

Projects 2021+



#brno2050

UPDATE AS OF APRIL 2022

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INTRODUCTION

THE FUNDAMENTAL STRATEGIC DEVELOPMENT DOCUMENT OF THE CITY OF BRNO – “STRATEGIE #BRNO2050” – IS DIVIDED INTO THREE PARTS:

Strategic part VISION 2050	is at the level of a vision, strategic values and goals of development of the city; it is planned for a longer time period (2050)	The Brno City Assembly approved the document in September 2020.
Programme part PLAN 2030	applies to a shorter time period (2030) and contains specific priorities and measures;	The Brno City Assembly approved the document in March 2021.
Action plan PROJECTS 2021+	is a continuous overview of specific projects and activities to be carried out.	Projects of the city, its organisations and contributory organisations (p.o.) The Brno City Assembly APPROVED Projects of other entities contributing to the fulfilment of strategy goals, the Brno City Assembly ACKNOWLEDGED in April 2022.

ACTION PLAN STRATEGY #BRNO2050 CONSISTS OF THREE MAIN PARTS:

IMPLEMENTATION

Definition of the implementation of the strategy and how it will be connected to day-to-day operation of the city, including links to budgeting, decisions, etc. It describes the organisational structure necessary for the effective strategy in practice, procedure of collection of projects that may be included in the action plan, or further work within working groups, criteria and evaluation process for projects, and how the action plan update will take place.

MONITORING

It defines how the fulfilment of the strategy is monitored; how often and how the fulfilment of indicators is evaluated.

OVERVIEW OF PROJECTS

It is a summary of specific projects and activities of the city and other entities that will be realised in next years.

Included in the overview of projects is the project/activity inventory where a project/activity can become part of the action plan in upcoming years as a result of updates.

IMPLEMENTATION

ORGANISATIONAL STRUCTURE FOR THE IMPLEMENTATION OF #BRNO2050

In order to ensure an effective strategy in practice, it is necessary to determine the relevant organisational structure – i.e., individual bodies taking part in the process of creation and implementation of #brno2050, their members, powers and meeting arrangements. The chart below depicts the organisational structure approved by the Steering Committee for the strategy.¹

Institution	Members	Powers	Frequency of meetings
Steering Committee	Mayor Deputy Mayors Head of Strategic Development and Cooperation Department	Definition of priorities of the executive committee in the preparation of the Plan and Action Plan. Approval of the Plan and Action Plan. Approval/amendment of members of thematic and ad hoc working groups Continuous review of implementation of the Vision.	Every six months Ad hoc as needed
Executive Committee	Chief Executive Head of Strategic Development and Cooperation Department Representatives of relevant departments / contributory organisation's	They take place in the preparation of the Plan and Action Plan for the fulfilment of individual strategic goals of the Vision.	Every six months, or more often as needed
Thematic working groups	5 basic thematic groups – Environment, Prosperity, Services, Resources, Governance (guarantors of Vision and members of their teams, thematic fields, existing members of working groups and members added per Steering Committee's proposal) Opportunity to use existing working groups active, for example, within field-specific strategies.	Project selection consultations. Preparation and processing of new project objectives. Monitoring and evaluation of the implementation of the strategy.	Every six months, or more often as needed (e.g., in the event of updates of parts of document)
Ad hoc working groups	As needed on a particular topic – across the classification	Preparation and processing of new project objectives	Ad hoc as needed

¹ On 9 November 2020 the first meeting of the Steering Committee (ŘV) for Strategie #brno2050 was held. Tomáš Kolář, Second Deputy Mayor of the City of Brno, was appointed chairman of the committee, since his remit as deputy mayor include strategic planning. Other bodies of the committee were appointed as explained above

A substitute is designated for each member of the Steering Committee and Executive Committee. The presence of a representative of the Strategic Planning Department at all levels of the aforementioned organisational structure is mandatory. Working groups have a secretary ("tajemník") defined (an employee of the Strategic Development and Cooperation Department); it could be appropriate in the future to appoint a political guarantor for each working group.

To facilitate the strategy's implementation in the operation of the office, it is advisable to appoint, for every department dealing with issues of independent authority, one employee who will act as the liaison for strategy on behalf of their department. This employee will take part in meetings of thematic and ad hoc working groups based on the agenda of the department. Where the agenda of the department is related to multiple values within the strategy, there can be more than one coordinator.

SIGNIFICANCE OF THE ACTION PLAN

The action plan constitutes a key tool for the management and fulfilment of the strategy – its implementation and fulfilment monitoring. **Absent any effective action plan, no strategy is complete and viable** from the perspective of basic principles of strategic planning and management.

- **FOR POLITICAL REPRESENTATION OF THE CITY:** the action plan represents the overall framework for the development of the city “inwards” (towards the authority) as well as “outwards” (towards the professional and general public), related to the long-term vision and goals of the city. It serves as a **clear reflection of the priorities of the city towards its residents**, and it can serve as an effective **tool for prioritising at times when budget cuts are necessary**.
- **FOR PROFESSIONAL PUBLIC:** as it takes part in the preparation and implementation of the action plan, the action plan brings **increased attention to large and innovative projects** that, thanks to the action plan, may become **part of broader awareness** instead of being a thematic bubble just within the subject-matter area of the project. It can significantly contribute to the finding and strengthening of ties among entities and topics and **improved relations and integrations of various aspects of projects**.
- **FOR THE GENERAL PUBLIC:** the action plan represents materialisation of the strategy that links **long-term, and rather abstract, visions and specific projects** visible in the streets. At the same time, it gives the people of Brno the opportunity to see the **broader context of the implementation of individual projects**. These projects are not perceived as ad hoc implementations of individual projects but rather as an integral part of the general direction of the city.

WHAT THE ACTION PLAN CAN BRING TO INDIVIDUAL ENTITIES whose projects are included in the action plan:

- **POLITICAL SUPPORT:** The projects are monitored on a regular basis at the municipal office level (executive committee) and at the city level (steering committee). Support for a project by the city will contribute to increased relevance with the professionals and the general public – in negotiations with partners and residents.
- **MARKETING SUPPORT AND PROMOTION:** Part of the #brno2050 brand and its media campaign; greater emphasis within other communication channels.
- **HORIZONTAL COOPERATION WITHIN BRNO CITY MUNICIPALITY AND CITY-RUN ORGANISATIONS:** Easier coordination and cooperation in project implementation with other departments of the Brno City Municipality – improved opportunity to form implementation teams across the organisational structure of the Brno City Municipality within the support for project management tasks.

MOTIVATION OF DEPARTMENTS WITHIN THE MUNICIPALITY or contributory organisations and city-run organisations:

- **PRIORITY WITHIN THE CITY BUDGET:** Project implementation as a priority of the city for the current period – support for the inclusion of approved projects and activities from the action plan in the city’s annual budget.

MOTIVATION OF OTHER ENTITIES within the City of Brno:

The City of Brno is not going to co-finance the implementation of these projects and activities; instead, it will grant to these activities and their owners a variety of **non-financial support** (e.g., “letter of support”, events under their auspices, marketing and promotion, premises for negotiations and partner meetings etc.). This support will mainly concern the areas of marketing and publicity, as well as cooperation and mutual coordination of related activities.

- **PROJECT DEVELOPMENT VIA THEMATIC WORKING GROUPS, SPECIALISED WORKSHOPS** and events: facilitated meetings for the sharing of know-how, support for establishing cooperation, general project overview avoiding duplicate project ideas.
- **LIAISON FOR COOPERATION WITH THE CITY:** the working group secretary who will assist in contacts and establishing cooperation with other entities of the municipality; project as part of the action plan = interest of the city in the implementation of the project, priority projects (faster processes at the municipality).
- **NEWSLETTER:** information on the action plan and its fulfilment as part of a regular newsletter issued by the Strategic Development and Cooperation Department and sent to partners/professionals.
- **SUPPORT FROM THE CITY:** supporting letters from the city: letter of intent, letter of commitment etc.).
- **UNDER THE AUSPICES OF THE MAYOR / DEPUTY MAYOR:** for events associated with the project (with no financial support).
- **CITY AS CO-ORGANISER OF EVENTS:** more advantageous lease of premises in city-owned buildings and those owned by city-run organisations.
- **PRESTIGIOUS AWARD FOR COOPERATION:** in the future, projects can be announced with political representation of the city in attendance, etc.

FUNDAMENTAL PRINCIPLES OF PREPARATION OF THE ACTION PLAN

One of the fundamental premises of #brno2050 is that it is not just a strategy of the Brno City Municipality as an authority, or that of contributory organisations and city run companies. Therefore, the action plan constitutes a **COORDINATED APPROACH** of numerous actors within the City of Brno. It has the ambition to become a **city-wide strategy – that of all entities that are active and participating in the development of the city**. An integral part of the process of strategy formulation – **co-authoring** with the involvement of a broad variety of actors – is transferred to the stage of implementation – as shared responsibility for the continuous fulfilment of goals via specific projects and activities.

The action plan may include projects where **the City of Brno is the implementer or project partner, or where it is interested in the implementation of the project**, as it contributes to the fulfilment of the goals defined by the strategy.

#brno2050 ≠ strategy of the Brno City Municipality

#brno2050 = strategy of the City of Brno as a whole

The fundamental principle of the preparation of the action plan is **SELECTIVENESS**. It is impossible to include all projects and activities carried out by the city or other entities in the action plan. Project selection **is based on established criteria**; it is first **assessed by project owners** (they must consider themselves whether their project or activity conforms to the criteria of the inclusion in the action plan), then it is **discussed in working groups and evaluated by professional guarantors, representatives of the Executive Committee and the Steering Committee**. **The final decision** regarding the selection of projects for the strategy action plan rests with the **political representation** – the Brno City Council and the Brno City Assembly.

#brno2050 ≠ overview of all projects

#brno2050 = selection of projects with significant degree of innovation and impact

The action plan for the #brno2050 strategy is proposed as **CONTINUOUS**. From the perspective of time, the action plan is flexible – initially, the **first version of the action plan is prepared**; it is then **regularly (at regular intervals) amended and updated**. Included in the action plan are projects that at this time are already in an advanced stage of preparedness, or even in implementation. Projects currently in the stage of ideas or project objectives to be finalised will be included in the “project inventory”; they may be elevated to the action plan status once their stage of preparation has advanced sufficiently.

#brno2050 = regularly updated action plan

CRITERIA FOR THE SELECTION OF PROJECTS TO BE INCLUDED IN THE ACTION PLAN

The fundamental principle of the strategy is selectiveness; its action plan can only include selected projects and activities that are expected to move Brno forward towards the fulfilment of its goals, priorities and measures. Therefore, the action plan will not include projects aimed at regular renovation or maintenance that, while necessary, are not strategic in nature.

– COMPLIANCE OF THE PROJECT WITH THE STRATEGY #brno2050

The fundamental condition for the inclusion of a project in the action plan for the #brno2050 strategy is its **relevance**. This assessment determines whether, in addition to the aforementioned characteristics, the project contributes to the fulfilment of the relevant goal and priority for any of the values of the strategy.

yes/no – the relevance criterion may result in **elimination** – where a project is not related to any goal/priority of any value within the strategy, it is excluded from further assessments.

