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Strategy for culture and Creative Industries of the City of Brno

Strategic and programme part

June 2018

Statutory City of Brno

Dominikánské nám. 1, 601 67 Brno

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

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Dear Readers, Ladies and Gentlemen,

I am honoured to introduce you to the Strategy for culture and Creative Industries of the City of Brno. This city has thousands of shades of culture, thousands of forms of creative life, it is a city of great names and works of art, a city of unique experimentation with an equally unique tradition; since last summer the city has had a document that outlines of the city's cultural policy over the next few decades and becomes an integral part of the main Brno's strategy #Brno 2050.

The strategy provides guidelines on how to develop the excellence of all Brno-based scenes, how to educate the audiences and the creators, how to interconnect the actors among themselves and between them and the city, how to increase the reputation of Brno's culture and, on the contrary, how to increase the reputation of Brno by means of culture. It also addresses the issue of how to ensure that culture is visited and demanded, and how to promote its role in the amalgamation of Brno society.

Compared to the previous cultural plans of Brno, this strategy was elaborated with the use of a combination of participatory and consulting methods. Several hundred participants of the Brno culture, set up as independent ones, were also involved in various phases of the work, reminded by interested citizens, officials and politicians. It therefore stands on a very solid and high-quality basis to help defend its existence and promote its fulfilment. It was approved by the Brno City Assembly in May 2018.

At the heart of the following pages are vision and five objectives by 2050 and seventeen priorities and fifty measures by 2025. In the annex you will find a first action plan that specifies what is to happen for the first four years.

I firmly believe that the new cultural strategy will help fulfil the vision in which Brno is in the future a sought-after cultural metropolis with cutting-edge scenes and unique achievements.

Matěj Hollan
Deputy Mayor of the City of Brno for Culture

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Definitions of the terms culture and creative industries

Culture

The basis for the whole concept of cultural and creative industries is artistic activity, determined by proprietary creative work and originality. This is a prerequisite for the shape and development of all related manifestations and activities in culture, and subsequently also in creative industries. Art is a non-reproducible work, which, however, is the basis for the development of the cultural sector that develops, preserves, presents or distributes artistic activities. This is done in the form of both non-profit-making and profit-making activities – municipal contributory organizations or independent entities, business entities and educational institutions. Hence, in this document the term culture includes services, works and performances that can be categorized in the sectors of cultural heritage, stage art, fine art and crafts. These are the basis from which stem or are complementary to the film and video industry, television and radio, music and the music industry, literature and the book market, video games. A special category is represented by cultural and artistic education.

Creative industries

This circle is defined as an area, in which artistic and cultural products become an investment into additional creative content. These are, above all, creative industries based on the manufacturing business process, which contribute their added value to other economic sectors and can be a source of technological and non-technological innovation. Traditionally, these include design, architecture, advertising, software or IT.

Culture and creative industries in the strategy

For the purposes of this document, the following industries are referred to as culture and creative industries:

- Music
- Stage art
- Fine art and photography
- Literature
- Cultural heritage
- Audiovisual industry
- Design
- Architecture
- Folk art (crafts, folklore)
- Games
- Advertising

The extent and form of support will not be the same for all the above-mentioned sectors, but will follow the specific needs of each sector and the priorities set out in this strategy.

Why does Brno need a strategy for culture and creative industries

For the identity of the city of Brno, culture and creative industries (CCI) have always been the main foundation stones. In the first half of the 20th century, the city even boasted the attribute "new", assigned to it because of high-profile modernist experiments and innovations in the fields of music, theatre and architecture. At that time, Brno successfully measured itself against Vienna and its creative scene and influenced thus the worldwide artistic development.

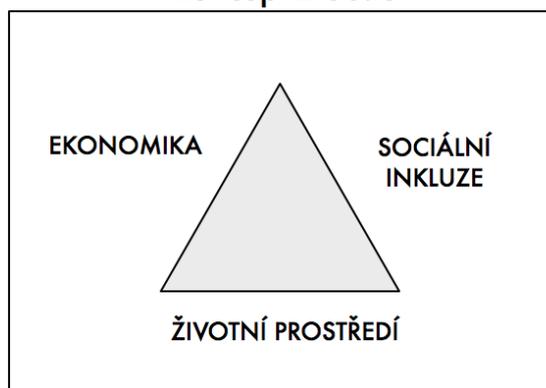
Almost a full hundred years ago, Brno demonstrated a fact, which only these days has become more widely accepted in professional circles and public politics today. It was the notion that culture is a necessary fourth pillar of sustainable development, in addition to economy, social inclusion and the environment.

Even nowadays, Brno is characterized by a very rich cultural life and a wide range of institutions and creators. More than eleven thousand economically active entities and nearly twenty-one thousand people (more than 11% of economically active entities in Brno and less than 12% of Brno's total employment) are active in culture and creative industries, the estimated minimum turnover of the whole industry exceeds CZK 24 billion.¹ Although the image of unique experimentation and innovation is still associated with Brno, the inner perception of quality and external reputation of the city and its creative scene are far below the levels of the first half of the 20th century. Similarly, culture is still not understood as one of the main pillars on which the city's development stands.

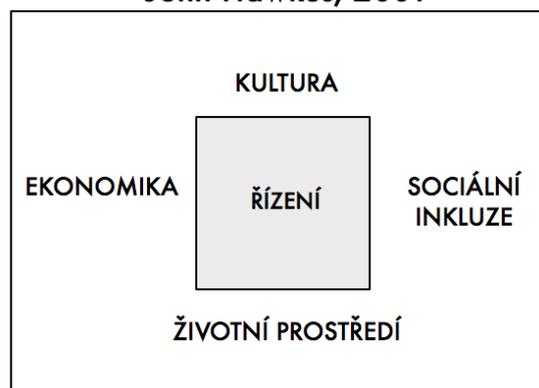
¹ Mapping of culture and creative industries in the city of Brno (2014).

Pilíře udržitelného rozvoje

koncept z 80.let



John Hawkes, 2001



Pilíře udržitelného rozvoje

koncept z 80. let

EKONOMIKA

SOCIÁLNÍ INKLUZE

ŽIVOTNÍ PROSTŘEDÍ

John Hawkes, 2001

KULTURA

EKONOMIKA

SOCIÁLNÍ INKLUZE

ŘÍZENÍ

ŽIVOTNÍ PROSTŘEDÍ

Pillars of sustainable development

concept of 1980's

ECONOMY

SOCIAL INCLUSION

ENVIRONMENT

John Hawkes, 2001

CULTURE

ECONOMY

SOCIAL INCLUSION

MANAGEMENT

ENVIRONMENT

"Without the culture dimension, the cycle of development becomes a vicious circle."

Jordi Pascual²

Brno needs to return to its development the reputation of the reputation of 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 process of strategic planning, resulting in the development strategy of the Culture and Creative Industries being linked to a more general strategic document of the city: Brno 2050 Strategy, which is closely intertwined with other sectors.

Additional strategic documents

The strategy for culture and creative industries is related to other urban strategies, in particular to the previous Culture Development Program of the City of Brno and in the years 2016-2018, the newly formed Brno 2050 Strategy, with which it shares the same time horizons and basic structure.

² Pascual, J.: *Kulturní politiky, udržitelnost a participace [Cultural policies, sustainability and participation]*, in.: Ertürková, E. ed. *Příručka rozvoje místní kulturní politiky [Guide to local cultural policy development]*, Barrister & Principal a Institut umění, 2016, p. 30.

Strategic documents, which are complemented or further developed by this Strategy for Culture and Creative Industries

BRNO

- Culture Development Programme of the City of Brno
- Brno 2050 Strategy
- Tourism Development Programme of the City of Brno 2016-2020
- Marketing Study of Tourism in the City of Brno
- Integrated Development Strategy of the Brno Metropolitan Area
- Concept of the Economic Development of the City

SOUTH MORAVIAN REGION

- Regional Innovation Strategy of the South Moravian Region 2014-2020
- Culture Promotion Concept in the South Moravian Region 2009-2013
- Concept of Preservation and Restoration of Cultural Monuments of the South Moravian Region 2005

CZECH REPUBLIC

- State Cultural Policy 2015-2020
- Library Development Concept 2017-2020
- 2015-2020 Art Support Concept
- Concept of the State Tourism Policy of the Czech Republic for the period 2014-2020
- National Innovation Strategy of the Czech Republic (2012-2020)
- Strategic Framework of Sustainable Development of the Czech Republic (until 2030)
- Concept of Supporting Small and Medium-Sized Businesses for the Period 2014-2020
- Concept of Foreign Policy of the Czech Republic

EUROPE AND THE WORLD

- Europe 2020 Strategy (EU)
- European Agenda for Culture (EU)
- Agenda 21 for Culture (UN)

A more detailed description of the relations to additional strategic documents is available at: kulturniparlament.brno.cz/strategie-kultury.

How the strategy came to life

The strategy was developed by means of a combination of participatory and consulting methods. The shaping of the document was conducted jointly by city officials, external experts, politicians and the professional public. The whole process was supported by the Deputy Mayor for Culture and managed by the city's cultural policy coordinator.

Around 300 representatives of the Brno professional public were involved in the preparation of this Strategy for culture and Creative Industries; four meetings of the Brno Cultural Parliament were held, as well as two rounds of meetings of twelve Advocacy Groups and dozens of other group or individual consultations were conducted.

