

Culture and Creative Industries Strategy

2026–2035



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List of abbreviations

BCA	Brno City Assembly
BCF	Brno Cultural Forum
BCM	Brno City Municipality
CCI	Cultural and Creative Industry
CCIs	Culture and Creative Industries Strategy
CD	Culture Department of the Brno City Municipality
CO	Contributory organisations
EID	Entity identification number
EYD	Education and Youth Department of the Brno City Municipality
GP	Grant programme
HD	Health Department of the Brno City Municipality
JML	Jiri Mahen Library, contributory organisation
MCD	Monument Care Department
MD	Municipal districts
MTD	Marketing and Tourism Department of the Brno City Municipality
ParD	Participation Department of the Brno City Municipality
PC	Press Centre of the Brno City Municipality
PCI	Public cultural institution
SDCD	Strategic Development and Cooperation Department of the Brno City Municipality
SMR	South Moravian Region
SWD	Social Welfare Department of the Brno City Municipality
TIC BRNO	TIC BRNO, contributory organisation

Why does Brno need a culture and creative industries strategy?

Brno is a city of culture and creative industries

Culture and creativity have always been an important part of the city's life, its development and overall identity. Culture inspires, awakens emotions, enriches our view of the world and creates space for encounters with others. Culture influences the quality of our lives in the places where we live and work and promotes a sense of belonging.

Brno boasts a diverse and first-rate cultural and creative scene that builds on tradition but is not afraid of innovation and experimentation. The city is also closely linked to a distinct local identity featuring important cultural monuments and personalities, historical Brno urban slang, unique Brno humour and renowned gastronomy.

The Culture and Creative Industries Strategy is an important tool for guiding the city's cultural development

The strategic document helps to clearly define what Brno wants to support and develop in the field of culture and creativity in the long term. The clarification of priorities and objectives is crucial for improved coordination between the city, its institutions, cultural and creative actors and other partners.

A long-term strategic framework and a good knowledge of the environment and the links established will facilitate the planning and implementation of major strategic projects that span the terms of elected officials. At the same time, they enable more efficient use of available resources, better planning and the sustainability of specific projects. The strategy also facilitates the evaluation and control of the set activities, including the monitoring and measuring of whether the cultural and creative plans are actually being implemented and what needs to be modified in the future.

All of these measures will allow Brno to earnestly build its position as a vibrant, open and confident cultural and creative city, not only in the Czech Republic, but also in an international context.

Brno's cultural policy and this strategy honour the following values:

DIVERSITY

Brno is striving to foster a diverse cultural and creative scene. Therefore, cultural policy should open up space for different genres, approaches and creators. The process starts with understanding the needs of the cultural and creative fields, i.e. that when they have the right conditions for growth, they can offer a diverse range of cultural and creative programming and services to the city's residents, providing audiences and users a wide range of choices.

DEVELOPMENT

Cultural policy should support the targeted and sustainable development of CCIs and their work, which also strengthens cooperation and increases expertise. The growth of CCIs should go hand in hand with the development of the city. The innovation and creativity inherent in CCIs also bring greater flexibility to the city's ecosystem and the ability to adapt to internal and external changes.

SUSTAINABILITY

The city's cultural policy should embrace sustainability in the broadest sense – economic, social and ecological. It should be responsible towards communities and the environment and lead to sustainable principles and CCIs through appropriate tools. The key is to support local communities and creators, to minimise the ecological footprint of projects (energy, materials, transport), to use the principles of circularity and shared services or spaces, to strengthen education, efficiency and especially to promote collaboration.

AVAILABILITY

Brno prides itself on the principles of equality, inclusion and accessibility. We want culture and creativity to be open to all, regardless of age, gender and identity, health limitations, financial situation, nationality, migration status, language skills, education or access to digital technologies. In addition to disadvantaged and minority groups, specific groups such as youth, parents with children and seniors are also important. Cultural policy aims to create a safe and friendly environment in which everyone has the opportunity to participate in cultural and creative life, whether as a creator or a spectator, without any barriers.

TRANSPARENCY

The city aims to be transparent and trustworthy. This includes not only integrity and decision-making based on data and expertise, but also clear, coordinated and understandable communication through the appropriate channels for culture and creativity. All CCIs procedures and processes will be openly described and individual outputs published. A database will be maintained and published in the form of open data. Emphasis will be placed on communication channels that serve not only to popularise the selected topics but also to provide practical service for CCIs.

PARTICIPATION

The cultural policy and implementation of the CCIS will be as open as possible to public participation, especially by artists and organisations from the CCIs area. Their participation is crucial especially in identifying needs, establishing procedures and creating tools that support the development of CCIs and the city itself.

How was this strategy developed?

Brno has long emphasised the involvement of cultural and creative actors and the general public in the creation of the CCIS to ensure that the document best reflects their real needs. We believe that such a process is not only crucial for community building and effective dialogue between the city and CCIs, but also contributes to the sustainability of the document itself. Therefore, all the documents were made public, the evaluation of the existing CCIS was not only published but also subject to public comment, and the draft of the new document was developed through a mix of appropriately chosen participatory methods, including the implementation of thematic groups, round tables and public hearings.

There were eight thematic groups, each for specific areas of culture and creativity that followed the thematic focus of the CD subsidy programmes. In addition, given the proximity of the audiovisual topic, gaming was also added. At the same time, the area of music and music clubs was connected. The groups were as follows:

- audiovisual and gaming,
- theatre, performance and circus,
- education in CCIs,
- music and music clubs,
- literature,
- dance,
- arts and crafts and folk traditions,
- fine art, photography, architecture and design.

Repeated meetings were held for certain thematic groups to deepen or clarify the topics discussed.

The evaluation of the existing document and the creation of a new version of the strategy was part of three meetings of the Brno Cultural Forum (BCF), namely the 20th, 21st and 22nd meetings in 2024 and 2025. All outputs produced within the individual BCF sessions are published on the culture.brno.cz website, where the settlement of public comments on the draft document is also published.

The document itself was produced by a strategic team consisting of:

Policy and Development Division of the CD: Mgr. Veronika Majíčková, Mgr. Lukáš Pavlica, Mgr. Michaela Štálová, Mgr. Aleš Novotný and Mgr. Kateřina Vorlíčková

SDCD: Ing. Sarah Mito

MCD: Mgr. Petr Havlíček

External expert guarantor: Mgr. Blanka Marková, Ph.D.

Timeline for the development of the new version of the CCIS

The development of the CCIS document was preceded by a series of analyses of the CCIs, regular evaluation of existing strategic documents and dozens of individual and group consultations and working meetings. The process also included public comment on the document. The entire process of its creation over the past few years is captured in the timeline below.

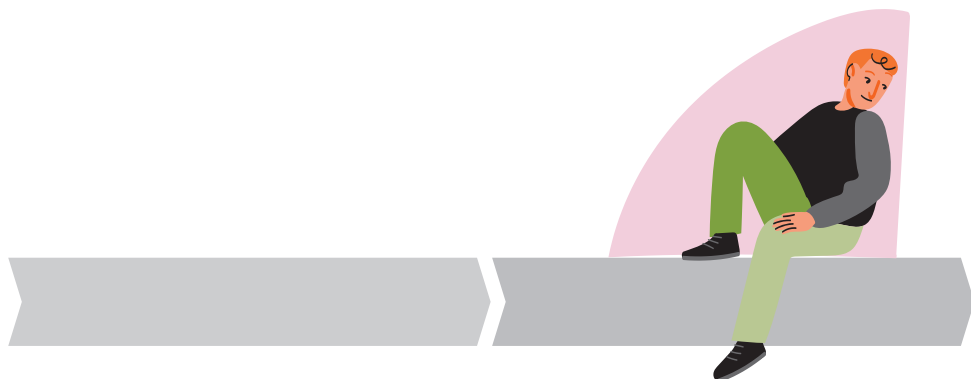


2021–2023

- Cultural Emotional Map of Brno (2021/2022)
- Qualitative research 'Perception of Culture by Brno Inhabitants' (2022)
- Sculpture Brno map application
- Where to Go for Culture map application
- Quantitative research 'Cultural Needs of Brno Residents' (2023)
- Evaluation of the subsidy system in the field of culture
- Evaluation of CCIS Action Plan No. 1 for 2021–2022 (2023)
- Approval of CCIS Action Plan No. 2 2023–2025 (2023)
- Research on the accessibility of Brno's cultural scene

2024

- Informative report on the implementation of CCIS Action Plan No. 2 for 2023
- Meeting of thematic (advocacy) groups → SWOT analysis of the scene
- Analyses of the funding of the Brno cultural scene
- Evaluation of the subsidy system in the field of culture
- XIX Brno Cultural Forum: The role of culture and creativity in city development
- Catalogue of educational institutions and cultural activities
- Dozens of individual and group consultations and coordination meetings



2025

- Informative report on the implementation of the CCIS Action Plan No. 2 for 2024
- Analysis of cultural and creative festivals in Brno
- Mapping CCIs in Brno
- Analysis of Brno's cultural and creative scene
- Individual negotiations with municipal districts
- Brno Cultural Forum Culture Tomorrow: Sustainability in Culture and Creativity
- Dozens of individual and group consultations and coordination meetings
- Presentation of the Evaluation of the current CCIS and its expert opposition
- Draft new CCIS document for 2026–2035, including the first action plan for 2026–2027
- Brno Cultural Forum Culture Tomorrow: A Decade for Brno Culture and Creativity
- Document comment process

2026

- Informative report on the implementation of the CCIS for 2025
- Discussion of the CCIS documents, i.e. evaluation of the CCIS for 2018–2025, the draft of the new CCIS for 2026–2035 and the action plan for 2026–2027 in the City of Brno administration
- Translation of documents and publication in Czech and English

Document structure

The CCIS summarises the main vision of Brno as a cultural and creative metropolis. Strategic areas are used to achieve this vision and are further divided into objectives and measures to achieve them. These are detailed in the strategic and programme parts of the document. At the lowest level are action plans containing individual specific activities that should be continuously implemented in a given period, thus also fulfilling the vision of the CCIS, its objectives and measures. These action plans are designed as two-year plans to ensure flexibility.