Project relevance is a **NECESSARY CRITERION, BUT NOT THE ONLY CRITERION** for the inclusion of a project in the strategy action plan.

All projects and project objectives submitted as potential parts of the action plans are evaluated regarding the following **BASIC FACTUAL CRITERIA**:

- **PROJECT IMPACT** – the scale of the impact of the implementation of the project is assessed, if any. The following scale applies to the evaluation of the impact of the project:
 - assumed impact **mostly on a single city district level**,
 - proven positive impact **on more city districts**,
 - proven positive impact **on the entire city**,
 - proven positive impact on a **wider area (e.g., immediate vicinity of Brno – Brno metropolitan area, South Moravian Region and beyond)**.

The action plan prioritises projects with impact on the entire city or a wider area.

- **PROJECT INNOVATIVENESS** – the project is assessed in terms of the potential for **new or innovative solutions**, or a new **topic**, new **procedure** etc. Project innovativeness is evaluated using the rating below:
 - - A project concerning **maintenance**, standard **reconstruction**, **expansion of established practice** (e.g., expansion of capacities without changes in quality etc.).
 - - The project introduces a solution that is **new / not common in Brno**.
 - - The project introduces a solution that is **new / not common in the Czech Republic** (or other large Czech cities).
 - - The project introduces a solution that is **new / not common in Central Europe or EU**.

The action plan prioritises projects that, in terms of their subject matter or solution offered, are new or **not common in Brno**, the Czech Republic or the EU, as applicable.

Based on the **COMBINATION OF THE DEGREE OF INNOVATIVENESS AND IMPACT** projects can be divided into several categories:

- **FLAGSHIP PROJECTS** – These are desirable, key strategy projects that combine at least city-wide relevance and a high degree of innovation.
- **LARGE PROJECTS** – These are projects of at least city-wide relevance, they address an important problem (even one which has been neglected for a long time), but they do not seek innovative solutions. Frequently, they are large investment projects especially in the area of infrastructure.
- **INNOVATIVE PROJECTS** – These are projects that bring a new topic or solution, and while still being pilot or local activities, they have the potential, as long as they prove effective, for larger-scale implementation.
- **UNCATEGORISED PROJECTS** – these include largely local projects without a city-wide impact that also introduce what is rather a type of maintenance or expansion of current practice without significant changes in quality (e.g., expansion of capacity without qualitative change). Despite being significant vis-à-vis effective operation of the city, these projects should be standard activities of the entities concerned (e.g., within the meaning of the “good manager” concept), but will not be, in principle, included in the strategy of the city.

Also subject to evaluation are **ADDITIONAL FACTUAL CRITERIA** aimed at the level of integration and the synergy of the projects as registered::

- **LEVEL OF INTEGRATION** – where a project seeks to fulfil more than one goal and priorities from various strategy values, it is referred to as integrated project “**2 birds with 1 stone**”.
- **SYNERGY** – if a project is conveniently combined with another thematic project or project carried out on the same territory, and as long as they boost their impact, it is the so-called synergic project “**when 1 + 1 = 3**”.

Integrated and synergic projects that evidently link several levels of the topic in question or that mutually boost their impact are favoured.

The action plan includes only projects or project objectives in more advanced stages of preparation or in the early stage of implementation. Therefore, project assessment follows the so-called **PROCEDURAL CRITERIA**. Their goal is to make sure that the project or project objective is viable in terms of practical and organisational aspects. For this reason, it is imperative that the following criteria are evaluated::

- **PROJECT IMPLEMENTER** – everybody registers their own project and, by doing so, they declare their affiliation with the goals of #brno2050 and their fulfilment. Every project has a clearly defined owner who will prepare it and is responsible for the implementation stage; it is not just an idea that should then be assumed and executed by a different entity. The implementer will identify other entities whose cooperation is necessary.
- **PROJECT PREPAREDNESS** – priority is given within the framework of the action plan to projects in more advanced stages of preparation. Ideas and project objectives needing a certain period of time to be finalised and prepared for implementation will be included in the project inventory.

All entities submitting their projects to be included in the action plan are aware of the fact that **the City of Brno supports projects within the action plan, by default, via non-financial methods**. Project owners must be aware of their necessity in securing financing of their project from their own resources or otherwise.

SCALE FOR EVALUATION AND RATING OF PROJECTS

Compliance of the project with BRNO 2050	binary
The project has an evident impact on 1 value and goal of the Strategy (fulfilment of priority / measure within PLAN 2030).	yes / no
The project outcomes will demonstrably contribute to the fulfilment of the respective indicator.	yes / no
Project impact	points
Assumed impact on a single city district level.	0
Proven positive impact on more city districts.	1
Proven positive impact on the entire city.	2
Proven positive impact on BMA and beyond.	3
Project innovativeness	points
A project aimed at maintenance / expansion of established practice (e.g., capacities expanded without change in quality).	0
The project introduces a solution that is new / not common in Brno.	1
The project introduces a solution that is new / not common in the Czech Republic (other large cities).	2
The project introduces a solution that is new / not common in Central Europe or EU.	3
Integrated project	points
The project has an evident impact on 2 values and goals of the Strategy (fulfilment of priority / measure within PLAN 2030).	1
The project has an evident impact on 3 or more values and goals of the Strategy (fulfilment of priority / measure within PLAN 2030).	2
Synergic project	points
The project is directly related to a previous project or activity in terms of topic or location.	1
The implementation of similar topics in the future in terms of subject matter or location is anticipated.	1
The project fulfils both aspects – it is directly related to a previous project or activity in terms of topic or location and, at the same time, the implementation of similar activities in the future in terms of subject matter or location is anticipated.	2
Project feasibility	binary
Project implementer or project partners are clearly defined.	yes / no
Realistic expectation exists for the project to be prepared for implementation (project documentation, building permit, settlement of title).	yes / no

CLASSIFICATION OF PROJECTS BASED ON BASIC FACTUAL CRITERIA

new / not common in Central Europe or EU	INNOVATIVE PROJECTS	FLAGSHIP PROJECTS		
new / not common in the Czech Republic (other big cities)				
new / not common in Brno				
maintenance / capacities expanded without change in quality	UNCATEGORISED PROJECTS	LARGE PROJECTS		
	local impact on 1 city district only	more city districts	entire city	Brno metropolitan area and beyond

COLLECTION OF PROJECTS

During the initial stage of preparation of the overview of projects of the action plan, in **May–June 2021**, the **first round of collection of projects** and project objectives from individual **departments of the Brno City Municipality, contributory organisations and city-run organisations took place**. Projects were collected via a simple online form completed by project owners.

In the **second round** of project collection in **June 2021** a joint **meeting of all thematic working groups for #brno2050 took place**. All entities that were members of these individual working groups were contacted. They were entities from the public and private sector, as well from the sector of education, science and research and the non-profit sector. Entities that had the opportunity to take part in the creation of the long-term Vision 2050 and the medium-term Plan 2030 had, and still have, the chance to take part via their specific projects and activities the implementation of which will contribute to the fulfilment of the joint goals and priorities within the strategy. Essentially, it is a paraphrase of sorts of the so-called “corporate social responsibility” that consists in the involvement of companies (and numerous other institutions) in solving general social issues. All types of entities in the City of Brno can declare – actively, knowingly and publicly – their shared responsibility for the long-term sustainable development of the city.

Anyone interested in taking part was able to apply online with their project by September 2021. By fall of 2021 applications for **approximately 150 projects** were received.

In **October 2021** separate **meetings of five individual working groups took place – Environment, Prosperity, Services, Resources, Governance**. Members of the working groups were made familiar with the basic overview of projects submitted during the spring and fall; selected projects were introduced in greater detail and discussion took place on the possibility / need for other projects being submitted. A third round of project collection followed. Once again, these projects were added via the online form during **November and December 2021**.

By the end of 2021, the total number of registered projects was approximately 250.

All of them were subject to evaluation to determine whether they will be included in the action plan or moved to the project inventory.

PROJECT EVALUATION AND SELECTION PROCESS

PROJECT ASSESSMENT

The project assessment procedure has several steps with the involvement from secretaries of individual working groups, professional guarantors of strategic values, members of the Executive Committee and the strategy manager. Working group secretaries evaluate projects within the framework of the value that falls within their authority or working group. Professional guarantors of strategic values assess projects that will, most of all, contribute to the fulfilment of the values they are responsible for. Similarly, a member of the Executive Committee, being a representative of an authorised department of the Brno City Municipality (or a contributory organisation) evaluates projects that fall within his or her strategic value.

Secretaries of individual working groups (employees of the Strategic Development and Cooperation Department) evaluated the following aspects at the end of 2021 and beginning of 2022:

- **Compliance with #brno2050** – if a project is not related to any value, goal and priority formulated in the strategy, it is considered irrelevant for the fulfilment of the strategy and is excluded from any further evaluation.
- **Level of integration and project synergy**

If a project evidently fulfils the goals, priorities and measures for more values at the same time, it is the so-called integrated project. If it is conveniently combined with another thematic project or project carried out on the same territory, and as long as they boost their impact, it is the so-called synergic project. This fact will be reflected in the positive evaluation that strengthens the significance of the project in the competition with other projects.

Where a secretary has evaluated a project differently compared with the self-evaluation by the project owner, as being more or less integrated or synergic, the score will be based on the respective secretary's evaluation.

Professional guarantors of #brno2050 and **members of the Executive Committee** evaluate, from the perspective of their professional qualifications:

- **Project impact**
- **Project innovativeness**

Where the assessment of the project in terms of its level of innovativeness / impact by the guarantor and member of the Executive Committee differs from that of the project owner, and at the same time, the guarantor and member of the Executive Committee agree on the assessment (they both consider the project to be more or less innovative or as having lower or greater impact than what the owner declares), the project will be graded based on this shared opinion. Where the evaluation by the professional guarantor and the evaluation by a member of the Executive Committee differ, the self-evaluation of the project owner will prevail.

Strategy manager (employee of the Strategic Planning Department) then proposes the classification of projects into projects suitable for the action plan and projects suitable, for the time being, for the project inventory so that they can be finalised. This proposal is based on the evaluation of procedural criteria:

- **Project implementer**
- **Project preparedness**

PROJECT SELECTION

The overall assessment of the projects is presented to the Executive Committee and then to the Steering Committee. Then the action plan is discussed by the bodies of the city:

- In case of projects where the **owners** are individual **departments of the brno city municipality, contributory organisations or city-run organisations**, the final list of projects included in the action plan **is approved by the brno city assembly** as per recommendation from the brno city council.
- In case of **projects of other owners**, the final list of projects included in the action plan **is acknowledged by the brno city council and the brno city assembly**.

This represents the official declaration of **political support of the implementation of both groups of projects** by the city of Brno.

The introduction of the projects included in the action plan takes place at the official meeting of working groups. All members of the working groups can familiarise themselves with the projects included in the action plan or the project inventory.