The preparation of the strategy is directly related to the activities of the City, covered by the Creative Brno platform, in the framework of which preparations for the construction of the Brno Creative

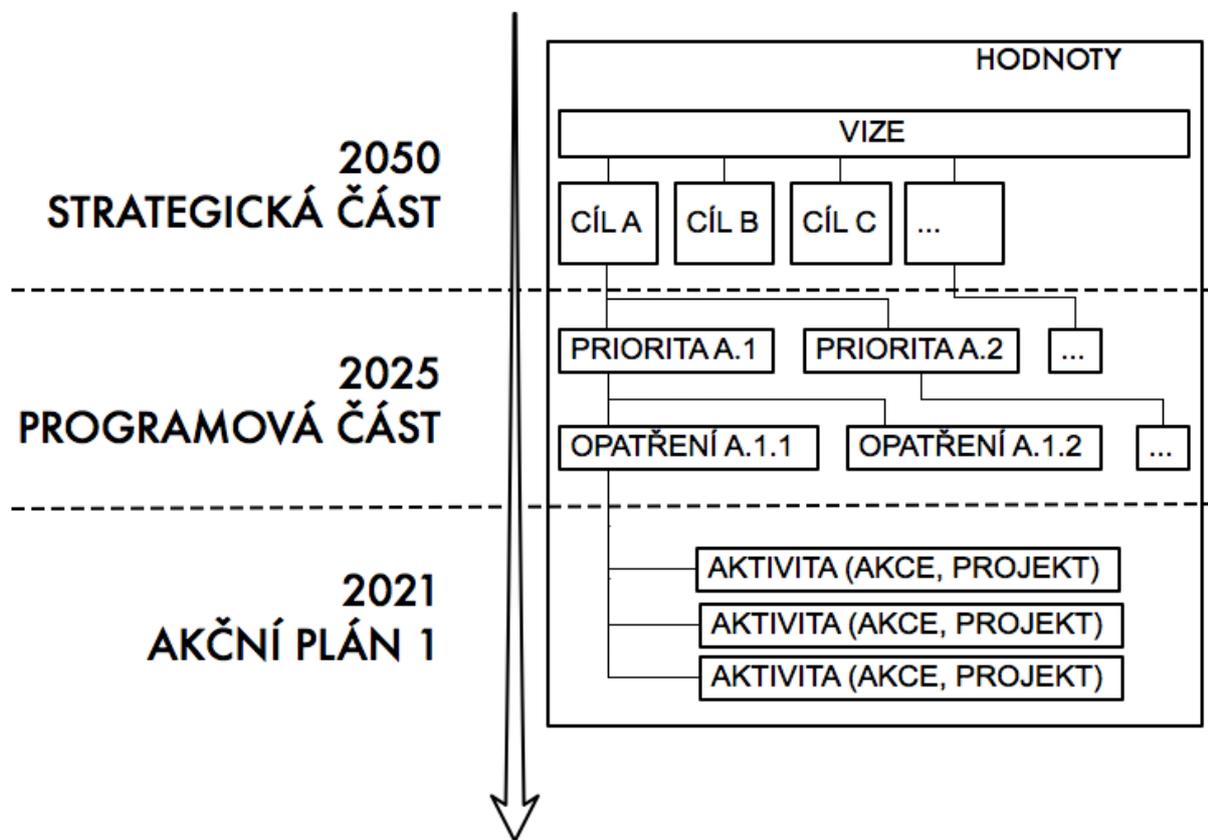
Centre in the building of a former jailhouse in Cejl/Bratislavská Streets were commenced in 2009, the Brno culture and creative industries were mapped for the first time in 2013 and additional CCI support tools were set, including the establishment of a specific position of a co-ordinator for creative industries. This strategy is also the embodiment of a unique collaboration of the Brno City Municipality's Department of Culture and the Office of the Deputy Mayor for Smart City (which was previously the City Strategy Office).

Preparation of the Strategy for culture and Creative Industries

2015	<ul style="list-style-type: none"> - Terms of reference (both 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 meetings of the Advocacy Groups - Tens of both individual and group consultations <li style="text-align: center;">↓ - Vision of Cultural and Creative Brno in 2050 - Updating of SWOT analyses of individual sectors of the "large" SWOT analyses from the Mapping of Culture and Creative Industries in the City of Brno (2014) - Evaluation of the "Plan of the Development of Culture of the City of Brno" (2012) - Overview of the funding of culture over the last 5 years <li style="text-align: center;">↓ - List of main problems and potentials related to Brno culture
2017	<ul style="list-style-type: none"> - Vision and Summary of the analytical part were commented on by the professional public and approved by the Council of the City of Brno on 23 May. - Consultation on the first structure of the strategic and programme part (targets and values as of the year 2050, plus priorities and measures related to the year 2025) <li style="text-align: center;">↓ - Public debate on the second version of the Strategic and Programme section - Meeting of the Brno Cultural Parliament of Brno to discuss the theme of its future
2018	<ul style="list-style-type: none"> - Approval process of the Strategic and Programme Part by the Council of the City of Brno and by the Assembly of the City of Brno - Consultation on the first draft of the Action Plan No. 1 for the period 2018-2021 - Public debate on the Action Plan 1 - Approval process of the Action Plan by the city authorities - Beginning of implementation of the strategy, implementation of Action Plan 1

Structure

The first strategic part of the Strategy consists of Vision, Goals and Values that define cultural and creative Brno in 2050. The priorities and measures as of the year 2025 are directed towards their fulfilment. These items constitute the programme part of the document. Their elaboration into specific activities (actions and projects) takes place at the last, lowest level in four-year action plans. By the year 2025, there will be two action plans: for the period 2018-2021 and for the period 2022-2025. For clarity of the following text, the strategic and programme sections are merged into one chapter.



2050
STRATEGICKÁ ČÁST

HODNOTY

VIZE

CÍL A

CÍL B

CÍL C

2025
PROGRAMOVÁ ČÁST

PRIORITA A.1

PRIORITA A.2

OPATŘENÍ A.1.1

OPATŘENÍ A.1.2

2021
AKČNÍ PLÁN 1

AKTIVITA (AKCE, PROJEKT)

AKTIVITA (AKCE, PROJEKT)

2050
STRATEGIC PART

VALUES

VISION

OBJECTIVE A

OBJECTIVE B

OBJECTIVE C

2025
PROGRAMME PART

PRIORITY A.1

PRIORITY A.2

MEASURE A.1.1

MEASURE A.1.2

2021
ACTION PLAN 1

ACTIVITY (ACTION, PROJECT)

ACTIVITY (ACTION, PROJECT)

AKTIVITA (AKCE, PROJEKT)

ACTIVITY (ACTION, PROJECT)

Implementation and evaluation

The fulfilment of the Strategy will be managed by a coordination team at the Department of Culture of the Brno City Municipality, with the participation of representatives of other affected city authorities.

Supervision of the implementation will be conducted regularly by the Council of the City of Brno (RMB), an expert and participatory opponent body (according to the implementation of the measure A.3.1 of this Strategy, for example, in the form of the Brno Cultural Parliament and the Cultural and Creative Council).

Action plans will constitute the basic operational manual for the implementation of the Strategy. The first such plan begins to be created concurrently with the completion of the proposal part of the Strategy and will be submitted for an approval process in 2018.

Each year, a report on the fulfilment of the Action Plan will be prepared and submitted to the Cultural Council and the Brno Cultural Parliament for external examination. Their views and suggestions for possible adjustments or implementations will be submitted by the Head of the Department of Culture of the Brno City Municipality to the Commission on Culture of the Council of the City of Brno, and to the Council of the City of Brno (by the end of May of the following year).

One year before the end of validity of the action plan, an evaluation of the fulfilment of the objectives, priorities and measures of the Strategy (according to the monitoring of the relevant indicators) will be carried out, as well as the preparation of a follow-up action plan with the participation of the professional public, in cooperation with the participatory and external examination authorities according to the measure A.3.1. The evaluation of the current action plan along with the proposal for the follow-up action plan will be submitted by the Head of the Department of Culture of the Brno City Municipality to the Commission on Culture of the Council of the City of Brno, and to the Council of the City of Brno by May of the last year of validity of the current plan. Thus, in the case of the first action plan, it will be May 2021.

One year before the end of the programming period (i.e. in the year 2024), the same process will take place, only that in May 2025 it will be completed both by the Action Plan 3 as well as by an Update of the Programme Part with the detailing of priorities and measures for the following programming period.

During the first year of the implementation of the first Action Plan, a detailed determination of the suggested indicators and the setting up of a relevant (realistic) system of their monitoring will be carried out, including the setting up of indicators and monitoring for the Action Plan itself. Both will be included in the systems of regular mapping and collection of data about CCI; which will also be set up during the first Action Plan.

Funding³

The economic importance of culture and creative industries

As already outlined in the first chapter, culture brings about especially values that are not quantifiable and cannot be expressed in the speech of money. Culture has extensive social, educational, psychological and health benefits as compared to other economically strong sectors, and has a positive impact on the overall quality of life of people. And not only those people, who actively or passively participate in cultural projects, but also those who take advantage of culture indirectly by living in a city that has its own opera house, a philharmonic, libraries, a club scene, a number of museums and galleries, etc.⁴ In the long run, the presence and quality of cultural and creative industries is of great importance for creating the so-called cultural capital of a place and for attracting students, businesses, investors and other creative and educated people.

