of Zagreb at an expert level received institutional support with the establishment and appointment of a special Task Force assigned for drawing up ZagrebPlan—City of Zagreb Development Strategy on 26 November 2010. Its president is the Mayor Milan Bandić, while its members are the heads of all the city offices, bureaus and departments.

#### NOVEMBER 2010

The year 2010 was spent on collecting data from city administrative bodies, Zagrebački holding, other institutions and companies (FINA, Croatian Railways, Croatian Roads...), and in identifying the developmental problems and needs, the compilation of a series of topical studies on the city's identity, spatial and demographic tendencies, housing, city projects, and the general landscape of the City of Zagreb. It also covered the possibilities of revitalising Donji Grad, municipal activities which to a large extent affect the way of life and perception of visitors—the supply of domestic products on the city market places. The complete analysis was incorporated into a blueprint titled Fundamental Analysis—An Assessment of the Current State, which was completed in November 2010.

#### 26 NOVEMBER 2010

The City Office for Strategic Planning and Development of the City was assigned the role of regional coordinator and registered into the Register of Administrative Bodies of Local and Regional Self-Government Units as the body responsible for the task of encouraging and coordinating regional development of the City of Zagreb.

#### DECEMBER 2010

At the City of Zagreb Tribune on 6 December 2010, a workshop was held with the representatives of the city administrative bodies and important institutions for the purpose drawing up SWOT-analyses. The workshop was opened by the Mayor Milan Bandić, with all the participants receiving working materials in the form of Fundamental Analysis—An Assessment of the Current State, along with an invitation to submit final amendments and corrections. Based

on the outcome of the workshop, a SWOT-analysis plan was established.

#### FEBRUARY 2011

On 2 February 2011, a workshop was held where the representatives from the city administrative bodies and important institutions discussed the vision for the future development of the City of Zagreb, including the strategic goals and development priorities.

#### MARCH – MAY 2011

In cooperation with the Zagreb Association of Architects, the City Office for Strategic Planning and Development of the City organised a series of public debates on actual topics associated with urban planning, the City's identity and the role of creative industries in forming a city 'brand'. Also presented was part of a comprehensive analysis and assessments of the current state prepared during the drawing up of ZagrebPlan, that had been drawn up during 2010. Special attention was given to physical planning of the City, with a focus on a number of topics, which, due to frequent emphasis in expert circles and the public, were assessed as crucial for the quality of life and identity of the City. A series of recognised institutions and experts presented thematic studies covering the landscape, housing, city projects, topical issues concerning the Donji Grad, and also spatial and demographic development trends, identity and cultural products of the City. These people included Prof. Dr. Tihomir Jukić Ph.D., Dr. Daniela Angelina Jelinčić Ph.D., Dr. Feđa Vukić Ph.D. Biserka Bilušić Dumbović Mr.Sc., Vesna Koščak Miočić-Stošić Mr.Sc., Dr. Vladimir Kušan Ph.D. with associates and the association Platform 9.81 / Analog. The goal of the presented series was not only to present compiled studies, which precisely identified the actual state, but also professional dialogue on the proposed topics in order to acquire answers to questions such as: Has the present practice shown to be successful? What are the protective mechanisms and guidelines that should be incorporated into a new generation of plans? What solution model would be most acceptable?

#### JULY 2011

On occasion of the thematic session held on 4 July 2011 by the Committee for Economic Development

under the auspices of the City Assembly of Zagreb, the Proposed Strategy for the Development of Entrepreneurship in the City of Zagreb for 2010 was presented, which was drawn up by the Development Agency Zagreb (TPZ). The basic presumptions of the strategy include: an entrepreneurship that experiences growth, develops, employs and exports; knowledge-based entrepreneurship, being competitive on the world market; changing from an import-orientated to an export-orientated economy; improving the ties between science and entrepreneurship; and Zagreb as a motor of development for Croatian society and the economy, were just another opportunity to better define the strategic priorities in terms of ZagrebPlan and encourage the validation of whether the 'entrepreneurship approach'—an approach directed towards creating new values—is adequately represented in all areas covered by ZagrebPlan.

#### PARTICIPATION BY THE PARTNERS' COUNCIL OF THE CITY OF ZAGREB

The City of Zagreb Partners' Council was founded and its members appointed on 20 July 2011. Members appointed to the Partners' Council are representatives of important institutions and renowned experts in the field of their expertise:

- /// Dr. Bojan Baletić Ph.D., vice-chancellor, University of Zagreb, for urban planning and inter-institutional cooperation
- /// Dr. Gojko Bežovan Ph.D., Faculty of Law, University of Zagreb
- /// Vlado Crkvenac, President of the Zagreb Association of Crafts and Trades
- /// Ivo Čović, President of the Board of Zagrebački holding d.o.o.
- /// Mirjana Dobranović MMed, President of the Association for Promoting Equal Opportunity
- /// Vladimir Ferdelji, Director of Elektro-Kontakt d.d.
- /// Dr. Zlatan Fröhlich Ph.D., President of the Economic Council of the Croatian Chamber of Economy - Chamber in Zagreb
- /// Vinko Ivić, Director of the Zagreb City Museum
- /// Višnja Jelić-Mück, President of Odraz and the Croatian Network of Rural Development



- /// Prof. Dr. Tihomir Jukić Ph.D., Faculty of Architecture, University of Zagreb
- /// Prof. Dr. Antoinette Kaić-Rak, Head of the World Health Organisation County Office
- /// Ivan Katalenić, Union Representative of the City Assembly of the City of Zagreb
- /// Prof. Dr. Melita Kovačević Ph.D., vice-chancellor, University of Zagreb, for research and technology
- /// Dr. Vladimir Kušan Ph.D., Head of the Department of Natural Resources at the Institute for Applied Ecology – oikon
- /// Anđelko Leko, President of the Board of the Croatian Employers' Association (HUP) – Zagreb d.o.o.
- /// Mirjana Matešić univ. spec, The Croatian Business Council for Sustainable Development
- /// Vesna Matijašević, Director of the Regional Office Zagreb, Croatian Employment Service
- /// Ivan Obad, President of the Chamber of Trades and Crafts Zagreb
- /// Tomislav Paškvalin, Director of the Centre for Sports Research and Development,
- /// Ivan Šikić, member of the Council of the Peščenica-Žitnjak City Quarters
- /// Dr. Amelia Tomašević Ph.D., Director of the City of Zagreb Tourist Board
- /// Nives Farkaš-Topolnik, Director of the Medvednica Nature Park
- /// Prof. Dr. Mladen Vedriš Ph.D., economics expert and professor at the Chair of Economic Science, Faculty of Law, University of Zagreb.