PROCEDURE REGARDING THE UPDATE OF THE ACTION PLAN AND THE #BRNO2050 STRATEGY

NEW PROJECT CREATION PROCESS

During implementation of the strategy new projects and activities are created and formed that contribute to the fulfilment of the goals as defined, as well as priorities and measures for individual values.

– STIMULUS FOR NEW PROJECT

New ideas and tips for projects may be submitted by **any entity within the City of Brno**. These ideas are collected on a continuous basis by the **Strategic Development and Cooperation Department**. Ideas need not have a clearly defined implementer in the early stage – any entity within the city may become one, or a need may arise to define or create a new entity for the implementation of the idea, as long as no suitable implementer exists.

These objectives are **discussed and addressed further at meetings of working groups** – based on their subject matter or within thematic working groups, or within other existing (area-specific) working groups or ad hoc working groups on the topic. Ideas for new projects can also come from these meetings directly.

– PROJECT IN PROJECT INVENTORY

The project owner must be defined if a project objective is processed further or if it is to be included in the inventory or, subsequently, the action plan. These projects and activities, if they are processed further in order to meet the required criteria, and if they pass the evaluation process as explained above, can become part of the action plan as a result of regular updates.

ACTION PLAN UPDATE(S)

Action plan update(s) will always be combined with the **evaluation of activities from the previous period, and it will be based on the practical experience with the execution**. The action plan is expected to be updated regularly on a 1–2-year basis. The update of the action plan will make use of the **involvement of thematic working groups and their members** who will have the opportunity to submit their project objectives. The project objectives will be subject to the aforementioned process of evaluation and approval.

Based on positive experience with the use of an independent third-party evaluation of the previous strategic document of the City of Brno, we recommend that this process is used in the future for the mid-term (to be prepared in 2026) and the final evaluation of the action plan (estimated to be prepared in 2030).

OVERALL UPDATE PROCESS

Strategie #brno2050 is not an inactive, but a **living document**. Updates of individual parts of the strategy will be based on the needs of the city, the current development and new trends in individual areas/fields. The fundamental condition for long-term effectiveness of the strategy, i.e., the transfer from “plan” to “actual planning”, is the **transparent and effective continual process**.

Should the need arise to **update** any part of the #brno2050 strategy earlier, the updating process will require the **involvement of professional guarantors and members of their teams, as well as the system of negotiating ideas at meetings of thematic working groups, or possibly public comment procedure for members of the professional and general public**. The updated version of the relevant part of the strategy will be **approved by the Steering Committee, the Brno City Council and the Brno City Assembly**.

Thematic working groups for #brno2050 are **open without exceptions** – anyone can become a member while they are active. Invitations to meetings of working groups and all activities related to the action plan updates or updates of other parts of the strategy (Plan 2030, Vision 2050) will always be announced to the entities concerned.

The **database** containing an overview of entities and members of thematic working groups is kept and maintained by the employees of the Strategic Development and Cooperation Department, and they keep adding new entities and their representatives as necessary.

MONITORING

MONITORING SYSTEM OF STRATEGY'S FULFILMENT

Strategy #brno2050 is operated with the following setting: **VALUE – GOAL – INDICATOR**

Within the framework of Vision 2050, the fulfilment of all values within the strategy is expressed via a particular goal or goals to be attained. Their continuous fulfilment will be monitored via monitoring and evaluation of indicator assigned to the respective goals. Within Vision 2050, every goal has at least one indicator for monitoring its fulfilment.

The continuous fulfilment of Vision 2050 will be monitored via impact indicators, i.e., overall indicators of expected consequences of the activities in question². Individual projects within the action plan declare the commitment to fulfil certain values, their goals, priorities and measures. Their implementation should eventually contribute to the continuous fulfilment of the respective indicator.

The indicators for the #brno2050 strategy will be measured **annually**, and coordinated by the **Data, Analysis and Evaluation Department**. Data evaluation will include the assessment whether the current values are close to the target values as defined, or whether they correspond to the established trends..

- **Each area** (Environment, Prosperity, Resources, Services, Governance) has **one qualitative and one quantitative impact indicator defined**; they will characterise the objective situation and the subjective perception of the situation in the city in the given area through the eyes of its residents.
- Similarly, for each **value** falling within a certain area, **one key impact or result indicator is assigned**.

These indicators are described below. Within Vision 2050, each value also has a detailed set of indicators of impact, result or outcome defined, that will be monitored and evaluated. Indicators of individual values within the strategy will be published via indicator cards of these values and with the use of data sets available online via the data portal of the City of Brno administered by the Data, Analysis and Evaluation Department. Data are stored, displayed and described at the city's data portal at **data.brno.cz**. Selected data are published in a less serious manner in the form of an attractive infographic.

In some cases, these are indicators that are not measured for the time being; or exact definition or measuring methodology has not yet been established. Special investigation and measurements would be required in the future to measure them. During implementation of the strategy, these new indicators will be considered within the context of their relevance and financial costs and viability of measurements, or they will be replaced by more suitable indicators.

² The City of Brno is aware of the questionable nature of the evidence between the impact indicators and outcomes of individual projects and activities; but at the same time there is not a better procedure regarding the evaluation of the effectiveness of these interventions. The significance of impact indicators is in the evaluation of trends – whether, in the long run, there is improvement or deterioration of the situation; it is however hard to tell to what extent this is the result of the set of measures adopted or other external influences.

WHAT WE WANT BRNO TO BE LIKE, AND HOW WE ARE GOING TO MEASURE IT

Projects to be included in the action plan must fulfil the fundamental condition of **factual compliance with the #brno2050 strategy** – i.e., they must actively contribute to the fulfilment of the characteristics of the city of Brno in 2050, both in terms of the overall attractiveness of the city and within the framework of individual areas concerned.

IN 2050 THE CITY OF BRNO IS:

Attractive – it has become a synonym for an attractive city and a pleasant place to live. It is attractive for current residents and newcomers alike. People love it. And it is everlasting love.

Indicator (quantitative): Population: City / BMA

Indicator (qualitative): Satisfaction of residents of Brno with their life here

PROSPERITY:

Developing – Brno is a **prosperous city**, which achieves excellence in specific areas of research, development and manufacturing and production. It has earned the reputation of an **important university city and centre of research and development in Central Europe**.

Indicator (quantitative): GDP of the city

Indicator (qualitative): Image of the City of Brno from the outside perspective

SERVICES:

Living – Brno as a city is **open, tolerant and socially cohesive**. People in Brno **know how to enjoy and embrace city life**. The city offers them plenty of opportunities for active lifestyle and peaceful relaxation.

Indicator (quantitative): Life expectancy (mean length of life)

Indicator (qualitative): Satisfaction of residents with the area of services

ENVIRONMENT:

Harmonic – Brno is a **compact city with lively public spaces**. It offers a carefully managed system of green spaces that naturally continue in the immediate vicinity of the City of Brno. It is comfortably liveable even without a car.

Indicator (quantitative): Percentage of green spaces and water within the city proper / Commute to work and schools

Indicator (qualitative): Satisfaction with public spaces and the environment

RESOURCES:

Sustainable – Brno is **acting ecologically and effectively in the management of resources and energies**; its systems and solutions are environmentally friendly and resilient at the same time

Indicator (quantitative): Brno's carbon footprint

Indicator (qualitative): Evaluation of the appropriateness of the steps taken by the city in the area of environmental quality improvements

GOVERNANCE:

Well managed – Brno is managed properly and with love. The system of municipal governance is **simple, clear and people friendly**.

Indicator (quantitative): City's rating

Indicator (qualitative): Satisfaction with the services of the Brno City Municipality (MMB)

OVERVIEW OF THE BASIC SET OF INDICATORS WITHIN THE STRATEGY #BRNO2050

Area / value	Indicator	Value	Year	Desirable trend	Data source
TOTAL	Population: City / BMA	379,527	2017 (31 Dec)	↗	CZSO
	Satisfaction with the life in the city generally (percentage)	96.8%	2017	↗	Research: Character of the City of Brno in the attitudes of its residents 2017
ENVIRONMENT	Percentage of green spaces and water within the city urban area/ Commute to work and schools	To be determined	2018		Satellite data – Sentinel satellite
	Satisfaction with public spaces (index)	2.26	2017	↘	Research: What do you want Brno to be like?
Nature in the city	Percentage of green spaces and water within the city proper	To be determined	2018	↗	Satellite data – Sentinel satellite
Compact and balanced city	Percentage of underused areas and brownfields within the city proper	4%	2016	↘	UAP Brno 2016
Architectonic face of Brno	Percentage of residents satisfied with the quality of public spaces (What do you want Brno to be like?)	77%	2017	↗	Research: What do you want Brno to be like? (Jaké chcete Brno?)
City with available housing options	Number of average monthly salaries necessary for the purchase of a 60-m ² apartment ("2+1")	3,608,768 / 35,715 = 101	2018	→ / ↘	realitycentrum / Profesia
City with effective and sustainable mobility	Transportation breakdown	52% public transit, 6% walking, 1% bike + 37% individual personal vehicles	2014	↗ + ↘	Research: Division of transportation labour 2014.
Healthy environment	Air pollution impact (PM10, NO2)	26.4 and 31.5	2017	↘	Environmental Department

Area / value	Indicator	Value	Year	Desirable trend	Data source
PROSPERITY	GDP per capita (compared with EU average)	141%	2016	↗	CZSO, Eurostat Professional processing of detailed data
	Image of the City of Brno from the outside perspective (index)	1.88	2017	↘	Research: Character of the City of Brno in the attitudes of its residents
Prosperous city	GDP per capita (compared with EU average)	141%	2016	↗	CZSO, Eurostat Professional processing of detailed data
Central European centre for research, development, and innovation	Number of employees in RDI / ratio (%)	18,537	2018	↗	CZSO: ordered report CZSO: Statistical journal for the South Moravian Region, 2009–2016 Research and development indicators:
Educated university city	Percentage of college-educated inhabitants	24%	2011	↗	CZSO, 2011 census
International city	Percentage of foreigners living in Brno / ratio (%)	ca 29,476 / 8%	2017	↗	CZSO ³ Foreigners by nationality as at 31 December – comparison by regions
Globally accessible city	Functional modern railway terminal	no	2018	↗	Evaluation of the execution process
SERVICES	Life expectancy	M (77.02), W (82.77)	(2012-2016)	↗	CZSO, Statistical journal for the South Moravian Region, 2016
	Satisfaction of residents with services (index)	1,87	2017	↘	Research: Character of the City of Brno in the attitudes of its residents 2017
Healthy people in a healthy city	Subjective health	Not determined		↗	Sociological survey necessary

³ https://vdb.czso.cz/vdbvo2/faces/cs/index.jsf?page=vystup-objekt-vyhledavani&vyhltext=cizinci+brno&bkvt=Y2l6aW5jaSBicm5v&katalog=all&evo=v57516_!_VUZEMI97-100-101hal-nezj_1&pvo=CIZ01