In spite of that, however, we can still talk about undeniable economic impacts of culture. According to the European Union's study 'The Cultural and Creative Cities Monitor', the monitored cultural and creative European cities have an average per capita compared to other European cities:

- 19% more job opportunities,
- 8% more young people aged 20 to 34,
- 73% more students in higher education,
- 15% more people with a high degree of education, and
- 22% more foreign nationals from the EU and 26% more non-European foreign nationals.⁵

The same study also shows a strong positive correlation between the location of the city in the index of culture and creativity and its per capita GDP as well as the economic growth rate of the city. In simplified words, cultural and creative cities report higher GDP and higher economic growth. Culture is an economically strong and, above all, stable and long-term growing sector also in the economy of Brno. There are over 11 thousand entities in cultural and creative industries seated in the city, with more than 20,000 people employed in them (10.5% of total employment in Brno); they generate a turnover of CZK 24 billion per year.⁶

Some of the economic benefits are generated by culture through attracting visitors to the city who spend money here not only for culture, but also for accommodation, meals and other services and goods. Cultural tourism is globally the only type of tourism recording long-term growth. A number of studies of the economic impacts of cultural events in the Czech Republic and abroad have shown that visitors to cultural events will spend up to CZK 70 for additional costs (transportation, restaurants and accommodation, etc.) related to their visit to a cultural event for every single crown spent on admission tickets.⁷ This creates business for many local establishments from other industries outside the CCI, which, thanks to culture, have a significant role to play in local production, employment and GDP generation. For example, a visitor to the National Theatre in Brno thus spent an average of CZK 2.26 for every single crown spent on the tickets in 2007, a visitor to the Brno Municipal Theatre CZK 1.2 and a visitor to the Centre for Experimental Theatre CZK 1.6. Approximately 6% of the theatre ticket price will then be returned to public budgets as a tax payment from these collateral expenses.⁸ Just for the sake of comparison, the multiplication effect of the non-established Festival Setkání/Encounter supported by the city through subsidies was in the range of CZK 1.62-1.77 in the year 2013. The festival "returned" to the region about CZK 600 thousand more than the sum of the subsidies received.⁹

Organisations operating in culture, in addition to public budgets, also have their income and other resources. The budget of the city shows that the cultural organizations in Brno are on average self-supporting from 32% (the city's contribution is on average 68% of the budget of these organizations).¹⁰ This ratio is even higher in the non-established sphere. For example, in the grant procedure in the field of culture in 2016, only 12.5% of the cost of the supported projects consisted of city funds.¹¹ If we considered the total budgets of the supported organisations as the baseline, the city's participation on the expenditure would be even lower.

³ The development and status of funding of culture in Brno from the budget of the Statutory City of Brno is described in a separate analysis titled Overview of Funding of Culture by the City of Brno in the Years 2012-2016 (available here: kulturniparlament.brno.cz/strategie-kultury/analyticke-podklady/). At this point, we briefly present only the basic facts from this analysis and the possibilities of additional funding of culture in Brno from the city budget.

⁴ More about the issues of economic and non-economic values in culture see for example J. Mašínová: *Hodnota a cena: dvojí povaha kulturních statků* [Value and price: the dual nature of cultural goods]. Culture Matters, 2015.

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

⁶ *Mapping of culture and creative industries in the city of Brno*. Statutory City of Brno, 2014. (Repeated mapping is scheduled to take place in 2019.)

⁷ The data is based on the studies made by the company Economic impacT and the article by S. Škarabelová: *Multiplikační efekty dotací do brněnských divadel* [Multiplication effects of subsidies in Brno theatres] (2007). In the case of visits to Brno theatres and festivals of classical music (such as The Prague Spring) visitors spent 1-2 crowns for collateral expenses on every single crown spent on tickets. At major events, such as performances in the framework of the project Pilsen 2015, this ratio reaches CZK 1 : 6.

⁸ S. Škarabelová: *Multiplikační efekty dotací do brněnských divadel* [Multiplication effects of subsidies in Brno theatres]. Brno: ESF MU. 2007

⁹ M.Šebestová: *Ekonomické dopady a multiplikační efekty v kultuře* [Economic impacts and multiplication effects in culture]. Brno: JAMU. 2013

¹⁰ Data from 2016; source: Brno City Municipality, Fulfilment of the budget of the city of Brno

¹¹ Grant programmes distributed CZK 21.4 million among entities with an overall budget of CZK 172.7 million. Source: Department of Culture, Brno City Municipality.

Expenditure of the City of Brno

Comparison of expenditure

In recent years, the City of Brno spends about 9% of its total budget (capital and current expenses) on culture, thus retaining its leadership 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 organizations of regional, nation-wide and international importance (and dimension), ensuring thus the availability of culture not only for Brno audiences, but also for spectators from the South Moravian Region, the whole Czech Republic and from abroad. The public funds that go to culture in Brno come by 68% from the city, by 30% from the state or the region and by 2% from individual city districts. Just for comparison, in Prague, the ratio is exactly the opposite, the share of the city is only 29%, and the state 66%.

At the same time, one of the fundamental problems of Brno culture shows a very uneven distribution of funds between the established and non-established scene, where only about 3% of the amount dedicated to culture flows to independent entities (Ostrava: 9%, Prague: 27%). The funds for the non-established scene in 2016 corresponded to CZK 80 per inhabitant, which is less than one half compared to Ostrava (CZK 185 per inhabitant) and nearly four times less than Prague (CZK 270 per inhabitant).

This results in a situation where the non-established scene barely makes it to survive; some established organisations, for example, do not have funds available for competitive wages, and entire industries do not have the necessary support for their development and the generation of excellent activities that would bring back to the city the attention of the professional community, foreign reputation as well as visitors.

A solution proposed by this strategy

The Strategy for culture and Creative Industries hence proposes, under its Objective A, Priority A.4: "Effective and Transparent Funding of Culture", a set of inter-related measures aimed at stabilising the corresponding resources for Brno's culture. Fundamental is the measure A.4.3: **Transform the network of contributory organizations in the field of culture and make their financial management more effective, while preserving or enhancing their artistic qualities**. The goal is to free up the city's budgetary funds for adequate development of the contributory and non-established scene by means of involving other establisher (the South Moravian Region and the Ministry of Culture) in co-financing or, in the better case, in co-establishing of selected contributory organizations. In specific terms:

- a) enhance the quality of the contributory organisations themselves (wages, equipment, production and marketing...) and
- b) reinforce 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 offer, the development of cultural stakeholders and projects, and improvement of the quality of culture in Brno, the Priority A.4 proposes:

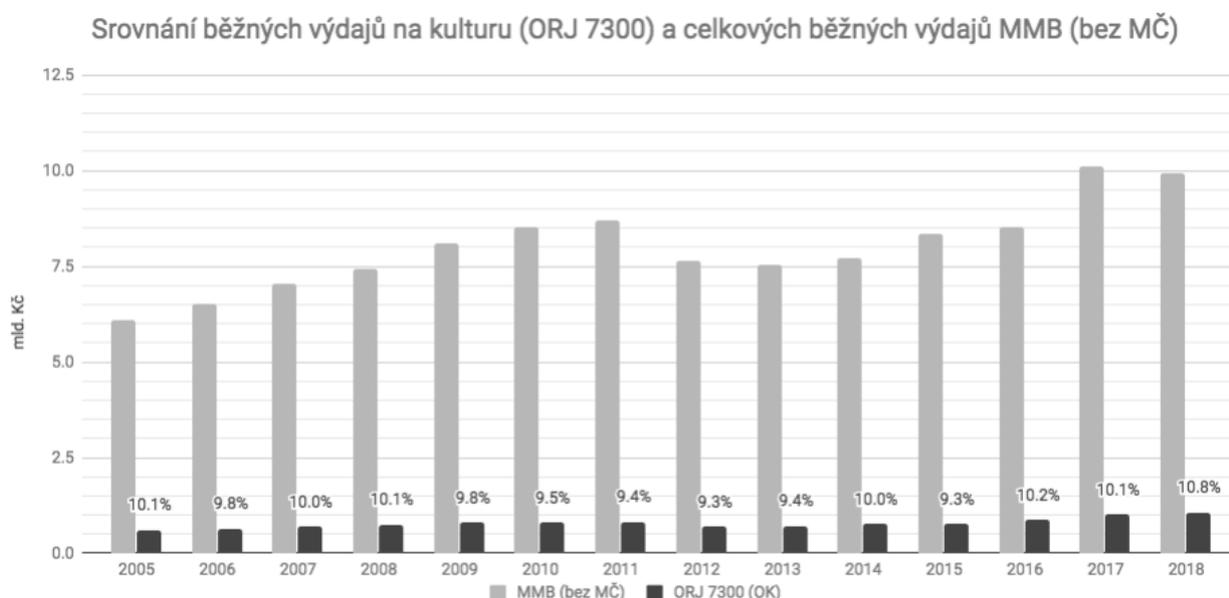
a) **to stabilise the current expenditure in the field of culture at the level of 9% of the total current expenditure of the Brno City Municipality (excluding city districts),**¹²

b) in the case of a reduction on the budget expenditure side, the city will **cut down on cultural expenditure first of all in the area of capital expenses, projects, etc., and only afterwards, as the case may be, in the operation costs and salaries** of employees. The cost-cutting will be planned at least two years in advance so that contributory organizations can respond with adequate adjustments to their activities. The reason for this is due to the multi-annual planning of cultural organizations where it is not possible to change programmes from year to year, artists, etc.

