

Dear readers,

It is my honour to introduce the Brno Strategy for Culture and Creative Industries. Brno, the city of a thousand shades of culture, a thousand forms of creative life, a city of great names and achievements, a city of unique experiments encountering an equally unique tradition, since this summer has had a document that sets the contours of the city's cultural policy for the next few decades and which becomes an integral part of Brno's main strategy #Brno 2050.

The strategy addresses how to develop the excellence of all Brno scenes, the education of audiences and creators, how to connect actors with each other and with the city, how to increase the reputation of Brno culture and, in turn, the reputation of Brno through culture. It also addresses how to ensure that culture is attended and demanded and how to support its role in cementing Brno society.

In contrast to previous Brno cultural plans, the strategy was developed through a combination of participatory and consultative methods. Several hundred stakeholders of Brno's culture, both established and independent, were involved in the various stages of its development, and interested citizens, officials, and politicians commented on it. It therefore stands on a very solid and quality basis that will help defend its existence and promote its implementation. It was approved by the City Council in May 2018.

The core of the following pages is the vision and five goals up until 2050 and seventeen priorities and fifty actions up until 2025. The annex contains the first Action Plan, which sets out what should happen in the first four years.

I firmly believe that the new cultural strategy will help to fulfil the vision of Brno as a sought-after cultural metropolis with top-quality venues and unique events in the future.

Matěj Hollan

Deputy Mayor of Brno for Culture 2014-2018

Statutory City of Brno

Dominikánské nám. 1, 601 67 Brno

Prepared by the internal team of the Department of Culture of the Municipality of Brno in cooperation with other departments of the Municipality of Brno and the professional public

Authors:

Víktor Piorecký, Matěj Hollan, Tereza Chrástová, Lucie Chlupatá (Municipality of Brno)

Hana Syslová, Tereza Raabová, Daniela Zarodňanská,

Martina Čichoňová, Adéla Svídová, Lucie Ševčíková (external collaboration)

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Culture

The basis for the entire concept of cultural and creative industries is artistic activity, which is determined by original creation and originality. This is the prerequisite for the form and development of all related manifestations and activities in culture and, consequently, the creative industries. Art is a non-reproducible work, but it is the basis for the development of the cultural sector, which develops, preserves, presents, and distributes artistic activity. This takes the form of non-profit and for-profit activities – municipal contributory organisations or independent entities, business entities, and educational institutions. The term culture in this document thus includes services, works, and performances that can be categorised under the sectors of cultural heritage, performing arts, visual arts, and crafts. These are based on or complemented by the sectors of film and video, television and radio, music and the music industry, literature and the book market, and video games. Cultural and artistic education make up a specific category.

Creative industries

This area is defined as one in which artistic and cultural products become an investment in further creative content. These are primarily creative industries, based on the production business process, which contribute added value to other economic sectors and can be a source of technological and non-technological innovation. Traditionally, this includes design, architecture, advertising, software, and IT.

Culture and creative industries in the strategy

For the purposes of this document, the term “culture and creative industries” refers to the following sectors:

- Music
- Performing Arts
- Fine Art and Photography
- Literature
- Cultural heritage
- Audiovisuals
- Design
- Architecture
- Folk Arts (crafts, folklore)
- Games
- Advertising

The level and form of support will not be the same for all these sectors but will rather follow the specific needs of each sector and the priorities set out in this strategy

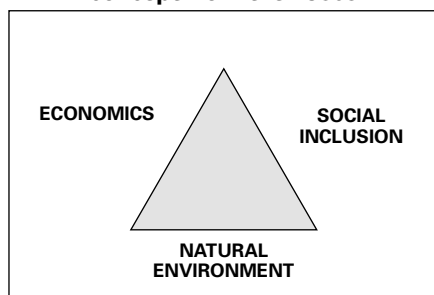
Why Brno needs a culture and creative industries strategy

Culture and creative industries (hereinafter also as CCI) have always been essential building blocks for the identity of Brno. In the first half of the 20th century, the city even boasted the prefix adjective “new”, which was attributed to it on the basis of unmistakable modernist experiments and innovations in music, theatre, and architecture. Brno successfully competed with Vienna at the time, and its creative scene and influenced the world’s artistic development.

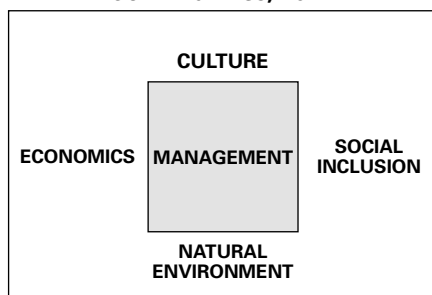
Almost a hundred years ago, Brno demonstrated a fact that is only now becoming more widely accepted in professional circles and public policy: the fact that culture is a necessary fourth pillar of sustainable development, alongside the economy, social inclusion, and the environment.

Pillars of sustainable development

concept from the 1980s



John Hawkes, 2021



Even today, Brno is characterised by a very rich cultural life and a wide range of institutions and artists. More than 11,000 economically active entities and almost 21,000 people (more than 11% of the economically active entities in Brno and almost 12% of the total Brno employment) are active in the cultural and creative industries, and the estimated minimum turnover of the whole sector exceeds CZK 24 billion.¹ Although Brno is still associated with an image of unique experimentalism and innovation, the internally perceived quality and external reputation of the city and its creative scene today are far from the level of the first half of the 20th century. Similarly, culture is still not perceived as one of the main pillars on which the city’s development is based.

*„Without the dimension of culture,
the cycle of development becomes a vicious circle.”*
Jordi Pascual²

To develop, Brno needs to return to the level of cultural prestige it had during the First Republic, and at the same time it needs to place culture among its development pillars. One of the steps in this direction is the strategic planning process, which resulted in the development-oriented Culture and Creative Industries Strategy, linked to the city's more general strategic document, the Brno 2050 Strategy, within which it is closely interlinked with other sectors.

6

2 Pascual, J.: *Cultural policies, sustainability and participation*, in.: Ertürkóvá, E. ed. Handbook of local cultural policy development, Barrister & Principal and Institute of Arts, 2016, p. 30.

The Culture and Creative Industries Strategy builds on other city strategies, especially the previous Brno Culture Development Programme and the newly created Brno 2050 Strategy in 2016-2018, with which it shares the same time horizons and basic structure.

Strategic documents that the Culture and Creative Industries Strategy complements or develops

<p>BRNO</p> <ul style="list-style-type: none"> • Programme for the Development of Culture in the City of Brno • Strategy Brno 2050 • Tourism Development Programme of the City of Brno 2016-2020 • Marketing Study of Tourism in Brno • Integrated Development Strategy of the Brno Metropolitan Area • Concept of Economic Development of the city 	<p>SOUTH MORAVIAN REGION</p> <ul style="list-style-type: none"> • Regional Innovation Strategy of the • South Moravian Region 2014-2020 • Concept of Cultural Support in the South Moravian Region 2009-2013 • Concept of Preservation and Restoration of Cultural Monuments of the South Moravian Region 2005
<p>CZECH REPUBLIC</p> <ul style="list-style-type: none"> • National Cultural Policy 2015-2020 • Concept of Library Development 2017-2020 • Concept of Support for the Arts 2015-2020 • Concept of the State Tourism Policy in Czech Republic for the period 2014-2020 • National Innovation Strategy of the Czech Republic (for the period 2012-2020) • Strategic Framework for Sustainable Development of the Czech Republic (until 2030) • Concept of support for small and medium-sized enterprises for the period 2014-2020 • Concept of Foreign Policy of the Czech Republic 	<p>EUROPE AND THE WORLD</p> <ul style="list-style-type: none"> • Europe 2020 strategy (EU) • European Agenda for Culture (EU) • Agenda 21 for Culture (UN)

A more detailed description of the links to other strategic documents is available at: kultura.brno.cz/strategie/

The strategy was developed through a combination of participatory and consultative methods. City staff, external experts, politicians, and the professional public were involved in the development. The entire process was spearheaded by the Deputy Mayor for Culture and managed by the City's Cultural Policy Coordinator

Approximately 300 representatives of Brno's professional public have been involved in the preparation of the Culture and Creative Industries Strategy to date; four meetings of the Brno Cultural Parliament, two rounds of meetings of twelve Advocation Groups, and dozens of other group or individual consultations have been held on the topic.

The preparation of the strategy is directly related to the activities of the city under the umbrella of the Creative Brno platform, which in 2009 began preparations for the construction of the Brno Creative Centre in the building of the former penitentiary on Cejl/ Bratislavská Streets, the first mapping of Brno's culture and creative industries in 2013, and the setting up of other tools to support CCLs, including the creation of a specific position of Creative Industries Coordinator. The strategy is also the embodiment of a unique collaboration between the Brno Municipal Department of Culture and the Office of the Deputy Mayor for Smart City (formerly the Office of City Strategy).

