



BRNO CITY STRATEGY



BASIC INFORMATION ON THE STRATEGIC PLAN



Introduction



One of the questions I frequently face is: What does the City of Brno need, what is its idea of its own future? An answer to this is the Brno City Strategy, which defines the vision of the city being proud of its past and having firm foundations in the real time. And what is the most important, the strategy shows how to achieve that vision.

Brno has all the necessary background to become a forward-looking, lively and attractive city for its citizens and visitors. It has an excellent position within the Central European region, its economic potential lures investors, and it has a constantly developing industrial base and innovative environment. It offers an outstanding scale of educational opportunities, the best universities are concentrated in Brno and there is also a remarkable concentration of research and development facilities and institutions. It has the ambition and the background to create a friendly city, providing varied opportunities for work, housing, health care and social services, as well as culture and sports. All this, together with its relatively good living environment, already makes Brno a “good address” - a city that wants to become a real home for its inhabitants.

I am convinced that Brno is a modern European city. Only a self-confident and proud city can make high-hearted visions. I am also aware that a good strategy for the city cannot be made and brought into life without a broad co-operation with additional partners: businessmen, university experts and experts from other institutions, non-profit organizations and broad public.

The ambition of this updated Brno City Strategy is to become a binding document in the long run, overreaching the horizons of electoral terms; a document that will contribute to further acceleration of the development of the city and to the strengthening of competitiveness not only within the Czech Republic, but also the European Union.

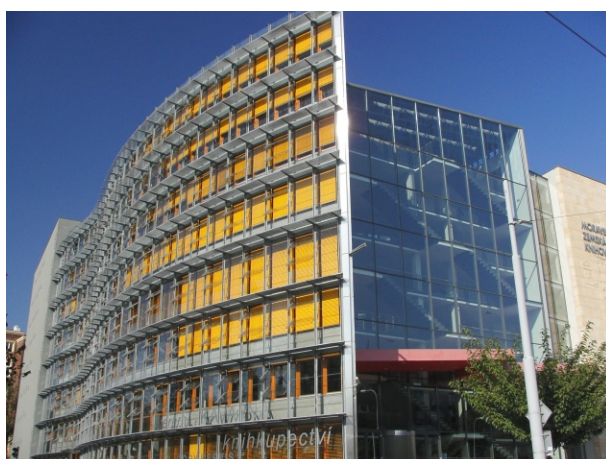
I wish all of us that the strategic vision of our city reach its fulfillment as soon as possible.

Roman Onderka
Mayor
City of Brno

References and Priorities of the Brno City Strategy

Preamble, or „Brno Wants To Be Better“

On the threshold of the 21st century, Brno is standing on a crossroads; its signpost shows two directions, in which the city should proceed. One direction is based on tradition, the other one on innovation. The former is static, the latter is dynamic. Tradition means industry, namely textile and engineering, and provincialism. Innovation means advanced technologies, scientific and technological parks, and openness to the neighbors and the world. To be static means to convince ourselves of how good we are. To be dynamic means to understand what Brno is good at, but also to know what are others better at and why. Brno wants to be a full-value European city of international importance and it knows that it is good to react swiftly, but it is better to be ready. Brno wants to be better.



Brno is aware that to be better means, among others, to stand firmly on its own feet. For a city of this size and importance it means to perceive the development vision from two different viewpoints. One viewpoint is to evaluate the quality of the basic functional municipal systems, such as the road network and city transport, housing, power and distribution facilities, social and health services, education, culture and recreational infrastructure, enabling spending free time in a healthy environment. Brno is very sensitive about the need of communication, both inwards to institutions, businesses and citizens, and outwards to South Moravian Region, neighboring regions and mainly abroad. The city is aware that at this basic functional level all components must be of a good value, and it will do its best to achieve it within its strategy and available resources.

Brno knows, too, that to be better means to be different. Brno understands the competitive nature of the environment and the fact that immobile growth factors and standard qualities will not make Brno different from other cities of similar size in the future. On the contrary they will flatten out. They will not give Brno the sought-after image of a place attractive for living and investors. Brno will be insufficiently “sexy“ being left with this functional quality alone.