The elected president of the City of Zagreb Partners' Council was Prof. Dr. Mladen Vedriš. The Partners' Council ensures consensus between relevant stakeholders involved in the process of defining and achieving a common vision for the development of the City of Zagreb. The task of the Partners' Council is to work actively in all phases of drawing up and implementing ZagrebPlan. Intensive talks with the Partners' Council were carried out in September and October of 2011. The Partners' Council took into consideration section of ZagrebPlan—City of Zagreb Development Strategy for the Period Ending 2013 and emphasised its participation as the commencement of cooperation: the council will actively participate in monitoring implementation

of the strategy, in preparing the drawing up the process and in actually drawing up the 2014–2020 development strategy. Minutes from the session of the Partners' Council are available in the appendix to this development strategy.

#### PREVIOUS EVALUATION

ZagrebPlan—City of Zagreb Development Strategy for the Period Ending in 2013, on the basis of a previous evaluation was assessed with respect to the criteria for justification, relevancy, consistency and coherency.

The previous evaluation was conducted by the company 'Razbor'—a consultancy company from Zagreb that provides advisory services for regional and local development and EU funds, with the summary from the final report:

'External evaluation of the City of Zagreb Development Plan was carried out over a seven-month period. The main finding of the external evaluation was that the City of Zagreb Development Strategy had been positively evaluated, with the presumption of further improvements during the implementation period, and in planning for the subsequent strategic period covering 2014–2020. The evaluation process adhered to the principle of autonomy, interactivity and objectivity. The key inadequacy is the prolonged period required for drawing up the document, which has somewhat affected the quality of County Development Strategies by reducing the implementation period, but which can be partially justified due to the complexity of the social and economic trends and various aspects of urban development. The fact is that this type of document has been compiled for the City of Zagreb for the first time. In regards to the actual Development Plan, the social and economic analysis covers the conclusions, which are relevant and justified, and provides a fundamental basis for developing a strategy. The team used for drawing up the strategy gathered an impressive number of people who have participated in undertaking the analysis, and have clearly displayed excellent familiarity in their sector relating to the situation in the City of Zagreb. The link between social and economic analysis and a SWOT analysis is evident and clear, though the stated could have been more real. The strategic goals in the most extensive scope meet

the requirements and problems recognised in the analyses. The priorities are well known and justified by the main findings in the analysis, meaning that it is possible for each measure to find an appropriate note in the SWOT analysis. A disadvantage of the strategic section is the absence of an indicator at the level of strategic goals and priorities, hence it becomes difficult to estimate the manner of measuring their occurrence and to what extent will they contribute to resolving the issue recognised in the analysis. Indicators have been defined at the measure level, though indeed without a fundamental and anticipated value, which might very well serve in tracking influences, but are not adequate. The team assigned for drawing up the document was committed, in time and in the ongoing procedures of strategic planning, to introduce new indicators at the level of goals and priorities in order to monitor the outcome. For the stated reasons, the evaluation of impact can be retained only at the general assessment of relevancy and consistency of intervention based upon which it can be anticipated that the Strategy will cause positive steps in the sectors and regions in which they aim to work.

In the chapters that refer to the implementation of the Strategy, it is evident that the team that had worked on it, including the Partners' Council, are well aware of the implementation processes and the institutional framework. The action plan does not have a specifically defined time-frame for the particular activities, since the entire plan is supposed to be implemented immediately and completely with all of the defined activities by the end of 2013. The fundamental finding is that the Action Plan is fully understandable in terms of the list of projects envisaged for receiving financing and that the plan in an adequate measure envisages activity and division of authority necessary for carrying out all measures and priorities. The recommendation is that the Action Plan be augmented in the future, so that it may include all the activities necessary for implementing the strategy. These include those involved in managing and coordinating, through to those that purport to the preparation of a programme for assigning resources to end users who are not strategic stakeholders (associations, individuals, entrepreneurs, etc.), analytical projects and studies, forms of technical assistance and other types,

including modalities of strategy implementation, right up to the investment projects.

The consultation process was devised on the principles of interactivity and inclusiveness. Members of the partnership were identified and represented all the relevant stakeholder groups. In order to augment the consultation process, the team assigned the task of drawing up the strategy upon recommendation by the evaluator, included in the communication strategy the obligation to organise a debate on attitudes from various stakeholders involved in the development of the city for the purpose of exchanging attitudes. This involved round table discussions, forums, discussions, especially with the civil society associations that promote sustainable urban development and preservation of the environment, who should ensure the participation of actually these stakeholders in the ongoing consultation process. As is evident in the appendix attached to the compiled strategy, the City of Zagreb has clearly elaborated the harmonised strategies at a number of levels. A very elaborative and detailed presentation of this harmonisation in the included table shows a good familiarity of the area of development, and also the plans in the particular policies and documents. The evaluation team has assessed this description of harmonisation as being of exceptional quality. The only inadequacy lies in the fact that the City of Zagreb did not have a Regional Operational Programme 2007–2011, hence it was not possible to assess compliancy with development documents which were implemented in the previous period.'

#### ASSESSMENT BY THE MINISTRY OF REGIONAL DEVELOPMENT AND EU FUNDS

The assessment by the Ministry of Regional Development and EU Funds confirmed that ZagrebPlan, the City of Zagreb Development Strategy, Strategic Development Orientation up to 2013, fully conforms to the Strategy of Regional Development of the Republic of Croatia for the Period 2011–2013.