(c) **gradually increase the volume of subsidies for the non-established scene from today's 3.2% of municipal spending on culture to 5% in 2019 and up to 10% in 2025** (specific amounts in absolute figures and possible sources of funding will be set out in the first action plan), and

d) **perform an analysis of the feasibility of additional possible financial measures to strengthen the funds for non-established culture and implement the selected measures.**¹³

The proposed share of culture budget on the total budget of the current expenditure of the Brno City Municipality is comparable to the last years. As can be seen from the following chart, the share ranged between 9.3% and 10.2%. An increase to 10.8% in the draft budget for 2018 is due to changes in salary tables on the part of the Ministry of Culture.¹⁴



¹² The approved budget of the Brno City Municipality (without the City Districts) for 2018 envisages current expenditure of CZK 9,923,752 thousand, the budget of the Department of Culture then foresees current expenditure of CZK 1,024,497 thousand. From the current expenditure of the Department of Culture it is necessary to deduct CZK 70,235 thousand of extraordinary expenses related to the reconstruction of Janáček Theater (CZK 41,000,000 in current costs related to the reconstruction, CZK 28,135,000 loss on the side of the National Theatre Brno and CZK 1,100,000 loss incurred by the Brno Philharmonic) and, on the contrary, CZK 115,000 thousand must be added as related to the increase of the table salaries of the workers of cultural organisations. The resulting sum of CZK 1,069,262 thousand thus represents 10.8% of the current expenditure of the municipality. For the purposes of calculating and repeating the same procedure in the

Srovnání běžných výdajů na kulturu (ORJ 7300) a celkových běžných výdajů MMB (bez MČ)
mld. Kč
MMB (bez MČ)

Comparison of current expenditure on culture (ORJ 7300) and total current expenditure of the Brno City Municipality (excluding city districts)
CZK billion
Brno City Municipality (excluding city districts)

future, the following items were included in the budget: (a) only current expenditure; (b) only expenditure of the organisational unit 7300 – Department of Culture, namely the following articles of the sectoral classification of the budget: §3311, §3312, §3313, §3314, §3315, §3316, §3317, §3319, §3322, §3326, §3329.. Hence, these are expenses related to the operation of cultural organizations in the field of culture (under the responsibility of the Department of Culture), direct activities and operation of the Department of Culture itself, and funds for individual and programme subsidies in the field of culture.

¹³ An example of such measures may be the allocation of a specific percentage of the profits of municipal companies to subsidy programs in culture or (following the example of the German capital city) the introduction of a special tourist tax similar to the "spa fee".

¹⁴ Source: Budget and Financing Department. The data for 2018 come from the approved budget.

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

- 1) saving on the part of contributory organisations while preserving the existing quality
 - a) involvement of the region and the state in the funding (and ideally also co-establishing) of some organisations, or, as the case may be, professionally assessed and prepared streamlining of the system of contributory organisations (for example, by reducing duplicate services, transferring of some organisations to a more financially independent regime, etc.)
 - b) quest for savings in the area of shared services and activities, and reduction in the administrative burden placed on established organisations
 - c) transformation of selected organisations into a legal form allowing co-establishment of the organisation by the region or the state and acquisition of other sources of funding (assuming necessary changes at the level of national legislation)
- 2) instruments of non-financial support from the side of the city
 - (a) for example the provision of premises, promotional areas, specific permits, etc.
 - b) strengthening of non-financial cooperation of contributory organisations with independent entities
- 3) systematic support / search / linking patronage and providing additional resources from private donors, sponsors and endowments (see measure A.4.2)
- 4) analysis and implementation of other possible financial measures described above for priority A.4 in point d).

However, in order to implement the strategy and for effective development of individual sectors, it is necessary to allocate a corresponding budget also to programmes supporting business and entrepreneurship in the CCI. At this moment, support from the city budget amounts to about CZK 8 million per year (apart from larger expenses such as the Creative Centre Brno, etc.). The budget for the support of entrepreneurial activities must always be separated from the subsidy system and other support of the non-established cultural scene, however, it should be unified compared to the current system (see measure A.1.6). The amount of such a regularly allocated sum should be set out in the action plan; however, it should not come down below the current level.

Relation to the analytical part

Based on the SWOT analysis of the Mapping of Culture and Creative Industries in Brno, findings from other analytical documents and consultations with representatives of the Brno's CCI,

conclusions on potentials and problems of culture and creative industries in Brno were defined. ¹⁵

The following table shows which priorities respond to individual potentials and problems.

¹⁵ The complete Summary of the Analytical Part is available here: kulturniparlament.brno.cz/strategie-kultury/analyticke-podklady/

Analytical Part – Potentials	Strategic Part – Priorities
<ol style="list-style-type: none"> 1. Amount of supply and entities, strong institutional basis, genre diversity 2. Tradition of innovatorship 3. Culture as an engine of development and revitalisation 4. Strong, varied, innovation-oriented education sector with a remarkable representation of artistic and creative industries 5. Bringing together people, genres, industries, culture and business 6. Geographic location 7. The supra-regional reputation of existing entities, events, sectors, etc. 8. Obtaining titles of Creative City of Music (UNESCO) and European Capital of Culture 9. Effective bilateral interconnection of culture and creative industries with city marketing 10. Young, numerous, demanding and courageous audiences 11. Quality and comfort of life 12. Living cultural environment 13. Culture as an engine of social cohesion of 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. Imbalance of funding in culture, under-funded organisations, poor cost-effectiveness 2. Unused potential 3. Incompetence and non-systematic approach of the city in the field of culture 4. Lack of space for creation and presentation 5. Inoperative spatial planning 6. Low or poorly profiled qualifications for graduates of some CCI disciplines, lack of interdisciplinary knowledge 7. Insufficient cooperation between schools and practice 8. Insufficient competencies of existing employees, insufficient lifelong learning 9. Insufficiency / absence of platforms for sharing, promotion and support 10. Competition of Prague and abroad (talent draining, lack of big contracts...) 11. Isolated position of the Brno's cultural and creative scene 12. Weak media response and presentation of the Brno culture in national and foreign media 13. Unclear structure of the offer 14. Insufficient overview of culture, low education of the general public in the field of culture, low motivation to study artistic disciplines 15. Unevenness of offer 16. Barriers for access to culture for selected groups 	<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> <p>D.1, D.2</p> <p>D.3, E.1</p> <p>B.2, D.1, D.2, D.3, E.1</p> <p>E.2</p> <p>E.3</p>

Strategic and programme part

Vision of cultural and creative Brno in the year 2050

In 2050, Brno is an internationally recognized cultural metropolis. Its top cultural and creative scene is based on meeting between traditions and innovations; it is open to experiments and alternatives and jointly creates the latest world trends. Culture is the foundation stone of Brno's identity and one of the strategic pillars of its development. It actively penetrates into the public space and the everyday life of its inhabitants. Thanks to its unmistakable creative atmosphere, the city is sought after by artists and art visitors from all over the world.

Values of strategy and cultural policy

Diversity

Cultural policy and the implementation of the strategy should allow for the broadest variety of approaches, genres, entities, etc. The first interventional logic should be to saturate the needs of the environment (CCI sectors) and the overall blanket nature of the target state (for example, in the case of availability of the creative work).

Excellence

Both cultural policy and strategy implementation should also pursue a targeted development of progressive (and) excellent productions and creators. The second interventional logic of the strategy as well as the cultural policy should be the identification and targeted support of top creators and activities that are defining new trends.

Development

Both cultural policy and strategy implementation should pursue the targeted development of all sectors as well as the development of the city. Hence, the third intervention principle will be the support for development activities based on good-quality know-how. Culture will also become one of the city's pillars of development thus accepted.

Availability

Culture and creative opportunities will be available to the largest number of people living and residing in the city, regardless of their economic status, social or ethnic origin, religion, etc. Availability once again means a certain degree of overall blanket nature in fulfilling the objectives of cultural policy and strategy.

Transparency

All procedures and processes of cultural policy and strategy will be explicitly described and published without delay together with all partial outcomes and other materials.

Participation

Cultural policy and the implementation of the strategy will, to the largest possible extent, enable the participation of stakeholders in culture and creative industries. It is especially important for the identification of needs, definition of procedures, and the designing of tools for solutions.

Objectives, priorities and measures

Objective A: Top cultural and creative scene built on meeting between tradition and experiment

In 2050, Brno will be characterized by its excellent cultural and creative scene with a broad variety of approaches, organisational models, genres etc., by a number of creators and artists able to succeed in global competition as well as those defining new artistic trends and dynamic developments in all sectors. The city will understand culture as one of the pillars of its sustainable development, take it into account in all strategic processes, and use it purposefully to develop specific locations, for problem solving, etc. The city's cultural policy will be on a highly professional level and will be allocated sufficiency of funds in a transparent and efficient manner. Culture and creative industries will have plenty of available space for presentation and creative work in Brno.

Indicators:

- the share of cultural expenditure from the city budget
- the share of expenditure on the non-established scene from the total budget for culture
- the share of city-supported projects / works focusing on original production
- the total degree of satisfaction with cultural facilities, availability and quality of culture (see the results of the opinion poll 'What Do You Want Brno to Be Like (2016)')
- the number or, as the case may be, the share of city-supported co-production and multi-genre projects involving multiple entities, disciplines and areas of life
- the share of city-supported projects / works exported outside Brno
- the number of city-supported projects working with tangible and intangible cultural heritage
- the number of heritage sights and industrial legacy sight in good condition
- the number of public spaces and buildings / non-residential premises owned by the city and used for culture
- the number and importance of national and international awards and titles, such as the City of Music of UNESCO and the European Capital of Culture
- the number and tone of reviews of Brno performances in Czech and foreign professional and genre media
- the number and tone of the mentions of Brno as a city with a top cultural scene
- regular outputs from the mapping of the CCI status and needs mapping and from the evaluation of this strategy
- regular outcomes from the city's debates with the cultural scene (the Brno Cultural Parliament) and professionals (the Cultural Council)

Priority A.1 Promoting excellence, diversity and development

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

The development potential, as well as weaknesses and threats of individual industries will be mapped regularly and their development will be encouraged by means of subsidy titles and other instruments. In doing this, there will always be three levels of support: blanket saturation of needs, targeted support for excellence and progression, and targeted development of individual industries. In each sector, efforts will be made to ensure the broadest possible variety of sub-genres, approaches, organisational models, etc. This measure assumes fulfilment according to the other points of the strategy.