A total of five action plans will be developed by 2035: 2026–2027, 2028–2029, 2030–2031, 2032–2033 and 2034–2035.

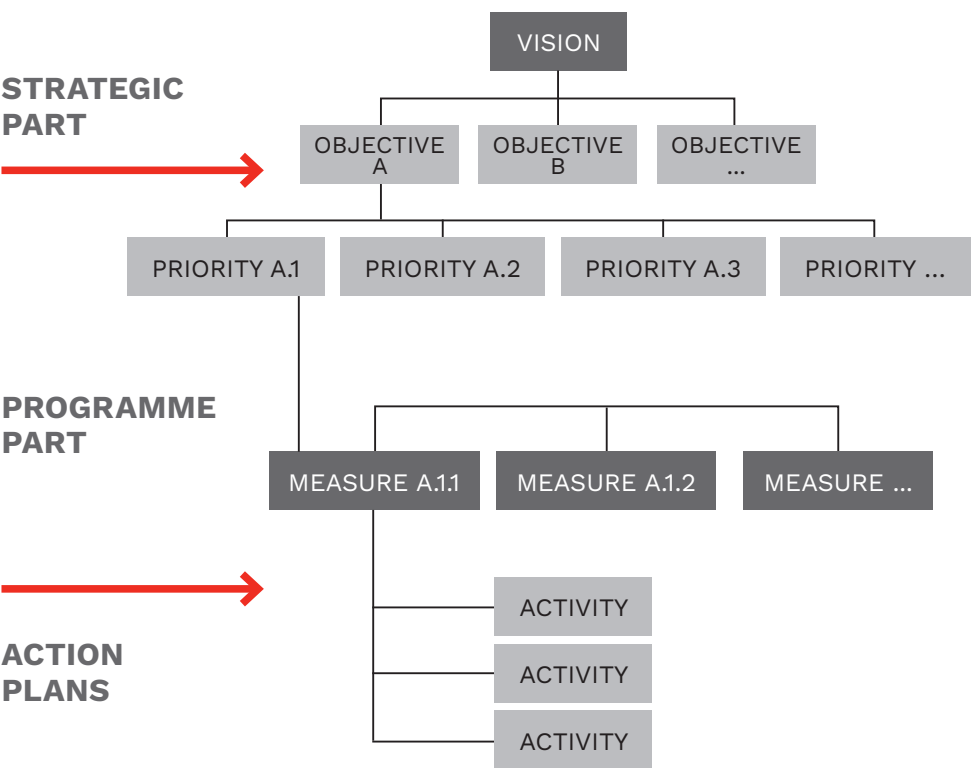


Fig. 1 CCI structure

Culture and creativity in strategic documents

The Culture and Creative Industries Strategy builds on the city's other strategic documents, in particular the previous Culture and Creative Industries Strategy 2018–2025.

On the basis of its evaluation and a series of analyses of Brno's cultural and creative environment, a new form of the strategy is being created that responds to current challenges, domestic and foreign trends and the development of Brno as a cultural and creative metropolis.

This strategy is also **part of the Brno 2050 citywide vision**, which it reflects and with which it shares a common structure and long-term development framework.

Brno

- Strategies #brno2050
- Brno Destination Management and Marketing Strategy 2023–2027
- Health Plan 2018–2030
- Strategy for the Integration of Foreign Nationals in the City of Brno 2020–2026

South Moravian Region

- Development Strategy of the South Moravian Region 2021+
- Tourism Development Strategy of the South Moravian Region 2021–2027

Czech Republic

- State Cultural Policy 2021–2025+
- Strategic Framework Czech Republic 2030
- Innovation Strategy of the Czech Republic 2019–2030
- Concept of Applied Research in the Field of National and Cultural Identity of the Ministry of Culture 2023–2030
- Concept of Library Development in the Czech Republic 2021–2027 (with a view to 2030)
- Concept of the Czech Republic's Foreign Policy
- Strategy to Support Small and Medium-Sized Enterprises in the Czech Republic for the period 2021–2027

Europe and the world

- A new European agenda for culture
- European Framework for Action on Cultural Heritage
- Council Resolution on the EU Work Plan for Culture (2023–2026)
- Council conclusions on the EU Strategic Approach to International Cultural Relations and a Framework for Action
- Towards an EU strategy for international cultural relations

Fig. 2 List of strategic documents related to the CCIS

A more detailed description of connections can be found in the Analysis of Strategic Documents in Culture and Creative Industries 2025, available here: <https://kultura.brno.cz/dokumenty>.

Definition of culture and creative industries in Brno

The word „culture“ is difficult to define and not everyone agrees on what it actually means. For some it is live performing arts like music, theatre and dance, while for others it means fine art, architecture, the food we eat and the languages we speak.

And creativity? The word is similarly enigmatic.

We can use the methodology of the Ministry of Culture of the Czech Republic, which breaks down the cultural and creative sector as follows:

I. Cultural and artistic core (traditional and artistic sector)

- cultural heritage, performing arts, fine art, arts education and arts and crafts

II. Cultural sector (audiovisual and media)

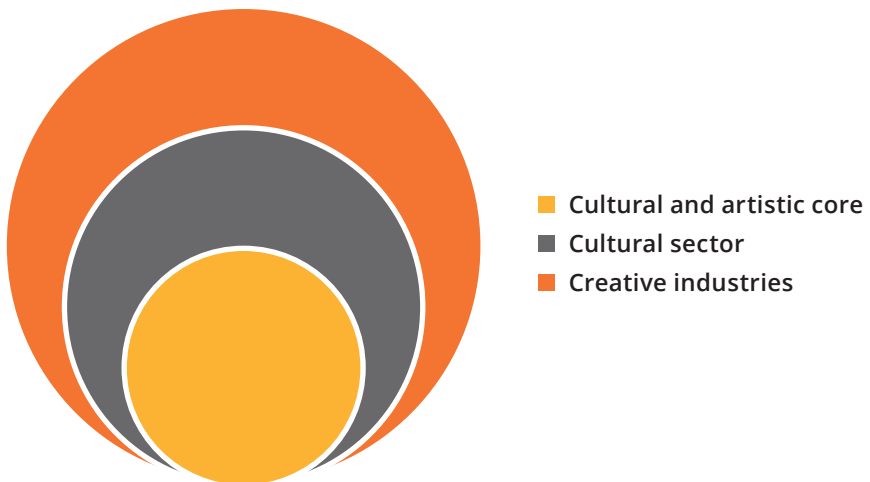
- books and press, music, film and video, radio, television and video games

III. Creative industries (creative sector)

- architecture, advertising and design

Although Brno fully acknowledges this methodology, the city has its own specifics, i.e. that the agenda related to the CCIS is divided among three sectoral departments of the BCM.

To avoid confusion, let's talk about how we understand culture and creativity in the context of this strategy, specifically who is responsible for the different areas.



Cultural area

We view culture as an **artistic and creative activity** through which people express their values, identities and relationships to each other and to the world around them. It encompasses a wide range of cultural services, works and performances that are characterised by originality.

From the perspective of the methodology of the Ministry of Culture of the Czech Republic, it is primarily about the cultural and artistic core and the cultural sector.

Cultural areas include:

- cultural heritage (monuments, museums and memory institutions, libraries),
- performing arts (theatre, dance),
- fine art,
- music,
- audiovisual and audio production,
- books, press and literature,
- cultural and artistic education.

This area is managed by **the Culture Department of the Brno City Municipality**.

As far as tangible cultural heritage is concerned, the CD cooperates closely with the **Monument Care Department of the Brno City Municipality**, which is responsible for the protection of cultural and historical heritage in the territory of Brno, especially listed buildings.

Creative area

Creative industries, unlike cultural industries, are **focused more on economic activity**. They are often based on cultural production, but their outputs become part of the production or business process.

They are based on individual creativity, skills and talents that have the potential to create jobs, innovation and economic value, e.g. through intellectual property.

Typical examples are:

- architecture,
- design (graphic, product, fashion, etc.),
- advertising and marketing.

This area is the responsibility of the **Strategic Development and Cooperation Department of the Brno City Municipality**, especially with regard to the connection with city companies and the development of the innovation environment. This area is collectively referred to as **creativity** in the CCIS document.