Brno's strategy is to be different, to be better. To have a readable profile and to be really different rather than trying to differ from the neighbourhood. That is why Brno also applies a second view to its strategic development vision. It is the view of an experienced city, knowing that only mobile factors can make it positively different. They stand on people and services for people. They stand on constructions for people. Brno knows it is strong and it will be able to afford that, and if not, it knows where resources can be found. In this respect, Brno wants to achieve top qualities in the following areas: local economic development, quality of life and research, development, innovation and education.

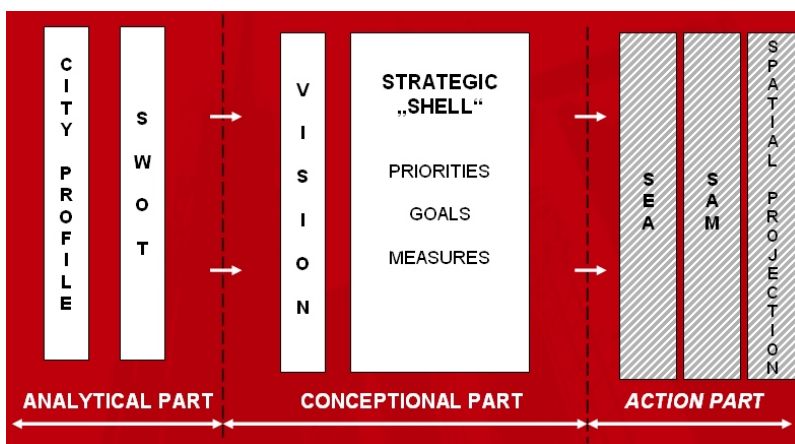
Structure of the Brno City Strategy

The Brno City Strategy consists of two principal parts: analytical (the city profile and the SWOT analysis) and conceptual (the strategic vision and the strategic shell).

The city profile is an output of the city situational analysis, a kit of data decisive for the assessment of the city development potential, an evaluation of their relations and a future development estimation.

The SWOT analysis is focused on a summary formulation of analytical findings, identified ties and their assortment into the particular quadrants. The objective of the SWOT analysis is to analyze and assess the reference knowledge base for the formulation of the city strategic development vision and its main strategic objectives according to set problem areas. The vision is formulated on the basis of the profile and the SWOT analysis. It can be defined as a summary formulation of qualities and features that Brno would like to reach within the time horizon of the strategy and that is subsequently decomposed into a strategic shell in the following structure: priorities, objectives and measures.

A compulsory part of the strategy updating process was a Strategic Environmental Assessment (known as SEA), which was the condition for the approval of the strategy as a whole. A spatial projection of the strategy was also made, and for the first time in the Czech Republic also an assessment of the strategy sustainability through the Sustainability Assessment Method (known as SAM).



City Profile (preamble)

1. Image of the city; inner/outer relations

Is crocodile the symbol of Brno, or of the Lacoste brand? Is the Brno dialect known as "hantec" something Brno is proud of and wants to use for its own presentation on the TV and on the radio? What are the city flagships and brands to be immediately identified with Brno by everyone? Identity and image are important components of the city marketing not only for its inhabitants, but also for the position of Brno in the competitive environment of other cities. The recent inner and outer view of the city is a result of the historical development together with the perception of current city activities, attitudes and expressions of its inhabitants. Image is a variable and influenceable factor. It can be purposely built, but also quickly lost. In these accelerated times, the image of the city means the same thing as the first impression. You will never have the same chance to make an impression as for the first time. Communication and image obtain unanticipated significance in the cities. The City of Brno communication, inward and outward, will be based on an image that the city will create for itself at the beginning of the 21st century. Will this image be positive?



2. Local economic development

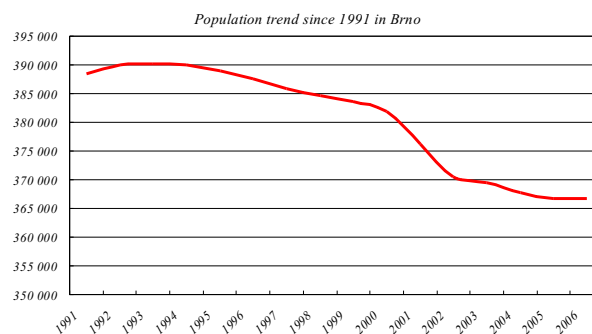
Is Brno still linked with the tradition of an industrial city? Should it build on its traditional branches which are engineering and textile industry? At the beginning of the 21st century, the word “traditional“ seems to be losing its positive sense and meaning in the connection with city industrial base and business. Is it really so? At a glance, trade fair industry seems to be the only successful business of these days. Despite the myths of its fading due to the competition of the internet and other electronic media, this business not only survives but shows a surprising good health. How to characterize and namely plan the industrial development of Brno, if more than 70% of its economically active population works in the tertiary sector? What should be done with the places of traditional industry - with the eyesores of broader downtown? Economy is globalized worldwide. Brno is becoming a basis for Japanese investors and foreign investment schemes: technological parks, centers of development and shared services, and call centers. What will be the next development?