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The City Assembly of Zagreb has taken into consideration the Proposal and brought about ZagrebPlan, the City of Zagreb Development Strategy, Strategic Development Directions For the Period Ending in 2013, on 26 April 2012 at the 36<sup>th</sup> session held.

# Workshop participants

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Jelena Pavičić Vukičević

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Marko Helfrih

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Marinka Bakula Anđelić

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Višnja Bedenko  
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Valerija Kelemen-Pepeonik  
Milena Kuhta  
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Zlatan Frohlich  
Krešimir Opić

CROATIAN EMPLOYMENT SERVICE—REGIONAL DEPARTMENT ZAGREB  
Vesna Matijašević

INSTITUTE OF SOCIAL SCIENCES IVO PILAR  
Vladimir Lay

## SWOT analysis

Based on results from the workshop carried out on 6 December 2010 at the City of Zagreb Tribune

In terms of the implementation of the project for drawing up ZagrebPlan—the City of Zagreb Development Strategy, the City Office for Strategic Planning and Development of the City along with advisory assistance from the Institute for International Relations, on 6 December 2010 on the premises of the City of Zagreb Tribune located on Kaptol 27, conducted a one-day workshop on how to draw up a SWOT analysis.

The SWOT analysis according to article 4 of the Ordinance on Mandatory Content, Methodology of Drawing Up and Manner of Evaluating County Development Projects (Official Gazette 53/10) is envisaged as a mandatory part of the strategy content and its implementation should be preceded by determining the vision and strategic goals of the county (City of Zagreb).

The purpose of the conducting the workshop and drawing up the SWOT analysis was to determined and assess the strengths and weaknesses, opportunities and threats of each segment making up the complete development of the City of Zagreb. This was also a continuation of the earlier collection of data, assessment of the actual current state and determination of development issues and requirements in the previous step of the Fundamental Analysis.

One of the workshop goals was to allow workshop attendees the ability to strengthen their orientation towards the future, i.e. the ability to develop sophisticated mental replies to the questions of ‘what if’, to improve motivation and commitment to reflect strategically on development and comprehensive utilisation of planning, programming, monitoring and assessment of results and long-term outcomes of projects for the development of the City of Zagreb. In that sense, the workshop can be considered exceptionally successful, at least according to comments from participants—specialists from particular fields and areas of responsibilities,

since it allows them to reflect openly beyond their sectors on comprehensive development. It should be emphasised that the workshop was organised so that work carried out in the groups and the synthesis of conclusions in the particular groups to a larger extent reduce the effects of subject personal judgements of strengths and weaknesses, opportunities and threats. This leads to acquiring a more objective SWOT analysis scheme, providing thus a starting point for further planning.

STRENGTHS (S)	WEAKNESSES (W)
<ul style="list-style-type: none"> <li>/// Favourable geo-transport and geopolitical position in Croatia and Europe</li> <li>/// Administrative, political, economic and social centre of Croatia</li> <li>/// Position the most developed and most competitive NUTS2 region of north-western Croatia</li> <li>/// Preserved natural resources: Sava aquifer, forests, agricultural lands, geothermal sources</li> <li>/// Diversity, preservation and significant and spatial representativity of natural and landscape values: Medvednica Nature Park, the alluvial plains of Sava, Vukomeričke gorice, park-forests of the City's urban area</li> <li>/// Relative good indicators of a quality environment, as a whole and the particular components, a tradition of care towards the environment</li> <li>/// Integration of the rural space as agricultural, ecological, landscape and tourist potential in the City area</li> <li>/// Diverse cultural heritage including cultural and historical identity</li> <li>/// Concentration and positive dynamics of general population trends</li> <li>/// Long-term positive balance of total migration</li> <li>/// The highest level of urbanicity</li> <li>/// The highest concentration of an educated population with respect to the Croatian average</li> <li>/// Land sites owned by the City as a development potential: Badel, Zagrepčanka, Gredelj, Paromlin, and so on.</li> </ul>	<ul style="list-style-type: none"> <li>/// Inadequately utilised geo-transport and geopolitical position as a resource for development</li> <li>/// Vulnerability of natural resources with rezoning and exploitation</li> <li>/// Inadequate effectiveness in implementing environmental protection measures</li> <li>/// Unfavourable ownership structure of agricultural land as a development resource of an adjacent rural area of the City</li> <li>/// Poor perception of the value of cultural and natural heritage as a resource for development</li> <li>/// Inadequate maintenance of construction heritage, especially the historical city nuclei</li> <li>/// Loss of identity of the historical settlements integrated into the City</li> <li>/// Negative natural increase, low fertility rate</li> <li>/// Growing aging population</li> </ul>

OPPORTUNITIES (O)	THREATS (T)
<ul style="list-style-type: none"> <li>/// A new position of the City of Zagreb upon Croatia's entering the EU, affirmation in the network of European metropolises</li> <li>/// Growing global awareness of environmental protection including natural and international programmes and projects as sources of financing</li> <li>/// The inclusion into funds providing assistance and expansion of the market for ecological production, agrarian tourism, rural and cultural landscapes, and so on.</li> <li>/// Strengthening awareness of the inheritance of the Zagreb's first modernisation: revitalisation of valuable structures of industrial architecture and its inclusion into the cultural and tourism offer of the City</li> <li>/// Development of a unique approach to promoting the identity of the City of Zagreb – systematic and ongoing promotion for the purpose of strengthening the exchange of the individual and collective identity</li> </ul>	<ul style="list-style-type: none"> <li>/// Urbanisation of forests in private ownership</li> <li>/// Ineffective cooperation with neighbouring counties for the purpose of protecting sources, water and other resources</li> <li>/// Irrational expansion of the City onto unconstructed areas, without urban and economic justification</li> <li>/// Pressure applied for rezoning agricultural areas</li> <li>/// The treatment of the entire area of the City of Zagreb as an urban area, by the EU party – thus prohibiting the use of funds for developing the rural area of the City</li> <li>/// High level of an earthquake risk</li> <li>/// Landslides in the lower Sljeme zone</li> <li>/// Construction of a hydroelectric power station on the Sava upstream from Zagreb</li> <li>/// The Krško nuclear power plant</li> <li>/// Inadequate financial resources for the protection and renewal of the historical city</li> <li>/// Development without an identity: the City of Zagreb as a unimposing and 'ordinary' city in a united Europe</li> </ul>