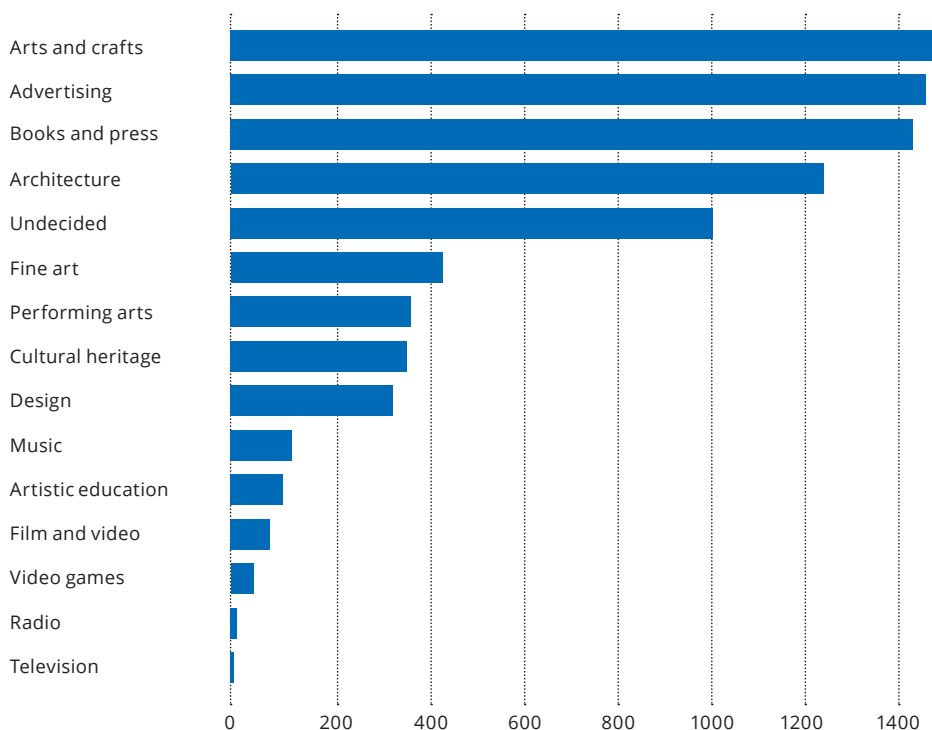
At the borderline: crafts and gaming

Within the above context and in terms of the management of the BCM departments, some sectors stand **at the interface of culture and creativity**, typically **arts and crafts** and **gaming**. In this case, it often depends on the context in which each entity operates. According to the methodology of the Ministry of Culture of the Czech Republic, they are classified between the cultural core (arts and crafts) and cultural sector (gaming), but because they are usually works intended for sale with the intention of profit, **we treat them mainly as a creative area within the framework of city support**. Non-profit activities are then part of the cultural sector.



Brno culture and creativity and its funding

Brno's CCI's are an economically strong and long-term growing component of the city economy. According to the 2025 mapping, there are a total of 8,540 entities in Brno representing all areas of CCI's, including actors operating as independent legal or natural persons with their own EID.



Total number of CCI's entities = 8 540

Fig. 3 Overview of the number of Brno CCI's entities

Brno supports nine contributory organisations in the field of culture: National Theatre Brno, Brno City Theatre, Radost Theatre, Centre for Experimental Theatre, Brno Philharmonic, Brno City Museum, Brno House of Arts, Jiri Mahen Library and TIC BRNO. Additional organisations are funded by the municipal districts of Brno.

The city has a significant cultural institutional background and an extensive offer of educational fields in the CCI's area, with a total of 105 university courses and 61 secondary courses in CCI's.

A well-developed cultural and creative scene brings significant economic benefits to the city, not only thanks to international projects co-funded by foreign partners and funds, but also thanks to the promotion of tourism. CCIs activities have a positive impact on related services such as accommodation, transport, catering and retail, contributing to the overall economic prosperity of the city.

With an awareness of the importance of culture and creativity, Brno systematically supports them with approximately 9% of its total budget, not including financial support from the MD.

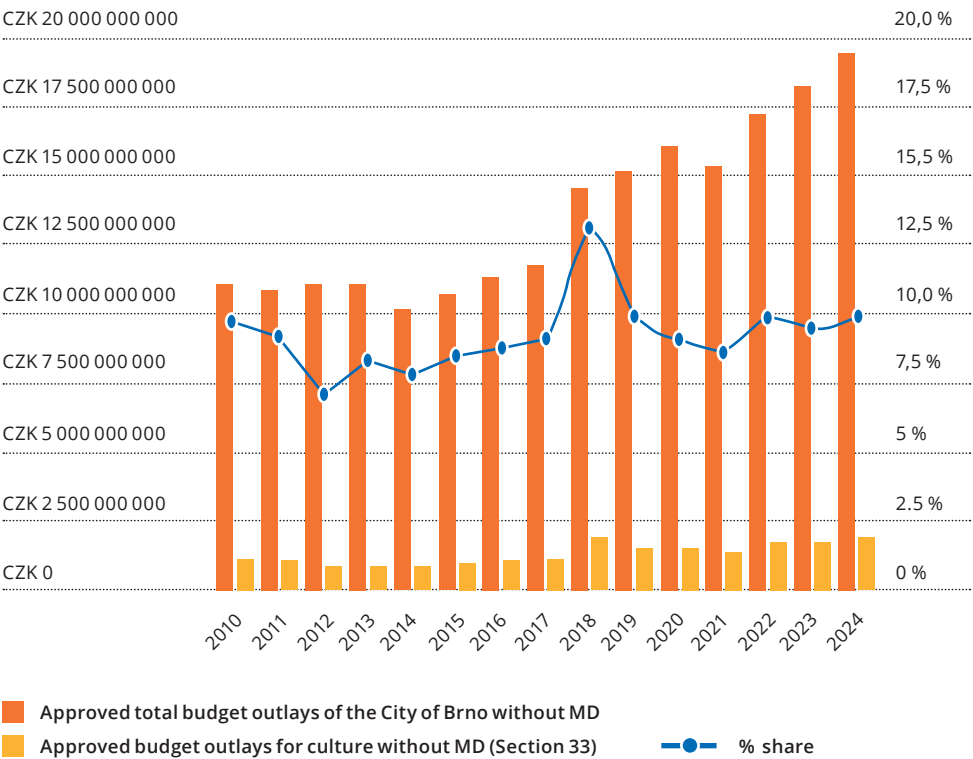


Fig. 4 Share of cultural expenditures in the total outlays of the City of Brno, excluding MD

Brno has long been one of the cities with the highest spending on culture, both per capita and in absolute terms. The average amount spent on culture per capita in 2018–2023 in Brno was CZK 3,878.50.

CCIs database and research

The city is fully aware that without a deep knowledge of the cultural and creative scene, it is impossible to create effective tools to support it. Therefore, it has a strong database providing detailed knowledge of the Brno scene, individual CCIs and the needs of residents in the field of culture and creativity, and on the basis of which this document was created.

List of data analyses, searches, articles and databases:

- Analysis of Brno's cultural and creative scene: <https://datahub.brno.cz/documents/f8d5af34542140b5bcca00bd65848ceb>
- Analysis of Brno festivals 2017–2019: <https://kultura.brno.cz/w/analiza-festivalu-2017-2019>
- Analysis of Brno Festivals 2019–2024: <https://data.brno.cz/pages/festivaly>
- Brno Architectural Manual: <https://www.bam.brno.cz/>
- Brno Brzo – database of construction projects of public and private investors in Brno: <https://experience.arcgis.com/experience/829f491bc03242ba99ba2e246056e982>
- Database of audiovisual professionals in Brno and the South Moravian Region: <https://brnofilm.cz/databaze-brno-film/>
- Encyclopedia of the City of Brno: encyklopedie.brna.cz
- Evaluation of the CD of the BCM grant system for 2020: <https://dotace.brno.cz/oblastkultury/informace>
- Evaluation of the CD of the BCM grant system for 2023: <https://dotace.brno.cz/oblastkultury/informace>
- Finance for creatives: How Brno supports creative activity?: <https://data.brno.cz/pages/finance-kreativci>
- Financing culture in Brno: <https://data.brno.cz/pages/5e5b0ffb2e514b8b8652c14a30add66a>
- Financing of culture by regional cities of the Czech Republic – a comparative analysis: <https://data.brno.cz/pages/srovnani-financovani-kultury>
- Financial support of the independent cultural scene in Brno: <https://data.brno.cz/pages/nezavisla-kulturni-scena~76100207d4234c47bcd64158d782f591>
- The character of the City of Brno in the attitudes of its inhabitants: <https://data.brno.cz/pages/charakter-brna-2025>
- Where to Go for Culture: <https://experience.arcgis.com/experience/e7d41bab702e41dca5d086c9719f9318/page/HOME>
- Catalogue of educational institutions and activities in Brno 2025: <https://kultura.brno.cz/edukace-v-kulture-1>

- Cultural Emotional Map of Brno 2028: <https://data.brno.cz/apps/0acc91e892ab4c429bc960858bf10b89/explore>
- Cultural needs of Brno residents: <https://data.brno.cz/pages/kulturni-potreby-mesta-brna>
- Cultural contributory organisations of the City of Brno and their funding: <https://data.brno.cz/pages/prispevkovy-financovani>
- Monument Care Map: <https://gis.brno.cz/mapa/pamatkova-pece/>
- Designed in Brno: <https://kreativnibrno.cz/podporovane-projekty/navrzeno-v-brne/>
- The image of Brno in the opinions of its inhabitants: <https://data.brno.cz/pages/obraz-brna-v-nazorech-obyvatel-cr-2025>
- Brno Tourist Demand Survey 2023: <https://data.brno.cz/pages/3358aefe105a4151a5902d1ded807620>
- Sculpture Brno: <https://kultura.brno.cz/socharske-brno>



Participatory SWOT analysis of CCI in Brno

At the same time, Brno boasts strong participation and an effective dialogue between the city, its residents, municipal districts and cultural or creative actors, which is supported, among other things, by the Brno Cultural Forum platform. Thanks to these aspects, the public has the opportunity to actively participate in shaping the city's cultural policy, which reflects the real state and current needs of the cultural and creative scene.