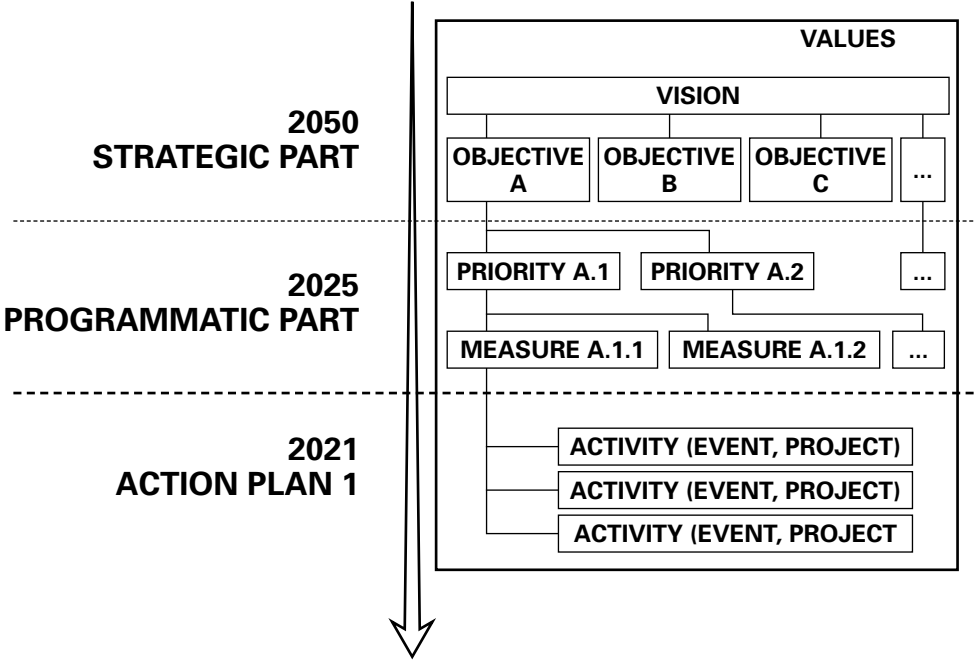
Preparation of the Culture and Creative Industries Strategy

2015	<ul style="list-style-type: none"> • Task (established and non-established scene, culture and creative industries) • Time horizons and structure of the Brno 2050 Strategy
2016	<ul style="list-style-type: none"> • Three meetings of the Brno Cultural Parliament • Two rounds of Advocation Group meetings • Dozens of individual and group consultations ↓↓↓ • Vision of a cultural and creative Brno in 2050 • Update of SWOT analyses of individual sectors of the "big" SWOT analysis from Mapping Culture and Creative Industries in Brno (2014) • Evaluation of the "Plan for the Development of Culture in the City of Brno" (2012) • Overview of cultural funding over the last 5 years ↓↓↓ • List of main problems and potentials related to Brno culture
2017	<ul style="list-style-type: none"> • The Vision and Summary of the analytical part were commented by the professional public and approved by the Brno City Council on 23 May ↓↓↓ • Consultation on the first structure of both the strategic and programme parts (targets and values by 2050 and priorities and actions by 2025) • Public comments on the second version of the Strategic and Programme Part • Meeting of the Brno Cultural Parliament on the topic of its future

2018	<ul style="list-style-type: none"> • Approval of the Strategic and Programme Part in the Brno City Upper and Lower Councils • Consultation on the first draft of Action Plan 1 for the period 2018-2021 • Public comment on Action Plan No. 1 • Approval of the Action Plan by the city authorities • Start of strategy implementation, implementation of Action Plan No.1
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Structure

The first, strategic part of the strategy consists of the Vision, Goals, and Values that define cultural and creative Brno in 2050. The priorities and measures up to 2025 are aimed at their fulfilment. These form the programmatic part of the document. Their elaboration into concrete activities (actions and projects) takes place at the last, lowest level in four-year Action Plans. By 2025, two Action Plans will have been developed: 2018-2021 and 2022-2025. For the sake of clarity, the strategic and programmatic parts are merged into one chapter.



The implementation of the strategy will be managed by a coordination team at the Brno Municipal Department of Culture, with the participation of representatives of other relevant city bodies.

The Brno City Council, an expert and participatory opposing body (depending on the implementation of measure A.3.1 of this strategy, e.g. in the form of the Brno Cultural Parliament and the Cultural and Creative Council), will regularly supervise the implementation.

The Action Plans will be the basic operational manual for the implementation of the strategy. The first one initiates development in parallel with the completion of the draft part of the strategy and will be approved in 2018.

Each year a report on the implementation of the Action Plan will be prepared and submitted to the Cultural Council and the Brno Cultural Parliament for comments. With their opinions and suggestions for possible adjustments/implementations, the Head of the Brno Municipal Department of Culture will submit the report to the Culture Commission of the Municipality of Brno and to the Brno City Council (by the end of May of the following year).

One year before the end of the Action Plan's validity, an evaluation of the fulfilment of the strategy's objectives, priorities, and measures (according to the monitoring of the relevant indicators) will take place and a follow-up Action Plan will be prepared with the participation of the expert public, in cooperation with the participation and opposition body according to measure A.3.1. The evaluation of the current Action Plan together with a proposal for a follow-up Action Plan will be submitted by the Head of the Brno Municipal Department of Culture to the Culture Commission of the Brno City Council, the Brno City Upper Council (Rada) and the Brno City Lower Council (Zastupitelstvo) by May of the last year of the validity of the current plan. In the case of the first Action Plan, this means May 2021.

One year before the end of the programming period (i.e. in 2024), the same process will take place, except that it will be completed in May 2025 with both Action Plan No. 3 and the Update of the Programme Part with elaborated priorities and measures for the following programming period.

In the first year of implementation of the first Action Plan, a detailed definition of the proposed indicators and the setting up of an appropriate (realistic) monitoring system, including the setting up of indicators and monitoring for the Action Plan itself, will take place. Both will be included in the regular mapping and data collection systems on CCIs that will also be set up during the first Action Plan.

3 The development and state of financing of Brno culture from the budget of the Statutory City of Brno is described in a separate analysis "Overview of the Financing of Culture by the City of Brno in 2012-2016" (available here: kulturniparlament.brno.cz/strategie-kultury/analyticke-podklady/). Here we briefly present only the basic facts from this analysis and the possibilities of further financing of Brno's culture by the city.

4 For more on the issue of economic and non-economic values of culture see e.g. J. Mašinová: *Value and Price: The Dual Nature of Cultural Goods*. Culture Matters, 2015.

5 *The Cultural and Creative Cities Monitor, European Union, 2017*. See <https://composite-indicators.jrc.ec.europa.eu/cultural-creative-cities-monitor>

6 *Mapping culture and creative industries in Brno. Brno, 2014*. (Repeat mapping is planned for 2019.)

7 The data are based on studies by Economic impactT and an article by S. Škarabelová: *Multiplier Effects of Subsidies to Brno Theatres* (2007). In the case of visits to Brno theatres and classical music festivals (e.g. Prague Spring), visitors spent an additional CZK 1-2 in incidental expenses for every CZK 1 in admission fees. For more important events such as the performances within the Plzeň 2015 project, this ratio reaches CZK 1:6.

The economic importance of culture and creative industries

As already indicated in the first chapter, culture mainly brings values that are not quantifiable and cannot be expressed in the language of money. Compared to other economically powerful sectors, culture has extensive social, educational, psychological, and health benefits and positive impacts on people's overall quality of life. And not only those people who actively or passively participate in cultural projects, but also those who benefit from culture indirectly by living in a city that has its own opera house, philharmonic orchestra, libraries, club scene, numerous museums and galleries, etc.⁴ In the long run, the presence and quality of cultural and creative industries is of great importance for the creation of the "cultural capital" of a place and for attracting students, companies, investors, and other creative and educated people.

Even so, we can talk about the undoubted economic impact of culture. According to the European Union study "The Cultural and Creative Cities Monitor", European cultural and creative cities surveyed have a higher average per capita economic impact than other European cities.

- 19% more jobs,
- 8% more young people aged 20-34,
- 73% more students in higher education,
- 15% more highly educated people,
- 22% more EU foreigners and 26% more non-EU foreigners.⁵

Moreover, the same study shows a strong positive correlation between a city's ranking in the Culture and Creativity Index and its GDP per capita, as well as the city's economic growth rate. Simply put, cultural and creative cities have higher GDP and higher economic growth.

Culture is an economically strong, and above all a stable and long-term growing sector in Brno's economy. The city is home to over 11,000 entities in the cultural and creative industries, employing more than 20,000 people (10.5% of total employment in Brno) and generating an annual turnover of CZK 24 billion.⁶

Culture generates part of the economic benefits by attracting visitors to the city who spend money not only on culture but also on accommodation, food, and other services and goods. Globally, cultural tourism is the only type of tourism that is growing over the long term. A number of studies of the economic impact of cultural events in the Czech Republic and abroad have shown that for every 1 CZK spent on admission, visitors to cultural events spend up to 70 CZK on ancillary expenses (transport, restaurants, accommodation, etc.) associated with attending a cultural event.⁷ This employs many local businesses from other sectors outside the CCI, which thus contribute significantly to local production, employment and GDP through culture. For example, a visitor to the National Theatre Brno spent an average of CZK 2.26 for every CZK 1 spent on a ticket, a visitor to the Brno City Theatre CZK 1.2, and a visitor to the Centre for Experimental Theatre CZK 1.6 in 2007.