STRENGTHS (S)	WEAKNESSES (W)
<ul style="list-style-type: none"> <li>/// Spatial coverage of public transport</li> <li>/// Quality vehicle fleet in terms of tramway and bus transport</li> <li>/// Coverage of municipal infrastructure for the urban city area</li> <li>/// Central wastewater treatment device</li> <li>/// Concentration of scientific and technological resources for development purposes</li> <li>/// The largest business hub in Croatia</li> <li>/// A strong banking, finance and insurance sector</li> <li>/// Well developed IT sector</li> <li>/// Concentration of business entities/entrepreneurs and employment</li> <li>/// A market with the greatest purchasing power</li> <li>/// Various offers covering specialised business services</li> <li>/// Tradition of continued development and a healthy competitiveness in particular industries (electrical, pharmaceutical, telecommunications, construction industries)</li> <li>/// The largest tourist centre in the continental region of Croatia</li> <li>/// A rich historical heritage, cultural heritage and geographical position as prerequisites for the development of tourism, especially congress tourism</li> <li>/// Traditional crafts and autochthonous products offered on the city markets</li> <li>/// A well educated workforce, especially the younger workforce</li> </ul>	<ul style="list-style-type: none"> <li>/// In adequate intermodal transport system - inadequate utilisation of railway, P&amp;R and B&amp;R transport</li> <li>/// Inadequately developed street and rail network, poor flow of individual and public transport</li> <li>/// Obsolete infrastructure at Zagreb Airport (low quality of reception and equipment including obsolete capacities)</li> <li>/// Obsolete network of municipal infrastructure (large water losses, maintenance costs, etc.)</li> <li>/// Inadequately development water supply and sewage network on the periphery and rural city areas</li> <li>/// Inadequately percentage in the utilisation of renewable energy sources</li> <li>/// Low energy efficiency of the complete existing construction fund</li> <li>/// Only a partial waste management system</li> <li>/// Inadequate link between industry and science/research</li> <li>/// Inadequate rates of investments in the economy</li> <li>/// A fall in the percentage of industry in gross value added (GVA) and employment</li> <li>/// An inadequate orientation of industry towards products with greater added value</li> <li>/// Inadequate percentage of exports with respect to imports (imports-exports coverage)</li> <li>/// Inadequately developed modern business infrastructure (business zone, technological parks, business incubators)</li> <li>/// Absence of traffic and municipally equipment business zones ready for investments</li> <li>/// Undeveloped entrepreneurship in culture and social activities</li> <li>/// Inadequate cooperation with other counties in preparing common business development projects</li> <li>/// High prices of land and municipal fees</li> <li>/// Inconsistency in supply and demand of the workforce and based on the scope and qualitative structure; the lack of particular expertises possessed by people</li> <li>/// Absence of political management of available human resources for the aim of reducing unemployment</li> <li>/// Lower GDP per capita in comparison to the other capital cities in the EU</li> <li>/// Absence of a complete strategy for developing tourism</li> </ul>

OPPORTUNITIES (O)	THREATS (T)
<ul style="list-style-type: none"> <li>/// Natural potential for utilisation of renewable energy sources</li> <li>/// Plan and programme for constructing infrastructure (transport, energy) at the international and national level</li> <li>/// Plans for developing an integrated public transport system for the City of Zagreb and surrounding counties</li> <li>/// Improving the suburban railway system used in public transport</li> <li>/// Development of the airport as a hub in South-Eastern Europe</li> <li>/// Development of the Lučko Airport as a business / tourist / sports airport</li> <li>/// Development and accessibility of information and communication technology</li> <li>/// Better access to the goods and services market following entry into the EU</li> <li>/// The drawing up and implementation of programmes possessing complete policies for encouraging employment</li> <li>/// Global trends in the growth of entrepreneurship in culture, sports, medicine, and other fields in which the City of Zagreb has quality human resources and recognised experts</li> <li>/// Global trends in the growth of demand for urban, cultural, congress and rural tourism</li> <li>/// Utilisation of the resource advantages of Zagreb in a comprehensive national and regional tourist offer</li> <li>/// Better access to the goods and services market following entry into the EU</li> <li>/// Ability of accommodate headquarters for European institutes, headquarters of multinational companies for the region in the City of Zagreb</li> </ul>	<ul style="list-style-type: none"> <li>/// Administrative barriers when investing into the development of entrepreneurship</li> <li>/// An increasing trend a highly-professional workforce emigrating</li> <li>/// Global and national economic crisis and a general crisis of value</li> <li>/// Discrepancies in the land title and cadastral office records</li> <li>/// Centralisation of the management of infrastructure, environmental protection, education and public services, etc. at the national level</li> <li>/// Incomplete taxation policies and authority of the local self-government units</li> </ul>

STRENGTHS (S)	WEAKNESSES (W)
<ul style="list-style-type: none"> <li>/// Concentration and diversity of cultural, educational and scientific-research institutions</li> <li>/// Concentration of medical and hospital capacities</li> <li>/// Developed cultural offers (museums, theatres, galleries, cinemas, libraries, etc.)</li> <li>/// Cultural manifestations of an international and national character</li> <li>/// Developed cultural and creative industries (architecture, design, music, publication, fashion, film and video, software, etc.)</li> <li>/// The encouragement of professional sport, large number of sporting events</li> <li>/// Hall venue capacities for top cultural and sporting events</li> <li>/// Socially sensitive policies by the City</li> </ul>	<ul style="list-style-type: none"> <li>/// Inconsistent dispersion of cultural content in the city quarters, especially in the newly-built settlements</li> <li>/// Inadequate monitoring and valorisation of cultural programmes</li> <li>/// Inadequate capacities for congress tourism</li> <li>/// Inadequate capacities in preschool and primary school facilities, worn out existing building and school equipment in primary and secondary schools</li> <li>/// Inadequate number of institutions providing accommodation for the elderly and disabled persons</li> <li>/// Inadequate number of institutions providing palliative care</li> <li>/// Inadequate capacities in particular hospital institutions</li> <li>/// Inadequate number and worn out existing sporting and recreational facilities and their inconsistent allocation across city quarters</li> <li>/// Inadequate incentives for amateur sports and recreational activities for citizens</li> <li>/// Inadequate transparency of systems for monitoring the end-users of social welfare schemes</li> <li>/// Inadequate coordination amongst various stakeholders in the social welfare system</li> </ul>