The voice of the public was further expressed especially in the jointly created SWOT analysis of the cultural and creative scene, which identifies its internal strengths and weaknesses as well as opportunities and threats from the external environment. The SWOT analysis was based on focus groups conducted from February to August 2024. Its outputs were verified and completed at the meeting of the Brno Cultural Forum on 22 October 2024.

 STRENGTHS	 WEAKNESSES	 OPPORTUNITIES	 THREATS
■ knowledge of the local cultural and creative scene (existing database) ■ high genre diversity of cultural and creative offer ■ well-developed institutional infrastructure (contributory organisations and the private sector) ■ prominent personalities (Janáček, Mendel, Loos, Skácel, Kundera, Fuchs, etc.) ■ strong art school background ■ strong tradition, but also innovation and experimentation ■ geographical location of the City of Brno ■ branding of the city (university, UNESCO, etc.)	■ lack of finance ■ weak marketing of CCIs entities ■ lack of technology and shared services for CCIs development ■ isolation and lack of communication between CCIs entities ■ lack of suitable spaces for creation and presentation ■ lack of barrier-free spaces and services making culture accessible to the disadvantaged ■ audience development	■ culture and creativity as a tool for development and revitalisation ■ training in the cultural and creative fields (lifelong learning, internships, capacity building, fostering excellence) ■ international cooperation ■ interdisciplinary cooperation ■ decentralisation of CCIs and thus stronger community building ■ expats, diversity of cultures ■ active associations ■ multi-source funding, fundraising	■ overall underfunding of CCIs ■ limited funding from the Ministry of Culture of the Czech Republic – restriction or termination of programmes suitable for CCIs under the National Recovery Plan ■ high turnover and talent drain coupled with lack of opportunities and low salaries ■ rapid obsolescence of technology and tools for innovation ■ lack of clarity of information and offer ■ lack of preparation of art graduates for everyday work ■ increasing bureaucracy ■ inconsistency in funding for culture and creativity

Fig. 5 SWOT analysis of Brno's cultural and creative scene

For each thematic area, a summary of CCIs needs was also developed, touching on a total of six categories:

- promotion and export of culture,
- infrastructure and technological facilities,
- education and skills,
- finance,
- human capacity,
- community and cooperation.

CCIS and its AP also respond to specific suggestions. Details including a breakdown of these needs for individual CCIs are part of the Analysis of Brno's cultural and creative scene.

Based on the available data, quantitative and qualitative surveys and participatory SWOT analysis, a vision of the city in the field of CCIs, strategic objectives, priorities and measures were drawn up.



Strategic and programmatic part

Strategic vision

In 2050, Brno is an internationally recognised cultural and creative metropolis whose activities in the field of culture and creativity resonate nationally and internationally and inspire other cities. Its cultural and creative scene combines tradition with innovation – it is open to experimentation, but at the same time cherishes its cultural heritage. Culture is the cornerstone of the city's identity and one of the strategic pillars of its development. It actively shapes public space and the everyday life of its inhabitants. Because of its unique creative atmosphere, Brno is an attractive place to live and a popular destination for artists and tourists from all over the world.

Strategic objectives, priorities and measures

OBJECTIVE A. Attractive, diverse and vibrant culture and creativity

PRIORITIES	MEASURES
A.1 Connected and actively cooperating CCI's	A.1.1 Initiation and support of cooperation and networking within the Brno cultural and creative scene
	A.1.2 Initiation and support of cooperation between Brno CCI's and entities in the Czech Republic and abroad
A.2 Flexible, cooperative, operationally and financially stable cultural entities funded and co-funded by the city	A.2.1 Transformation of the network of contributory organisations in the field of culture and streamlining their management while maintaining or improving their artistic standards and services
	A.2.2 Strengthening the effectiveness of the role of the founder in supporting cultural organisations
A.3 Diverse and competitive Brno CCI's	A.3.1 Support for the creation of cultural and creative projects with innovative, experimental and interdisciplinary content
	A.3.2 Preservation and development of intangible cultural heritage and cultural identity of Brno
	A.3.3 Promoting CCI's diversity
	A.3.4 Efficient and transparent funding of CCI's
	A.3.5 Extension of non-financial instruments to support CCI's

A.4 Business development and entrepreneurship in CCI	A.4.1 Using traditional cultural and creative values and techniques to create new products and services with economic benefits
	A.4.2 Developing activities aimed at promoting entrepreneurship and popularising CCI topics

OBJECTIVE B. A stable, resilient and sustainable cultural and creative ecosystem

PRIORITIES	MEASURES
B.1 Development of education in the field of CCI corresponding to the needs of practice	B.1.1 Providing and supporting education for CCI and their audience
	B.1.2 Ensuring and supporting creative education
B.2 Systematic and professional cultural policy	B.2.1 Maintaining and expanding a functional database for CCI
	B.2.2 Ensuring modern registration and digitisation of cultural heritage
	B.2.3 Increased cooperation and coordination of the municipality in the area of CCI as part of self-government
	B.2.4 Active involvement in international networks focused on CCI
	B.2.5 Use of participatory tools for active cooperation between the city and CCI
B.3 Sustainable CCI	B.3.1 Linking traditional craftsmanship with contemporary practices and trends in sustainable design and architecture
	B.3.2 Promoting and initiating sustainability principles in CCI

OBJECTIVE C. Open and inclusive CCI's strengthening solidarity, local identity and intersectoral cooperation

PRIORITIES	MEASURES
C.1 Brno's reputation as a cultural and creative city	C.1.1 Presentation of Brno CCI's within the city, region, state and abroad
	C.1.2 Support for CCI's exports abroad
C.2 Accessibility of Brno culture and creativity	C.2.1 Clarity and accessibility of information on CCI's
	C.2.2 Support and implementation of activities for specific target groups
	C.2.3 Using culture as a tool for social cohesion

OBJECTIVE D. Developed and accessible cultural and creative infrastructure and welcoming public spaces

PRIORITIES	MEASURES
D.1 Culture and creative industries as a tool for urban development	D.1.1 Targeted use of the potential of cultural actors and creatives to solve the city's problems
D.2 Sufficient suitable premises	D.2.1 Sufficient suitable space not only for the presentation but also for the creation of CCI's
	D.2.2 Developing cultural and community infrastructure in municipal districts
	D.2.3 Accessible and widely usable cultural heritage
D.3 Vital public space	D.3.1 Supporting activities and improving conditions for their implementation in public space
	D.3.2 Enlivening public spaces with works of art



OBJECTIVE A. Attractive, diverse and vibrant culture and creativity

In 2035, Brno will be a modern European metropolis with an attractive, diverse and dynamic culture and creativity that combines innovation and experimentation with respect for its own cultural heritage. The wide variety of genres, approaches and organisational models will enable Brno CCI to succeed on the international scene and become a source of inspiration or initiator of trends. Culture and creativity will be one of the main pillars of the city's ecosystem, with sufficient financial support and multi-source funding to strengthen the stability and development of Brno's CCIs. In addition to effective financial support, non-financial instruments will also be available, and the CCIs in Brno will emphasise cooperation – interdisciplinary, regional and international.

PRIORITY A.1 Connected and actively cooperating CCIs

Cooperation between CCIs entities is a key prerequisite for their further development, and therefore the CCIS actively supports their development and strengthening.

Measure A.1.1 Initiation and support of cooperation and networking within the Brno cultural and creative scene

The city will support cooperation and co-productions in the framework of the subsidy system for the announced subsidy titles for the CCIs area. Emphasis will also be placed on cooperation with other entities in the individual support of CCIs. At the same time, the city will initiate, support or directly implement activities that connect individual entities of Brno's cultural and creative scene, including city-established CO for culture and creativity.

Measure A.1.2 Initiation and support of cooperation between Brno CCIs and entities in the Czech Republic and abroad

The city will support cooperation with domestic and international partners in the announced subsidy titles for the CCIs area within the framework of the subsidy system. Emphasis will also be placed on this cooperation in the individual support of the cultural and creative fields. At the same time, the city will actively promote cooperation by sharing information about opportunities for Brno's CCIs, e.g. through open calls for participation in joint projects.

PRIORITY A.2 Flexible, cooperative, operationally and financially stable cultural entities established and co-established by the city

Flexible, collaborative and operationally and financially stable cultural and creative entities established and co-established by the city are key to the sustainable development of CCIs. They support the diversity and accessibility of cultural offerings, enable innovative projects and create an environment in which both young talent and established creators can grow. Therefore, it is in the interest of the city as the founder to create suitable conditions for these entities that support their stability and growth.

The Statutory City of Brno funds a total of nine CO in the field of culture: National Theatre Brno, Brno City Theatre, Centre for Experimental Theatre, Radost Theatre, Brno Philharmonic, Brno City Museum, Brno House of Arts, Jiri Mahen Library and TIC BRNO. In the field of creativity, the city, through the SDCD, supports the KUMST creative hub within the activities of the South Moravian Innovation Centre (SMIC) and funds the Brno Observatory and Planetarium as part of the popularisation of science.

Measure A.2.1 Transformation of the network of contributory organisations in the field of culture and streamlining their management while maintaining or improving their artistic standards and services

The city will investigate the appropriateness of using the Public Cultural Institutions Act of 2024 for its contributory organisations. In the event that a transformation of this type is deemed to be beneficial and effective, all necessary steps will be taken to implement this measure in a manner that does not disrupt the normal operations or artistic standards of the organisation.