Approximately 6% of the price of a theatre ticket is then returned to the public budget as a tax levy on this incidental expenditure.⁸ For comparison, the multiplier effect of the non-established theatre festival Setkání/Encounter supported by city subsidies was CZK 1.62-1.77 in 2013. The festival “returned” approximately CZK 600,000 more to the region than the sum of subsidies received.⁹

In addition to public budgets, cultural organisations also have their own income and other resources. The city budget shows that Brno’s contributory cultural organisations are on average 32% self-sufficient (the city’s contribution makes up on average 68% of the budget of these organisations).¹⁰ In the non-established sphere, the ratio is even higher. For example, in the subsidy procedure in the field of culture in 2016, the city’s funds accounted for only 12.5% of the costs of supported projects.¹¹ If we take the total budgets of the supported organisations as a basis, the city’s participation in the costs would be even lower.

Expenditures of the City of Brno

Expenditure comparison

In recent years, the City of Brno has spent approximately 9% of its total budget on culture (capital and current expenditures), thus holding the first place among Czech cities (Ostrava: 7%, Prague: 3%). However, such a high ratio is due to the fact that the city itself finances a robust network of contributory organisations of regional, national, and international importance (and size) and thus ensures the availability of culture not only for Brno audiences, but also for audiences from the South Moravian Region, as well as from the entire Czech Republic and abroad. Of the public funds allocated to culture in Brno, 68% are from the city, 30% from the state or region, and 2% from the municipalities. By comparison, in Prague the ratio is exactly the opposite, with the city’s share being only 29% and the state’s 66%.

At the same time, one of the fundamental problems of Brno’s culture is the very uneven distribution of funds between the established and non-established scene, with only about 3% of the amount allocated to culture flowing to independent entities (Ostrava: 9%, Prague: 27%). The funds for the non-established scene in 2016 amounted to 80 CZK per capita, which is less than half of the amount in Ostrava (185 CZK per capita) and almost four times less than in Prague (270 CZK per capita).¹²

The result is a situation where the non-established scene is barely surviving, some established organisations can not afford, for example, competitive wages, and entire sectors do not have the necessary support for their development and the generation of excellent achievements that would bring the attention of the professional community, foreign renown, and visitors back to the city.

The solution proposed by the strategy

The Strategy for Culture and Creative Industries therefore proposes interrelated measures in Objective A, Priority A.4: “Effective and transparent financing of culture”, aimed at stabilising adequate resources for Brno culture. The basis is measure A.4.3: **Transform the network of contributory organisations in the field of culture and streamline their management while maintaining or improving artistic quality.**

8 S.Škarabelová:
Multiplier Effects of Subsidies to Brno Theatres
Brno: ESF MU. 2007.

9 M.Šebestová:
Economic impacts and multiplier effects in culture.
Brno: JAMU. 2013

10 Data from 2016;
source: the Municipality of Brno, Implementation of the Brno City Budget

11 CZK 21.4 million was distributed in subsidy programmes among projects with a total budget of CZK 172.7 million. Source: Brno Municipal Department of Culture

12 Source: monitor.
statnipokladna.cz and town websites.

13 The approved budget of the Municipality of Brno (excluding municipal districts) for 2018 envisages current expenditures of CZK 9,923,752 thousand. The budget of the Brno Municipal Department of Culture has a current expenditure of CZK 1,024,497 thousand. It is necessary to deduct CZK 70,235 thousand from the current expenditure of the Department of Culture in 2018 related to the reconstruction of the Janáček Theatre (CZK 41,000 thousand current expenses related to reconstruction, CZK 28,135 thousand loss on the part of the Brno National Theatre, and CZK 1,100 thousand loss on the side of the Brno Philharmonic) and, conversely, add CZK 115,000 thousand associated with an increase in the tabular wages of workers of cultural organizations. The resulting CZK 1,069,262 thousand therefore makes up 10.8% of the current expenses of the municipality. For the purposes of calculation and future repetition of the same procedure, a) only normal expenses and b) only expenses of the organizational component 7300 – Department of Culture, specifically under this component the following sections of the budget classification were included in the culture budget: §3311, §3312, §3313, § 3314, §3315, §3316, §3317, §3319, §3322, §3326, §3329. These are expenses connected with the operation of contributory organizations in the field of culture (under the responsibility of the Department of Culture), with the direct activities and operation of the Department of Culture itself, and funds for individual and program subsidies in the field of culture. An example

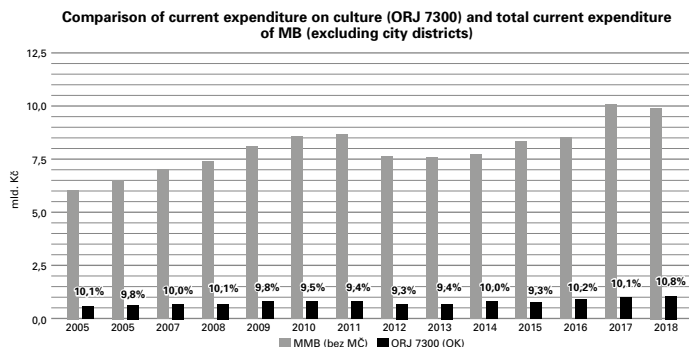
The aim is to make the city budget available for adequate development of the contributory and non-contributory scene by involving other founders (the South Moravian Region and the Ministry of Culture) in co-financing or, in the best case, co-founding selected contributory organisations. Specifically:

- a) to strengthen quality in the contributory organisations themselves (wages, equipment, production, marketing, etc.), and
- b) to strengthen in a fundamental way the support of the non-established scene towards the greatest possible diversity, excellence, and development.

In order to further preserve the diversity of cultural offerings, develop cultural actors/projects and increase the quality of culture in Brno, it proposes Priority A.4:

- a) **To stabilise current expenditures on culture at 9% of total current expenditure Municipality of Brno (without city districts),¹³**
- b) **In case of budget cuts, the city will reduce spending in culture mainly in capital expenditures, projects, etc., then possibly in operations and staff salaries. Cuts will be planned at least two years in advance so that the contributory organisations can respond with adequate adjustments to their activities. The reason for this is the multiannual planning of cultural organisations, where it is not possible to change programmes, contracted artists, etc. from one year to the next.**
- c) **in advance so that the contributory organisations can respond with adequate adjustments to their activities. The reason for this is the multiannual planning of cultural organisations, where it is not possible to change programmes, contracted artists, etc. from one year to the next. (Specific amounts in absolute terms and possible sources of funding will be determined in the first Action Plan), and**
- d) **To analyse the feasibility of other possible financial measures to strengthen the resources for non-established culture and implement the selected measures.¹⁴**

The proposed share of the culture budget in the total budget of the Municipality of Brno's current expenditure is comparable to recent years. As can be seen from the graph below, the share ranged from 9.3% to 10.2%.



The increase to 10.8% in the 2018 draft budget is due to adjustments to the pay scales on the part of the Ministry of Culture.¹⁴

The Strategy proposes a number of objectives with financial demands on the city budget and presents the following options for their financing, which should be developed during the implementation of the first Action Plan:

- 1) Savings on the part of the contributory organisations while maintaining the existing quality
 - a) The involvement of the region and the state in financing (and ideally also co-founding) some organisations, or a professionally assessed and prepared streamlining of the system of contributory organisations (e.g. by reducing duplication of services, transferring some organisations to a more financially independent regime, etc.)
 - b) Seeking out savings in shared services/activities and reducing the administrative burden on established organisations
 - c) transformation of selected organizations into a legal form, thus allowing the organization to be co-founded by the region or the state and to obtain additional sources of funding (assumes necessary changes at the level of national legislation)
- 2) Instruments of non-financial support from the city
 - a) Examples include provision of space, promotional areas, specific permits, etc.
 - b) Strengthening non-financial cooperation of contributory organisations with independent entities
- 3) Systematically promoting/seeking/connecting patronage and securing additional resources from private donors, sponsors, and foundations (see measure A.4.2)
- 4) Analysis and implementation of other possible financial measures as described above for priority A.4 under d).

However, for the implementation of the strategy and the effective development of individual sectors, it is necessary to allocate an adequate budget for programmes supporting entrepreneurship and entrepreneurship in CCI. At the moment, such support from the city budget amounts to approximately CZK 8 million annually (aside from larger expenditures like the Brno Creative Centre and similar). The budget for the support of entrepreneurial activities must always be separated from the system of subsidies and other support for the non-established cultural scene, but it should be unified when compared to the current system (see measure A.1.6). The amount of such a regular allocation should be determined in the Action Plan, but it should not fall below the current level.

of such measures can be the allocation of a specific percentage of the profits of city companies to subsidy programs in culture, or (following the model of the German capital) the introduction of a special tourist tax similar to a "spa fee". .