Source: Brno City Municipality

3. Quality of life

What is the condition for a good-quality life in the city? Should it be only some advantage in the area of providing a normal course of life? Or should the goal be the creation of a value of home in a broader sense? Home as a place providing not only housing, but enabling making the firm personal relationships. Home offering daily recreation opportunities in the areas of culture, sports or leisure time, and mainly a safe and clean home. What is the role of job opportunities, education, shopping and specialized services in it?



Source: Brno City Municipality

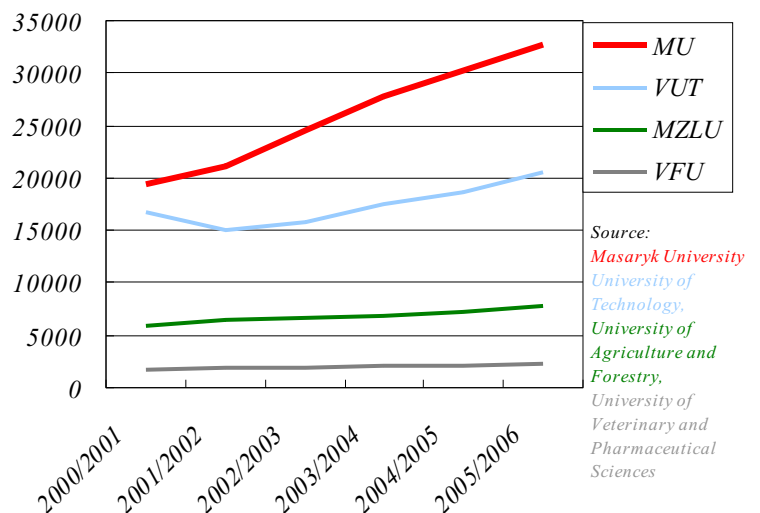
All people are happy if they can live and work according to their ideas, have education opportunities for themselves and their families, are healthy and feel safe. Health cannot be maintained unless there are good conditions in the city in the areas of living environment, health care or leisure time activities. Will Brno remain a city with a relatively good living environment? A happy family life needs foresighted solutions of the housing issues, as well as a protection of senior citizens and ensuring of acceptable starting conditions for young people. Will the city make sure that people will not be leaving? And finally, the city influences, albeit indirectly, the number and quality of job opportunities.

4. Research, development, innovation and education

Is Brno aware of the fact that it has a “city in the city“ within its borders? Does it make sufficient use of the fact that apart from its 367 thousand inhabitants it hosts almost 80 thousand university students, a part of them being from Brno, but most of them not? They are the future elite of the nation, are they not?! All university types available in the Czech Republic can be studied in Brno, with the exception of theology. In the situation, when an individual's future income is directly proportional to the quality of his or her education background, the knowledge-based economy is a decisive component of both economic and cultural development, and important social stabilizer and a key condition for the city success within the European competition. Brno has a unique starting position to become an important centre of the Central-European education, science and research. Some currently launched activities are proof of this, such as the Central European Technology Institute (CEITEC), the International Clinical Research Centre (ICRC), the Centre of European Studies or the Masaryk University Campus in the Bohunice city district.