Within this measure, the city will ensure, among other things:

- high-quality development of a backbone network of contributory organisations
- high-quality development of the CCI segment operating on a non-profit basis
- high-quality development of infrastructure for CCI
- support of significant / TOP events based on transparent professional selection and with clear conditions (for example, involvement of other entities, development of the genre or marketing benefits)
- support for new formats and media
- specific support for the audiovisual industry by means of adequate organisational and financial provision of the Brno Film Office and the South Moravian Film Fund.

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

The city will actively search for and identify progressive, experimental, avant-garde, original genre-moving activities and creators, while setting up a system for their active support. New formats and new media will be supported in a targeted manner.

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

The city will introduce a system of identification and targeted support for the export of works of art and creators abroad (interlinking the support of individual artists, industries and the city marketing). For this purpose, the city will closely cooperate with organisations and entities such as the newly established Czech Music Office, the Czech Centres, embassies and the Ministry of Foreign Affairs.

Measure A.1.4 Support the creation of young and beginning artists

The city will create (or initiate the creation) of a sufficiently robust system of residential and other spaces for beginning artists (municipal projects as well as projects of the independent scene) and introduce generic tools to support the creative work of young and beginning creators. The city will also help fresh graduates from artistic schools to stay in their creative activity.

Measure A.1.5 Promote the preserving and development of cultural heritage and cultural identity of Brno

Although the city of Brno has been associated with innovation for a long time now, as well as with experiment and novelty procedures, it is fully aware of the roots of this phenomenon, which dates deep back to the past and can be called a "tradition of innovation". The city is aware of Brno's cultural identity, important personalities that shaped it, as well as the industrial past and the historical multiculturalism of the city. That is why it is supporting, in a targeted manner, those cultural activities that bring to memory, present and refresh the tangible and intangible cultural heritage and the cultural identity of the city of Brno and its residents in an innovative way. In the field of heritage care, the city will:

- continue to support systematic care of cultural monuments,
- continue the repairs of heritage properties owned by the city and in the gradual regeneration of public spaces of the historical city centre,
- continue to support owners of heritage properties by providing non-investment subsidies from the city budget for the preservation and restoration of cultural landmarks at least in the current extent (CZK 16 million per year, of which CZK 4 million for organisational units and organisations of the city, CZK 9 million for other owners and CZK 3 million as co-funding on resources granted by the Ministry of Culture).
- update regularly the Regeneration Programme of the Brno City Heritage Reserve
- endeavour at obtaining financial resources from grant programmes of the Ministry of Culture for the reconstruction of the most valuable heritage sights

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- update regularly the Regeneration Programme of the Brno City Heritage Reserve
- endeavour at obtaining financial resources from grant programmes of the Ministry of Culture for the reconstruction of the most valuable heritage sights

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 dedicate one employee to the Culture Department of the Brno City Municipality, which will be involved in discussing additional strategic documents of the city, including spatial planning, and will be responsible for interconnecting information with the field of culture. Strategic documents of other spheres within the city responsibility will process and register areas intertwining with culture and creative industries, or, as the case may be, will timely identify and eliminate those aspects that are inconsistent with the CCI Strategy.

Measure A.2.2 Enliven public spaces with works of art

In order to support new works of art in the streets, the city will create, in cooperation with city districts, a database of public places that are suitable for the placement of a work of art. The database will also include areas, in whose location it is legally possible to create the so-called street art. The city will create a requirement of dedicating 1% to works of art from the budget of those buildings, which are funded from public budgets by at least 50%. These works will be selected on the basis of an expert competition and will be placed in public areas.

Measure A.2.3 Targeted utilisation of the potential of cultural stakeholders and creative artists to address city's problems

The city will create an institutional background for the initiation of projects (following good examples of organisations such as IHME in Finland or SKOR in the Netherlands) at the Department of Culture, creating a database of problems that need to be addressed (deprived areas, etc.) and on this layout it will create a call on artists and creative people to come up with their own suggestions for the solutions to various problems. During this process, new approaches and unconventional interventions will be prioritized, experiments supported, as well as multi-genre solutions, interconnection of different disciplines, etc.

Measure A.2.4 Obtain the UNESCO Creative City of Music and the European Capital of Culture titles, and possibly additional appropriate titles

Brno will prepare itself in a quality manner and obtain the UNESCO Creative City of Music and the European Capital of Culture titles. In both of these cases, the development of the Brno culture and its creative scene and the development of the city will be primarily monitored. The marketing level in the preparation and implementation should be only secondary, though still important. The city will also identify possible other titles that could help the city in the development of individual industries, their promotion, as well as promotion of the city, etc., and will ensure corresponding preparation for the obtaining of the above-mentioned titles.

Measure A.1.6 Develop business support activities and business development in CCI

The city will set up a system of support for business entities active in the CCI with the aim of developing the sector in line with other measures of this strategy, and will follow up on the already existing activities under the Creative Brno¹⁶ platform. In this respect, close cooperation will be established between the Culture Department of the Brno City Municipality and the Office of the Deputy Mayor for Smart City. Among other things, the already launched projects such as Creative Vouchers, Creative Centre Brno, Creative Hub Brno, etc. will be continued and meetings, presentations, exports, sectoral conferences etc. will be supported, according to other measures of this strategy. The budget to support entrepreneurial activities will always be separated from the subsidy system and other support for the non-established cultural scene.

Priority A.3 Systematic and professional cultural policy

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

The city will provide itself with regular feedback, suggestions, needs, etc. from an open platform allowing participation to all representatives of the Brno's CCI (Brno Cultural Parliament or a similar platform built on a democratic, participatory principle). In a similar way, an advisory body fulfilling a similar role will be established, however, from the position of a streamlined, carefully and transparently selected group of professionals, who will be financially rewarded for their participation in such a body (Cultural and Creative Council or a similar body). The city will set up a system of regular meetings and a transparent system of gathering suggestions for discussion. One member of the Culture Department of the Brno City Municipality will be responsible for the transfer of information and co-ordination between the two above-mentioned bodies as well as between them and the city (Department of Culture of the Brno City Municipality, other departments, the Brno City Council Commission on Culture, the Brno City Council, the Assembly of the City of Brno).

Measure A.3.2 Improve the efficiency of the management of cultural policy at the level of the Brno City Municipality

¹⁶ <http://www.kreativnibrno.cz>

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

- to streamline the working procedures at the Department of Culture and its internal processes, etc. (possibly modify the rules of the whole Municipality)
- to simplify the procedures between the Department of Culture and contributory organisations according to the Principles of Relationship to Contributory Organisations, in 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 CCI)
- to establish, at the level of the Chief Executive of the Brno City Municipality, an interdepartmental co-ordination group for culture and creative industries affairs, composed of representatives of all relevant organisational units of the Brno City Municipality, meeting once a month and discussing issues of culture and creative industries that affect multiple components of the Brno City Municipality (such as marketing, real estate, international relations, production, etc.)
- to regularly evaluate the achievement of the objectives of the organisations and projects supported by the city, including the operational efficiency of the established organisations
- to standardize the processes of strategic planning in cultural policy, including regular evaluation of the achievement of strategic Objectives
- to strengthen the cooperation in the field of culture between the Department of Culture of the Brno City Municipality and individual city districts.

Measure A.3.3 Set up a system of regular collection of qualitative and quantitative data concerning CCI and set up a system of projection of conclusions into the cultural policy of the city

The city (in cooperation with other stakeholders, including universities) regularly collects data necessary for effective and high-quality management of culture, regularly publishing these data and adapting cultural policies, internal procedures, etc., on their basis. Specifically, these data, analyses and studies are as follows:

- 1) audience mapping (marketing and performance data focusing on satisfaction with the cultural offer and its distribution over time, different requirements of different CCIs and target groups), for more details please see Measure E.1.1.
- 2) mapping of needs in education for teachers in kindergartens, primary and secondary schools (what lifelong learning and other education would they welcome, what are they interested in, e-learning or intensive courses or an evening school – all in relation to culture and creative industries)
- 3) regular mapping of CCIs (focus on the problems and potentials of each individual CCI, their needs, performance indicators, etc.), for more details please see Measure B.1.2.
- 4) specific mapping according to the actual needs and measures of this strategy (exports, accessibility...)
- 5) media monitoring of Brno CCIs and their outcomes.

Priority A.4 Effective and transparent funding of culture

Measures A.4.1 Stabilise the funding of culture at 9% of the city's current expenditure and, once this measure is fulfilled, seek additional funds from public budgets outside of the city budget.

Based on the up-to-date trend in the share of municipal funds in culture, a binding share of current spending on culture is set at 9% of the city's current expenditure (excluding city districts). The funding of culture includes, for the purposes of this calculation, all current expenditure of the organisational unit 7300 - Department of Culture.¹⁷

In the event of a reduction on the budget expenditure side, the city will cut down on cultural expenditure first of all in the area of capital expenses, projects, etc., and only afterwards, as the case may be, in the operation costs and salaries of employees. The cost-cutting will be planned at least two years in advance so that contributory organizations can respond with adequate adjustments to their activities. The reason for this is due to the multi-annual planning of cultural organizations where it is not possible to change programmes from year to year, artists, etc.