14 Source: Department of Budget and Finance. Figures for 2018 are from the approved budget.

¹⁵ The complete summary of the analytical part is available here: culture.brno.cz/strategie

Based on the update of the SWOT analyses from the Mapping of Culture and Creative Industries in Brno, findings from other analytical documents, and consultations with representatives of Brno's CCIs, conclusions were defined in the form of potentials and problems of culture and creative industries in Brno.¹⁵ The following table shows which priorities respond to each potential and problem.

Analytical part – Potentials	Strategic part – Priorities
<ol style="list-style-type: none"> 1 A multitude of offerings and subjects, a strong institutional base, genre diversity 2 A tradition of innovation 3 Culture as an engine of development/revitalization 4 A strong, diverse, innovation-oriented education sector with a strong representation of the arts and creative industries 5 Connecting people, genres, industries, culture, and business 6 Geographical location 7 Supra-regional reputation of existing entities, events, sectors, etc. 8 Winning the titles of Creative City of Music (UNESCO) and European Capital of Culture 9 Effective two-way linking of culture and creative industries with city marketing 10 Young, large, demanding, and adventurous audience 11 Quality and comfort of life 12 A lively cultural environment 13 Culture as an engine of social cohesion in Brno society 	<p>A.1, A.2, B.1, C.1, D.1, E.1, E.4</p> <p>A.1, C.2, D.1, D.2</p> <p>A.1, A.2, D.1, E.4,</p> <p>A.1, A.2, A.3, B.1, E.1</p> <p>A.2, C.1</p> <p>D.1, D.2</p> <p>D.1, D.2</p> <p>A.1, A.2, A.5, C.1, C.2, C.3, D.1, D.2, E.1, E.4</p> <p>D.1, D.2</p> <p>A.1, D.2, D.3, E.1, E.4</p> <p>A.2</p> <p>A.1, A.2, D.1, D.2, E.1, E.4</p> <p>A.2, D.4</p>
Analytical part – Problems	Strategic part – Priorities
<ol style="list-style-type: none"> 1 Unbalanced finances in culture, underfunded organisations, wastefulness 2 Untapped potential 3 Incompetence and inconsistency of the city in the field of culture 4 Lack of suitable spaces for creation and presentation 5 Dysfunctional spatial planning 6 Low or poorly profiled qualifications of some CCI professionals, lack of interdisciplinary knowledge 7 Lack of cooperation between schools and practice 8 Insufficient competences of existing staff, insufficient lifelong learning 9 Lack/absence of platforms for sharing, promotion and support 10 Competition from Prague and abroad (departure of talent, lack of big contracts, etc.) 11 Isolation of Brno's cultural and creative scene 	<p>A.3, A.4</p> <p>A.1, A.2, A.5, B.1, B.2, C.1, C.2, C.3, D.1, D.2, E.1, E.4</p> <p>A.3, A.4</p> <p>A.5</p> <p>A.2, A.3</p> <p>A.1, B.1, C.1</p> <p>B.1, C.1</p> <p>B.1</p> <p>C.1, C.2</p> <p>A.1, A.3, A.4, A.5, C.2, C.3, D.1, E.1</p> <p>C.2., C.3, D.2</p>

Analytical part – Potentials	Strategic part – Priorities
12 Poor media coverage and presentation of Brno culture in national and international media	D.1, D.2
13 The lack of clarity of the offered programs	D.3, E.1
14 Lack of cultural awareness, low cultural education of the general public, low motivation to study arts	B.2, D.1, D.2, D.3, E.1
15 Unevenness of supply	E.2
16 Barriers to access to culture for selected groups	E.3

Vision of a cultural and creative Brno in 2050

Brno in 2050 is an internationally recognised cultural metropolis. The cutting-edge cultural and creative scene is built on the meeting of tradition and innovation, is open to experimentation and alternatives, and co-creates the latest global trends. Culture is the cornerstone of Brno's identity and one of the strategic pillars of its development. It actively penetrates the public space and the everyday life of its inhabitants. The city is sought after by artists and art visitors from all over the world for its unmistakable creative atmosphere.

Strategy and cultural policy values

DIVERSITY • Cultural policy and the implementation of the strategy should allow for the widest possible diversity of approaches, genres, subjects, etc. The first of the intervention logics should aim at saturating the needs of the environment (the CCI sector) and the uniformity of the target state (e.g. in the case of accessibility of creation).

EXCELLENCE • Cultural policy and the implementation of the strategy should also pursue the targeted development of progressive (and) excellent achievements and creators. The second intervention logic of the strategy and cultural policy should be the identification and targeted support of cutting-edge and trend-setting creators and activities.

DEVELOPMENT • Cultural policy and the implementation of the strategy should pursue the targeted development of all sectors, as well as the development of the city. The third intervention principle will be the support of development activities based on quality know-how. Culture will also become one of the pillars of the city development adopted in this way.

AVAILABILITY • Culture and creative opportunities will be accessible to as many people living and residing in the city as possible, regardless of economic status, social or ethnic origin, religion, etc. Again, accessibility implies a degree of uniformity in meeting the objectives of the cultural policy and strategy.

TRANSPARENCY • All processes and procedures of the cultural policy and strategy will be explicitly described and published without delay, together with all sub-outputs and other materials.

PARTICIPATION • Cultural policy and the implementation of the strategy will allow for the participation of cultural and creative sector actors to the widest possible extent. In particular, it is important in identifying needs, defining approaches, and designing tools to address them.

OBJECTIVE A: A LEADING CULTURAL AND CREATIVE SCENE BUILT ON THE ENCOUNTER OF TRADITION AND EXPERIMENT

In 2050, Brno will be characterised by its excellent cultural and creative scene with a high diversity of approaches, organisational models, genres, etc. by a range of artists and ventures capable of succeeding in global competition as well as those defining new artistic trends, and by dynamic developments in all sectors. The city will see culture as one of the pillars of its sustainable development, taking it into account in all strategic processes and using it in a targeted way to develop specific locations, solve problems, etc. The city's cultural policy will be of a high professional standard and will be transparently and efficiently allocated sufficient resources. Culture and creative industries will have sufficient available spaces for presentation and creation in Brno.

Indicators:

- share of cultural expenditure from the municipal budget
- share of expenditure on the non-established scene in the total cultural budget
- share of city-supported projects/works focusing on original works
- the overall level of satisfaction with the cultural facilities, accessibility, and quality of culture (see the results of the survey "What kind of Brno do you want (2016)")
- number or proportion of co-production and multi-genre projects involving multiple subjects, disciplines, and areas of life supported by the city
- share of city-supported projects/works exported outside Brno
- number of projects supported by the city working with tangible and intangible cultural heritage
- number of heritage buildings and industrial heritage buildings in good condition
- number of public spaces and buildings/non-residential premises owned by the city used for culture
- the number and importance of national and international awards and titles, e.g. UNESCO City of Music and European Capital of Culture
- number and content of reviews of Brno's works in Czech and foreign professional and genre media
- the number and tone of references to Brno as a city with a leading cultural scene
- regular outputs from the mapping of the status and needs of CCIs and from the evaluation of this strategy
- regular outputs from the city's meetings with the cultural scene (Brno Cultural Parliament) and experts (Cultural Council)

Measure A.1.1 Ensure the qualitative and quantitative development of individual cultural and creative industries

The development potential and weaknesses and threats of individual sectors will be regularly mapped, and their development will be stimulated through subsidies and other instruments. Three levels of support will always be pursued: uniform saturation of needs, targeted support for excellence and progression, and targeted sectoral development. In each sector, efforts will be made to ensure the greatest possible diversity of sub-genres, approaches, organisational models, etc. The measure foresees implementation according to the other points of the strategy.

As part of this measure, the city will ensure, among other things:

- quality development of the backbone network of contributory organisations
- quality development of the CCI segment operating on a non-profit basis
- quality development of infrastructure for CCIs
- support for major/TOP events on the basis of transparent professional selection and with clear conditions (e.g. involvement of other bodies, development of the genre, marketing benefit)
- support for new formats and media
- specific support for the audiovisual sector through adequate organisational and financial support for the Brno Film Office and the South Moravian Film Fund.

Measure A.1.2 Encourage the development of experimental, progressive, and original work and of new formats and media

The city will actively seek out and identify progressive, experimental, avant-garde, original, genre-shifting, etc. works and creators and set up a system of active support for them. New formats and new media will be targeted for support.

Measure A.1.3 Promote the export of Brno works and the presentation of artists abroad

The city will introduce a system of identification and targeted support for the export of artworks and artists abroad (combining support for individual artists, the industry, and the city's marketing). To this end, the city will work closely with organisations/entities such as the newly established Czech Music Office, Czech Centres, embassies, and the Ministry of Foreign Affairs.

Measure A.1.4 Support the work of young and emerging artists

The city will create (initiate the creation of) a sufficiently robust system of residencies and other spaces for emerging artists (city projects and independent scene projects) and will introduce tools to support the work of young and emerging artists. The city will also assist recent graduates of art schools to stay in their creative activity.

Measure A.1.5 Promote the preservation and development of Brno's cultural heritage and cultural identity

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16 <http://www.kreativnibrno.cz>

Although the city of Brno has long been associated primarily with innovation, experimentation, and novel approaches, it is fully aware of the roots of this phenomenon, which goes far back into the past and can be called the "tradition of innovation".