Measure A.2.2 Strengthening the effectiveness of the role of the founder in supporting cultural organisations

The city will strive to simplify the processes between the founder and its CO and to reduce their administrative burden. It will regularly evaluate the fulfilment of the objectives of the organisations and the city's grant projects, including the effectiveness of the established organisations, and actively seek opportunities for their further development. At the same time, it will examine the possibility of introducing shared services and will improve the working conditions of employees of CO in the long term in the form of methodological support, systematic training and bringing wages closer to the competitive level in the given field (in relation to possible changes in the legal form or expansion of financial resources outside the founder's budget). Finally, the CD will ensure the publication of basic data on cultural CO in open data mode on the data.brno.cz portal.

PRIORITY A.3 Diverse and competitive Brno CClIs

The diversity of CClIs is essential both for their further development and for maintaining their accessibility. CClIs are one of the pillars of the quality of life in Brno and therefore must not stagnate. It is essential to support their growth in a long-term and systematic way. What is important is not the increase in quantity, but above all the emphasis on a higher standard of services and their lasting benefit for Brno and its inhabitants.

Measure A.3.1 Support for the creation of cultural and creative projects with innovative, experimental and interdisciplinary content

Innovations, experiments and new forms or approaches allow us to discover previously unexplored ways of expression, to break the established stereotypes and to enrich the Brno scene with new perspectives. At the same time, they help to extend the reach of CClIs beyond mainstream audiences and often serve as an important tool for making culture accessible to people with disadvantages, specific needs or from socially marginalised groups. These approaches are crucial for the further development and growth of CClIs, which in times of rapid technological change and digital transformation need to constantly find new ways. The city is aware of this need and will actively support such projects, not only through subsidy programmes, but also with non-financial instruments and support activities.

Measure A.3.2 Support for the preservation and development of the intangible cultural heritage and cultural identity of Brno

B Brno has long been associated with progressive development, experimentation and innovation, while retaining and developing its strong cultural identity.

The city will systematically protect cultural monuments and pursue their popularisation through the MCD. Intangible cultural heritage will be supported mainly through the CD subsidy programme focused on folk traditions. On the occasion of important anniversaries of the city or its personalities, special grants will be announced or other supporting activities will be implemented (e.g. realisation of artworks in public space in connection with important personalities).

Measure A.3.3 Promoting CClIs diversity

The prerequisite for a diverse cultural scene is effective tools to support it. The diversity of the CClIs will be ensured primarily through a subsidy system set up to financially strengthen all areas of the CClIs. The system will be regularly evaluated and optimised to increase its effectiveness. The grant programmes will include special awards (e.g. for anniversaries) and their evaluation will be carried out in cooperation with CClIs experts. At the same time, the city will make sure that non-financial support instruments do not leave out any area of the cultural and creative scene.

Measure A.3.4 Efficient and transparent funding of CCIIs

The city will build on the existing CCIS and maintain an allocation of 9% of its budget (not including the MD) for the CCIIs area. From this amount, it will gradually increase the share for the independent scene up to 10%. At the same time, it will strive to increase the involvement of other entities in CCIIs funding through awareness-raising activities, the development of fundraising competences of CCIIs actors and the systematic search and sharing of opportunities for CCIIs.

Measure A.3.5 Extension of non-financial instruments to support CCIIs

In addition to financial support, non-financial instruments are also key to the development of CCIIs. They enable cultural and creative entities to acquire the necessary skills, improve operational and organisational capabilities, and promote cooperation and networking. Specifically, this can include mentoring and consultation for CCIIs, training, shared spaces, consultancy services or platforms for connecting CCIIs with the public, school environments, businesses, etc. Brno is aware of the importance of these tools and will therefore support or develop similar programmes and offer them to Brno CCIIs so that they can effectively develop, cooperate and increase the quality of their work and offer to the public.



PRIORITY A.4 Business development and entrepreneurship in CCI

Business development and entrepreneurship in CCI is important because it supports local economic growth and job creation. It helps to strengthen competitiveness and attract investment to the city, thus contributing to the improvement of the living standards of its inhabitants and sustainable development.

Measure A.4.1 Promoting the use of traditional cultural and creative values and techniques to design new products and services with economic benefits

The city will support and target the use of its cultural heritage for the development of tourism in accordance with the Destination Management and Marketing Strategy of the City of Brno and at the same time support the involvement of local creatives, for example through the cooperation of CO (especially TIC BRNO) with local creators. This support will also include the promotion and sale of local products from the production of CCI, e.g. through the map application Designed (not only) in Brno or the city's own purchases.

Measure A.4.2 Developing activities aimed at promoting entrepreneurship and popularising CCI topics

Creative Brno is an umbrella platform for activities supporting creativity and entrepreneurship in the CCI area. Its aim is to spread awareness and systematically develop the creative sector through subsidy programmes for Creative Brno and by creating and promoting appropriate conditions for their activities, e.g. by forming connections between creatives and companies, supporting education in the field of CCI and creating networking opportunities.



OBJECTIVE B. A stable, resilient and sustainable cultural and creative ecosystem

By 2035, Brno will be a city with a stable and resilient cultural and creative scene that can respond flexibly to new challenges. This will be achieved through a methodical cultural policy, accessible cultural and creative education and a focus on sustainability. We recognise that the most valuable thing we can bring to a community is education, skills and knowledge. Only then is further aid sustainable.

PRIORITY B.1 Development of education in the field of CCIs corresponding to the needs of practice

CCIs education helps to better understand social values, traditions and history, thus promoting mutual respect and tolerance between people. It raises cultural awareness and teaches us to perceive and think about culture with perspective. As a result, more people are actively involved in cultural and creative activities, which strengthens the community and creates stronger ties between residents. The training of cultural and creative workers themselves contributes to their professionalism, stability and ability to better respond to new challenges.

Measure B.1.1 Providing and supporting education for culture, the creative sector and their audiences

Brno wants to have quality tools to support education in CCIs for all age groups, from the youngest to the elderly. In this way, it will not only develop creative education, but also support work with the audience and the education of the CCIs actors themselves. Support for external entities will be mainly through subsidy programmes, which will include support for educational activities, e.g. workshops, courses or educational programmes for schools and the public. At the same time, Brno will develop and support the educational activities of its CO, including their educational centres, so that they can work effectively and in the long term with various specific groups, especially young people. Last but not least, Brno will annually organise or co-organise conferences or other professional and educational events focused on culture and creativity, cultural funding and cultural policy. This will strengthen its role in the professional debate on cultural policies while simultaneously providing an important networking and learning opportunity on the topic for CCIs.

Measure B.1.2 Ensuring and supporting creative education

Systematic and conceptual care for school education and youth in City of Brno is provided by the EYD, which is also announcing a subsidy programme to support leisure activities and youth. The aim of this measure is thus to complement the activities of the EYD by linking CCIs with the school environment through information education, the implementation of activities leading to the strengthening of cooperation between CCIs and schools or through a cultural subsidy programme focused on cultural, educational and leisure activities. At the same time, Brno will support the development

of young and emerging artists and their cooperation with CO and other established entities. It will actively establish cooperation with art schools in Brno and will look for ways to involve their students in practice through joint projects and internships. At the same time, it will strive to create conditions that enable graduates of art schools to remain in their creative activity.

In developing these tools, the CD in cooperation with SDCD will actively coordinate with the EYD, MD, the SMR and art schools to ensure the maximum efficiency and impact of these activities.

PRIORITY B.2 Systematic and professional cultural policy

The city recognises the importance of a systematic and professional cultural policy. It provides a clear roadmap for the development of cultural life and the promotion of the creative industries. It enables effective planning of funding, infrastructure and educational programmes, ensuring the long-term sustainability and quality of cultural services. The cultural policy also helps to better align the city's activities with the needs of residents, cultural institutions and businesses, thereby strengthening community solidarity and engagement. Therefore, one of the priorities is to make the city's cultural policy transparent, participatory and in line with the values of this strategy.

Measure B.2.1 Maintaining and expanding a functional database for CCIs

Without a functional database, it is not possible to effectively manage cultural policy or meaningfully develop the cultural and creative fields. Therefore, the city will regularly collect and update the data necessary for effective management of the CCIs. In accordance with the principle of transparency, it will publish these data in open data mode on the data.brno.cz portal and will also examine the possibilities of their further use, e.g. through databases, map applications and thematic trails. It will also regularly map the cultural needs of the city's inhabitants, evaluate the satisfaction of applicants with the existing subsidy system, monitor the needs of the CCIs and the state of cultural and creative infrastructure, and possibly carry out other thematic investigations according to current needs.

Measure B.2.2 Ensuring and supporting modern registration and digitisation of cultural heritage

Modern registration and digitisation of cultural heritage make it possible to preserve and make accessible historical, artistic and folk treasures for present and future generations. Thanks to digitalisation, residents and visitors can easily discover the city's cultural riches online, increasing its attractiveness and accessibility while promoting education. Digitised databases also facilitate the management and preservation of monuments and cultural venues, contributing to their long-term sustainability. Brno therefore plans to support digitisation through investment in modern technologies for its cultural organisations, educational programmes and cooperation with cultural institutions and universities.

Measure B.2.3 Increased cooperation and coordination of the municipality in the area of CCIs as part of self-government

Within the city, the CD and SDCD will actively communicate with other municipal disciplines in addressing interdisciplinary topics and participate in interdepartmental working groups formed according to current needs in the field of CCIs. The Policy and Development Division of the CD will ensure the linking of the CCIs with other conceptual and strategic documents of the city. In practice, this means cooperation with other BCM sectoral departments, i.e. sharing information from the CCIs area, commenting and participating in the creation of strategic documents so that interdisciplinary activities do not overlap, do not conflict and complement each other appropriately.

