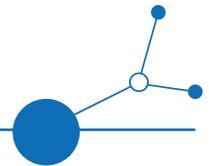




# ACTION PLAN BRNO METROPOLITAN AREA



Version 2

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## Executive summary

Action plan of the Brno Metropolitan Area covers 184 municipalities with a total population of over 730,000. To ensure effective cooperation not only between municipalities but also other stakeholders in the area, it is necessary to focus on various topics and activities that have not yet been addressed or are still in their early stages.

The main objective of this action plan is therefore to strengthen metropolitan cooperation in the Brno Metropolitan Area (BMA) through five specific actions. These focus on the institutionalization of the BMA, food cooperation, spatial planning, evaluation of the integrated strategy, and the involvement of stakeholders of the innovation environment in cooperation.

The implementation of these actions will deepen cooperation in the area and streamline processes related to metropolitan issues.



## A. Introduction

Action plan of the Brno Metropolitan Area focuses on **strengthening metropolitan cooperation and governance in the territory** and aims to **improve cooperation with metropolitan stakeholders on various issues**, while also **streamlining the procedural aspects of metropolitan governance** and related matters. This document serves as an overview of the planned actions with specific steps leading to their implementation.

A total of five such actions are planned. They are:

- **Support for the institutionalization of BMA,**
- **Strengthening support for food cooperation in BMA,**
- **Addressing spatial planning at the metropolitan level,**
- **Improving the evaluation system for BMA's integrated development strategy,**
- **Strengthening the participation of representatives of the innovation ecosystem in metropolitan issues.**

**Support for the institutionalization of BMA** includes important steps that will lead to the establishment of BMA as metropolitan institution in the legal system of the Czech Republic, coordinating issues of metropolitan importance. Currently, there is no suitable legislation for metropolitan areas in Czechia, so they operate mainly on a voluntary basis and thanks to resources from European funds (Integrated Territorial Investments, ITI). For this support, it is therefore essential to have agreement at various levels, primarily at the national level, but also within the territory. Cooperation with other metropolitan areas and agglomerations in Czechia is also key in this regard.

**Food cooperation** is a topic that emerged directly from the MECOG-CE project, thanks to the results of the cluster focused on "Food districts," a pilot action, and a follow-up new solution. BMA stakeholders agreed that the topic of food and local production is essential at the metropolitan level, and so this action plan action aims to strengthen cooperation on this topic between stakeholders in the territory and increase the use of local production in the BMA. The action plan sets out the individual steps that will lead to this goal.

**Spatial planning at the metropolitan level** is not firmly established in Czechia. This action will therefore lead to a more comprehensive elaboration of the topic in the BMA, as the metropolitan level is essential for planning and can bring about more coordinated and sustainable development. The steps will focus on the preparation of methodological and analytical documents supporting effective spatial planning in the BMA. The documents will be based on data for the entire metropolitan area, which will be unique in the context of Czechia.



The current system for **evaluating the Integrated Development Strategy for the BMA** (IDS BMA) is not sufficiently linked to the collected data. At the same time, it is necessary to introduce a full version of the evaluation of integrated solutions contained in the strategy. The action plan focuses on steps that will ensure a better evaluation system for the next strategy (2028+) using a set of indicators and systematization of the evaluation of integrated solutions. This will ultimately help strategic planning in its monitoring and evaluation phase, which is essential for the continuous development of BMA.

**The participation of representatives of the innovation ecosystem at the metropolitan level** has potential for improvement, as their involvement to date may not always be perceived as sufficient. This primarily concerns representatives of universities, with whom cooperation can be established in various ways. The action thus determines the steps that will lead to greater representation of the innovation ecosystem in metropolitan issues, but at the same time will not duplicate existing activities under the regional innovation strategy.

All proposed actions **support metropolitan cooperation in the BMA**, as their implementation will require multilateral cooperation between various actors in the region. Each proposed action describes these actors who will participate in the implementation of individual steps.