The city is aware of Brno's cultural identity and the important personalities who have shaped it, as well as the city's industrial past and historical multiculturalism. Therefore, it purposefully supports cultural activities that innovatively commemorate, present, and refresh the tangible and intangible cultural heritage and cultural identity of Brno and its citizens. In the field of heritage conservation, the city will:

- continue to support the ongoing care of cultural monuments,
- continue the repair of listed buildings owned by the city and the gradual regeneration of public spaces in the historic core,
- continue to support owners of monuments by providing non-investment subsidies from the city budget for the preservation and restoration of cultural monuments at least in the current amount (CZK 16 million per year, of which CZK 4 million for the city's organizations and organizational units, CZK 9 million for other owners, and CZK 3 million for co-financing to the funds provided by the Ministry of Culture).
- continuously update the Programme of Regeneration of the Brno Urban Heritage Reserve,
- and to seek funding from the Ministry of Culture's grant programmes for the restoration of the most valuable monuments.

Measure A.1.6 Develop activities supporting business entities and business development in CCIs

The city will set up a system of support for business entities active in the cultural and creative industry with the aim of developing the sector in line with the other measures of this strategy and will build on existing activities under the Creative Brno platform.¹⁶ In this respect, close cooperation will be set up between the Brno Municipal Department of Culture and the Office of the Deputy Mayor for Smart City. Among other things, the implementation of already started projects such as Creative Vouchers, Brno Creative Centre, Brno Creative Hub, etc. will be continued, and meetings, presentations, exports, sectoral conferences, etc. will be supported according to other measures of this strategy. The budget for business support will always be separate from the system of subsidies and other support for the non-established cultural scene.

PRIORITY A.2 CULTURE AND CREATIVE INDUSTRIES AS A TOOL FOR URBAN DEVELOPMENT

Measure A.2.1 Integrate culture into all relevant development and strategic documents of the city

The city will assign a staff member from the Brno Municipal Department of Culture to participate in the discussion of other strategic documents of the city, including spatial planning, and will be responsible for linking information with the cultural sector. Strategic documents of other spheres within the city's

department will elaborate and record areas of intersection with culture and creative industries, and identifying and removing in a timely manner, as appropriate, aspects that conflict with the CCI Strategy.

Measure A.2.2 Enliven public spaces with works of art

In order to encourage new street art, the city, in cooperation with the municipal districts, will create a database of public places that are suitable for the placement of artwork. The database will also include areas where it is legal to create street art. The city will create a condition to donate 1% of the budget for artwork to buildings that are at least 50% publicly funded. These works will be selected on the basis of a professional competition and will be placed in the public space.

Measure A.2.3 Targeted use of the potential of cultural actors and creatives for solving city problems

The city will create an institutional background for initiating projects (following the example of IHME in Finland and SKOR in the Netherlands) in the Department of Culture and create a database of problems that need to be solved (deprived areas, etc.), and on this basis will create a call for creatives and artists to come up with their own proposals for solving various problems. In this process, new approaches and novel interventions will be prioritised, and experiments, multi-genre solutions, linking different disciplines, etc. will be encouraged.

Measure A.2.4 Obtain the titles of UNESCO Creative City of Music and European Capital of Culture or other appropriate titles

Brno will properly prepare and will be awarded the titles of UNESCO Creative City of Music and European Capital of Culture. In both cases, the primary focus will be on the development of Brno's culture and creative scene and the development of the city. The marketing aspect in the preparation and implementation should be secondary, although still important. The city will also identify possible other titles that could help the city to develop individual sectors and their promotion, as well as the promotion of the city, etc. and ensure adequate preparation for obtaining the titles.

PRIORITY A.3 SYSTEMATIC AND PROFESSIONAL CULTURAL POLICY

Measure A.3.1 Ensure regular external scrutiny of cultural policy through a democratic and participatory platform on the one hand and a close, highly professional advisory body on the other

The city will secure regular feedback, suggestions, needs, etc. from an open platform allowing participation of all representatives of Brno's CCIs (the Brno Cultural Parliament or a similar platform based on a democratic, participatory principle). Similarly, an advisory body will be set up to fulfil a similar role, but from the position of a narrowly, carefully, and transparently selected group of experts who will be financially rewarded for their participation in such a body (the Cultural and Creative Council or similar body). The city will set up a system

of regular meetings and a transparent system of collecting input for discussion. One employee of the Brno Municipal Department of Culture will be responsible for the transfer of information and coordination between the two bodies mentioned above and between them and the city (Brno Municipal Department of Culture, other departments, BCC Culture Commission, Upper and Lower Brno City Councils).

Measure A.3.2 Make cultural policy management more effective at the level of the Municipality of Brno

The city will address cultural policy management in a targeted manner, which means, among other things:

- to simplify work procedures in the Department of Culture, internal processes, etc. (or to modify the rules of the entire municipality)
- to simplify the procedures between the Department of Culture and the contributory organisations according to the Principles of Relationship to Contributory Organisations, when disposing of the property of contributory organisations, etc.
- to set up a system of very close cooperation between the Department of Culture and the Office of the Deputy Mayor for Smart City (in charge of business support in the CCI)
- at the level of MB Secretary, establish an interdepartmental coordination group for cultural and creative industries matters consisting of representatives of all relevant MB organisational units, meeting once a month to discuss cultural and creative industries matters that affect several MB units (e.g. marketing, real estate, foreign relations, production, etc.)
- to regularly evaluate the achievement of the objectives of organisations and projects supported by the city, including the operational efficiency of the organisations established
- to standardise strategic planning processes in cultural policy, including regular evaluation of the fulfilment of strategic objectives
- to strengthen the cooperation between the Brno Municipal Department of Culture and the municipal districts in the field of culture.

Measure A.3.3 Set up a system of regular collection of qualitative and quantitative data concerning the CCI and set up a system of translating the findings into the city's cultural policy

The city (in cooperation with other entities, including universities) regularly collects the data necessary for effective and quality cultural management, publishes this data regularly, and uses it to adjust cultural policies, internal procedures, etc. These are the following data, analyses, and studies in particular:

- 1) 1) audience mapping (marketing and performance data on satisfaction with the offer and its distribution over time, different requirements of different CCIs and target groups), see more in measure E.1.1.
- 2) mapping the educational needs of kindergarten, primary, and secondary school teachers (what kind of lifelong and continuing education would they like, what is the interest in it, e-learning, intensive courses, evening school – all in relation to the culture and creative industries)
- 3) regular mapping of CCIs (focusing on problems and potentials

17 The approved budget of the Municipality of Brno (excluding municipal districts) for 2018 envisages current expenditures of CZK 9,923,752 thousand. The budget of the Department of Culture has a current expenditure of CZK 1,024,497 thousand. It is necessary to deduct CZK 70,235 thousand from the current expenditure of the Department of Culture in 2018 related to the reconstruction of the Janáček Theatre (CZK 41,000 thousand current expenses related to reconstruction, CZK 28,135 thousand loss on the part of the Brno National Theatre, and CZK 1,100 thousand loss on the side of the Brno Philharmonic) and, conversely, add CZK 115,000 thousand associated with an increase in the tabular wages of workers of cultural organizations. The resulting CZK 1,069,262 thousand therefore makes up 10.8% of the current expenses of the municipality. For the purposes of calculation and future repetition of the same procedure, a) only normal expenses and b) only expenses of the organizational component 7300 – Department of Culture, specifically under this component the following sections of the budget classification were included in the culture budget: §3311, §3312, §3313, § 3314, §3315, §3316, §3317, §3319, §3322, §3326, §3329. These are expenses connected with the operation of contributory organizations in the field of culture (under the responsibility of the Department of Culture), with the direct activities and operation of the Department of Culture itself, and funds for individual and program subsidies in the field of culture.

of individual CCLs, needs, performance indicators, etc.), for more see measure B.1.2.

- 4) specific mapping according to the current needs and measures of this strategy (export, accessibility, etc.)
- 5) media monitoring of Brno CCLs and their outputs.

PRIORITY A.4 EFFICIENT AND TRANSPARENT FINANCING OF CULTURE

Measure A.4.1 Stabilize funding for culture at 9% of the city's current expenditures and seek additional public funds outside the city budget to meet this measure.

On the basis of the current development of the share of municipal funds for culture, the binding share of current expenditure on culture is set at 9% of the city's current expenditure (excluding municipal districts). For the purposes of this calculation, all current expenditure of the organisational unit 7300 – Department of Culture is included in the financing of culture.¹⁷

In the event of budget cuts, the city will reduce spending in the cultural sector primarily in the areas of capital expenditures, projects, etc., and then possibly in operations and staff salaries. The cuts will be planned at least two years in advance so that the contributory organisations can respond with adequate adjustments to their activities. The reason for this is the multiannual planning of cultural organisations, where it is not possible to change programmes, contracted artists, etc. from one year to the next.

Measure A.4.2 The city's goal is to allocate 10% of the city's current expenditure (currently 11%) to non-established culture, while ensuring that culture is funded at 9% of the city's current expenditure

The city will ensure that 10% of this current cultural expenditure is allocated to direct support for the non-established arts scene, with the aim of promoting diversity and variety of cultural provision, excellence, and sectoral development in line with this strategy. The increase in funding for the non-established scene will evolve from 5% in 2019 to 10% at the end of the first programming period in 2025.