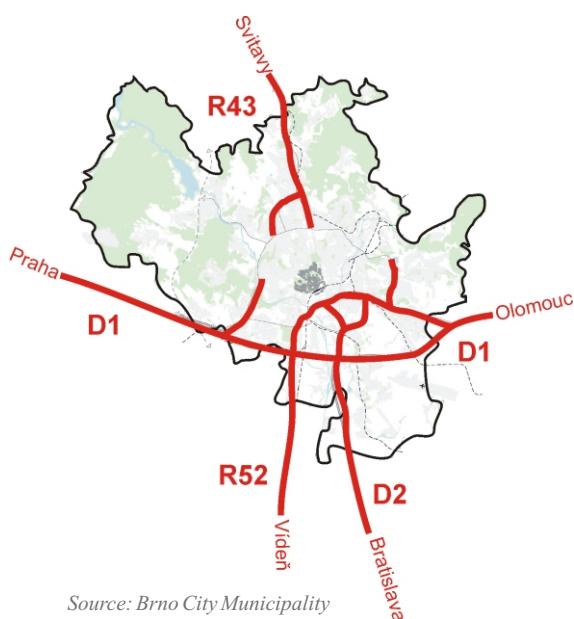
Trend in number of students at selected universities

Nowadays, the chances of children and youth in the domestic and international competition depend on the quality of their education. This does not mean only the number of schools, but a whole complex of issues related with the youth's optimum socialization, including the system of lifetime education. The quality of education, the cooperation between schools and businesses, and the offer of the additional services and activities are concerned. Will Brno be able to address the future elite of the nation and keep it in the town?



5. Transport and technical infrastructure

Main transport infrastructure



Are Brno citizens aware that almost all transport in the inner city runs within the Brno medieval pattern of the town? Do people still remember the day when pavement sank down and a hole suddenly appeared on a city street? The maintenance of good internal accessibility and technical equipment of the city are some of the basic conditions for its functioning. Individual transport systems and technical infrastructure, however, develop in an uneven pace and often come to a conflict with the current spatial structure of the city. Problems arising from growing traffic and infrastructure load can be identified in Brno as well; their solution must often be coordinated on the regional, national or international levels. Many investment projects in the areas of transport and technical infrastructure are so demanding that their implementation would be impossible without government subsidies and massive borrowing. Help is being offered, even on international level (from the EU). Brno vitally depends on the implementation of such projects; however, it is expected to speak with a single voice, to pull together. Can Brno find an agreement?

SWOT Analysis

„S“ Strengths

1. Image of the city; inner/outer relations

favorable geographic position and importance within the region - a metropolitan region / crossroads of European transport routes (multimodal corridors) / attractive natural background of the city / city of universities / national centre of law and judiciary / international image - BVV and Grand Prix of the Czech Republic / cultural, architectural and urban heritage / important personalities of European and worldwide importance in the past and present / modern unique visual style and logo of the city

2. Local economic development

attractiveness of the city for investors (Brno Industrial Zone - Černovice Terrace) / high proportion of services in the economy ("tertiarization") / advanced human potential / tradition and development of the trade fair business / localization of investors in the field of strategic services / headquarters of important engineering, design and construction companies

3. Quality of life

attractive natural and recreational background of the city and its accessibility by public transport / diversified structure of housing stock / complete and advanced network of health care facilities and services / broad network of social services / system of tidy parks in the downtown / superior urban structure and buildings of high architectural value / wide range of cultural facilities

4. Research, development, innovation and education

broad range of science and research facilities / broad base of universities / human potential in the university graduates / infrastructure for the support of innovative business with links to universities / broad range of various form of education / highest ratio of university students to local residents nationwide / study opportunities for foreign students

5. Transport and technical infrastructure

functional integrated transport system (IDS) and mass public transport (MHD) / gradual construction of the Outer Ring Road / sufficient water resources capacity / gradual implementation of a three-stage system of the protection of the city against excessive traffic / gradual implementation of utility collector network / available infrastructure for waste disposal / long tradition in electric power and heat co-generation / sufficient resources and distribution of electric power / sufficiently efficient sewage treatment / complete infrastructure for central heating-provision (CZT)



SWOT Analysis

„W“ Weaknesses

1. Image of the city; inner/outer relations

insufficient profiling of the City of Brno - international anonymity / twisted image of the city in the media / missing system of internal and external communication / lack of friendliness in the services for the citizens and for the visitors of the city / syndrome of a “branch offices city” / low self-confidence of the city inhabitants / absence of a systematic project management and long-term planning / preference for utilitarian and short-term objectives