¹⁷ The approved budget of the Brno City Municipality (without the City Districts) for 2018 envisages current expenditure of CZK 9,923,752 thousand, the budget of the Department of Culture then foresees current expenditure of CZK 1,024,497 thousand. From the current expenditure of the Department of Culture it is necessary to deduct CZK 70,235 thousand of extraordinary expenses related to the reconstruction of Janáček Theater (CZK 41,000,000 in current costs related to the reconstruction, CZK 28,135,000 loss on the side of the National Theatre Brno and CZK 1,100,000 loss incurred by the Brno Philharmonic) and, on the contrary, CZK 115,000 thousand must be added as related to the increase of the table salaries of the workers of cultural organisations. The resulting sum of CZK 1,069,262 thousand thus represents 10.8% of the current expenditure of the municipality. For the purposes of calculating and repeating the same procedure in the future, the following items were included in the budget: (a) only current expenditure; (b) only expenditure of the organisational unit 7300 – Department of Culture, namely the following articles of the sectoral classification of the budget: §3311, §3312, §3313, §3314, §3315, §3316, §3317, §3319, §3322, §3326,

Measure A.4.2 The city's Objective is, while ensuring the funding of culture at a level of 9% of the city's current expenditure (now 11%), to allocate 10% of this amount for non-established culture

The city will ensure that 10% of these current expenses on culture will be allocated to direct support for the non-established artistic scene, in order to promote diversity and variety of cultural supply, excellence and development in individual industries according to this strategy. An increase in funds for the non-established scene will develop from 5% in 2019 to 10% at the end of the first programming period in 2025.

In addition to that, the city will perform an analysis of feasibility of other possible financial measures to strengthen the resources for non-established culture, and will implement the selected measures. An example of such measures may be the allocation of a specific percentage part of the profits of municipal companies to subsidy programmes in culture or (following the example of the German capital city) the introduction of a special tourist tax similar to the "spa tax".

§3329.. Hence, these are expenses related to the operation of cultural organizations in the field of culture (under the responsibility of the Department of Culture), direct activities and operation of the Department of Culture itself, and funds for individual and programme subsidies in the field of culture.

Measure A.4.3 Transform the network of contributory organisations in the field of culture and make their management more effective while preserving or enhancing the artistic quality

The city will lobby, in a programmed and systematic manner, for securing a substantial share of the Ministry of Culture of the Czech Republic and the South Moravian Region in higher funding of selected contributory organisations in Brno, and push on state institutions to adjust the legislative environment for the functioning of contributory organisations.¹⁸ In the event of failure to involve the ministry or the region in more substantial co-funding of selected organisations, the city will prepare professionally assessed and adjusted streamlining of the system of contributory organisations (for example, by reducing duplicate services, transferring of some organisations to a more financially independent regime, etc.). In addition to that, for efficient management and operation of the Brno contributory organisations, the city will ensure:

- a change in the legal form of selected contributory organisations with the objective to ensure greater artistic and operational independence, ideally for a new legal form of a public cultural institution according to an already processed analysis: Assessment of the transformation of selected contributory organisations¹⁹ (assuming change at the level of national legislation)
- a reduction in the administrative burden placed on established organisations from the side of the city (in particular by amending the Principles of Relations of the Statutory City of Brno to Contributory Organisations, namely by increasing the limits on the management of property and simplifying control mechanisms in the relationship between the Department of Culture and contributory organisations in order to minimize the number of required reports and statements)
- identification of possibilities of saving in the area of shared services, etc., and implementation of appropriate austerity measures in such a way as to ensure that the quality of the services provided will not be affected
- increasing the salaries of the employees of the established organisations to a competitive level in the given field (interconnection with the change of legal form, lobbying with state authorities and savings).

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

Pursuant to Measure A.4.2, the strengthened system of subsidies will go through content re-evaluation with the objective of meeting the commitments of this strategy and stimulating the development of the non-established scene. The basic principles for the support of the non-established scene are diversity, excellence and development. The system of subsidies will include not only sectoral calls, but also a number of multidisciplinary and blanket calls, such as support for co-production projects, multi-genre and interdisciplinary projects, support for original creative production, support for education, multiple-year grants etc. A transparent system will be introduced for publishing and selecting projects for the so-called individual subsidies. All subsidy programmes will be supervised by expert evaluation committees.

¹⁸ Namely Law No. 250/2000 Coll., on budgetary rules of territorial budgets.

¹⁹ Integrated Consulting Group: Assessment of the transformation in selected contributory organisations. Conducted for the Brno City Municipality. ICG, May 2017.

Priority A.5 Sufficient supply of space for creative work and presentation

Measure A.5.1 Ensure the most extensive possible saturation of the needs concerning spaces for the creation and presentation of CCI

The city will create a publicly accessible database of disused properties and non-residential premises in the city's ownership, create a system of permanently and temporarily preferential rent prices and conditions for individual industries, specific genres, etc., provide unused residential premises for possible Refill/pop-up utilisation and increase the accessibility of the premises of established institutions for independent stakeholders. The utilisation of the so far unused premises will lead to their enlivening from the side of CCI.

The city will also identify a network of non-established premises that will perform the role of backbone infrastructure (including specific roles that the given site performs/can perform) and will specifically support and promote this network among stakeholders.

Measure A.5.2 Finish projects started to saturate the needs of space for creative production and presentation

The city guarantees the successful completion of these projects and their future development underlining the basic principles – development, diversity and excellence. These projects include:

- provision of a dignified and technologically (acoustically) adequate premises with sufficient hosting capacity for the Brno Philharmonic by completing the building of the Janáček Cultural Centre
- completion of the extensive reconstruction of the Janáček Theatre
- completion of the Brno Creative Centre in a former prison facility located between Cejl and Bratislavská Streets with the objective of partially saturating the spatial needs of individual CCIs and to enliven the entire locality in full co-operation with the local community

The city will also initiate or support the creation of smaller creative centres to saturate CCI's needs and for pilot testing of the Creative Centre Brno. Appropriate spaces will be sought primarily within buildings belonging to the city and requiring revitalisation, such as part of the Rybkova 948/23 compound.

In addition to that, the city will initiate or support the establishment of partnerships for the implementation of the following projects:

- construction of the Leoš Janáček Museum
- functional interconnection of the area of important legacy houses – the Tugendhat Villa, the Löw-Beer Villa and the Arnold's Villa
- reconstruction and opening of cultural operations in the so-called Králik Theatre located inside the Brno Exhibition Centre compound.

Objective B: Excellent education for culture, the creative sector and their audiences

In the year 2050, Brno will have a high-quality education system in the CCI area from the level of elementary schools to universities and colleges. Secondary schools and universities with artistic focus will be, thanks to their quality, sought after by students from all over the Czech Republic and abroad. The education system will have sufficient capacities and will respond to the current needs of the Brno-based organisations and the development of the disciplines 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 the building of capacities in this area through targeted cooperation with universities on analytical activities related to cultural policy. Stakeholders of the cultural and creative scene will be provided with lifelong learning in the disciplines that they need. Nursery, primary and secondary schools will provide quality teaching about culture and make culture and art accessible to their students in co-operation with Brno-based entities, including the expansion of possibilities for their own creative production.

Indicators:

- the degree of success of the graduates from cultural and creative disciplines of secondary schools, universities and lifelong learning programmes on labour market
- satisfaction of employers with the skills and competencies of the graduates
- satisfaction of the graduates with the education obtained
- reputation of the Brno's secondary schools and universities in the field of culture and creative industries
- a stabilised or growing number of places at primary and secondary artistic schools.

Priority B.1 Quality and development of education for CCI

Measure B.1.1 Monitoring and strengthening the capacities of education at primary and secondary artistic schools according to the needs identified

The city will regularly assess the needs in the field of primary and secondary education and respond to them in mutual co-operation with representatives of primary artistic schools, secondary artistic schools, the South Moravian Region, and potentially with other interested stakeholders.

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

The city will carry out regular mapping of the needs and, on the basis of the resulting findings, subsequently initiate meetings with representatives of students and educational institutions (or, as the case may be, their founders). The city will inform them of its findings and, if case of necessity, encourage or otherwise motivate these institutions to make changes and create new disciplines, carry adjustments to the existing ones, etc. The result of these measures should be a shift towards the development of artistic and creative disciplines taught at all school grades according to their specific needs. Within the framework of general principles suitable for improving quality and for development, it is appropriate to use tools such as: interconnecting different genres (including practical and theoretical ones), support for overlapping and multisided projects, interconnecting CCI with science and research (with humanities, social and technical disciplines) and interconnecting CCI with the business sphere (including technologies and with emphasis on them)

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

The City will create a system of cooperation with the academic sphere for the purposes of mapping and evaluation. In Brno, there are enough talented students, fresh graduates, young researchers (PhD) and specialised teaching staff in the field of CCI management and research, who appreciate adequate practice for developing their competences. On the other hand, there is the city that needs to regularly map cultural and creative activity and evaluate its activity or individual activities and projects. The co-operation must be set in the framework of maintaining the rules of public procurement. This measure follows up on Measure A.3.3.

The city will also include CCI disciplines into the already applied programmes to support excellence in science and young researchers, and will expand these programmes in case of necessity.

Measure B.1.4 Develop a system of support/coordination of internships for students and fresh graduates from cultural and creative disciplines in Brno-based cultural organisations

The city will be the initiator of interconnection between the academic sphere (students, educators and managers) with potential employers (providers of work internships) from both the established and the non-established scene. There will be round tables held with representatives of the municipality, the established and the non-established institutions, during which rules for the provision of work internships will be agreed upon, and which will define the relationships between individual institutions, their rights and obligations, the possibilities of supervision, the determination of possibilities to obtain support from the side of the municipality and a system of evaluation. Based on the outcomes, a simple on-line platform will be developed for the management of work internships. The Department of Culture will also methodologically support the established institutions to cooperate with students and graduates from the humanities specializing in culture (Pedagogical Faculty, Faculty of Arts, and Faculty of Social Studies of the Masaryk University). The activity will be strictly co-ordinated or (if appropriate) integrated into the urban ecosystem.