The city will further analyse the feasibility of other possible financial measures to strengthen the resources for non-established culture and implement the selected measures. Examples of such measures could be the allocation of a specific percentage of the profits of city companies to subsidy programmes in the cultural sector, or (following the example of the German capital) the introduction of a special tourist tax similar to the "spa fee".

Measure A.4.3 Transform the network of contributory organisations in the field of culture and make their management more efficient while maintaining or improving artistic quality

The city will lobby programmatically and systematically to secure a substantial share of the Ministry of Culture of the Czech Republic and the South Moravian Region in the larger financing of selected contributory organizations in Brno and to

state institutions for adjustments to the legislative environment for the functioning of contributory organizations.¹⁸ In the event of failure to involve the Ministry or the Region in more significant co-financing of selected organisations, the city will prepare a professionally assessed and adjusted streamlining of the system of contributory organisations (e.g. by reducing duplication of services, transferring some organisations to a more financially independent regime, etc.). In order to ensure efficient management and functioning of Brno's contributory organisations, the city will also ensure:

- a change of the legal form of selected contributory organisations to ensure greater artistic and operational independence, ideally to a new legal form of public cultural institution according to the analysis: Assessment of the Transformation of Selected Contributory Organisations¹⁹ (this assumes a change at the level of national legislation)
- a reduction of the administrative burden placed on the established organisations by the city (in particular by modifying the Principles of the Relationship of the Statutory Bodies of the City of Brno to Contributory Organisations, specifically by increasing the limits for the disposal of property and simplifying the control mechanisms in the relationship of the Department of Culture to contributory organisations in order to minimise the number of reports and reports)
- identifying opportunities for savings in shared services etc. and implementing appropriate cost-saving measures so that the quality of services provided is not affected
- increasing the wages of the staff of the established organisations to a competitive level in the sector (linked to a change of legal form, lobbying of state authorities and savings).

Measure A.4.4 Strengthen and streamline the system of subsidies for the non-established scene

According to measure A.4.2, the strengthened subsidy system will undergo a content review in order to fulfil the commitments of this strategy and to encourage the development of the non-established scene. Diversity, excellence, and development are fundamental principles for supporting the non-established scene. The subsidy system will include not only sectoral calls but also a number of multidisciplinary and cross-cutting calls, e.g. support for co-production projects, multi-genre and interdisciplinary projects, support for original works, support for education, multi-year subsidies, etc. A transparent system for the publication and selection of projects for individual grants will also be introduced. All grant programmes will be supported by expert evaluation committees.

PRIORITY A.5 SUFFICIENT AND APPROPRIATE SPACE FOR CREATION AND PRESENTATION

Measure A.5.1 Ensure the widest possible saturation of the needs for space for the creation and presentation of CCI's

The city will create a publicly accessible database of unused buildings and non-residential premises owned by the city, create a system of permanently and temporarily discounted rents and conditions for individual sectors, specific genres, etc., provide

unused non-residential premises for possible refill/pop-up use, and increase the availability of premises of established institutions for independent actors. The use of unused spaces by CCLs will revitalise them.

The city will also identify the network of non-established spaces fulfilling the role of backbone infrastructure (including the specific roles that the particular space fulfils/can fulfil) and will specifically support and promote this network among the actors.

Measure A.5.2 Complete ongoing projects containing the needs of spaces for creation and presentation

The city is committed to the successful completion of these projects and their future development, underscoring the core principles of development, diversity, and excellence. These projects include:

- providing a dignified and technically (acoustically) and capacity-wise adequate space for the activities of the Brno Philharmonic by building the Janáček Cultural Centre
- completing the extensive reconstruction of the Janáček Theatre
- completing the Brno Creative Centre in the former prison between Cejl and Bratislavská Streets in order to satisfy part of the space needs of individual CCLs and to revitalize the locality in full cooperation with the local community

The city will also initiate or support the establishment of smaller creative centres to saturate the needs of CCLs and pilot test the setting of the Brno Creative Centre. Suitable spaces will be sought primarily in buildings belonging to the city and in need of revitalization, such as part of the Rybkova 948/23 complex. The city will also initiate or support the formation of partnerships to implement the following projects:

- construction of the Leoš Janáček Museum
- functional connection of the grounds of three important villas – Tugendhat, Löw-Beer, and Arnold Villa
- reconstruction and opening of a cultural operation in the so-called Králík Theatre in the BVV complex.

OBJECTIVE B: EXCELLENT EDUCATION FOR CULTURE, THE CREATIVE SECTOR AND THEIR AUDIENCES

In 2050, Brno will have a quality education system in the CCL field from primary school level to higher education. Due to their quality, secondary and higher education institutions with an artistic focus will be sought after by students from all over the Czech Republic and abroad. The education system will have sufficient capacity and will respond to the current needs of Brno organisations and the development of the field as a whole. Science and research in the field of culture and creative industries will be at the top level and the city will support capacity building in this area through targeted cooperation with universities on analytical activities related to cultural policy. Lifelong learning will be available to cultural and creative actors in the areas they need. Kindergartens, primary and secondary schools will teach quality cultural education and make culture and art accessible to their pupils in cooperation with Brno entities, including expanding opportunities for their own creation.

Indicators:

- the rate of employment of graduates of cultural and creative fields in secondary schools, universities, and lifelong learning programmes
- employers' satisfaction with graduates' skills and competences
- graduates' satisfaction with their education
- the reputation of Brno's high schools and universities in the field of culture and creative industries
- stable or increasing number of places in primary and secondary art schools.

PRIORITY B.1 QUALITY AND DEVELOPMENT OF EDUCATION FOR THE CCI**Measure B.1.1 Monitor and strengthen educational capacity in primary and secondary art schools according to identified needs**

The city will regularly identify the needs in the field of education at the primary and secondary school level and respond to them in cooperation with representatives of primary schools, secondary schools, the South Moravian Region, and other interested subjects.

Measure B.1.2 Promote the development of new fields of study across all levels of education

The city will conduct regular needs mapping and, based on the findings, initiate meetings with representatives of students and educational institutions (or their founders). It will inform them of its findings and, where necessary, support or otherwise motivate these institutions to change and create new courses, modify existing courses, etc. These measures should result in a shift towards the development of arts and creative disciplines taught at all levels according to their specific needs. Within the framework of general principles suitable for quality enhancement and development, it is appropriate to use tools such as: linking different genres (including practical and theoretical), promoting overlapping and multisided projects, linking CCIs with science and research (with humanities, social and technical disciplines) and linking CCI education with the business sector (including and with an emphasis on technology), etc.

Measure B.1.3 Promote the development of science and research in the CCI field

The city will establish a system of cooperation with academia for mapping and evaluation purposes. There are enough talented students, recent graduates, young researchers (Ph.D.), and professional teachers in the field of management and research in the CCIs who appreciate adequate practice to develop their competences. On the other hand is a city that needs to regularly map its cultural and creative activities and evaluate its activities or individual activities and projects. Cooperation must be set within the framework of maintaining the rules for public procurement. This measure builds on measure A.3.3.

The city will also include CCI disciplines in the already applied programs to support excellence in science and young researchers and will expand these programs if needed.

Measure B.1.4 Create a system of support/coordination of internships for students and recent graduates of cultural and creative fields in Brno cultural organisations

The city will initiate the linking of academics (students, faculty, administration) with potential employers (work placement providers) from the established and non-established scene. Roundtables will be held (city representatives, established and non-established institutions) to agree on the rules for the provision of work placements, defining the relationships between the institutions, their rights and obligations, the possibilities of supervision, the establishment of the possibilities of support from the city, and the evaluation system. Based on the outputs, a simple online platform for managing work placements will be developed. The Department of Culture will also methodically support the established institutions to cooperate with students and graduates of humanities disciplines focused on culture (PdF, FF, MU FSS). The activity will be closely coordinated or (if appropriate) integrated into the Urban Ecosystem.

Measure B.1.5 Promote lifelong and continuing education for the CCI

The city will regularly conduct a needs analysis, which will include identifying needs in the area of lifelong and continuing education. The city will aggregate these needs through several support tools:

- 1) meeting with academia on the results of the mapping and supporting the implementation of the necessary courses/projects
- 2) actively seeking out and communicating to CCIs, or participating in, appropriate projects and platforms that help further CCI education (e.g. peer-to-peer projects).

A person will be appointed at the Brno Municipal Department of Culture who will be responsible for the implementation of these activities.

Courses/projects to be supported will be selected on the basis of the specifics resulting from the analysis for each CCI. At a general level, across disciplines, there is a long-standing demand for courses in promotion and production, working with audiences, management skills, marketing skills, and legal and language skills.

The measure builds on measure B.1.2.

PRIORITY B.2 SUPPORT FOR KINDERGARTENS, PRIMARY SCHOOLS, AND SECONDARY SCHOOLS IN CULTURAL EDUCATION AND CREATIVE THINKING

Measure B.2.1 Promote the integration of culture, creative industries, cultural heritage of Brno and creative thinking (in cooperation with cultural and educational organisations) into the teaching of kindergartens and primary schools and leisure activities at kindergartens/schools.