OPPORTUNITIES (O)	THREATS (T)
<ul style="list-style-type: none"> <li>/// International cooperation in the implementation of of cultural activity programmes</li> <li>/// Organisation of international sporting and cultural events which position Zagreb on the international scene</li> <li>/// Development of the University of Zagreb, construction of the new campus in Borongaj: Zagreb—University City</li> <li>/// European programmes for permanent education and requalification</li> </ul>	<ul style="list-style-type: none"> <li>/// Inadequate financial resources for constructing defined spatial requirements relating to social activities and achieving the planned programmes</li> <li>/// Emigration of the best qualified professionals in the field of culture, creative industries, health and sport</li> </ul>

STRENGTHS (S)	WEAKNESSES (W)
<ul style="list-style-type: none"> <li>Large number and diversity of civil society associations and organisations</li> <li>Relative strong financial capacity of the City</li> <li>Membership in numerous international associations and networks of European cities</li> <li>Professional capacities of the City Assembly and Zagrebački holding</li> <li>Information technology (IT) in the City Assembly</li> </ul>	<ul style="list-style-type: none"> <li>Absence of criteria for assessing work, results and development outcomes for civil society associations</li> <li>Lack of preparation in business and other development projects for receiving finance from the EU and other international funds</li> <li>Inadequate management of investments in development projects (long-term uncompleted large strategic development projects: hospital, city stadium, etc.)</li> <li>Large long-term amounts of unsettled claims by the City</li> <li>Inadequate synergy of work undertaken by the city representatives and executive bodies and companies in ownership of the City</li> <li>Low absorption of resources from pre-accession EU funds</li> <li>Unclear criteria for selecting and the procedure for implementing large city urban projects</li> </ul>

OPPORTUNITIES (O)	THREATS (T)
<ul style="list-style-type: none"> <li>Utilisation of EU funds and programmes including other foreign financial sources for the development of the City</li> <li>Partnership programmes and projects with European cities and regions</li> <li>Inter-county cooperation at all levels of strategic significance for economic and social development</li> <li>Utilisation and transfer of knowledge</li> <li>Strengthening civil society and development of partnerships in the process of preparing and implementing decisions on the development of Zagreb</li> <li>Development of Zagreb Spatial Data Infrastructure (ZIPP) and Physical Planning Information System (ISPU)</li> </ul>	<ul style="list-style-type: none"> <li>Competition by other European cities in applying and utilising resources from EU funds</li> <li>Dependency of development strategies, programmes and project on political changes and political will in the city and government</li> <li>Loss of part of the budget revenue due to changes in taxation policies at the national level</li> <li>Absence of a common strategy for the development of the City of Zagreb and the Zagreb region</li> <li>Inadequate authority by the City in resolving property rights issues when preparing land sites for projects of city interest</li> <li>International crime and terrorism</li> </ul>



# Workshop participants

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## Vision

According to results from the workshop conducted on 2 February 2011 at the City of Zagreb Tribune

According to results from the workshop conducted on 2 February 2011 at the City of Zagreb Tribune The aim of the full day workshop conducted for the purpose of implementing the project for drawing up ZagrebPlan – City of Zagreb Development Strategy, held on 2 February 2011, run and supported in an advisory role by the Institute for International Relations, was to determine the blueprint for the vision and strategic goals in developing the City of Zagreb, with a specific focus on development priority. A synthesis of results from work undertaken by the groups showed that the mental map of the workshop participants from the City of Zagreb was displayed through a number of aspects: natural heritage, cultural monuments and cultural creativity, century-old tradition of being the industrial centre and above else based on knowledge. The presented proposals for a vision of development were equally presented in terms of concepts for ‘a City based on knowledge and entrepreneurship’, ‘a sustainable City – City with drinking water, preserved environment and nature’, ‘a City of tradition and culture’, ‘a City comfortable for living and work’, but also the ‘recognisable’, ‘safe’ and ‘fun’ City. Especially interesting were the proposals that incorporated in their vision the development of the City of Zagreb based on water and around waters (the Zagreb aquifer as a natural reserve of drinking water, ‘the awakened Sava’, and lake along Sava...), as well as the ‘Zagreb’s green rings’ (‘green economics’, ‘green energy’, ‘green tourism’...). Apparently, various concepts confirmed the need for a comprehensive overview of the development of the City, where the particular concepts are mutually supported and complemented. This kind of comprehensive overview led to a particular vision of developing the City of Zagreb.

### THE CITY OF ZAGREB – URBAN INCUBATOR OF SUSTAINABLE CONCEPTS, ENTREPRENEURSHIP AND NEW VALUES

The vision of the City of Zagreb as an Urban Incubator is achieved by relocating the boundaries in all significant areas of work and action, as deemed important for the City, by applying an entrepreneurial approach – an approach that is not satisfied with the existing state, which in the creative process seeks new ideas and endeavours in creating new values. The vision is also created through synergic action for the purpose of creating six designated strategic development goals:

1. A competitive economy
2. Development of human resources
3. Environmental protection and sustainable management of natural resources and energy
4. Improving urban quality and functions of the City
5. Improving the quality of living
6. Improving the system for managing development