Measure B.1.5 Promote lifelong and continuing education for CCI

The city will regularly carry out an analysis of needs, which will also include the identification of needs in lifelong and continuing education. Saturation of these needs will be implemented by the city by means of several tools of support:

- 1) meeting with the academic sphere over the results of mapping and support in introducing the necessary courses/projects
- 2) active search for suitable projects and platforms, which enhance further education in CCI (for example, peer-to-peer projects) and informing about them towards CCI, or, as the case may be, participating in them.

A person at the Department of Culture of the Brno City Municipality will be appointed to be responsible for the implementation of these activities. Courses/projects to be supported will be selected on the basis of their specific features resulting from the analysis for each individual CCI. At the general level, there is a long-term demand across disciplines for promotion and production courses, work with audiences, management skills, marketing skills, legal and language skills. This measure follows up on Measure B.1.2.

Priority B.2 Support of kindergartens, elementary schools and secondary schools in culture education and creative thinking

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

The city will be the initiator of regular roundtables with representatives of kindergartens (and elementary schools) and stakeholders of the cultural and creative scene. The objective will be to define the problems and needs in the teaching of culture, creativity and creative thinking and finding solutions to them. This will result in suggestions for specific projects and activities in the field of teaching and other activities in schools and school educational establishments. The city will be the initiator for the forming of formalised partnerships between CCI and schools and other educational and leisure time organisations.

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

A simple system will be created, which will provide transparent and accessible information both for teachers and for entities in the field of culture offering cultural or cultural-educational events. Barriers to access to programmes for schools will also be analysed and measures to reduce these barriers will be implemented. The city will co-operate with all school establishers and stakeholders in the field of culture on the implementation of such measures.

Measure B.2.3 Supporting teachers in further education in culture

In the context of lifelong and continuing education, the city will support the introduction of appropriate accredited courses and projects for teachers in accordance with their needs. The city will regularly question about the needs of teachers at kindergartens, primary and secondary schools and share this information with providers of lifelong and continuing education. In co-operation with school headmasters, a system of funding of these educational activities will be designed.

Measure B.2.4 Increase opportunities for students of elementary and secondary schools, and from elementary artistic and secondary artistic schools to perform and cooperate with CCI professionals

The city will actively assist talented pupils and students in finding suitable venues for their performances; it will be the initiator of a partnership between schools and cultural organisations supported by the city (for example, performances of elementary artistic schools and the Brno Philharmonic) or in public outdoor areas. The city supports joint projects and the development of new disciplines (for example, the teaching of electronic music or comics). The city also supports these events by working together on their promotion.

OBJECTIVE C: Collaborative and interconnected cultural and creative scene

In 2050, Brno will have an internally interconnected and collaborative cultural scene. Creative Brno and the Brno Cultural Parliament will be perceived and used as platforms for communication and for the establishing of co-operation, etc. Brno-based 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; it will make maximum use of the potential of partner cities and will be actively involved in international networks oriented on culture and cultural policy.

Indicators:

- the number of meetings of established platforms and bodies (Brno Cultural Parliament, Cultural and Creative Council, etc.)
- the number of foreign co-operations established by Brno-based entities
- the number of guest artists, co-production initiatives, etc.
- the reputation of Brno as the initiator of a professional debate on cultural policy issues (the number and tone of voice of mentions in professional media)

Priority C.1 Co-operation and interconnection within the Brno cultural and creative scene

Measures C.1.1 Make the Brno Cultural Parliament a platform for co-operation and addressing of common problems of CCI and create its functional connection to the Municipal Ecosystem

In addition to the functions outlined under Measure A.1.1, the city will allow the Brno Cultural Parliament to function as a tool for mutual collaboration, interconnection, sharing and addressing of common problems. On the practical level, this will mean to leave the Brno Cultural Parliament an appropriate amount of time during plenary sessions of the Parliament, to create a virtual background for the thematic and sectoral groups, to provide them with a space for physical encounters as a tool for cooperation, sharing and addressing of common problems. A functional interconnection will be established between the Brno Cultural Parliament and the Municipal Ecosystem, as well as between the Brno Cultural Parliament and the Creative Brno platform.

The city will initiate:

- twice a year a large meeting of the Brno Cultural Parliament (discussion, socialising – public gathering of suggestions for the discussion)
- meetings of sectoral groups (virtual as well as physical meetings)
- thematic and cross-cutting working groups
- online environment for discussions, sharing and initiations
- a transparent system for collecting suggestions for the discussion towards the Cultural Council, the Department of Culture of the Brno City Municipality, responsible politicians, the Commission on Culture of the Brno City Council, etc.

Measure C.1.2 Create a platform for reciprocal communication between institutions and employers in CCI, schools (or students) and the city

The city will initiate the creation of a platform for communication and co-ordination between employers, schools and students. Either it will be established as an autonomous platform or as a working group of the Brno Cultural Parliament. In both cases, it will be closely interconnected with the Municipal Ecosystem.

Measure C.1.3 Promote co-operation between various entities

In the system of subsidies, the city will support co-production and co-operation projects: by means of setting a specific evaluation criterion in the basic subsidy system, and by means of setting a requirement of co-operation with other entities of the non-established scene in the area of individual subsidies. The city will also support, in a targeted manner, projects focusing on the interconnection of entities originating from the non-established scene and on projects interlinking entities of cultural and creative industries with entities from other sectors.

Priority C.2 Cooperation and interconnection of Brno-based CCI with international scene

Measure C.2.1 Create a system of support for international co-operation

The city will allocate one full-time job position at the Department of Culture for the research and co-ordination of international co-operation projects, search for opportunities, creation of a database and co-operation with Czech Centres, embassies, the Ministry of Foreign Affairs, the Foreign Relations Department of the South Moravian Region, etc. The city will also set up specific grant support: co-operation with international partners on the creative production, exchange activities in both or all countries, guest residences of foreign professionals, residential programmes for foreign creative workers, active involvement in international networks, etc. All these activities will be closely co-ordinated between the Department of Culture of the Brno City Municipality, the Department of International Relations of the Brno City Municipality, the Office of the Deputy Mayor for Smart City and other concerned municipal authorities.

Priority C.3 Collaboration of the city with entities in the Czech Republic and abroad

Measure C.3.1 Enhance the content and systematise collaboration with partner cities in the field of CCI

Brno will monitor the opportunities and support cooperation in the field of CCI in all its partner cities (Bratislava, Dallas, Debrecen, Kharkov, Kaunas, Leeds, Leipzig, Moscow, Poznan, Rennes, St. Pölten, Stuttgart, Daejeon, Utrecht, Vienna and Voronezh), will set up a system of closer cooperation and exchange with cities having a potential for a closer interconnection with Brno (Vienna, Bratislava and Leipzig); it will be oriented towards audiences in the given city (with the objective of increasing the number of visitors to Brno), focus on marketing activities (with the objective of promoting the Brno-based CCI), etc.

Measure C.3.2 Be actively involved in international networks focused on culture and cultural policy and CCI

Brno will continuously search and monitor networks focused on culture and cultural policy. Based on the theme, services and benefits (know-how, inspiration, projects, marketing...), it will make a decision to join selected networks and will become an active stakeholder in them to make the most of the benefits offered. Brno will continue to be active in the following networks:

- Eurocities
- Like – European Cities and Regions for Culture

Measure C.3.3 Co-operation with entities in the Czech Republic

Brno will actively co-operate with those entities in the Czech Republic, which are involved in cultural policy or are more remarkably active in the sector. An example may be the Institute of Art, Czech Television, Czech Radio, professional and sectoral associations, etc., and co-operation on the organising of conferences, CCI research, lobbying with state institutions, evaluation, etc.

Measure C.3.4 Cooperation with other cities in the Czech Republic that actively approach cultural policy

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

- spread examples of its own good practice and get inspired from others
- co-ordinate processes of negotiating with the state administration (funding of cultural services, legislative environment, etc.)
- standardise evaluation and analytical tools for reciprocal comparison (if needed)
- develop joint projects and interconnect entities involved in culture and creative industries between cities.

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

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

OBJECTIVE D: The Reputation of Brno's culture and creative industries and the reputation of Brno as a cultural and creative location

Brno will be perceived as a unique cultural city by its citizens, in the Czech Republic, in Europe and around the world; the Brno's cultural and creative scene will be internationally renowned. City marketing and culture marketing will be interconnected and mutually strengthening each other. Cultural supply will be accessible to residents and visitors to the city in a transparent manner.

Indicators:

- the number and tone of voice of mentions about Brno and Brno culture in local, nation-wide and international media
- the number and tone of voice of reviews concerning Brno cultural events
- the number of international visitors to cultural events in Brno
- the number of visitors to Brno cultural events coming from Vienna, Bratislava and other cities with direct transport links

Priority D.1 Bilaterally effective interconnection between the marketing of CCI and the marketing of the city

Measure D.1.1 Establish a system of co-operation and co-ordination between the concerned organisational units of the Brno City Municipality and between the Brno City Municipality and the South Moravian Region

Brno will have a ready-made system, in which all the authorities of the city involved in marketing co-operate: TIC, the Department of Culture of the Brno City Municipality, the Office of Metropolitan Cooperation and Marketing, and potentially others. This platform will meet on a regular basis and will deal with both the process adjustment of co-ordination and with specific content items. The city will also ensure effective coordination of these issues between the Brno City Municipality, stakeholders in culture and the South Moravian Region, the South Moravian Innovation Centre, etc.