The city will initiate regular roundtables with representatives of kindergartens (and primary schools) and cultural and creative actors. The aim will be to define problems and needs in teaching culture, creativity, and creative thinking and to find solutions. The result will be proposals for concrete projects and activities in the field of teaching and other activities in schools and educational

institutions. The city will be the initiator for the formation of formalized partnerships between CCl's and schools and other educational and leisure organizations.

Measure B.2.2 Encourage kindergartens and primary and secondary schools to visit cultural organisations in Brno

A simple system will be created to provide clearly accessible information for both teachers and cultural actors offering cultural or educational events. Barriers to accessibility of programmes for schools will also be analysed, and measures to reduce these barriers will be implemented. The city will work with all school founders and cultural operators to implement the measures.

Measure B.2.3 Support teachers in further education in culture

Within the framework of lifelong and continuing education, the city will support the creation of appropriate accredited courses and projects for teachers in relation to their needs. The city will regularly survey the needs of kindergarten, elementary, and secondary school educators and share this information with lifelong and continuing education providers. In cooperation with school principals, a system for funding these training activities will be designed.

Measure B.2.4 Increase opportunities for performance and cooperation of pupils from primary schools, secondary schools, art schools, and secondary trade schools with CCl professionals

The city will actively assist gifted pupils and students in finding suitable locations for performances and will initiate partnerships between schools and cultural organisations supported by the city (e.g. performances by the Elementary Art School and the Brno Philharmonic) or in public spaces. The city encourages joint projects and the development of new disciplines (e.g. teaching electronic music, comics). The city also supports these events by cooperating in promotion.

OBJECTIVE C: A COLLABORATIVE AND CONNECTED CULTURAL AND CREATIVE SCENE

Brno will have an internally connected and collaborative cultural scene in 2050. Creative Brno with the Brno Cultural Parliament will be perceived and used as platforms for communication and cooperation, etc. Brno entities will actively cooperate with foreign entities. The city itself will be an active initiator of cooperation with similarly oriented cities and other entities in the Czech Republic and abroad, will fully exploit the potential of partner cities, and will actively participate in international networks focused on culture and cultural policy.

Indicators:

- the number of meetings of established platforms and bodies (BCP, Cultural and Creative Council, etc.)
- the number of foreign collaborations of Brno entities
- the number of guest artists, co-productions, etc.
- Brno's reputation as an initiator of professional debate on cultural policy topics (number and tone of mentions in the professional media)

PRIORITY C.1 COOPERATION AND NETWORKING WITHIN BRNO'S CULTURAL AND CREATIVE SCENE

Measure C.1.1 To make the Brno Cultural Parliament a platform for cooperation and solving common problems of CClIs and to create its functional connection to the City Ecosystem

In addition to the functions outlined in Measure A.1.1, the city will allow the BCP to function as a tool for collaboration, networking, sharing, and solving common problems. In practical terms, this will mean dedicating adequate time to these roles of the BCP during meetings of the parliament plenary, creating virtual facilities for thematic and sectoral groups, and providing them with a space for physical meetings as a tool for collaboration, sharing, and solving common problems.

A functional link will be created between BCP and the City Ecosystem²⁰ and between BCP and the Creative Brno platform

The city will initiate:

- twice a year, a large meeting of the BCP (discussion, socializing; public collection of suggestions for action)
- sectoral group meetings (virtual and physical meetings)
- thematic and cross-cutting working groups
- online environment for discussion, sharing, initiation
- a transparent system of collecting suggestions for discussion towards the Cultural Council, Brno Municipal Department of Culture, responsible politicians, the BCC Culture Commission, etc.

Measure C.1.2 Create a platform for mutual communication between institutions and employers in CClIs, schools, students, and the city

The city will initiate a platform for communication and coordination between employers, schools, and students. It will either be established as an independent platform or as a working group of the Brno Cultural Parliament. In both cases, it will be closely linked to the City Ecosystem.

Measure C.1.3 Promote cooperation between actors

The city will support co-productions and collaborations in the subsidy system: in the basic subsidy system by a specific evaluation criterion, and in individual subsidies by the condition of collaboration with other entities of the non-established scene. The city will also support projects aimed at networking between entities created within the non-established scene and projects linking cultural and creative sector entities with entities from other sectors.

PRIORITY C.2 COOPERATION AND LINKING BRNO CCIS WITH FOREIGN COUNTRIES

Measure C.2.1 Establish a system to support international cooperation

The city allocates one full-time position in the Department of Culture to search for and coordinate foreign cooperation projects, search for opportunities, create a database and cooperate with Czech Centres and embassies, the Ministry of Foreign Affairs, the Foreign Department of the South Moravian Region, etc. The city

will also set up specific grant support: cooperation with foreign partners on production, exchange events in both/all countries, hosting of a foreign professional, residency programmes for foreign artists, active involvement in international networks, etc. All activities will be closely coordinated between the Brno Municipal Department of Culture, the Brno Municipal Department of Foreign Relations, the Office of the Deputy Mayor for Smart City, and other relevant city authorities.

PRIORITY C.3 COOPERATION OF THE CITY WITH ENTITIES IN THE CZECH REPUBLIC AND ABROAD

Measure C.3.1 Strengthen and systematise cooperation with partner cities in the CCI field

Brno will monitor opportunities and promote cooperation in the CCI field in all partner cities (Bratislava, Dallas, Debrecen, Kharkiv, Kaunas, Leeds, Leipzig, Moscow, Poznan, Rennes, St. Pölten, Stuttgart, Tedžon, Utrecht, Vienna, Voronezh) and in selected cities with the potential to be more closely linked to Brno (Vienna, Bratislava, Leipzig), it will set up a system of closer cooperation and exchange, focus on the audience in the particular city (with the aim of increasing the number of visitors to Brno), marketing activities (with the aim of promoting Brno's CCIs), etc.

Measure C.3.2 Actively participate in international networks focused on culture and cultural policy and the CCI

Brno will continuously search for and monitor networks focused on culture and cultural policy. On the basis of the topic, services, and benefits (know-how, inspiration, projects, marketing, etc.), it will decide to join the selected networks and become an active player in them in order to make the most of the benefits offered. Brno will remain active in these networks:

- Eurocities
- Like – European Cities and Regions for Culture

Measure C.3.3 Cooperate with entities in the Czech Republic

Brno will actively cooperate with entities in the Czech Republic that are involved in cultural policy or are more active in this sector. Examples include the Institute of Arts, Czech Television, Czech Radio, professional and sectoral associations, etc., and cooperation in organising conferences, CCI research, lobbying state institutions, evaluations, etc.

Measure C.3.4 Cooperate with other cities in the Czech Republic actively approaching cultural policy

Brno will initiate and possibly facilitate a platform of “pro-cultural” cities of the Czech Republic and through it:

- disseminate our own good practices and take inspiration from others
- coordinate procedures with the state administration (funding of cultural services, legislative environment, etc.)
- standardise evaluation and analytical tools for cross-comparison (if necessary)
- develop joint projects and link cultural and creative industries between cities.

Measure C.3.5 Regularly organise a professional conference (or other event) on the current topic of culture, cultural policy, etc.

Every year, the City of Brno will organise a conference on the current topic of culture, cultural funding, cultural policy, etc. The city will become a leader in the professional debate on cultural policies.

OBJECTIVE D: REPUTATION OF BRNO'S CULTURE AND CREATIVE INDUSTRIES AND THE REPUTATION OF BRNO AS A CULTURAL AND CREATIVE LOCATION

Brno will be perceived by its citizens, in the Czech Republic, Europe, and the world as a unique cultural city, and Brno's cultural and creative scene will achieve international renown. The marketing of the city and the marketing of culture will be interconnected and mutually reinforcing. The cultural offer will be clearly accessible to residents and visitors.

Indicators:

- the number and appearance of mentions of Brno and Brno culture in local, national, and foreign media
- the number and content of reviews of Brno cultural events
- the number of foreign visitors to cultural events in Brno
- the number of visitors to cultural events in Brno from Vienna, Bratislava, and cities with direct connections

PRIORITY D.1 MUTUALLY EFFECTIVE LINKING OF CCI MARKETING AND CITY MARKETING

Measure D.1.1 Establish a system of cooperation and coordination between the concerned organisational units of the MB and between the Municipality of Brno and the South Moravian Region

Brno will have a system in which all the city's bodies dealing with marketing cooperate: the TIC, the Brno Municipal Department of Culture, the Office of Metropolitan Cooperation and Marketing, and possibly others. This platform will meet regularly and will deal with both the procedural setup of coordination and specific content.

The city will also ensure effective coordination in these matters between MB, cultural figures, and the South Moravian Region, the South Moravian Innovation Centre, etc.

Measure D.1.2 Define a system for identifying marketable events, subjects, and activities, and define the content of cultural marketing

The city will set up a system to identify marketable events and how to support their marketing. The identification of such events will be based on predetermined criteria.