Cooperation with the municipal districts will also be strengthened, which the city will support not only in the development of cultural and creative activities, but also in providing the conditions for their implementation and in the conceptual grasp of the CCIs. At the same time, Brno will establish partnerships with other municipalities, especially statutory cities, and share good practice with them. Last but not least, the CD and SDCD will cooperate with the SMR and the state, e.g. in the field of information exchange, financial support for contributory organisations, cultural policy, data on CCIs and other relevant topics.

Measure B.2.4 Active involvement in international networks focused on CCIs

Brno will actively develop international cooperation with partner cities within the international networks in the field of CCIs, of which it is a member, such as Eurocities or Culture Next, and also with regard to membership in the international network of sites bearing the European Heritage designation (for the functionalist Nový dům Colony). At the same time, it will strengthen the prestigious designation of Brno – UNESCO City of Music and the title of European Capital of Christmas 2024, while pursuing other opportunities for international cooperation. If a suitable title or international network in the field of CCIs is identified, the city will make the necessary preparations for obtaining it or joining the network.

Measure B.2.5 Use of participatory tools and active cooperation of the city with the CCIs

The CD will regularly organise BCF, which will offer a space for networking and sharing good practice. The forum will also serve as a tool for participation and external opposition in the development of cultural policy. It will include an open forum for questions, suggestions and comments from citizens and CCIs representatives. Through the BCF, the CD will also inform the public about the current status and results of the implementation of the CCIS.

Brno will also strengthen cooperation with artistic associations and other entities that actively participate in shaping cultural policy. The city will share its own good practice, look for existing effective solutions and be inspired by them. At the same time, it will coordinate or collaborate to formulate initiatives towards the state and develop joint projects.

PRIORITY B.3 Sustainable CClIs

One of the priorities of this strategy is sustainability in CClIs, as it is key to maintaining their long-term benefits to the economy, society and the environment. It ensures that cultural projects and businesses can operate in a stable way without compromising their resources or the quality of the services they offer. It promotes innovation and the responsible use of materials and energy, contributing to environmental and economic balance. At the same time, it strengthens the sector's ability to adapt to the changing needs of the population and maintain the cultural diversity of the city.

Measure B.3.1 Linking traditional craftsmanship with contemporary practices and trends in sustainable design and architecture

The city will initiate and support the linking of traditional craftsmanship with contemporary design through workshops, artist and architect residency programs, and collaborations with universities and design studios. Initiating projects that combine traditional techniques with modern materials and sustainability principles enables the creation of innovative products and buildings with unique value. This approach preserves cultural heritage and craftsmanship while responding to contemporary ecological and aesthetic requirements. The result can be attractive to residents and tourists while supporting the local economy and creative industries.

Measure B.3.2 Promotion and initiation of sustainability principles in CClIs

Sustainability in CClIs encompasses environmental, social and economic dimensions. The environmental dimension is linked, e.g. to the reduction of disposable tableware at events and the use of eco-friendly materials and energy-saving technologies in general. In particular, the environmental dimension is linked to circularity, which is concerned with the efficient use of materials, minimising waste and promoting sustainable production and consumption. It also helps to reduce costs for creators and institutions, increases environmental responsibility and fosters innovation in the creation of new products and projects. In this way, the city will promote the use of recycled and reusable materials, collaboration between designers and craftsmen on sustainable solutions, and education about circular design.

The social dimension is then linked to the values of the strategy, i.e. diversity, participation and inclusion.

Economic sustainability means supporting local talent and stable funding. The city will therefore initiate and support these principles of sustainability, either within the subsidy system or through other activities of its own.

OBJECTIVE C. Open and inclusive CCI's strengthening belonging, local identity and intersectoral cooperation

By 2035, Brno's culture and creative industries will be accessible to all residents, and the city will have built an internationally recognised reputation as a dynamic cultural and creative location. CCIs will also strengthen the sense of belonging among residents and reinforce local identity, contributing to a vibrant and connected community.

PRIORITY C.1 Brno's reputation as a cultural and creative city

One of Brno's priorities is to build its reputation for culture and creativity, both nationally and internationally. Although the marketing of the city and CCIs is primarily handled by MTD and TIC BRNO, the CD and SDCD will cooperate and build on these activities to further strengthen the image of Brno as a cultural and creative city. At the same time, the cultural offer will be clearly accessible to both residents and visitors.

Measure C.1.1 Presentation of Brno CCIs within the city, region, state and abroad

The CD, SDCD, PC, MTD and TIC BRNO will cooperate effectively to strengthen the presentation of CCIs in accordance with the Destination Management and Marketing Strategy of the City of Brno. The city will also support and motivate CCIs actors themselves to actively present their activities.

Measure C.1.2 Support for CCIs exports abroad

The city will support the export of Brno works, the presentation of local artists abroad, residencies and the mobility of artists within the framework of subsidy programmes for CCIs. It will also cooperate with Czech Centres, embassies and the Ministry of Foreign Affairs in the initiation and implementation of international projects. Content cooperation in the field of CCIs with partner cities will also be strengthened. Last but not least, the export of CCIs will also take place through CO.

PRIORITY C.2 Accessibility of Brno culture and creativity

One of the values of this strategy and the city's priorities is to make culture and creativity accessible to all residents regardless of health, age, nationality, language or economic situation. CCIs have the power to bring people together, to educate, to foster a sense of belonging and to improve quality of life. That is why it is important that it is truly accessible to all, without distinction.

Measure C.2.1 Ensuring clarity and accessibility of information on CCIs

The city will strive for clear and understandable communication in the field of culture and creativity. This applies not only to the general public, but also to the cultural and creative actors themselves, for whom service communication channels will be available to promote awareness and constructive dialogue with the city. The existing Culture Brno and Creative Brno platforms play a key role in this, providing the necessary information and service. It is important that these channels are interconnected and aligned with a unified communication strategy and visual style of the city. Therefore, the CD and SDCD will work closely with TIC BRNO, PC and MTD to ensure that the public has an overview of current events in the CCIs area through general city channels and that CCIs actors have specialised channels that play a service and information role. Taking into account the different target groups, these channels will complement each other to help remove information barriers. Brno will also keep in mind the growing foreign-speaking population and the need to internationalise information in the CCIs area.

Measure C.2.2 Support and implementation of activities for specific target groups

Brno will strive to make culture and creativity accessible to all residents. The CD and SDCD will therefore work closely with the SWD and HD and other partners to also support and complement their work in CCIs. Special emphasis will be placed not only on disadvantaged groups (e.g. people with disabilities or mental illness), but also on other specific groups such as foreign language speakers, seniors, parents with young children and youth.

Measure C.2.3 Using culture as a tool for social cohesion

The CD will work with the SWD and other organisations to make culture accessible to people at risk of social exclusion. Together, they will look for ways to actively involve these groups, e.g. through evaluation criteria in grant programmes, targeted activities and by removing barriers that prevent them from participating in the cultural life of the city. The city will actively promote intercultural dialogue.



OBJECTIVE D. Developed and accessible cultural and creative infrastructure and welcoming public spaces

Infrastructure for culture and creativity will be highly accessible and well communicated to CCIs. It is also important to decentralise this infrastructure, i.e. cultural venues and public spaces should be conveniently accessible not only in the centre but also in other parts of the city. Such an approach will contribute to the development of a cultural and creative offer, increase its accessibility for different groups of people and support community life. Moreover, the CCIs in Brno will be earnestly applied in solving the city's problems and in enriching its visual and social identity.

PRIORITY D.1 Culture and creative industries as a tool for urban development

CCIs are a key tool for solving urban problems because they bring innovative ideas, promote citizen engagement and increase the attractiveness of public space. Brno is aware of this and will use CCIs to identify and solve urban problems and locations.

Measure D.1.1 Targeted use of the potential of cultural actors and creatives to solve the city's problems

The city will support the open involvement of artists and organisations in the field of culture and creativity in the cultural policy of the city and in solving its problems. Their participation is crucial especially in identifying needs, establishing procedures and creating tools that support the development of CCIs and the city itself. Furthermore, the city will actively initiate and support the revitalisation of excluded sites and brown-fields through cultural and creative projects. Strategic planning and targeted collaboration with local creators, e.g. through open calls and competitions, will ensure that projects respond to specific local needs.

PRIORITY D.2 Sufficient suitable premises for CCIs purposes

Sufficient suitable premises are essential for the stable operation of the CCIs. The key here is not only space for presentation, but also for the creation and storage of materials, which is scarce due to the historical development, when cultural venues were often created without facilities. It is therefore important to provide targeted support for the provision and development of these spaces so that creators can carry out their activities effectively and sustainably.

Measure D.2.1 Ensuring sufficient and suitable space not only for the presentation but also for the creation of CCIs

Brno will manage and regularly update the Where to Go for Culture app, which maps venues suitable for cultural and creative events, including information on their accessibility. At the same time, it will continuously invest in its cultural and creative CO buildings to ensure that they are in good condition and enable the provision of quality cultural and creative services to the public.

The city will also complete projects it has started, such as the Janáček Cultural Centre,

Janáček Villa, and the Brno Creative Centre. Priority will be given to developing spaces that function as shared cultural and creative hubs for multiple entities. When revitalising public space, Brno will also take into account and explore the possibilities of its artistic revitalisation so that new urban districts include amenities in the cultural and creative fields.