Measure D.1.2 Define a system of identification of events, entities and initiatives usable for marketing and define the content level of marketing in culture

The city will set up a system of identification of initiatives usable for marketing and a method of their marketing support. The identification of such initiatives will be conducted according to predefined criteria.

Priority D.2 Presentation of Brno's CCI within Brno, nation-wide and abroad (advertising and media)

Measure D.2.1 Targeted support for reviews of Brno culture in domestic and foreign mass media and specialised press

The city will set up a residential programme for reviewers and will implement close collaboration with one of the big dailies or a weekly magazine for the purpose of creating a specific cultural supplement about Brno or a series about cultural events in Brno. The city will work closely with the public service media – Czech Television and Czech Radio and the Syndicate of Journalists of the Czech Republic, and this cooperation will be formalised. For the purpose of raising awareness and reflection of Brno events, the city will create a municipal cultural portal with reviews (or, as the case may be, will 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 Enhance the presentation of Brno-based culture in Brno, the Czech Republic and abroad

The city will enhance the presentation of Brno-based culture in specialised and genre media and at the same time monitor and assist the entities in the field of CCI in their communication with these media. For the purpose of support and presentation of Brno events, the city also will:

- provide a sufficient amount of available promotional surfaces
- identify TOP events to ensure their visibility throughout the city
- encourage projects supported by subsidies to make their own efforts at active media presentation, for example, on selected web pages of the city of Brno
- generally increase the presence of art on the advertising space in the city.

A clear, transparent, and fair system for the distribution of such space, based on the dimension of the event (rules for big, small and medium events), will be created for a systematic approach to the presentation of CCI entities and events on promotional areas in public space.

Measure D.2.3 Create an attractive brand as a marketing tool/campaign for the presentation of culture outside the city and to get cultural stakeholders identified with Brno

The city will create an attractive brand as a tool that will be used to present Brno and its CCI (for example, by means of events in the Czech Republic and abroad that will carry this brand). Through a targeted campaign, the brand will be promoted and distributed among young consumers and art creators. At the same time, the brand will serve for the self-identification of Brno stakeholders going beyond the city limits with Brno. Under the first action plan, the city will create this brand, including a communication campaign and strategy, and ensure its implementation in the city's marketing activities, established as well as non-established institutions, etc.

Priority D.3 Transparency and accessibility of information on cultural events in the city

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

The city of Brno will create a single portal that will publish events held in Brno, while providing full service to both creators and organizers (effective collaboration with the portal system, linking to events created on individual social networks) as well as users (the possibility to search for events by sector, genre, venue or date). As part of the strategy towards TOP events and those events that meet the three principles (diversity, development and excellence), these selected events can be filtered within the front page (for example, through the principle of the most interesting events of the given week). The city will also unify the content, methods of presentation as well as ways of identifying suitable content for the platforms under the direction of the city (KAM v Brně [Where to in Brno], Metropolitan, kreativnibrno.cz, mestohudby.cz, social networks, etc.).

Measure D.3.2 Create a collision calendar for internal purposes of CCI and the city

The city will unify the existing methods (especially of the Department of Culture and the TIC) and will create a collision calendar that will allow for coordination of events and at the same time will function as a tool for the city, to monitor the organised events, to see which of them should be given marketing support, etc.

OBJECTIVE E: Requested, accessible and commingling culture

Culture in Brno will be accessible for all its inhabitants. The needs of the audiences will be regularly mapped in order to make sure that culture is distributed evenly over time and space. An effective system of reduced or free-of-charge entrance fees will be put in place in order to make culture affordable for low income groups of citizens. The city will implement educational and other programmes (on the importance of culture, cultural identity and cultural heritage of the city, current trends and critical issues) for the purpose of cultivation of the audiences. Citizens of Brno will actively search for culture, recognize and demand first-class quality; they will also actively undertake creative activities by themselves. All information on culture and cultural policy will be available in English. Public space will be easily accessible to the creators/organisers and will be well equipped for the hosting of cultural events, which will result in the creation of quality public space where people will be happy to meet, spend their time and experience culture. Culture will act as a factor/tool/condition of social cohesion within Brno society.

Indicators:

- the frequency of visits to cultural events and facilities in Brno – the proportion of people visiting cultural events and facilities at least once a month
- the availability of cultural supply for various income, age or ethnic groups
- personal importance attributed to the possibilities for cultural and social activities in Brno (The wording of the question: How important are the possibilities for cultural and social activities in the city of Brno?)
- the accessibility of Brno-based cultural organisations
- the rate of awareness and information of the audiences concerning quality culture
- the extent of involvement of marginalised groups in the creative production and consumption of culture

Priority E.1 Increasing audience engagement with an emphasis on demanding genres

Measure E.1.1 Support programmes for work with audience

The city will support educational and other programmes oriented on the audience – about the importance of culture, current trends, critical issues, etc., about the role of the arts and creative industries and the cultural heritage of Brno (both tangible and intangible, including the city's ethnic development). The Objective is to increase the total number of people attending cultural events or entities and so on, and to increase the audience's demands in a targeted manner and hence its support for the more demanding genres.

Priority E.2 Uniform distribution of cultural supply in space and time

Measure E.2.1 Support and initiate the organisation of cultural events in the least exposed months

Based on a mapping of the audiences' needs, appropriate measures will be defined for the support of a uniform distribution of cultural supply over time. The least exposed months are January, July and August. Through subsidy titles and by means of direct organisation of cultural events, the city will actively cover the least exposed months.

Measure E.2.2 Promote spatial availability of cultural supply through community cultural development and neighbourhood cooperation

In co-operation with city districts and based on the mapping, a system of allocation of funds for cultural events in city districts will be set up, with the logic of blanket saturation of all city districts.

Priority E.3 Barrier-free access to culture in Brno

Measures E.3.1 Support the accessibility of culture for Brno citizens at risk of social exclusion

In cooperation with the Social Care Department and organisations (both those established and those non-established) funded from municipal public funds, a system of discounts on entrance fees and reduction of registration fees for cultural events will be put in place. New forms of free access to art in established institutions will be supported, using the Brnopas citizen card. It will be made sure that all information is easily available to potential users and regularly updated.

Measures E.3.2 Support the accessibility of culture for English-speaking visitors

A system of support for organisations (both those established and those non-established) to create cultural events suitable for English-speaking visitors (subtitles, productions in English), but also to support accessibility (signs, inscriptions, programmes, explanatory notes etc.). The Department of Culture, in collaboration with established organisations, will systematically work to improve the accessibility of these organisations and the office itself. The creation of projects and works available in English will also be regularly supported through a subsidy system so that every year there is a sufficient incentive from the city to create cultural events in AJ. A good-quality and systematic presentation of these cultural events will be ensured towards English-speaking inhabitants of Brno, English-speaking visitors from abroad and according to the actual relevance, also to students of elementary schools, secondary schools and universities.

Measure E.3.3 Support the accessibility of culture for specific population groups of Brno

Through this measure, access to culture will be facilitated for groups with specific requirements (senior citizens, families with children, Brno residents with disabilities and disadvantaged people). This measure focuses primarily on the technical equipment of established organisations so as to allow free mobility for these groups. In co-operation with established organisations, the city will systematically address the removal of barriers to access for disadvantaged groups of inhabitants. The city will launch a subsidy programme to support the acquisition of literature in the languages of national and ethnic minorities, audio books for disabled people (potentially in the framework of the programmes 21st Century Library and VISK - Public Information Services of Libraries).

Priority E.4 Culture as an instrument of social cohesion

Measure E.4.1 Promote intercultural dialogue through cultural events

The city allocates funds (in the framework of subsidy titles) to projects that enable intercultural dialogue (meeting, interlinking and sharing of different cultural streams, traditions, people, including groups with specific requirements) and contribute to intercultural respect and sharing. This measure also includes support for events organised by groups with specific requirements for themselves. These events will benefit from co-operation from the side of the city (TIC) with promotion targeted to appropriate target groups.

Measures E.4.2 Promote cohesion through the strengthening of the Brno identity

This measure aims to build a relationship between Brno citizens and their city. The city will regularly support the commemoration of important Brno anniversaries, famous personalities, the cosmopolitan past of the city and other intangible cultural heritage.

List of abbreviations:

BKP – Brněnský kulturní parlament [Brno Cultural Parliament]

EU – European Union

FaVU VUT – Fakulta výtvarných umění Vysokého učení technického [Faculty of Fine Arts of the Brno University of Technology]

FF MU – Filozofická fakulta Masarykovy univerzity [Faculty of Arts of the Masaryk University]

FSS MU – Fakulta sociálních studií Masarykovy univerzity [Faculty of Social Studies of the Masaryk University]

GDP – Gross Domestic Product

JIC – Jihomoravské informační centrum [South Moravian Information Center]

CCI – Culture and Creative Industries

MMB – Magistrát města Brna [Brno City Municipality]

OSN – Organizace spojených národů [UNO – United Nations Organisation]

PdF MU – Pedagogická fakulta Masarykovy univerzity [Pedagogical Faculty of the Masaryk University]

RMB – Rada města Brna [Council of the City of Brno]

SUŠ – střední umělecké školy [Secondary Artistic Schools]

SWOT – Analysis of Strengths, Weaknesses, Opportunities and Threats

TIC – Turistické informační centrum [Tourist Information Center]

UNESCO – The United Nations Educational, Scientific and Cultural Organisation

VISK - Veřejné informační služby knihoven [Public Information Services of Libraries]

ZUŠ - základní umělecké školy [Primary Artistic Schools]