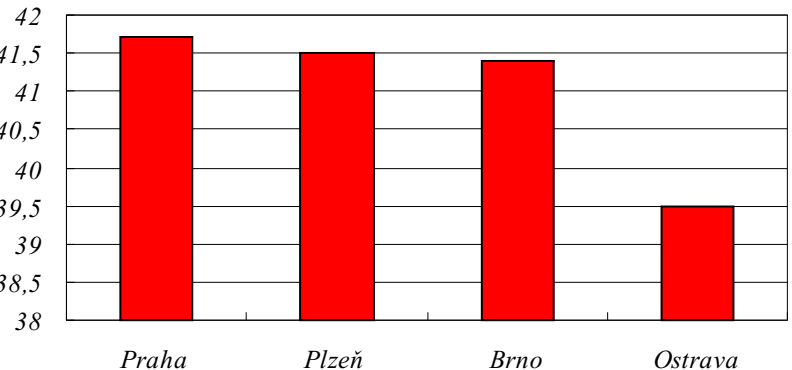
2. Local economic development

insufficient supply of ready-made areas for business development / high amount of brownfield areas / uneven development of the city from the point of view of its individual functional components / lack of links between research and practice / absence of a concept of the city property management / insufficient supply of products for tourism

3. Quality of life

population decrease and ageing / short supply of affordable housing / decay in residential housing in the downtown / slow revitalization of “bad addresses” locations / uneven development of the North and the South of the city (suburbanization) / unused potential of water surfaces / insufficient implementation of the Territorial System of Ecological Stability (ÚSES) and the system of city green areas / bad condition of leisure time facilities and insufficient information about their offer / rundown sports infrastructure / noise from growing car traffic / neglected condition, insufficient maintenance and cleaning of public spaces / insufficient prevention and education in the area of health

Average age in chosen cities in 2004



Source: Brno City Municipality

4. Research, development, innovation and education

still missing links between research and practice / insufficient promotion of the city as a centre of science, research and education / insufficient effort to keep highly qualified people in the city / missing system of cooperation between universities and the city / insufficient relation between job market requirements and available fields of study / lack of English-teaching kindergartens, basic schools and other schools

5. Transport and technical infrastructure

unfinished Outer Ring Road / unfinished system of second and third stages of the protection of the city against transit traffic / neglected condition of the railway junction reducing the transmittance in the city / unfinalized sewerage of a part of the city, unfinalized flood protection / traffic (namely pedestrian) limitations due to excessive parking / out-of-date public transport rolling stock / high proportion of individual car transport (IAD) / lack of outdoor and indoor parking lots in the downtown and in the blocks / absence of Park and Ride facilities / lack of cycling paths / insufficient usage of water flows and their embankments / slow reconstruction of main sewers

SWOT Analysis

„O“ Opportunities

1. Image of the city; inner/outer relations

strengthening of national and regional ties / strengthening of ties with municipalities within the Brno agglomeration / strengthening of international cooperation / improve communication among public, private and non-profit sectors / cooperation with other entities on systematic presentation of unique monuments, activities and personalities / enhancing the efficiency of the city management through implementation of modern managing approaches / localization of important institutions on European and national level

2. Local economic development

maximum use of human potential / making of ties among science - research - development - practice / development of businesses through business incubators / revitalization of brownfields / obtaining of grants from EU programs / establishment of property development trusts / broad range of job opportunities for skilled foreign professionals

3. Quality of life

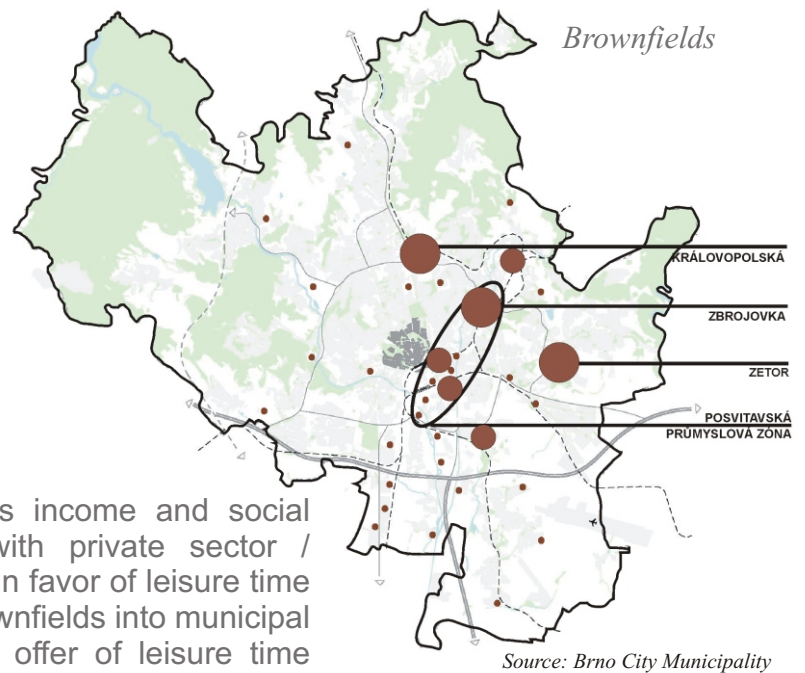
broader housing opportunities for various income and social groups of population, in cooperation with private sector / revitalization of rundown or disused areas in favor of leisure time activities / new use and involvement of brownfields into municipal structures and functions / increasing the offer of leisure time opportunities / implementation of the Territorial System of Ecological Stability / expanding of green areas with recreational function (revitalization of back yards) / maintaining of air quality through preference of central heating-provision system / improvement of environmental education / implementation of sustainable development principles