For new projects, Brno will make sure that the spaces not only provide opportunities for presentation, but also the necessary facilities for the creation itself. At the same time, the possibilities of using warehouse space for cultural and creative entities will be explored.

Measure D.2.2 Developing cultural and community infrastructure in municipal districts

The city of Brno consists of 29 MD, i.e. independent territorial units with their own characteristics and local identity. The cultural amenities and needs of individual MD vary, yet the demand for suitable spaces for community cultural and creative events resonates strongly across the city.

In many parts of the city, community multi-purpose centres are missing entirely or are in a technical state that requires extensive and costly repairs, often beyond the budgetary possibilities of the MD. This function is partly substituted by JML branches, but their capacity is often insufficient.

The aim of this measure is therefore to identify and support the creation or revitalisation of buildings of the MD or CO of the City of Brno that could serve as shared community centres and provide facilities for neighbourhood, cultural and creative gatherings.

In addition to buildings, it is important not to neglect outdoor areas and urban spaces, which can contribute significantly to the revitalisation of municipal districts and support the creation of active public spaces.

An overview and information about spaces suitable for cultural and creative events will be mapped by the CD within the framework of the map application Where to Go for Culture and the Plug and Play project, which is aimed at facilitating the implementation of events in public space.

Measure D.2.3 Ensuring accessible and broadly utilisable cultural heritage

Brno boasts a number of historical buildings that strengthen its local brand and contribute to the development of tourism. However, many of these venues are not commonly accessible. The city will therefore support their accessibility, either by removing physical barriers where this does not conflict with monument preservation, or through digitisation, which will provide access even to disadvantaged visitors. This approach will ensure the broader accessibility of cultural heritage and enhance its value to residents and visitors.

PRIORITY D.3 Vital public space

In addition to affordable and accessible facilities, it is essential to think about public spaces for quality public life. One of the priorities of this strategy is to ensure that by 2035 Brno will have enough spaces for the leisure-time use of its inhabitants, which will be actively enlivened by works of art and the independent activities of CCIs. This will enhance the attractiveness of the city, the involvement of residents and the overall quality of public life.

Measure D.3.1 Promoting a vibrant public space

The City of Brno, in cooperation with TIC BRNO and MD, will strengthen services for organisers of cultural and creative events. It will identify missing facilities and services necessary for the development of public spaces and actively seek to add them. Through the Plug and Play project aimed at supporting organisers, it will strengthen their awareness of available locations and conditions for the realisation of events, thus facilitating and supporting quality cultural events in the city.

Measure D.3.2 Enlivening public spaces with works of art

Brno will support the revitalisation of public spaces with artworks and will itself realise them in public spaces in cooperation with experts and through professional competitions. The city will approach the topic of art in public space systematically, conceptually and methodically in order to support the development of art in its MD and outside the centre. The activities will also include maintenance and repair of its own small structures. As part of the Sculpture Brno project, the city will map art in public space and popularise it.



Implementation and evaluation

Implementation

The implementation of the CCIS is managed by the Policy and Development Division of the CD, which also coordinates cooperation on individual activities with other BCM sectoral departments, external partners and CCIs stakeholders.

Good strategic management is a prerequisite for effective management of human and financial resources. The model in which the strategy is developed and implemented directly by the CD, taking into account the knowledge of the local scene, the competences of the individual actors and the legislative framework (though with a high degree of participation of CCIs stakeholders and with possible consultation or opposition from experts) has proved its worth.

The implementation process itself consists of the development, implementation and evaluation of the CCIS Action Plans. The Action Plan is the instrument through which the CCIS is implemented each year, taking into account the available funding. It is a structured document that contains a list of activities and projects planned for implementation, including financial allocation and indicators measuring success, and links them to the individual areas and objectives of the CCIS. Each activity or project has an assigned guarantor responsible for its implementation.

The development of the action plan is based on the current situation and needs of the CCIs in Brno and at the same time takes into account the possibilities of the municipal budget. Although the document contains an approximate financial allocation for individual activities, it does not replace the normal processes of the city administration, such as investment management or the approval powers of the Brno City Council or the Brno City Assembly.

The action plan is developed in four phases:

1. Evaluation of the previous plan, including a summary of recommendations for the next period.

2. Participatory collection and discussion of suggestions for the follow-up action plan, with the suggestions coming both from BCM employees and organisations established by the City of Brno, as well as from the general public. On the basis of these, the way in which individual CCIS measures are implemented can be modified.

3. Elaboration and discussion of activities and projects – the CD evaluates the feasibility and necessity of the proposed initiatives and links them to specific measures and objectives of the strategy. If necessary, projects (especially investment projects or projects exceeding the budget allocation) are discussed with the relevant city authorities.

4. Approval of the action plan – selected activities and projects are included in the final form of the action plan and submitted to the Brno City Council for approval. Projects that are not approved for a given action plan are not definitively excluded unless there is a specific reason for doing so. They may be included in subsequent plans in order to be more effective in other periods or to obtain financial coverage.

Participatory and commenting processes are mainly connected with the Brno Cultural Forum platform or by publishing documents within the Culture Brno communication channels with the possibility of electronic commenting. External suggestions are always duly recorded and processed.

The effectiveness of the action plan for the implementation of the CCIS is ensured by its continuous monitoring, especially by carrying out an annual evaluation of the action plan for the past period. This is submitted to the Brno City Council in the form of an Informative Report on the Implementation of the Action Plan.

The AP are biennial, and at the end of the validity of each action plan, a brief evaluation of the plan is submitted to the Brno City Council together with a proposal for a follow-up document.

At the end of the validity of the CCIS, an evaluation of the Culture and Creative Industries Strategy document for the entire period under review will be submitted to the Brno City Assembly, including a proposal for a follow-up document.

Evaluation

The implementation of the CCIS is monitored through a set of indicators that are assigned to each objective. Evaluation is carried out regularly, usually at two-year intervals during the evaluation of the action plan.

The evaluation is carried out using the indicators defined in the Strategic and Programme Part of this document.

The Policy and Development Division of the CD is responsible for the evaluation of indicators, but it can also delegate the collection of data to external guarantors, i.e. entities responsible for the implementation of individual CCIS activities.

Changes to the draft part of the CCIS (especially modifications of indicators, targets or measures) are approved by the Brno City Assembly.

As mentioned above, the effective design and implementation of CCIS cannot be done without in-depth knowledge of the local scene. The CD therefore ensures regular mapping of the cultural needs of Brno's inhabitants and the building of a database of Brno culture. SDCD provides the necessary data and analysis for the creative industries.

Indicators

OBJECTIVE A: Attractive, diverse and vibrant culture and creativity

Priority	Indicator	Method of measuring the indicator	Target state
A.1 Connected and actively cooperating CCIs	Number of networking opportunities and projects focused on networking and cooperation implemented by the City of Brno	The number of projects implemented by the CD or SDCD in the field of CCIs that led to networking (e.g. BCF, conferences, educational events) will be monitored in the informative reports on the implementation of the AP for each year.	40 (total for the reference period)
A.2 Flexible, cooperative, operationally and financially stable cultural organisations established and co-established by the city	Number of solutions leading to reduction of bureaucracy and streamlining of processes between organisations and the City of Brno	The number of implemented solutions leading to a reduction of bureaucracy and streamlining of processes between the city and its CO in the field of culture will be monitored in the informative reports on the implementation of the AP for each year.	10 (total for the reference period)
	Number of organisations assessed and, where appropriate, transformed	An assessment of the suitability of the implementation of the PCI for individual cultural organisations in Brno and the possible transformation of selected CO will be performed by 2035.	9

Priority	Indicator	Method of measuring the indicator	Target state
A.3 Diverse and competitive CCI's	Number and success rate of applications for subsidies in each CCI's area	Within the framework of subsidy titles and non-financial support instruments of the CD and SDCD, all areas of the CCI's will be covered except advertising, which falls under the responsibility of the MTD.	increasing trend in success rates (year 2025: GP CD 74.84%)
	Share of cultural expenditure from the municipal budget of 9% and above	Within the framework of the data base for the CCI's, which is being created by the Policy and Development Division of the CD, the share of the municipal budget spent on culture will be monitored and published on the data.brno.cz portal in the form of open data, both with and without MD.	9% and above
	Current expenditure on culture per capita	The CD will monitor current per capita spending on culture. This data will be part of the published data base for the CCI's.	in the amount of CZK 3 000 and above

Priority	Indicator	Method of measuring the indicator	Target state
A.3 Diverse and competitive CCIs	Share of expenditure on the non-established scene in the total cultural budget	Within the framework of the data base for the CCIs, which is being created by the Policy and Development Division of the CD, the share of expenditure on the non-established scene from the total culture budget will be monitored and published on the data. brno.cz portal in the form of open data. In order to obtain this value, the ratio of expenditure on CD and the independent scene will be monitored within the CO budget.	10% of the CD budget
	Number of multiannual grant applications supported	The CD will also allow multi-year grant agreements as part of the cultural subsidy titles.	growing trend (year 2025: GP CD 26)
	Satisfaction of applicants for subsidies	The CD will monitor the satisfaction of applicants for cultural grants every two years by means of an online survey and seek solutions for constructive suggestions for change. Each year, it will then enable the evaluation of the subsidy system by expert evaluation committees in regular meetings with these committees.	5 investigations, high satisfaction of applicants with the system and CD services

Priority	Indicator	Method of measuring the indicator	Target state
A.4 Business development and entrepreneurship in CCIs	Number of entities registered in the Designed in Brno mapping application	The SDCD will track the number of creatives in the Brno metropolitan area through the Designed in Brno map application. The increase in the number of entities in the period under review is a key figure.	200