Area / value	Indicator	Value	Year	Desirable trend	Data source
Cohesive and tolerant city	Number of socially excluded locations	10 / 8	2008 / 2015	↘	Identification of socially excluded areas and the preparation of map of these sites in the City of Brno, VeryVision, 2008 / Analysis of socially excluded locations in the Czech Republic, 2015, GAC spol. s r.o.
Cultural city	Satisfaction with culture-related aspects (index)	1,63	2017	↘	Research: Character of the City of Brno in the attitudes of its residents 2017
Sporting city	Satisfaction with opportunities regarding sporting activities in Brno (index)	1,97	2017	↘	Research: Character of the City of Brno in the attitudes of its residents 2017
Safe city	Relative number of crimes and misdemeanours (per 1,000 inhabitants)	Abs. 11,285 / 153,419 Rel. 29.86 / 405.9	2016 / 2016	↘	CZSO, Statistical journal for the South Moravian Region, chapter "Crime"
RESOURCES	Brno's carbon footprint	To be determined			It is necessary to clarify the methodology and create monitoring
	Evaluation of the appropriateness of the steps taken by the city in the area of environmental quality improvements (from What do you want Brno to be like?) (average / percentage)	2,25 / 60 %	2017	↘/↗	Research: What do you want Brno to be like? (Jaké chcete Brno?)
City with effective water management	Water consumption per equivalent person per day / Number of persons/buildings threatened by 100-year flood	109,2 l	2017	↘	BVK
Energy efficient, independent, and resilient city	Consumption of energy per capita (carbon footprint per capita)	Data not available – to be determined		↘	
Clean and circular city	Amount of waste produced in the City of Brno per year	100,189 tonnes	2017	↘	SAKO

Area / value	Indicator	Value	Year	Desirable trend	Data source
GOVERNANCE	City's rating	AA-/A-1+/ stable A1 / positive	2018	→	Standard&Poor's Moody's
	Satisfaction with the services of the Brno City Municipality (MMB)	1,73	2017	↘	Research: Character of the City of Brno in the attitudes of its residents
Shared vision and good reputation of the city	Image from the inside perspective (index)	1,94	2017	↘	Research: Character of the City of Brno in the attitudes of its residents
Functioning brno metropolitan area	Number of joint agendas dealt with in the metropolitan area	0	2017	↗	ITI statistics, Statutory City of Brno
Effective electronic administration and open data	Ratio of matters / services available for electronic (online) processing without the need for personal visit	3%	2017	↗	Brno City Municipality
Participation of the general public in city governance	Sociological survey "Satisfaction with the opportunity to participate in local level planning"	2,35	2017	↘	Research: Character of the City of Brno in the attitudes of its residents / (alt. Brno City Municipality: www.damenavas.cz)

QUALITATIVE INDICATORS AND KEY SOCIOLOGICAL SURVEYS

In addition to the regular collection of quantitative data, **representative sociological surveys** are carried out in Brno on a regular basis, thus ensuring **long-term timelines**:

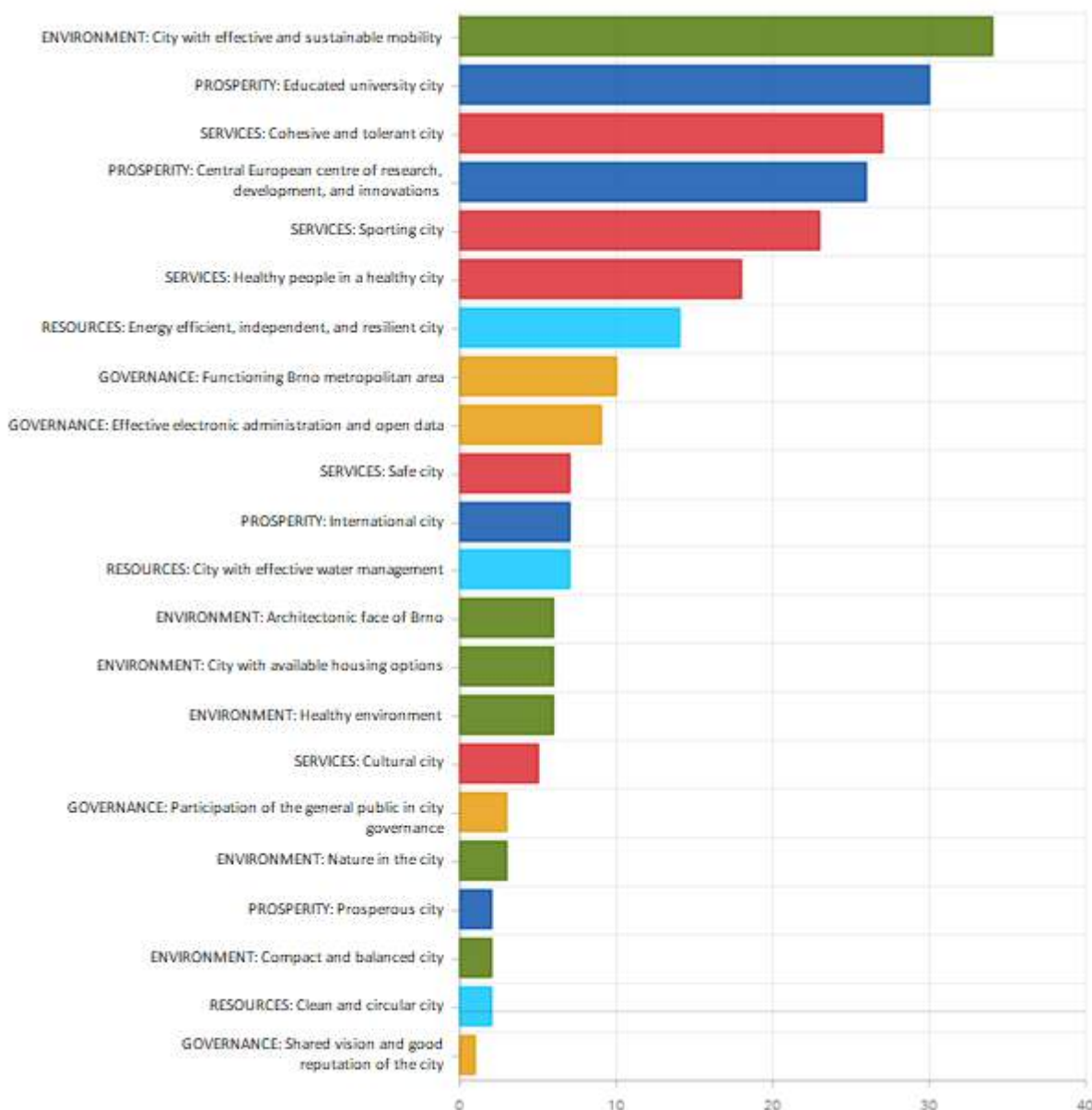
- The survey **"Character of the Character of the City of Brno in the attitudes of its residents"**, which deals with the evaluation of the quality of life in Brno – it focuses on the evaluation of various aspects of the quality of life by people living in Brno. With its help, Brno can regularly measure how people are satisfied with selected factors (e.g., housing, job opportunities, education, safety, healthcare, social work, spare time activities, city cleanliness etc.). It is a key form of feedback from the residents and "users" of the city. After the first round of the survey in 2009, the second took place in 2013. The third was carried out in spring of 2017. The next wave is scheduled for 2022 with regards to impacts of the pandemic and in order to ensure the same relevance of the data in question.
- Survey **"Image of the City of Brno among Czechs"** deals with the outside perspective – what opinions and views Brno is most associated with by Czechs. Also, associations with the city are determined. This survey offers an important outside perspective on the perception of the City of Brno and its image among Czechs. This survey took place in 2009, 2013 and 2017. The next round is scheduled for 2022.

OVERVIEW OF PROJECTS

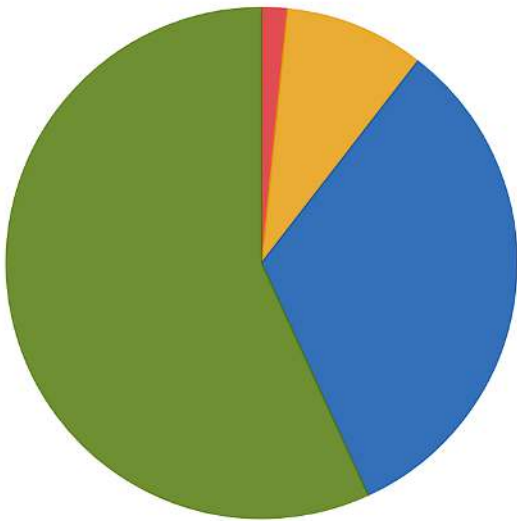
Listed below is an **overview of projects** of the city and other entities collected within the framework of the initial collection of projects for the action plan. Over the course of three online application rounds, a total of **250 projects** were registered that were interested in being included in the PROJECTS 2021+ action plan.

Details on individual projects, their evaluation and classification into action plan projects and project inventory are provided, for the sake of clarity and efficacy of use by the general public, within the framework of regular updates, **in separate appendices.**

Classification of registered projects **BASED ON #BRNO2050 VALUES:**

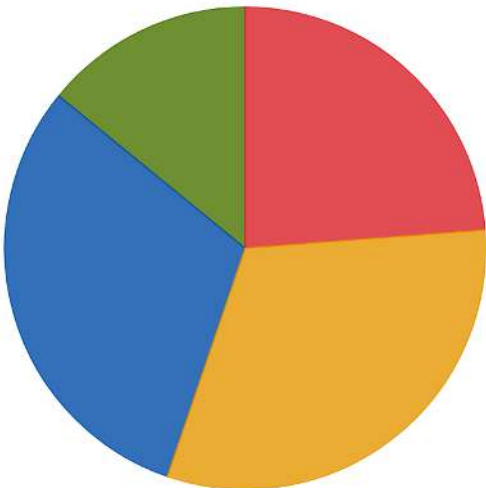


Structure of registered projects from the perspective of their **LEVEL OF IMPACT**:



● Assumed impact at a single city district level	1.61 %
● Proven positive impact on more city districts	8.87 %
● Proven positive impact on the entire city	32.66 %
● Proven positive impact on a wider area (e.g., immediate vicinity of Brno – Brno metropolitan area, South Moravian Region and beyond)	56.85 %

Structure of registered projects from the perspective of the **LEVEL OF INNOVATIVENESS**:

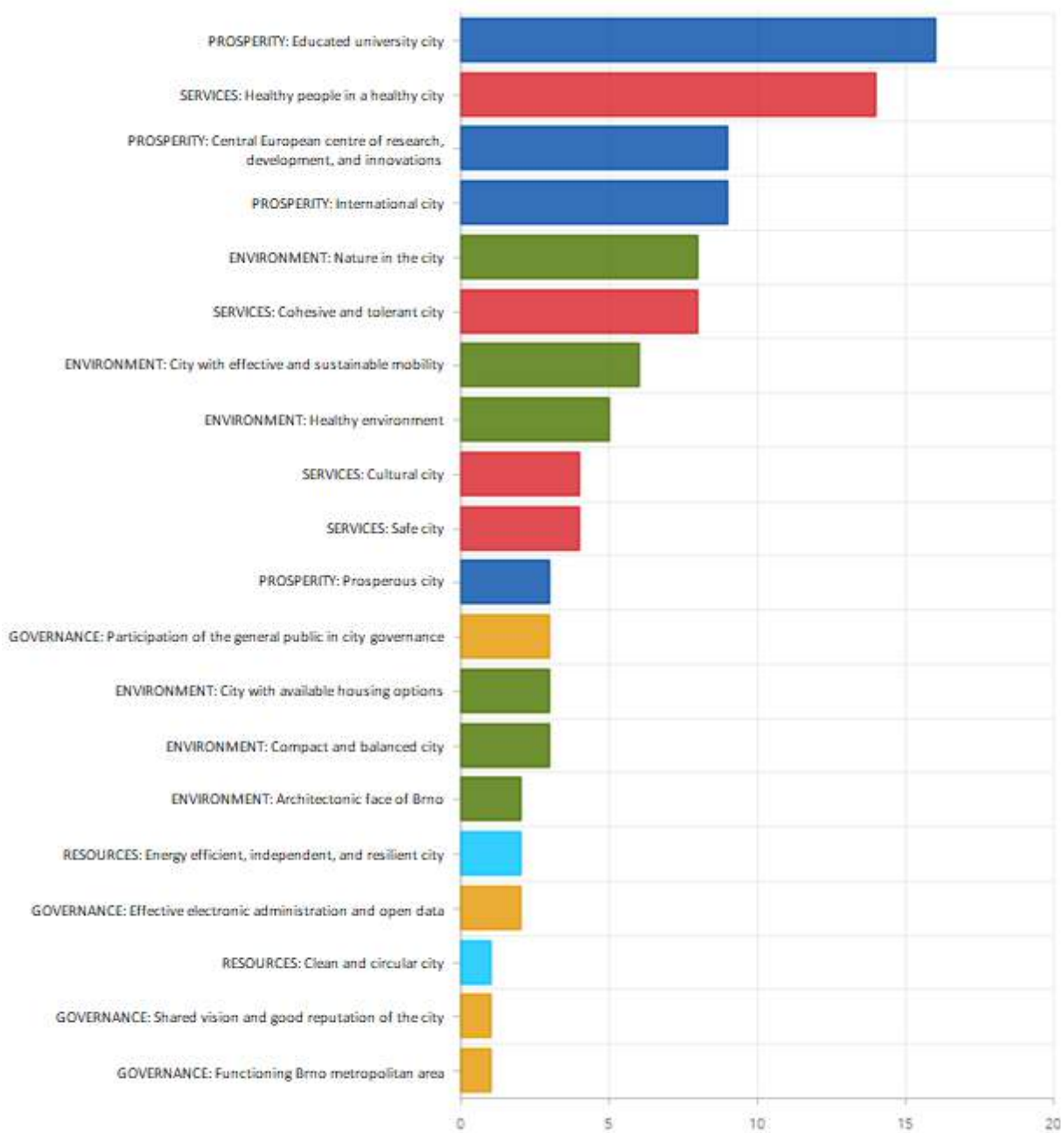


● Project concerning maintenance, standard reconstruction, expansion of established practice (e.g., expansion of capacities without changes in quality etc.)	23.79 %
● The project introduces a solution that is new / not common in Brno	31.45 %
● The project introduces a solution that is new / not common in the Czech Republic (or other large Czech cities)	30.65 %
● The project introduces a solution that is new / not common in Central Europe or EU	14.11 %

In terms of the degree of impact and innovativeness, the collection of projects for the action plan resulted in the fulfilment of the requirement regarding the preference of projects that have an impact on the entire city, or a wider area, and projects that introduce new solutions and processes as innovations within the Czech Republic – approximately 30% of projects in both cases. More than 14% of projects declare innovativeness on the Central European level.

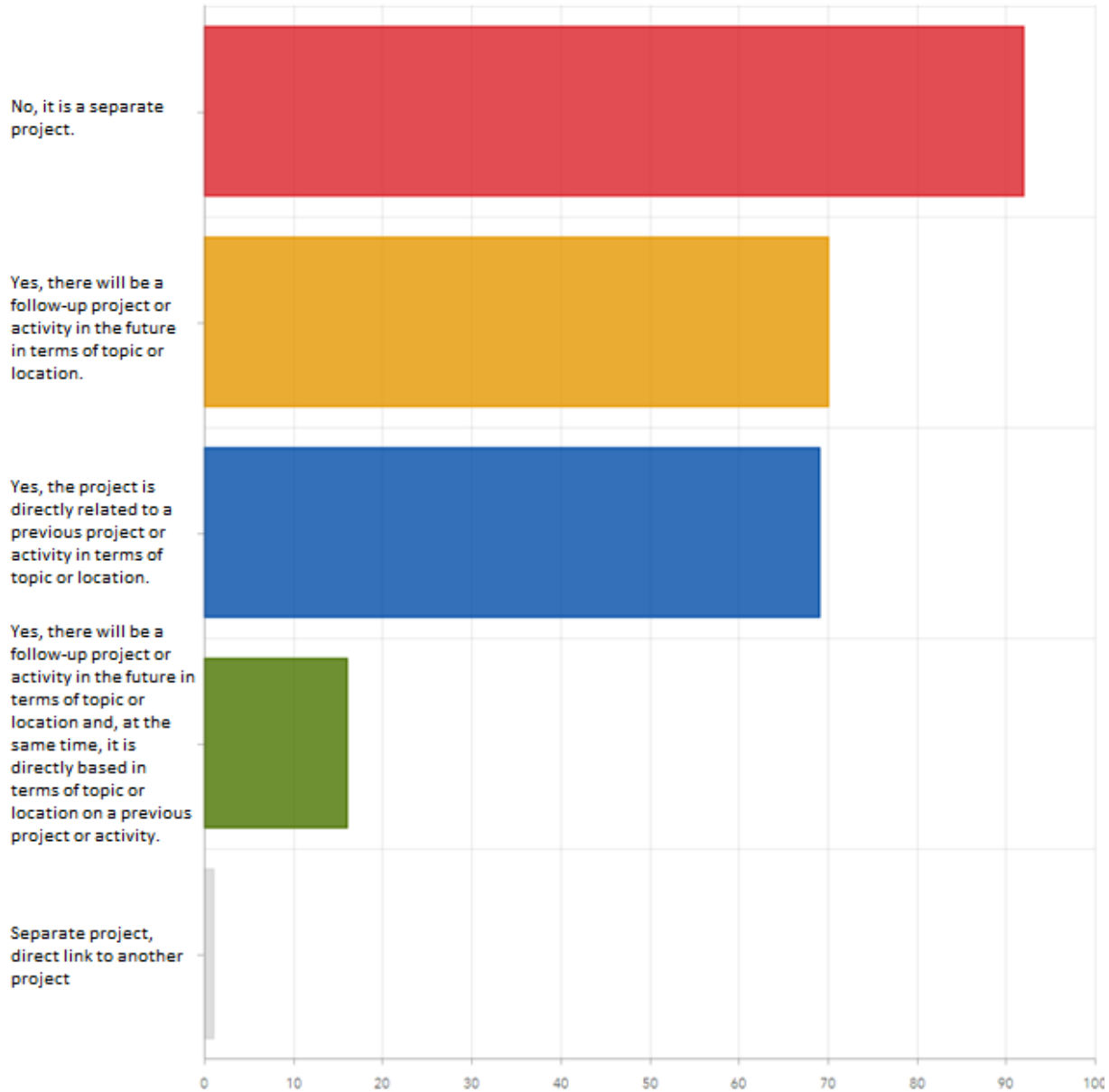
LEVEL OF INTEGRATION OF PROJECTS

Approximately **42% registered projects** declare the fulfilment of goals of more than one value within #brno2050 – **they consider themselves integrated**. The most declared values to be fulfilled by the projects are as follows:



SYNERGY OF PROJECTS

When it comes to the question as to whether the implementation of a project is related to a previous or any follow-up project (in terms of area or location), the registered projects responded as follows:



Approximately one-third of the registered projects are described as separate projects; almost 30% of projects anticipate follow-projects in the future and nearly the same percentage of projects are based on a previous project.

ATTACHMENTS

APPENDIX 1: PROJECTS OF THE CITY OF BRNO, CONTRIBUTORY ORGANISATIONS AND JOINT-STOCK COMPANIES OPERATED BY THE CITY OF BRNO IN THE ACTION PLAN

PROJECT CLASSIFICATION BASED ON THE EVALUATION OF THE ASSESSMENT CRITERIA

Projects in later stages of execution (preparation for implementation / implementation) were evaluated and classified as follows based on the established criteria and the decision of the Steering Committee of #brno2050:

new / not common in Central Europe or EU	INNOVATIVE PROJECTS		FLAGSHIP PROJECTS	
new / not common in the Czech Republic (other big cities)				
new / not common in Brno				
maintenance / capacities expanded without change in quality	UNCATEGORISED PROJECTS		LARGE PROJECTS	
	local impact on 1 city district only	more city districts	entire city	BMA and beyond

FLAGSHIP PROJECTS

These are desirable, key strategy projects that combine at least **CITY-WIDE RELEVANCE** and **A HIGH DEGREE OF INNOVATION**.

Overview of projects that, based on the evaluation, received the highest score in terms of innovativeness and impact; their score is also high in terms of the potential for integration and synergy, and they are also in more advanced stages of preparation, or in implementation – they are listed as the following **TOP FLAGSHIP PROJECTS**:

Area	Value	Name of project	Project owner	Stage of execution
PROSPERITY	Central European centre for research, development, and innovation	Entrepreneurship support in Brno	Statutory City of Brno, Strategic Development, and Cooperation Department; JIC, z.s.p.o., Regional Chamber of Commerce Brno	preparation for implementation
	International city	Strategy for the integration of foreigners in the City of Brno 2021–2023	Statutory City of Brno, Social Welfare Department	implementation
ENVIRONMENT	Compact and balanced city	New development at Trnitá	Brno City Chief Architect's Office	preparation for implementation
		Public transport terminal – Brno Main Train Station	Statutory City of Brno	preparation for implementation
	City with effective and sustainable mobility	New main train station – part of reconstruction of the railway junction (ŽUB)	Statutory City of Brno, State Fund for Transport Infrastructure, Ministry of Transport, Správa železnic, ČD, South Moravian Region	preparation for implementation
		New bus station – part of reconstruction of the railway junction (ŽUB)	Brno City Chief Architect's Office	preparation for implementation
		Brněnská třída ("Brno Boulevard")	Brno City Chief Architect's Office	preparation for implementation
		Comprehensive support for the concept "Mobility as a service" (MaaS) in BMA	KORDIS JMK, a.s.	preparation for implementation
		Development of ticketing and fare payment systems in new trains serving BMA and at stations	KORDIS JMK, a.s.	implementation