4. Research, development, innovation and education

support to the establishing of a centre of science and applied research (CEITEC) / making use of international and national programs for the support of research, development and innovation / keeping first-rate scientific personnel in the city / involvement of foreign companies actively operating in Brno into cooperation on the economic, cultural and social development of the city and its agglomeration / expanding of cooperation of high schools and universities with the city and the private sector / broadening study opportunities and increase in the number of university students / keeping university graduates in Brno (including foreign nationals)

5. Transport and technical infrastructure

enhancing the comfort of public transport and development of its barrier-free form / opportunity for the implementation of the reconstruction of the Brno railway junction (the part of IV. and VI. multimodal corridor) / development of the international airport and air transport / retention of rain water in the area of the city / construction of a system of retention tanks for the control of flow and protection of water purity in the main flows for the sake of improving the living environment / creating of optimum conditions for biking in the city



SWOT Analysis

„T“ Threats

1. *Image of the city; inner/outer relations*

lack of cooperation between political and economic entities on the conditions and forms of support in the field of the development of the city / inflexible and bureaucratic public administration and local government, insufficient transparency in public and private sectors / weakening of the city position as a result of the activities of some pressure groups / weakening of the importance and of the city position within the Czech Republic (among others due to the reform of public administration, new legislation and implementation rules of grant financing)

2. *Local economic development*

rise of new brownfields / growing costs of brownfields decontamination and revitalization / withdrawal of foreign investors / growing unemployment in risk groups / limited development or stagnation as a consequence of missing implementation of the Brno railway junction modernization project / gradual decomposition of the compact urban structure, e.g. due to suburbanization

3. *Quality of life*

emergence of new locations with specific housing and demographic problems such as blocks / localization of large shopping malls at the city boundaries / uncontrolled suburbanization and build-up in the areas of high natural value / gradual change of green city areas (including back yards) into areas with different function / growing share of individual car transport on noise and air pollution / break up in central heating-provision as a result of shifting to solid fuel heating



4. *Research, development, innovation and education*

professionals leaving the city for Prague and abroad / university graduates leaving the city for better conditions elsewhere / missing system of application of the output of research in practice, namely in the economic sphere / spontaneous formation of „segregated“ classes or schools as a result of social exclusion in specific population groups

5. *Transport and technical infrastructure*

uncontrolled suburbanization and unfinalized transport infrastructure / missing flood protection system / growing share of individual car transport / downgrade of transport situation in case of non-realization of the Brno railway junction modernization / potential threat of drinkable water purity from surface sources due to toxic cyanobacteria (Vír water conduct) / absence of public support to the implementation of important development projects / growth of traffic as a consequence of the development of industrial and commercial zones / growing waste disposal costs / city drinkable water supply depending on distant resources / decreasing attractiveness of the public transport

Vision

Global Strategic Objective

Brno wants to be a city with positive image, with local economic base ensuring its competitiveness within the European region, with good transport accessibility, good quality of life and healthy environment as well as an intellectual centre of research and innovation. Brno wants to be better.

Local economic development, or “From industry to business“

Brno does not want to be just a traditional industrial city. The Brno economic base has undergone substantial restructuring, most economically active inhabitants of the city work in services these days. At the peak of the boom and demand for commercial spaces for business from abroad, Brno is aware that there still exists a need for a pro-active approach to new greenfield acquisitions, but has become also aware of the high mobility of foreign direct investments. On the other hand, Brno is sensitive about the brownfields issues.