Measure D.2.1 Targeted support for reviews of Brno culture in domestic and foreign media, both mass and professional

The city will arrange a residency programme for reviewers and will cooperate closely with a major daily or weekly newspaper to produce a specific cultural supplement about Brno or a series of Brno cultural events. The city will cooperate closely with public media – Czech Television and Czech Radio and the Syndicate of Journalists of the Czech Republic, and this cooperation will be formalized. In order to increase awareness and reflection on Brno events, the city will create a cultural portal with reviews (or expand the content of an existing cultural portal about Brno). The portal will publish its own content and aggregate content from other sources.

Measure D.2.2 Increase the presentation of Brno culture in Brno, the Czech Republic, and abroad

The city increases the presentation of Brno culture in professional/genre media and at the same time monitors these media and helps CCI entities to communicate with these media. To promote and present Brno events further, the city:

- ensures that sufficient promotional space is available
- for identified TOP events, ensures their visibility throughout the city
- encourages grant-supported projects to make their own active efforts in media presentation, e.g. on selected websites of the City of Brno
- generally increases the presence of art on advertising space in the city.

For a systematic approach to the presentation of CCI entities and events on promotional areas in the public space, a clear, transparent, and fair system of allocating such areas according to the size of the event will be created (rules for large events, small and medium-sized events).

Measure D.2.3 Create an attractive brand as a marketing tool/ campaign to present culture outside the city and identify cultural actors with Brno

The city will create an attractive brand as a tool that will be used to present Brno and its CCIs (e.g. events in the Czech Republic and abroad that will carry this brand). Through a targeted campaign, the brand will be promoted and disseminated among young consumers and art creators. At the same time, the brand will serve to self-identify Brno actors who go beyond the city borders with Brno. As part of the first Action Plan, the city will create this brand, including a communication campaign and strategy, and ensure its implementation in the marketing activities of the city, established and non-established institutions, etc.

Measure D.3.1 Create or initiate the creation of a single online platform with a complete offer of cultural events, ideally with the possibility to buy tickets – all in one place (including a full English version)

The city of Brno will create a single portal that publishes events taking place in Brno and at the same time provides full service to both creators and organizers (effective cooperation with the portal system, connection with events created on their own social networks) and users (the ability to search for events by industry, genre, location, date). As part of the strategy towards TOP events and events that meet the three principles (diversity, development, and excellence), these events can be selected within the homepage (e.g. by the principle of the most interesting events of the week). The city will also unify content, presentation methods, and ways of identifying suitable content for the platforms run by the city (KAM in Brno, Metropolitan, kreativnibrno.cz, mestohudby.cz, social networks, etc.).

Measure D.3.2 Create a “collision calendar” for the internal needs of the CCI and the city

The city will consolidate the existing methods (mainly of the Department of Culture and TIC) and create a collision calendar that will allow for coordination of events and also act as a tool for the city to monitor the events organized, which to support in marketing, etc.

**OBJECTIVE E: CULTURE THAT IS DEMANDED,
ACCESSIBLE, AND BONDING**

Culture in Brno will be accessible to all its inhabitants. The needs of the audience will be regularly mapped to ensure that culture is evenly distributed over time and space. An effective system of discounted or free access to culture for low-income groups will be set up. The city will implement educational and other programs (on the importance of culture, on the city's cultural identity and heritage, on current trends and critical issues) aimed at cultivating audiences. The citizens of Brno will actively seek out culture, recognise and demand first-class quality, and actively create it themselves. All information about culture and cultural policy will be available in English. The public space will be easily accessible for creators/organisers and will be well equipped to host cultural events, thus creating a quality public space where people will like to meet, spend their time, and live culture. Culture will function as a factor/tool/condition for the social cohesion of Brno society.

Indicators:

- frequency of visits to cultural events and facilities in Brno – proportion of residents visiting cultural events and facilities at least once a month
- availability of the offer for different income, age, nationality groups
- personal importance of opportunities for cultural and social activities in Brno (Question: How important are opportunities for cultural and social activities in Brno for you?)

- degree of accessibility of cultural organisations in Brno
- audience awareness and insight into quality culture
- degree of participation of marginalised groups in the production and consumption of culture

PRIORITY E.1 INCREASING AUDIENCE ENGAGEMENT WITH AN EMPHASIS ON CHALLENGING GENRES

Measure E.1.1 Support programmes for working with audiences

The city will support educational and other audience-focused programmes – on the importance of culture, current trends, critical issues, etc., on the role of the arts and creative industries, and on Brno's cultural heritage (tangible and intangible, including ethnic development). The aim is to increase the total number of people attending cultural events/entities etc. and to purposefully increase the sophistication of the audience and thus its support for more challenging genres.

PRIORITY E.2 EQUALITY OF CULTURAL OFFER IN SPACE AND TIME

Measure E.2.1 Targeted support and initiation of cultural events in less exposed months

Based on a mapping of audience needs, appropriate measures will be defined to promote an even spread of cultural offerings over time. The less exposed months are January, July, and August. The city will actively fill the less exposed months through subsidies and direct organisation of cultural events.

Measure E.2.2 Promote spatial accessibility of cultural offerings through community cultural development and neighbourhood collaboration

In cooperation with the city districts and on the basis of mapping, a system of allocating funds for cultural events in the city districts will be set up with the logic of an overall saturation of all city districts.

PRIORITY E.3 ACCESSIBILITY OF BRNO CULTURE

Measure E.3.1 Promote the availability of culture for Brno residents who are at risk of social exclusion

In cooperation with the Department of Social Welfare and with (established and non-established) organizations funded by municipal public funds, a system of discounts on admission fees and reduced registration fees for cultural events will be set up. New ways of providing free access to the arts in established institutions will be promoted using the Brnopas citizen's card. It will be ensured that information is easily accessible to potential users and regularly updated.

Measure E.3.2 Promote the availability of culture for English speakers

A system will be established to support organisations (established and non-established) in creating cultural events suitable for English-speaking visitors (subtitles, productions in English), as well as support for accessibility (signs, labels, programmes, explanations, etc.). The Department of Culture will work systematically with the established organisations to improve the accessibility of these organisations and of the office itself. The creation of projects and works available in English will also be regularly supported through the subsidy system, so that every year there is sufficient incentive from the city to create cultural events in English. The quality and systematic presentation of these cultural events will be ensured towards English-speaking Brno residents, English-speaking visitors from abroad, and, as appropriate, to primary, secondary, and university students.

Measure E.3.3 Promote accessibility of culture to specific groups of Brno inhabitants

This measure will facilitate access to culture for groups with specific requirements (seniors, families with children, Brno residents with disabilities and disadvantages). This measure is mainly aimed at the technical equipment of the established organisations to allow free mobility for these groups. The city will systematically address the removal of barriers to access for disadvantaged groups in cooperation with the established organisations.

The city will introduce a subsidy program to support the acquisition of literature in the languages of national and ethnic minorities and audio books for disabled citizens (possibly under the Library of the 21st Century and the VISK program of Public Library Information Services).

PRIORITY E.4 CULTURE AS AN INSTRUMENT OF SOCIAL COHESION

Measure E.4.1 Promote intercultural dialogue through cultural events

The city allocates funds (within the framework of subsidy titles) for projects enabling intercultural dialogue (meeting, connecting, and sharing different cultural streams, traditions, people, including groups with specific needs) and contributing to intercultural respect and sharing. The measure also includes support for events organised by groups with specific needs for themselves. These events will have the cooperation of the city (TIC) with promotion targeted at appropriate target groups.

Measure E.4.2 Promote cohesion through a strengthening of Brno's identity

The measure is aimed at building the relationship of Brno citizens to their city. The city will regularly support the commemoration of important Brno anniversaries, famous personalities, the city's cosmopolitan past, and other intangible cultural heritage.

in text	English	Czech
BCP	Brno Cultural Parliament	Brněnský kulturní parlament
EU	European Union	Evropská unie
FFA BUT	Faculty of Fine Arts of the Brno University of Technology	Fakulta výtvarných umění Vysokého učení technického
MU FA	Masaryk University Faculty of Arts	Filozofická fakulta Masarykovy univerzity
MU FSS	Masaryk University Faculty of Social Studies	Fakulta sociálních studií Masarykovy univerzity
GDP	gross domestic product	hrubý domácí produkt
SMIC	South Moravian Information Centre	Jihomoravské informační centrum
CCI(s)	cultural and creative industry (industries)	kulturní a kreativní odvětví
MB	Municipality of Brno	Magistrát města Brna
UN	United Nations	Organizace spojených národů
MU FE	Masaryk University Faculty of Education	Pedagogická fakulta Masarykovy univerzity
BCC	Brno City (Upper) Council	Rada města Brna
SAS	secondary art schools	střední umělecké školy
SWOT	strengths, weaknesses, opportunities and threats analysis	analýza silných a slabých stránek, příležitostí a hrozeb
TIC	Tourist Information Centre	Turistické informační centrum
UNESCO	The United Nations Educational, Scientific and Cultural Organization	Organizace spojených národů pro výchovu, vědu, a kulturu
VISK	Public Library Information Services	Veřejné informační služby knihoven