# Strategic goals, priorities and measures

STRATEGIC GOALS	PRIORITIES	MEASURES	STAKEHOLDER
C1. COMPETITIVE ECONOMY	C1.P1 DEVELOPMENT OF AN INCENTIVE-BASED ENTREPRENEURIAL ENVIRONMENT	C1.P1-M1 STRENGTHENING THE BUSINESS INFRASTRUCTURE	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C1.P1-M2 DEVELOPING ENTREPRENEURIAL CLUSTERS	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C1.P1-M3 DEVELOPMENT OF A MORE FAVOURABLE FINANCIAL ENVIRONMENT FOR SMALL AND MEDIUM- SIZED COMPANIES AND BUSINESSES	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C1.P1-M4 INCENTIVES FOR DEVELOPING EDUCATION FOR ENTREPRENEURS	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
	C1.P2 DEVELOPMENT OF THE ECONOMY BASED ON KNOWLEDGE, INNOVATIONS AND QUALITY OF PROVIDED GOODS AND SERVICES	C1.P2-M1 STRENGTHENING TECHNOLOGICAL INFRASTRUCTURE	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C1.P2-M2 DEVELOPMENT OF BIO-SCIENCES, APPLICATION AND COMMERCIALISATION OF KNOWLEDGE AND TECHNOLOGY	BIO-CENTRE: BUSINESS INNOVATION AGENCY BICRO CCTM: CHILDREN'S HOSPITAL SREBRNJAK CIVK: FACULTY OF VETERINARY SCIENCE
		C1.P2-M3 ENCOURAGING CREATIVE INDUSTRIES	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C1.P2-M4 DEVELOPMENT OF TOURISM	GRADSKI URED ZA GOSPODARSTVO, RAD I PODUZETNIŠTVO
		C1.P2-M5 DEVELOPMENT OF AGRICULTURAL-FOOD PRODUCTION	CITY OFFICE FOR AGRICULTURE AND FORESTRY
	C2.P1 ZAGREB – CITY OF KNOWLEDGE AND UNIVERSITY CITY	C2.P1-M1 ASSISTANCE TO THE BORONGAJ UNIVERSITY CAMPUS PROJECT	UNIVERSITY OF ZAGREB
	C2.P2 DEVELOPMENT AND IMPROVEMENT OF THE LABOUR MARKET	C2.P2-M1 ADAPTATION OF EDUCATION PROGRAMMES AND IMPLEMENTATION OF ACTIVE MEASURES FOR EMPLOYMENT	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C2.P2-M2 DEVELOPMENT OF A MODEL ACCESSIBLE PERMANENT EDUCATION AND REQUALIFICATION	CITY OFFICE FOR EDUCATION, CULTURE AND SPORTS
		C2.P2-M3 STRENGTHENING COMPETENCIES AND INCREASING BUSINESS POSSIBILITIES FOR VULNERABLE GROUPS THROUGH SOCIAL ECONOMY PROGRAMMES	CITY OFFICE FOR HEALTH AND WAR VETERANS

STRATEGIC GOALS	PRIORITIES	MEASURES	STAKEHOLDER
C3. ENVIRONMENTAL PROTECTION AND SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES AND ENERGY	C3.P1 ENVIRONMENTAL PROTECTION, PRESERVATION AND IMPROVEMENT OF THE ENVIRONMENT	C3.P1-M1 ESTABLISHMENT OF A CENTRAL INFORMATION SYSTEM AND COMMUNICATION STRATEGY ON THE ENVIRONMENT	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		C3.P1-M2 SUSTAINABLE MANAGEMENT OF CITY FORESTS	CITY OFFICE FOR AGRICULTURE AND FORESTRY
		C3.P1-M3 EVALUATION, PROTECTION AND SUSTAINABLE MANAGEMENT OF CONSTITUENT NATURAL ELEMENTS OF THE CITY: MEDVEDNICA AND SAVA	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		C3.P1-M4 GEOTECHNICAL AND SEISMIC MICRO-ZONING OF THE CITY OF ZAGREB	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
		C3.P1-M5 DEVELOPMENT OF MECHANISMS FOR IMPLEMENTING PROTECTION OF BIOLOGICAL DIVERSITY	CITY INSTITUTE FOR PROTECTION OF CULTURAL MONUMENTS AND NATURE
		C3.P1-M6 COMPILATION AND PUTTING INTO FUNCTION THE LANDSCAPE BASIS OF THE CITY OF ZAGREB	CITY OFFICE FOR THE STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY OF ZAGREB
		C3.P1-M7 PROTECTION AND IMPROVEMENTS TO AIR QUALITY	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		C3.P1-M8 IMPLEMENTATION OF MEASURES FOR THE PROTECTION OF WATER	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		C3.P1-M9 COMPILATION OF THE STRATEGIC MAP FOR NOISE AND ACTION PLANS	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		C3.P1-M10 IMPROVING THE SYSTEM FOR COMPREHENSIVE WASTE MANAGEMENT	CITY OFFICE FOR ENERGETICS, ENVIRONMENTAL PROTECTION AND SUSTAINABLE DEVELOPMENT – SECTOR FOR ENVIRONMENTAL PROTECTION AND WASTE MANAGEMENT
	C3.P2 SUSTAINABLE ENERGY MANAGEMENT, INCREASING THE PROPORTION OF SUSTAINABLE ENERGY SOURCES, REDUCING GREENHOUSE GASES AND LIGHT POLLUTION	C3.P2-M1 ENCOURAGING THE USE OF RENEWABLE ENERGY SOURCES, COGENERATION AND ENVIRONMENTALLY FRIENDLY FUELS	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT

STRATEGIC GOALS	PRIORITIES	MEASURES	STAKEHOLDER
		<b>C3.P2-M2</b> INCREASING ENERGY EFFICIENCY IN THE ENERGY PRODUCTION, SECTORS OF INDUSTRY, BUILDING CONSTRUCTION INDUSTRY, TRAFFIC AND PUBLIC LIGHTING	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		<b>C3.P2-M3</b> SECURITY AND DIVERSIFICATION OF ENERGY SUPPLY FOR THE CITY	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		<b>C3.P2-M4</b> REDUCTION OF LIGHT POLLUTION	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		<b>C3.P2-M5</b> ESTABLISHING AN ENERGY INFORMATION SYSTEM FOR THE CITY OF ZAGREB AND COMMUNICATION STRATEGY ON ENERGY AND THE CLIMATE	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
<b>C4. IMPROVING URBAN QUALITY AND CITY FUNCTIONS</b>	<b>C4.P1 SUSTAINABLE USE OF THE ENTIRE CITY SPACE</b>	<b>C4.P1-M1</b> HOLISTIC SPATIAL DEVELOPMENT PLANNING	CITY OFFICE FOR THE STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY
		<b>C4.P1-M2</b> GREEN CITY INFRASTRUCTURE	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
	<b>C4.P2 IMPROVING INHABITED CITY AREAS</b>	<b>C4.P2-M1</b> PRESERVATION, RENEWAL AND SUSTAINABLE USE OF CULTURAL HERITAGE	CITY INSTITUTE FOR PROTECTION OF CULTURAL MONUMENTS AND NATURE
		<b>C4.P2-M2</b> URBAN REGENERATION OF DONJI GRAD	CITY OFFICE FOR THE STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY
		<b>C4.P2-M3</b> INCREASING THE QUALITY OF EXISTING AND DEVELOPMENT OF NEW PUBLIC CITY AREAS	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
		<b>C4.P2-M4</b> PROFILING, IMPROVING IN TERMS OF CONTENT AND FORM AS WELL AS ACTIVATING THE ZAGREB MARKETS	ZAGREBAČKI HOLDING
		<b>C4.P2-M5</b> DETERMINING THE SYSTEM OF 'CITY PROJECTS', REDEFINING THE TERM AND PLANNING THE SCHEDULE FOR DRAWING UP PROJECTS AND THEIR IMPLEMENTATION	CITY OFFICE FOR THE STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY
		<b>C4.P2-M6</b> PRESERVING TRADITIONAL FEATURES AND DEVELOPING SETTLEMENTS POSSESSING A RURAL AND SUBURBAN CHARACTER AND FORMER RURAL SETTLEMENTS INCORPORATED INTO THE CITY OF ZAGREB	CITY OFFICE FOR THE STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY

STRATEGIC GOALS	PRIORITIES	MEASURES	STAKEHOLDER
	<b>C4.P3 IMPROVING INFRASTRUCTURE AND TRANSPORT SYSTEMS</b>	<b>C4.P3-M1</b> DEVELOPMENT OF AIR TRANSPORT	GOVERNMENT OF THE REPUBLIC OF CROATIA – MINISTRY OF THE SEA, TRANSPORT AND INFRASTRUCTURE
		<b>C4.P3-M2</b> INTEGRATION AND IMPROVEMENTS TO THE QUALITY OF STREET AND ROAD NETWORKS	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
		<b>C4.P3-M3</b> IMPROVING PUBLIC PASSENGER TRAFFIC	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
		<b>C4.P3-M4</b> IMPROVING STATIC TRAFFIC	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
		<b>C4.P3-M5</b> DEVELOPMENT OF A SYSTEM FOR MANAGING AND SUPERVISING TRAFFIC (ITS)	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
		<b>C4.P3-M6</b> IMPROVING BICYCLE TRAFFIC	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
		<b>C4.P3-M7</b> IMPROVING MUNICIPALITY SERVICES EQUIPMENT IN THE CITY AREA	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
	<b>C4.P4 IMPROVING REGIONAL TRANSPORT CONNECTIONS</b>	<b>C4.P4-M1</b> MODERNISATION OF SUBURBAN RAILWAY TRANSPORT	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
		<b>C4.P4-M2</b> DEVELOPMENT OF INTEGRATED PUBLIC TRANSPORT	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT



STRATEGIC GOALS	PRIORITIES	MEASURES	STAKEHOLDER
C5. IMPROVING THE QUALITY OF LIVING	C5.P1 IMPROVING THE QUALITY OF HOUSING	C5.P1-M1 ENCOURAGING RENEWAL, MODERNISATION AND MAINTENANCE OF THE HOUSING STOCK AND A SYSTEM OF RENTING HOUSING OWNED BY THE CITY	CITY OFFICE FOR LEGAL-PROPERTY RELATIONS AND THE CITY'S ASSETS
		C5.P1-M2 RATIONAL PLANNING AND DEVELOPMENT OF AREAS FOR FAMILY HOUSING CONSTRUCTION	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
	C5.P2 SOCIAL INTEGRATION OF THE LOCAL COMMUNITY, SAFETY AND QUALITY LEISURE TIME	C5.P2-M1 UNIFORM ALLOCATION OF CONSTRUCTION OF CITY AND SOCIAL WELFARE HOUSING ACROSS THE WHOLE CITY AREA	CITY OFFICE FOR SOCIAL PROTECTION AND PEOPLE WITH DISABILITIES
		C5.P2-M2 EFFECTIVE PROTECTION AND RESCUE SYSTEM FOR THE POPULATION, PROTECTION AGAINST FIRES AND CATASTROPHES	CITY OFFICE OF EMERGENCY MANAGEMENT
		C5.P2-M3 IMPROVEMENT IN CARE OF THE ELDERLY POPULATION IN TERMS OF THE LOCAL COMMUNITY	CITY OFFICE FOR SOCIAL PROTECTION AND PEOPLE WITH DISABILITIES, CITY OFFICE FOR HEALTH AND WAR VETERANS
		C5.P2-M4 BETTER QUALITY INCLUSION OF PERSONS WITH DISABILITIES INTO THE LIFE OF A COMMUNITY	CITY OFFICE FOR SOCIAL PROTECTION AND PEOPLE WITH DISABILITIES
		C5.P2-M5 BETTER QUALITY INCLUSION OF CHILDREN WITH DEVELOPMENT DIFFICULTIES INTO THE LIFE OF A COMMUNITY	CITY OFFICE FOR SOCIAL PROTECTION AND PEOPLE WITH DISABILITIES; CITY OFFICE FOR EDUCATION, CULTURE AND SPORTS
		C5.P3 IMPROVING THE SOCIAL INFRASTRUCTURE	C5.P3-M1 IMPROVEMENT IN WORKING CONDITIONS, IN THE QUALITY AND DIVERSITY OF CULTURE AND CULTURAL OFFERS
		C5.P3-M2 IMPROVEMENT IN WORKING CONDITIONS, IN THE QUALITY AND DIVERSITY OF INFORMATIONAL AND EDUCATIONAL SYSTEMS	CITY OFFICE FOR EDUCATION, CULTURE AND SPORTS
		C5.P3-M3 IMPROVING CONDITIONS FOR THE PROVISION OF HIGH QUALITY HEALTH CARE SERVICES	CITY OFFICE FOR HEALTH AND WAR VETERANS
		C5.P3-M4 DEVELOPMENT OF SPORTING INFRASTRUCTURE AND CULTURE AT ALL LEVELS	CITY OFFICE FOR EDUCATION, CULTURE AND SPORTS
		C5.P3-M5 STRENGTHENING STANDARDS FOR SOCIAL WELFARE SERVICES	CITY OFFICE FOR SOCIAL PROTECTION AND PEOPLE WITH DISABILITIES
		C5.P3-M6 DEVELOPMENT OF A TECHNICAL CULTURE	CITY OFFICE FOR EDUCATION, CULTURE AND SPORTS