Brno realizes that the future of the business in the city is based on space-undemanding property bases and high added value manufacturing, relying mainly upon superior human resources. In this context, we are speaking namely about specialized facilities, thematic parks and facilities for services, science and applied research, able to satisfy the demands of new types of investment and need for new types of investors. Brno knows that this new demand is already on the way. Brno also knows that times are speeding up and economy is globalized. In these times, the elite must be adequately addressed. Brno is aware that the elite of entrepreneurs have long been lured to the city by trade fairs and exhibitions at the Brno Exhibition Centre. Nowadays it is not easy task to hold the elite and capture its attention after it has accomplished its work tasks anywhere in the world; nevertheless, Brno will try it.

Quality of life, or „Cleanliness, safety and vitality“

Brno wants to be a healthy, clean and safe city. Brno cares that its inhabitants are proud of their city rather than ashamed of it. The city knows that the number of the population will increase only at a slow pace, and it has no ambition to become a million-people metropolis. Despite of the fact that the city knows it will need new residential spaces and further development of its recreational background. Regarding the fact that some areas of traditional factories in the broader downtown are unlikely to ever become industrial sites again, the city will support their revitalization both for housing and for business of mostly non-manufacturing nature. Brno inhabitants have always loved sports and the city knows that sports may prolong people's life. The city will improve the range of leisure time activities and support the development of long-rundown sports grounds.

The city wants to have good name. It knows that culture attracts people and addresses visitors from other cities and nations. In this sense, Brno will try to maintain and develop its cultural and historical heritage and will provide background and support to top cultural institutions.

Research, development, innovation and education, or „Dynamics, innovation and growth“

Brno wants to be a centre of intelligence. The ambition of Brno to be an intelligent city has rational merits. The largest and most modern university campus will be completed here. It will address not only Czech academic community. The city will support the establishment of top international research facilities. It will make investments into preparation of projects for the localization of strategic services and projects of applied research.

Brno will support the settling of university students in the city after their graduation and will launch motivation programs for foreign students. The city will create conditions for the interlinking of various branches and free development of various forms of creativity. The city is aware that the human creativity is a valuable strategic resource, which is directly related with economic prosperity. Brno wants a qualitative growth and knows that growth dynamics will be provided by educated people - by their demands and requirements. The city will listen to them carefully. They will become the elite of the nation. The city wants to be home of the elite.

Strategic Shell

Image of the city; inner/outer relations

Objective 1.1 Obtain a positive and dynamic city profile

1.1.1 Improval of internal communication

1.1.2 Efficient external communication

1.1.3 Promotion of strategic city profile as a centre of education, research, development, innovation and Hi-Tech business

Local economic development

Objective 2.1 Prepare Brno for development of business

2.1.1 Improval of spatial and technical condition for Brno-bound direct investments

2.1.2 Preparation of brownfields for development and business including the elimination of old ecological burden

2.1.3 Promotion of tourism development with emphasis on congress tourism

2.1.4 Usage of the economic potential of the airport

Quality of life

Objective 3.1 Make life in the city more attractive

3.1.1 Development of varied housing market

3.1.2 Support of leisure time, recreation and sport opportunities

3.1.3 Support of development of cultural realization and preservation of cultural heritage

3.1.4 Assuring of safety for citizens

3.1.5 Improval of quality of public areas and selected components of living environment

3.1.6 Efficient city policies in social and health care areas

Research, development, innovation and education

Objective 4.1 Create conditions for the arrival and settling of the elite in the city

4.1.1 Provision of infrastructure for research, development and creation of innovation

4.1.2 Efficient city policies in the area of human resources development

Transport and technical infrastructure

Objective 5.1 Improve the quality of internal and external accessibility of the city

5.1.1 Provision of comfortable public transport

5.1.2 Traffic solutions, protection of the downtown against excessive traffic, parking

5.1.3 Realization of the Europoint Brno project (modernisation of Brno railway junction)

Objective 5.2 Ensure complex power, surface water and sewage management

5.2.1 Surface water and sewage management

5.2.2 Concept of flood protection and revitalization of water flows and reservoirs

5.2.3 Optimization of power supplies to the city and the municipal waste management



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