OBJECTIVE B: A stable, resilient and sustainable cultural and creative ecosystem

Priority	Indicator	Method of measuring the indicator	Target state
B.1 Development of education in the field of CCIs corresponding to the needs of practice	Number of the city's own activities focused on education in CCIs	Number of own activities implemented by the CD and SDCD leading to increased education in CCIs (training, conferences, methodological printed materials, etc.).	30 (total for the reference period)
	Number of student internships at the CD and SDCD	Each year, the CD and SDCD will keep track of the number of students completing internships in the CCIs area.	30 (total for the reference period)
	Number of cooperation projects between the CD and SDCD and art schools	The CD and SDCD will keep a record of the number of projects they work on with art schools.	15 (total for the reference period)

Priority	Indicator	Method of measuring the indicator	Target state
B.2 Systematic and professional cultural policy	Number of analyses, data articles or datasets including number of updates	The data.brno.cz portal will be continuously updated or supplemented with data sets and articles focused on CCI.	60 (total for the reference period)
	Number of surveys carried out on the needs of residents and high resident satisfaction	Every five years, a quantitative survey of the cultural needs of Brno residents will be carried out.	min. two surveys, with implementation in 2028 and 2033 rising resident satisfaction
	Number of international projects in the CD and SD CD	Monitoring and recording the number of own international projects in the CD and SD CD.	20
	Number of Brno Cultural Forums and their visitors	The CD will regularly implement the BCFs and monitor the number of visitors through the attendance list or through the number of registrants/followers in the case of online meetings.	15 BCFs (total for the reference period) increasing number of visitors (year 2025: 153)
B.3 Sustainable CCIs	Number of CD or SD CD tools or activities focused on sustainability or its popularisation.	The CD or SD CD will record the number of their own projects or instruments supporting the principles of sustainability.	30 (total for the reference period)

OBJECTIVE C: Open and inclusive CCIs strengthening belonging, local identity and intersectoral cooperation

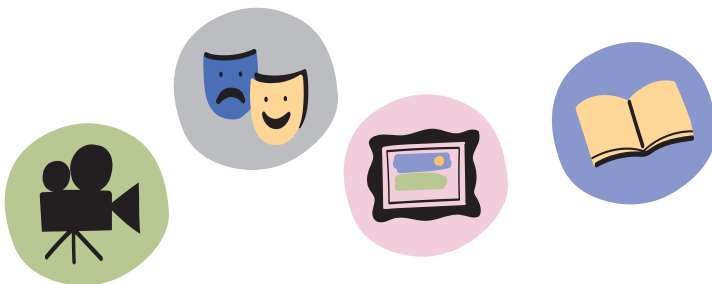
Priority	Indicator	Method of measuring the indicator	Target state
C.1 Brno's reputation as a cultural and creative location	Number of support instruments and own projects of the CD, SDCD or municipal CO aimed at exporting CCIs abroad	The CD and SDCD will monitor the number of support instruments and own projects aimed at cultural or creative international exchange. At the same time, they will also record the foreign cooperation of their CO.	30 (total for the reference period)
C.2 Accessibility of Brno culture and creativity	Indicators for evaluation of the Culture Brno platform: Number of unique visits to the Culture Brno website Number of followers of the Culture Brno Facebook profile Number of subscribers to the Culture Brno newsletter	The cooperation coordinator in charge of the Culture Brno communication platform will monitor and evaluate these indicators at an annual interval. In connection with their development, it will propose innovations leading to a growing trend of followers.	growing trend (year 2025: Number of unique visits to the Culture Brno website – 16,567 Number of followers of the Culture Brno Facebook profile – 3,162 Number of subscribers to the Culture Brno newsletter – 1,139)
	Number of published calls for cooperation and opportunities for CCIs	The CD will monitor the number of published calls for cooperation and opportunities within its Culture Brno communication channels.	300 (total for the reference period)

Priority	Indicator	Method of measuring the indicator	Target state
C.2 Accessibility of Brno culture and creativity	Indicators for evaluating the Creative Brno initiative: Number of unique visits to the Creative Brno website Number of followers of the Creative Brno Facebook profile Number of followers of the Creative Brno Instagram profile	The SDCCD staff member in charge of creativity will monitor and evaluate these indicators at an annual interval. In connection with their development, it will propose innovations leading to a growing trend of followers.	growing trend (year 2025: Number of followers of the Creative Brno Facebook profile – 3,667 Number of followers of the Creative Brno Instagram profile – 1,022)
	Number of updates and entries in map applications in the CCIs area and number of new thematic trails	The CD and SDCCD will regularly update their mapping applications and monitor the number of records in them. This primarily concerns the maps: Designed in Brno (SDCCD) Where to Go for Culture (CD) Sculpture Brno (CD) for more, see: https://kultura.brno.cz/kulturni-mapy-a-stezky	30 (total for the reference period)
	Number of own activities of CD and SDCCD focused on accessibility of CCIs	The CD and SDCCD will monitor the number of activities focused on the accessibility of culture and creativity at an annual interval.	30 (total for the reference period)

OBJECTIVE D: Developed and accessible cultural and creative infrastructure and welcoming public spaces

Priority	Indicator	Method of measuring the indicator	Target state
D.1 CCI as a tool for urban development	Number of calls and competitions targeted for the development of Brno	The CD will monitor the number of calls and competitions announced with the aim of reaching out to CCIs in Brno to cooperate on the development of a specific location. At the same time, it will monitor the number of similar opportunities from the MD or successful projects in the CCIs area within ParD.	30 (total for the reference period)
D.2 Sufficient suitable premises for CCIs purposes	Number of city-supported investment projects leading to the creation or revitalisation of community shared centres and public spaces used, among other things, for cultural and creative events	The number will be determined by the number of investment plans, e.g. investment grants approved by the BCA.	10 (total for the reference period)
	Number of buildings and locations offered for cultural and creative events	The number of venues will be monitored through the map application Where to Go for Culture , while the locations for events in public space will be monitored within the Plug and Play project on the kultura.brno.cz website.	100

Priority	Indicator	Method of measuring the indicator	Target state
D.2 Sufficient suitable premises for CCIs purposes	Number and success rate of applications to the subsidy programme for the preservation and restoration of cultural monuments	The CD will monitor data associated with the MCD grant programme for the provision of grants for the preservation and restoration of cultural monuments.	at least 30 applications supported – growing trend
D.3 Vital public space	Number of works of art in public space realised by the CD or with its support	The CD will record the number of its own works in public space, as well as the number of artworks that have been supported by the city through the CD.	20 (total for the reference period)
	Number of implemented projects aimed at revitalising public space	The CD will monitor the number of projects and designs it has implemented to support the organisation of cultural and creative events in public spaces.	20 (total for the reference period)



Conclusion

Brno is the vibrant centre of the South Moravian Region, which boasts a strong background of stable and dynamic cultural and creative entities. The city's conceptual approach to cultural policy contributes to the further development of this environment.

We firmly believe that this strategic document and its action plans will continue the trend set by its 4 objectives, 12 clearly defined priorities and 31 actions.

As stated in the chapter on the development of the strategy, this is a participatory document, and we thank all those who have been involved in its development, whether by participating in the advocacy thematic groups, the BCF, or by commenting on the document.

II. pád

3+KK Theatre

4AM

Alterna

Ars Brunensis

Art Factory Studio

Artbar

BACH – Brno Association of Club Music

Bazmek entertainment

Boni discipuli, registered association

Brno Association of Folklore Friends,
registered association

Brno City Theatre, contributory
organisation

Brno Independent Theatres

Brno kulturní Association

Brno House of Arts, contributory
organisation

Brno Observatory and Planetarium,
contributory organisation

BVV Trade Fairs Brno, joint-stock
company

Centre for Experimental Theatre,
contributory organisation

Co.labs Cultural Centre

Culture Department of the BCM

Czech Radio Brno

Czech Television (Brno TV Studio)

Department of the BCM

Druhé město Publishing House

Ensemble Opera Diversa, registered
association

Fleda Music Club

Game Baze

Health Department of the BCM

Indies Records

Janáček Academy of Performing Arts
in Brno

JazzFestBrno

Jiri Mahen Library, contributory
organisation

Kabinet Múz Music Club

Kabinet Records

Kafara

KOGAA

KUMST creative hub

Kunštát PRO FUTURO, public benefit organisation

KVIC Cultural, Educational and Information Centre

Líšeň Theatre

Masaryk University in Brno

Mikro-teatro Theatre

Monument Care Department of the BCM

Moravian Gallery in Brno

Moravian Library

Moravian Museum

Museum of the Brno Region

Museum of Romani Culture

National Heritage Institute (Regional Office in Brno)

National Theatre Brno, contributory organisation

Omega Cultural Centre

ORBITA, registered association

Pop Messe

Půčik Folklore Club

Raabová Tereza

Rubín Social and Cultural Centre

Serial Killer

Social Welfare Department of the BCM

South Moravian Film Foundation

South Moravian Region Authority

Starlet Dance School

Strategic Development and Cooperation

Swing Wings Brno

Šafrán Moravian Slovak Ensemble Brno

Šejhahop, registered association

Technical Museum in Brno

TIC BRNO, contributory organisation

Tripitaka, registered association

Union of Visual Artists

VSLPT POL'ANA

YMCA Brno





Year 2026

Culture Brno

Creative Brno

Statutory City of Brno

Dominikánské nám. 1

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KREATIVNÍ BRNO

KULTURA BRNO



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