STRATEGIC GOALS	PRIORITIES	MEASURES	STAKEHOLDER
C6. IMPROVING THE DEVELOPMENT MANAGEMENT SYSTEM	C6.P1 DEVELOPMENT OF PARTNERSHIPS WITH CITIZENS AND DEVELOPMENT STAKEHOLDERS	C6.P1-M1 DEVELOPMENT OF PARTNERSHIPS WITH CIVIL SOCIETY AND BUSINESS ASSOCIATIONS	MAYOR'S OFFICE; CITY OFFICE FOR THE STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY (ZAGREBFORUM)
		C6.P1-M2 DEVELOPMENT OF PARTNERSHIPS WITH NATIONAL MINORITIES	MAYOR'S OFFICE
	C6.P2 ADVANCEMENT OF KNOWLEDGE AND SKILLS FOR MANAGING DEVELOPMENT	C6.P2-M1 DEVELOPMENT OF A STRATEGIC PLANNING SYSTEM	CITY OFFICE FOR THE STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY, CITY OFFICE FOR FINANCING, CITY CONTROL OFFICE
		C6.P2-M2 STRENGTHENING CAPACITY FOR UTILISATION OF EU AND OTHER FUNDS	MAYOR'S OFFICE
		C6.P2-M3 PROMOTING THE CITY OF ZAGREB AS AN INVESTMENT LOCATION	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
	C6.P3 EFFECTIVE MANAGEMENT OF CITY SPACE AND CITY ASSETS	C6.P3-M1 IMPROVING LAND TITLE RECORDS	CITY OFFICE FOR CADASTRE AND GEODETIC ACTIVITIES
		C6.P3-M2 APPLICATION OF MEASURES FOR ACTIVE LAND POLICIES BY THE CITY	CITY OFFICE FOR LEGAL-PROPERTY RELATIONS AND THE CITY'S ASSETS
		C6.P3-M3 IMPROVEMENTS TO THE DATA MANAGEMENT SYSTEM COVERING THE CITY AREA AND POPULACE	CITY OFFICE FOR THE STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY
	C6.P4 IMPROVING WORK BY CITY ASSEMBLY, INSTITUTIONS AND PUBLIC COMPANIES	C6.P4-M1 COMPOSING AND IMPLEMENTATION OF PLANS FOR CREATING EMPLOYMENT, EDUCATION AND EVALUATION OF PRODUCTIVITY OF WORKERS IN THE CITY ADMINISTRATION	PROFESSIONAL SERVICE OF THE MAYOR
		C6.P4-M2 IMPROVING COMMUNICATIONS AND FLOW OF INFORMATION BETWEEN DEPARTMENTS IN THE CITY ADMINISTRATION, INSTITUTIONS AND CITY-OWNED COMPANIES	PROFESSIONAL SERVICE OF THE MAYOR
	C6.P5 STRENGTHENING INTER-COUNTY COOPERATION, INCLUDING INTERNATIONAL LINKS AND RECOGNISABILITY OF THE CITY	C6.P5-M1 COORDINATION OF COMMON DEVELOPMENT ACTIVITIES AND PROGRAMMES FOR THE CITY OF ZAGREB, ZAGREB COUNTY AND THE KRAPINA-ZAGORJE COUNTY	MAYOR'S OFFICE
		C6.P5-M2 IDENTIFICATION, IMPROVEMENTS TO AND DEVELOPMENT OF CENTRAL ACCESS TO COMMUNICATION OF IDENTITY (SPECIFICS) OF THE CITY OF ZAGREB	CITY OFFICE FOR THE STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY

Na temelju članka 6. stavka 2. Pravilnika o Upisniku upravnih tijela jedinica lokalne i područne (regionalne) samouprave, agencija i drugih pravnih osoba osnovanih s ciljem učinkovite koordinacije i poticanja regionalnog razvoja („Narodne novine“ broj 053/10),  
Agencija za regionalni razvoj Republike Hrvatske izdaje

## POTVRDU

### I.

Kojom se potvrđuje da je **Gradski ured za stratejsko planiranje i razvoj grada**, upisan na prijedlog Grada Zagreba u Upisnik upravnih tijela jedinica lokalne i područne (regionalne) samouprave, agencija i drugih pravnih osoba osnovanih s ciljem učinkovite koordinacije i poticanja regionalnog razvoja.

### II.

Upisani iz točke I. ove potvrde, upisan je u Upisnik pod rednim brojem RK-21.

### III.

Ova potvrda važeća je do upisa promjene podataka o regionalnom koordinatoru u navedenom Upisniku.

RAVNATELJICA  
  
Željka Kovačić, dipl.iur.

U Zagrebu, 16. kolovoza 2010. godine