Area	Value	Name of project	Project owner	Stage of execution
SERVICES	Cultural city	Kreativní centrum Brno (Brno Creative Centre)	Statutory City of Brno	preparation for implementation
		Janáček Culture Centre	Statutory City of Brno	implementation
	Sporting city	Talented youth sports complex	SGLD Brno (secondary school)	completed
		Kampus track and field arena	Statutory City of Brno	preparation for implementation
		Construction of velodrome at Hněvkovského	STAREZ – SPORT, a.s.	preparation for implementation
		Multi-purpose sports facility at Lužánky	STAREZ – SPORT, a.s.	preparation for implementation
		Sports and leisure-time facility at “Za Anthroposem”	STAREZ – SPORT, a.s.	preparation for implementation
Whitewater centre	STAREZ – SPORT, a.s.	preparation for implementation		
GOVERNANCE	Effective electronic administration and open data	Development of new Brno ID modules	Statutory City of Brno, Strategic Development, and Cooperation Department	implementation
RESOURCES	Clean and circular city	Highly effective combined heat and power generation equipment using renewable resources (OHB II – line K1)	SAKO Brno, a.s.	preparation for implementation

Overview of projects that, based on the evaluation, received the highest score in terms of innovativeness and impact; and they are also in more advanced stages of preparation, or in implementation. They are listed as the following **FLAGSHIP PROJECTS**:

Area	Value	Name of project	Project owner	Stage of execution	
PROSPERITY	Educated university city	Holásky kindergarten – new construction at U Potoka	Statutory City of Brno, Education and Youth Department	preparation for implementation	
		Construction of kindergarten at Nad Dědinou	Statutory City of Brno, Education and Youth Department	preparation for implementation	
		Education in the domain of climate change	Statutory City of Brno, Environmental Department	implementation	
ENVIRONMENT	City with available housing options	Residential development at Kamenný vrch II, stage 1	Statutory City of Brno, Housing Department	preparation for implementation	
		Assisted-living apartment complexes	Statutory City of Brno, Housing Department	preparation for implementation	
		Reconstruction of building at Lomená 48 for social housing and shared living	Statutory City of Brno, Social Welfare Department	preparation for implementation	
	City with effective and sustainable mobility	Electromobility	Teplárny Brno, a.s.	implementation	
		Construction of cable car – Pisárky	DPMB	preparation for implementation	
		Tramline Nemocnice Bohunice – Kampus	DPMB	implementation	
		Creation of system for the delivery of goods in city centre using cargo e-bikes	Statutory City of Brno	preparation for implementation	
		Development of transport telematics in BMA	Statutory City of Brno, BKOM	implementation	
	Healthy environment		Unification of the information system on P+R and other services within the concept “Mobility as a service” (MaaS) in BMA	KORDIS JMK, a.s.	preparation for implementation
			Subsidy policy of the Statutory City of Brno in the area of the environment	Statutory City of Brno, Environmental Department	implementation

Area	Value	Name of project	Project owner	Stage of execution
SERVICES	Healthy people in a healthy city	Social and healthcare complex at Červený kopec	Statutory City of Brno	preparation for implementation
		New municipal hospital	Statutory City of Brno, Health Department	preparation for implementation
	Cohesive tolerant city	Reconstruction of building at Křenová 6 for the purpose of foundation of Socio-info Point	Statutory City of Brno, Social Welfare Department	preparation for implementation
		Centre of integrated social services at Kociánka	Statutory City of Brno, Social Welfare Department – Statutory City of Brno, Housing Department	preparation for implementation
		Building at Ptašínského 13 – fire safety features and construction work	Statutory City of Brno, Social Welfare Department	preparation for implementation
	Cultural city	OnStage Brno	Statutory City of Brno, Culture Department	implementation
		Contactless library services for increased user comfort	Knihovna Jiřího Mahena v Brně, p.o. (Jiří Mahen Library)	preparation for implementation
		Brno Film Office (BFO)	TIC BRNO, p.o., Statutory City of Brno, Culture Department	implementation
	Sporting city	Construction of covered beach sport courts at Riviéra and workout facilities	STAREZ - SPORT, a.s.	completed
		Multi-purpose sports and cultural centre	Statutory City of Brno, BKOM, South Moravian Region, DPMB, BVV Trade Fairs Brno, Arena Brno	preparation for implementation
		Completion of football centre Brno	STAREZ - SPORT, a.s.	preparation for implementation
	Safe city	Senior academy	Municipal Police Brno	implementation
		Improvement of right-of-way of emergency vehicles in Brno	BKOM	implementation

Area	Value	Name of project	Project owner	Stage of execution	
GOVERNANCE	Shared vision and good reputation of the city	CD Centrum COMS	CD CENTRUM COMS, a.s.	preparation for implementation	
		City data portal DATA.BRNO. CZ	Statutory City of Brno, Participation Department	implementation	
	Effective electronic administration and open data	Creation and operation of web-based platform of the City of Brno	Statutory City of Brno, Municipal IT Department	implementation	
		Participation of the general public in city governance	Citizens' city hall	Statutory City of Brno, Participation Department	implementation
			Participatory budgeting in schools	Statutory City of Brno, Participation Department	implementation
RESOURCES	City with effective water management	Use of artesian water in the area of the City of Brno	Statutory City of Brno, Water and Forest Management and Agriculture Department	implementation	
		Energy efficient, independent, and resilient city	Modular accumulation system using batteries	Teplárny Brno, a.s.	preparation for implementation
	Implementation of ČSN EN ISO 50001 on the city's assets		Statutory City of Brno, Environmental Department	implementation	
	Call for participation in the effort to reduce emissions in Brno		Statutory City of Brno, Environmental Department	implementation	
	Photovoltaic panels on roofs – power plant with aggregation block		SAKO Brno, a.s.	preparation for implementation	
	Energy consumption management system of the Statutory City of Brno – EnMS		Statutory City of Brno, Environmental Department	implementation	

LARGE PROJECTS

These are projects of at least **CITY-WIDE RELEVANCE**, they address an important problem (often a long neglected one), but **THEY DO NOT SEEK INNOVATIVE SOLUTIONS**. Frequently, they are large investment projects especially in the area of infrastructure. They include the following **PROJECTS**:

Area	Value	Name of project	Project owner	Stage of execution
ENVIRONMENT	Architectonic face of Brno	Mendlovo náměstí – public space renovation	Statutory City of Brno, Brněnské vodárny a kanalizace, a.s.	preparation for implementation
		Mendlovo náměstí public transportation transfer point	Statutory City of Brno	implementation
	City with effective and sustainable mobility	Cycle path Svratecká (section Hrad Veveří – Rakovec)	Statutory City of Brno, Transportation Department, SÚS JMK	preparation for implementation
		Cycle path through the valley of Ponávka	Statutory City of Brno, Transportation Department	preparation for implementation
		Implementation of measures from General cyklistické dopravy	Statutory City of Brno	preparation for implementation
		Public transport terminal Starý Lískovec (IA)	Statutory City of Brno, Investment Department	preparation for implementation
		VMO (ring road) – Vinohrady tunnel	Statutory City of Brno, Road and Motorway Directorate of the Czech Republic	preparation for implementation
		P+R Šumavská-Veveří	BKOM	implementation
		II/384 Brno, Bystrc, junction at Kamenolom	Statutory City of Brno, South Moravian Region	preparation for implementation
		Junction “Mosty Moravanská”	Statutory City of Brno	preparation for implementation
		Roadway work by BVV due to the construction of multi-purpose arena	Statutory City of Brno	preparation for implementation
		Backbone cycle paths – section A (Brno-Líšeň city district – Pozoříce region)	Statutory City of Brno, Transportation Department	preparation for implementation

Area	Value	Name of project	Project owner	Stage of execution
ENVIRONMENT	City with effective and sustainable mobility	Backbone cycle paths – section B (Brno-Slatina city district – Šlapanice region)	Statutory City of Brno, Transportation Department	preparation for implementation
		VMO (ring road) – Rokytova, I/42	Roadway and Motorway Directorate; Statutory City of Brno, Investment Department	preparation for implementation
		VMO (ring road) – Tomkovo náměstí. I/42	Statutory City of Brno, Road and Motorway Directorate of the Czech Republic	preparation for implementation
		II/380 Tuřany bypass	SÚS JMK, BKOM	preparation for implementation
		Eastern bypass of Žebětín	BKOM	preparation for implementation
		Tramline to Lesná	Statutory City of Brno, DPMB	preparation for implementation
		Extension of tramline from Merhautova to Lesná (via Halasovo náměstí)	DPMB	preparation for implementation
		Červený kopec (Jihlavská – Vídeňská)	Statutory City of Brno	preparation for implementation
	Healthy environment	Completion of sewer system network in Brno II	Statutory City of Brno, Investment Department	implementation
SERVICES	Sporting city	Sports and leisure-time complex at Kraví hora	Brno-střed municipality; Statutory City of Brno, Investment Department	implementation
		Lužánky municipal indoor pool	STAREZ – SPORT, a.s.	preparation for implementation
		Development of sports centre at Vodova	STAREZ – SPORT, a.s.	preparation for implementation
GOVERNANCE	Effective electronic administration and open data	Construction and development of optical network of the Statutory City of Brno	Technical networks Brno	implementation

Area	Value	Name of project	Project owner	Stage of execution
RESOURCES	City with effective water management	Completion of final clarifiers at the WWTP Brno-Modřice	Brněnské vodárny a kanalizace, a.s.	preparation for implementation
	Energy efficient, independent, and resilient city	Reconstruction of steam piping to hot water piping in the City of Brno	Teplárny Brno, a.s.	implementation

INNOVATIVE PROJECTS

These are projects that bring a **NEW TOPIC OR SOLUTION**, and while still being **PILOT OR LOCAL ACTIVITIES**, they have the potential, as long as they prove effective, for larger-scale implementation. They include the following **PROJECTS**:

Area	Value	Name of project	Project owner	Stage of execution
ENVIRONMENT	City with effective and sustainable mobility	Extension of tramline Bystrc – Kamechy	DPMB	preparation for implementation
	Nature in the city	Revitalisation of Holásecká jezera (lakes)	Statutory City of Brno, Water and Forest Management and Agriculture Department	preparation for implementation
SERVICES	Sporting city	Parkour facility at Riviéra	STAREZ - SPORT, a.s.	preparation for implementation
RESOURCES	City with effective water management	Anti-flood measures – stage XXX (Sokolova)	Brno City Chief Architect's Office	preparation for implementation
		Anti-flood measures – stages XXI and XXII (Nová Zbrojovka)	Brno City Chief Architect's Office	preparation for implementation
		Anti-flood measures – stages IX, X, XI (Trnitá)	Brno City Chief Architect's Office	preparation for implementation
		Anti-flood measures – stage XXXI (Jih)	Brno City Chief Architect's Office	preparation for implementation
	Energy efficient, independent, and resilient city	Modernisation of source "Brno-sever" for the system of thermal energy distribution of the City of Brno	Teplárny Brno, a.s.	preparation for implementation
		Photovoltaics Teplárny Brno I.	Teplárny Brno, a.s.	preparation for implementation
		Use of waste heat from the public sewer network of the Lužánky pool	Teplárny Brno, a.s.	preparation for implementation

UNCATEGORISED PROJECTS

These mostly include local projects without city-wide impact that also represent what is rather a type of maintenance or expansion of common practice without significant changes in quality (e.g., expansion of capacity without qualitative change). These types of projects are of huge importance with respect to the proper functioning of the city, they should be included in the concerned entities' ordinary course of activity (e.g., within the "good manager concept"), but in principle, they should not be included in the strategy. The following **PROJECTS** were evaluated:

Area	Value	Name of project	Project owner	Stage of execution
RESOURCES	Energy efficient, independent, and resilient city	Ecologisation of hot-water boilers at Červený mlýn	Teplárny Brno, a.s.	implementation
		Reconstruction of hot-water heating network	Teplárny Brno, a.s.	preparation for implementation
		Reconstruction of local gas-powered boiler plants	Teplárny Brno, a.s.	implementation
		Reconstruction of warm-water heating network	Teplárny Brno, a.s.	preparation for implementation

Note: The inclusion of the projects within Strategie #brno2050 and the stage of their implementation may change over time as the action plan progresses; based on the development in the preparation and the clarification of its contents from the perspective of the predominant value.

APPENDIX 2: PROJECTS OF OTHER ENTITIES IN THE ACTION PLAN

PROJECT CLASSIFICATION BASED ON THE EVALUATION OF ASSESSMENT CRITERIA

Projects in later stages of execution (preparation for implementation / implementation) were evaluated and classified as follows based on the established criteria and the decision of the Steering Committee of #brno2050:

new / not common in Central Europe or EU	INNOVATIVE PROJECTS		FLAGSHIP PROJECTS	
new / not common in the Czech Republic (other big cities)				
new / not common in Brno				
maintenance / capacities expanded without change in quality	UNCATEGORISED PROJECTS		LARGE PROJECTS	
	local impact on 1 city district only	more city districts	entire city	BMA and beyond

FLAGSHIP PROJECTS

These are desirable, key strategy projects that combine at least **CITY-WIDE RELEVANCE** and **A HIGH DEGREE OF INNOVATION**.

Overview of projects that, based on the evaluation, received the highest score in terms of innovativeness and impact; their score is also high in terms of the potential for integration and synergy, and they are also in more advanced stages of preparation, or in implementation – they are listed as the following **TOP FLAGSHIP PROJECTS**:

Area	Value	Name of project	Project owner	Stage of execution
PROSPERITY	Educated university city	MUNI BioPharm	Masaryk University	preparation for implementation
		“Czech Online” – Czech language for specific purposes	Masaryk University Language Centre (CJV MUNI)	implementation
	Central European centre for research, development, and Innovation	Stroke Brno	St. Anne’s University Hospital Brno (FNUSA)	implementation
		CZECH STROKE RESEARCH NETWORK – STROCZECH	St. Anne’s University Hospital Brno, FNUSA-ICRC	implementation
		National Cancer Research Institute	Masaryk University in coordination with other partners within the consortium	preparation for implementation
		EIRENE – European Environmental Exposure Assessment Network	Masaryk University, RECETOX centre	preparation for implementation
		Ongoing construction of new capacities within the CYBER CAMPUS CZ of Masaryk University and CyberSecurity Hub, z.ú. and integration in European structures	Cybersecurity Hub, z.ú., Masaryk University and private entities	implementation
ENVIRONMENT	Healthy environment	CELSPAC population study	Masaryk University, RECETOX centre	implementation

Area	Value	Name of project	Project owner	Stage of execution
SERVICES	Healthy people in a healthy city	Brno Living Lab	Masaryk University, RECETOX centre	implementation
	Cohesive tolerant city	Regional volunteer centre of the South Moravian Region	Plán B, z.s. (Regional volunteer centre of the South Moravian Region)	preparation for implementation
	Sporting city	MUNI SPORT – multi-purpose sports facility in the Bohunice campus	Masaryk University	preparation for implementation
GOVERNANCE	Effective electronic administration and open data	Simple and effective authentication of citizens for the purpose of access to services and data of the City of Brno	Masaryk University	implementation

Overview of projects that, based on the evaluation, received the highest score in terms of innovativeness and impact; and they are also in more advanced stages of preparation, or in implementation. They are listed as the following **FLAGSHIP PROJECTS**:

Area	Value	Name of project	Project owner	Stage of execution
PROSPERITY	Educated university city	Support of inclusive education in BMA	IQ Roma servis, z.s.	preparation for implementation
		Akademie ICRC (ICRC Academy) – We will get you to the top of science	St. Anne's University Hospital Brno – ICRC	implementation
		Orientation courses for arriving university students	Masaryk University Language Centre	preparation for implementation
		Preclinical research centre of Faculty of Medicine of Masaryk University	Masaryk University (Faculty of Medicine)	preparation for implementation
	Central European centre for research, development, and innovation	Centre for Artificial Intelligence in Oncology	Masaryk University	implementation

Area	Value	Name of project	Project owner	Stage of execution
SERVICES	Healthy people in a healthy city	Kardiovize 2030	St. Anne's University Hospital Brno – ICRC	implementation
		Preventive programmes focused at the most serious illnesses	St. Anne's University Hospital Brno, FNUSA-ICRC	implementation
		Intelligent systems for population screening and diagnostics of cardiovascular diseases	St. Anne's University Hospital Brno – ICRC	preparation for implementation
		FUTURE – unique out-patient facility for children after oncologic treatment – top targeted treatment and research	St. Anne's University Hospital Brno – ICRC	implementation
	Cohesive tolerant city	Centre for families affected by domestic violence	MAGDALENIUM, z.s.	implementation
SPORTING CITY	Sporting city	Multi-purpose sports centre with emphasis on ice hockey	private entity	preparation for implementation
GOVERNANCE	Functioning Brno metropolitan area	Methodology for institutionalisation of inter-municipal cooperation in metropolitan areas	Masaryk University (Faculty of Economics and Administration)	implementation

LARGE PROJECTS

These are projects of at least **CITY-WIDE RELEVANCE**, they address an important problem (often a long neglected one), but **THEY DO NOT SEEK INNOVATIVE SOLUTIONS**. Frequently, they are large investment projects especially in the area of infrastructure. They include the following **PROJECTS**:

Area	Value	Name of project	Project owner	Stage of execution
PROSPERITY	Central European Centre for research, development, and innovation	KONGRESOVÉ CENTRUM BRNO – expansion of innovation infrastructure of VTP Brno, a.s.	VTP Brno, a.s.	implementation
		Expansion of innovation infrastructure of Biology Park Brno a.s.	Biology Park Brno a.s.	preparation for implementation
		Expansion of innovation infrastructure of Smart Innovation Center, s.r.o.	Smart Innovation Center, s.r.o.	preparation for implementation
	International city	Study in Brno	Brno University of Technology	implementation
ENVIRONMENT	City with effective and sustainable mobility	Modernisation of Brno-Židenice train station and minor work at Brno-Maloměřice train station	SŽ	preparation for implementation
		Reconstruction of Brno – Královo Pole train station	SŽ	preparation for implementation
SERVICES	Cohesive tolerant city	Accessibility improvement of social services in RCC Tišnov and Kuřim	Diocesan Caritas Brno	preparation for implementation
RESOURCES	City with effective water management	Reconstruction of weirs at Svitava River – Radlas, Husovice, Edler, Cacovice; and removal of hard bottom at Maloměřice II	Povodí Moravy, s.p. Brno	preparation for implementation

INNOVATIVE PROJECTS

These are projects that bring a **NEW TOPIC OR SOLUTION**, and while still being **PILOT OR LOCAL ACTIVITIES**, they have the potential, as long as they prove effective, for larger-scale implementation. They include the following **PROJECTS**:

Area	Value	Name of project	Project owner	Stage of execution
ENVIRONMENT	Compact and balanced city	Nová Zbrojovka	NOVÁ ZBROJOVKA, s.r.o. (member of CPI Property Group)	preparation for implementation
	Architectonic face of Brno	"Open House Brno" festival	Spolek Kultura & Management z. s.	implementation
	Nature in the city	Recreational forest for Brno	Školní lesní podnik Masarykův les Křtiny (Mendel University's forest enterprise)	preparation for implementation

UNCATEGORISED PROJECTS

These mostly include local projects without city-wide impact that also represent what is rather a type of maintenance or expansion of common practice without significant changes in quality (e.g., expansion of capacity without qualitative change). These types of projects are of huge importance with respect to the proper functioning of the city, they should be included in the concerned entities' ordinary course of activity (e.g., within the "good manager concept"), but in principle, they should not be included in the strategy.

No projects of other entities currently fall within this category.

Note: The inclusion of the projects within Strategie #brno2050 and the stage of their implementation may change over time as the action plan progresses; based on the development in the preparation and the clarification of its contents from the perspective of the predominant value.

APPENDIX 3: PROJECT INVENTORY

The following projects at various stages of preparedness – **AS AN IDEA OR PROJECT OBJECTIVE** – are included in the project inventory for the action plan, and once they have been brought to a more advanced stage of preparedness, they may become part of the action plan during updates. They include the following projects:

Area	Value	Name of project	Project owner	Stage of execution
PROSPERITY	Prosperous city	Smart City vouchers	Statutory City of Brno, Strategic Development and Cooperation Department	objective
	Educated university city	Construction of kindergarten at Štefánikova	SMB, OŠML MMB	idea
		Construction of kindergarten at Kamenný vrch II	SMB, OŠML MMB	záměr
		Kindergarten at Nová Zbrojovka	SMB, OŠML MMB	idea
		Kindergarten in Přízřenice	SMB, OŠML MMB	idea
		MŠ Sadová – new development	SMB, OŠML MMB	idea
		Kindergarten at Sokolova	SMB, OŠML MMB	idea
		Construction of kindergarten at Vlhká	SMB, OŠML MMB	idea
		Construction of kindergarten at Západní brána, Belle Rock city block	SMB, OŠML MMB	idea
		Building at Šámalova 87	SMB, OŠML MMB	záměr
		Construction of kindergarten at Podbělová	SMB, OŠML MMB	idea
		Support of talented children and pupils	SMB, OŠML MMB	idea
		Support of professional and personal-social development of educators at schools in Brno	SMB, OŠML MMB	idea

Area	Value	Name of project	Project owner	Stage of execution
PROSPERITY	Educated university city	Support of development of selected competencies in children and pupils	Statutory City of Brno, Department of Education and Youth	idea
		Support of cooperation with families of children and pupils	Statutory City of Brno, Department of Education and Youth	idea
		Construction of kindergarten at Trnitá	Statutory City of Brno, Department of Education and Youth	idea
		Construction of kindergarten at Rybářka – Mendel Plaza	Statutory City of Brno, Department of Education and Youth	idea
		Construction of kindergarten at Šedova	Statutory City of Brno, Department of Education and Youth	idea
		Construction of kindergarten at Kníničky – Dolní Louky	Statutory City of Brno, Department of Education and Youth	objective
		Robotisation, aging and climate change: consequences for the human life in Brno	Masaryk University (Faculty of Social Studies)	idea
		Library – creative knowledge centre	Knihovna Jiřího Mahena v Brně, p.o. (Jiří Mahen Library)	idea
		New fields of study in the area of Health Economics	Masaryk University	objective
	Construction of a facility for the development and preparation of pharmaceuticals within the good manufacturing practice regime	Masaryk University	idea	
	Central European centre for research, development, and innovation	Construction of a centre for the extraction and separation of organic substances	Masaryk University (Faculty of Pharmacy)	idea

Area	Value	Name of project	Project owner	Stage of execution
PROSPERITY	Central European centre for research, development, and innovation	Central European Centre of Social Sciences	Masaryk University (Faculty of Social Studies)	idea
		Role of nucleic acids in physiological and pathological processes	CEITEC MU	idea
		Promotion, education and communication festival	Statutory City of Brno, Strategic Development and Cooperation Department	idea
		National Institute for the Research of Metabolic and Cardiovascular Diseases (CarDia)	Masaryk University	objective
		Protection of health: research in the area of infectious diseases	CEITEC, Masaryk University	objective
		Plant biology as a tool for the improvement of properties of crops.	CEITEC, Masaryk University	idea
		European Quantum Communication Infrastructure	Cybersecurity hub z.ú.	objective
		Creation and development of comprehensive talent management in Brno and the region	Statutory City of Brno, Strategic Development and Cooperation Department	idea
		Citizen/City Science system on the territory of the City of Brno	Masaryk University (Institute of Computer Science)	idea
		Application Centre for Technologies in Medicine	St. Anne's University Hospital Brno – ICRC	objective
		Advanced Therapies Centre of Excellence	Masaryk University (Faculty of Medicine)	objective
		National Institute for the Research of Socio-Economic Impacts of Illnesses and System Risks (SYRI)	Masaryk University	objective
National Institute for Virology and Bacteriology	Masaryk University	objective		

Area	Value	Name of project	Project owner	Stage of execution	
PROSPERITY	Central European centre for research, development, and innovation	Revolutionary imaging technologies: correlative approaches allowing the synergy of research in dynamics and the structure of living systems	CEITEC, Masaryk University	objective	
		International city	Focus of the Masaryk University Career Centre on foreign students and companies	Masaryk University	objective
		Integration activities in the Jiří Mahen Library II	Knihovna Jiřího Mahena v Brně, p.o. (Jiří Mahen Library)	objective	
		Work in Brno	Brno Expat Centre	objective	
		Centre for Research in Multilingualism	MU Language Centre in cooperation with other entities of MU and outside of it	objective	
		Intercultural work in self-government	Statutory City of Brno, Social Welfare Department	idea	
ENVIRONMENT	Architectonic face of Brno	Completion and modification of náměstí Míru	Statutory City of Brno, Housing Department, Investment Department, Transportation Department	idea	
		Green university	Masaryk University	idea	
		Modernisation of SL network in Brno focusing on improved communication	Technical networks Brno	idea	
		City space, harmonic architecture and public health	Masaryk University	objective	
	Nature in the city	City forest under Palackého vrch	Královo Pole borough municipality	idea	

Area	Value	Name of project	Project owner	Stage of execution	
ENVIRONMENT	City with available housing options	Residential development at Černovice – Na Kaménkách	Statutory City of Brno, Housing Department	objective	
		NOVÝ DOMOV – housing for seniors and students	Líšeň borough municipality	idea	
		Reconstruction and construction of affordable social housing	Statutory City of Brno, Housing Department	idea	
	City with effective and sustainable mobility	P+R Bauerova	BKOM	objective	
		Reestablishment of tramline between Stránská skála and Líšeň-Holzova	DPMB	objective	
		Municipal mobility and its effects on the regional economy	Masaryk University (Faculty of Economics and Administration, Faculty of Science, Faculty of Social Studies)	idea	
	Healthy environment	Adaptation measures for rainwater utilisation	Brno City Chief Architect's Office (Brno City Chief Architect's Office)	objective	
		Monitoring and measures for improvement of the air quality in Brno	Masaryk University (Faculty of Economics and Administration)	idea	
		Electromobility TSB	Technical networks Brno	idea	
	SERVICES	Healthy people in a healthy city	Mental health in socially excluded locations	Práh jižní Morava, z.ú.	idea
			Centrum duševního zdraví Brno jihovýchod (Brno south-east mental health centre)	Práh jižní Morava, z.ú.	objective
			Green recipe for individual and family health	Masaryk University, Department of Pathophysiology	idea
Pilot project "Open dialogue – transfer and verification in practice"			Práh jižní Morava, z.ú.	idea	

Area	Value	Name of project	Project owner	Stage of execution
SERVICES	Healthy people in a healthy city	KLID centre for children	MAGDALENIUM, z.s.	objective
		Mental health centres and multidisciplinary field work for children and youth	Práh jižní Morava, z.ú.	idea
		Dům dětského duševního zdraví (Children's mental health home)	Centrum Anabell, z.ú.	idea
		Improved accessibility of hospice care at home	Diocesan Caritas Brno	idea
		MELTLAB: City laboratory for the study of climate change	Masaryk University, Mendel University	objective
		Improvement of quality of pharmacy services and literacy of the general public in the field of pharmaceuticals	Masaryk University (Faculty of Pharmacy)	idea
		Mental health of Roma people	Práh jižní Morava, z.ú.	idea
		e-Health 2050: Safe digital technologies for the improvement of health in Brno and the surrounding region	Masaryk University (Faculty of Social Studies, Faculty of Informatics, Faculty of Law)	idea
	Cohesive respecting city	Home for adults with mental and combined disabilities and autism	Diocesan Caritas Brno	idea
		Debt consultancy for the BMA	IQ Roma servis, z.s.	objective
		Reconstruction of infrastructure of field services and other services for addiction prone individuals	Podané ruce o.p.s.	objective
		Expansion of activities of the Service centre for socially disadvantaged individuals	Diocesan Caritas Brno	objective
		Top-quality social services through systematic support of social workers	Diocesan Caritas Brno	objective
		Respite care services for families taking care of the elderly and family members with disabilities	Diocesan Caritas Brno	idea

Area	Value	Name of project	Project owner	Stage of execution
SERVICES	Cohesive respecting city	Construction of respite care facility for families taking care of the elderly and family members with disabilities	Diocesan Caritas Brno	idea
		Centre for at-risk children and families	IQ Roma servis, z.s.	objective
		"Recovery house" – housing for the recovery of individuals with mental illnesses	Práh jižní Morava, z.ú.	idea
		Development of sheltered housing for addiction prone individuals	Podané ruce o.p.s.	objective
		Wind in their hair: bike rickshaw for seniors and persons with reduced mobility around Brno	Knihovna Jiřího Mahena v Brně, p.o. (Jiří Mahen Library)	idea
		Reconstruction of the service centre for the homeless at Bratislavská 58	Diocesan Caritas Brno	objective
		Development of volunteer pool of Diocesan Caritas Brno	Diocesan Caritas Brno	idea
		Improvement of the environment in the home with special regime Kamenná	Diocesan Caritas Brno	objective
		Low-threshold facility for the homeless with combined handicaps	Diocesan Caritas Brno	idea
		Improvement of facilities for the provision of social and medical services	Diocesan Caritas Brno	idea
		Operation of low-threshold housing for individuals with lower social integration potential	Diocesan Caritas Brno	idea
		Training and social housing for families in life-affecting situations	Diocesan Caritas Brno	idea
		Pre-school centre for socially excluded children	IQ Roma servis, z.s.	objective
Accommodation provided by municipalities for people in housing emergencies	Statutory City of Brno	idea		

Area	Value	Name of project	Project owner	Stage of execution
SERVICES	Cohesive respecting city	Expansion of charity safety net for socially disadvantaged individuals	Diocesan Caritas Brno	objective
	Cultural city	European Capital of Culture	Statutory City of Brno, Culture Department; TIC	idea
	Sporting city	Aréna Lesná	Aréna Lesná, z.s. association	objective
		Track and field stadium at Lužánky	Statutory City of Brno	idea
		Training centre for young athletes at Lužánky	STAREZ - SPORT, a.s.	idea
		Modernisation of outdoor pool in Zábřovice	STAREZ - SPORT, a.s.	idea
		Completion of soccer centre Brno	STAREZ - SPORT, a.s.	objective
		Aquapark	private investor	idea
		Youth skating and ice hockey arena in Bohunice	private investor	objective
		Curling arena in Lužánky	private investor	idea
		Renovation and modernisation of "Stadion" – Tělocvičná jednota Sokol Brno I	Tělocvičná jednota Sokol Brno I	objective
	Safe city	Modernisation of technologies at the dispatch centre of Municipal Police Brno	Municipal Police Brno	idea
		Cyber-secure Brno	Technical networks Brno	idea
		Improvement of resistance of the information structure of the City of Brno	Technical networks Brno	objective
		New station at Výstaviště (exhibition centre)	Fire Rescue Service of the South Moravian Region	idea

Area	Value	Name of project	Project owner	Stage of execution
SERVICES	Safe city	Prevention of high-risk behaviour at secondary schools in BMA	Podané ruce o.p.s.	objective
GOVERNANCE	Shared vision and good reputation of the city	Introduction of the BIM process	Statutory City of Brno, Investment Department	idea
		Functioning Brno metropolitan area	Combined housing	City of Šlapanice
		Support for the foundation of a day centre for the elderly	City of Šlapanice	idea
		Construction of live-in (accommodation) service for seniors	City of Šlapanice	idea
		Sýpka – community activity centre	City of Šlapanice	idea
		Šlapanice public transport terminal	City of Šlapanice	preparation for implementation
		Šlapanice social housing	City of Šlapanice	preparation for implementation
		Expansion of capacities at Hvězdička kindergarten	City of Šlapanice	preparation for implementation
		Metropolitan development institution	Statutory City of Brno, Strategic Development and Cooperation Department	objective
		Communication framework between the South Moravian Region, the Brno metropolitan areas and individual municipalities	Statutory City of Brno, Strategic Development and Cooperation Department	idea
		Effective electronic administration and open data	Cultural data storage	Statutory City of Brno, Culture Department, Municipal IT Department
		Safe cyberspace in the City of Brno	Masaryk University	idea

Area	Value	Name of project	Project owner	Stage of execution
GOVERNANCE	Effective electronic administration and open data	Distance legal action and decision	Masaryk University, Faculty of Law	idea
		Data management and responsible use	Masaryk University, Faculty of Law	idea
	Participation of the general public in city governance	Cooperation of students of Masaryk University and the City of Brno in finding topics, and writing of theses	Masaryk University	idea
RESOURCES	City with effective water management	Effective water management in the botanical garden and arboretum of Mendel University	Mendel University	objective
	Energy efficient, independent, and resilient city	Centralised purchase of energies with gradual price fix at the commodity market	Statutory City of Brno, Environmental Department	idea
		Chytrá čtvrť Špitálka (Špitálka – Smart Neighbourhood)	Statutory City of Brno, Strategic Development and Cooperation Department	objective
	Clean and circular city	Higher use of biowaste in BMA	SAKO Brno, a.s.	idea
		Gastro waste vermicomposting study	Statutory City of Brno, Water and Forest Management and Agriculture Department	idea

* Projects in Šlapanice will be discussed with the project owner in terms of the proper classification of values and their appropriateness for the #brno2050 strategy.

Note: The inclusion of the projects within Strategie #brno2050 and the stage of their implementation may change over time as the action plan progresses; based on the development in the preparation and the clarification of its contents from the perspective of the predominant value.