The implementation of these actions will support the current Integrated Development Strategy for the Brno Metropolitan Area and the tasks carried out at the metropolitan level. This primarily concerns Theme H of the IDS BMA, which aims to strengthen the system of cooperation in the Brno Metropolitan Area. All of this will also lead to the fulfilment of **the BMA vision: TOGETHER**, we will strive to ensure that the Brno Metropolitan Area develops in a **SUSTAINABLE AND BALANCED** manner into a **PLEASANT AND PROSPEROUS** place to live.

All actions, as well as overall support for metropolitan cooperation, are in line with national and regional policies. For example, the Client-Oriented Public Administration 2030 Concept developed by the Ministry of the Interior advocates for the institutionalization and strengthening of metropolitan areas and agglomerations. At the same time, the Ministry of Regional Development's Regional Development Strategy 2021+ (RDS 21+) considers metropolitan areas to be the main centres and drivers of the Czech economy. Both the national and regional levels support local food production in their strategic documents.

The MECOG-CE project and its activities contributed to the creation of this action plan. This was achieved both in the area of food cooperation, which the BMA was able to fully devote itself to, and thanks to a workshop with the Work Package 3 (WP3) leader, the Metropolitan Research Institute. The partners provided a valuable assessment of the current strategy and offered several tips and recommendations on how and what to focus



on, e.g., the topic of food cooperation, how to enhance integration in the future strategy, and the involvement of representatives of the innovation ecosystem.

### **Methodology of action plan creation:**

The action plan was primarily developed by the Department of Strategic Development and Cooperation (which includes the Sub-department of ITI Management and Metropolitan Cooperation) of the City of Brno. The process began with brainstorming among the department's employees (mainly from the aforementioned sub-department), during which priority topics were identified that the BMA should address in the coming years, which strengthen metropolitan cooperation, and which have not yet been addressed significantly at the metropolitan level. The goal was to come up with around five innovative actions aimed at strengthening the BMA.

Based on this brainstorming session, the five topics or actions of the action plan were developed. Their selection was influenced primarily by the local context of the metropolitan area, long-term experience in managing the BMA, and a comprehensive view of its development potential beyond the topics addressed so far.

These topics were subsequently discussed with the Working Group Horizontal, which is one of the five BMA working groups and deals comprehensively with metropolitan issues. This platform was therefore the most suitable for discussing the actions. The meeting took place on May 22, 2025, and the individual actions were presented to the group's representatives. They agreed that the proposed actions were appropriate and would lead to stronger metropolitan cooperation.

The members of the Steering Committee of the BMA were also informed about the proposed actions at their meeting on June 12, 2025. This platform is the main body of the metropolitan area, which, although it has no legal personality, involves the most important stakeholders of the BMA.

Based on this, individual topics were developed. Between June and September, internal meetings were held between six people from the department involved in creating the action plan, and individual parts of the plan were created according to a template provided by the WP3 leader. A uniform time frame was set for the implementation of actions, with short-term steps in 2025-2026, medium-term steps between 2026-2028, and long-term steps from 2028 onwards. At the same time, there are differences in the description of actions due to appropriate adaptation to the specific action. As part of the monitoring process, an initial zero status was set for each indicator, meaning that the goal for each indicator is something that has not yet been realised. The institution responsible for monitoring and addressing risks and related measures is the City of Brno, specifically the Strategic Development and Cooperation Department. The only exceptions are certain risks in the institutionalisation action, where all metropolitan areas and agglomerations in the Czech Republic will be responsible for the measures. The plan was first drafted in



Czech and then translated into English. It was subsequently submitted to the WP3 leader for review at the end of September.



## B. Support for the institutionalization of BMA

### 1. Needs assessment

The current position of metropolitan areas and agglomerations (MOA) in regional development and Czech policy does not correspond to their importance and potential for developing the competitiveness of the Czech Republic. To date, the range of usable and effective tools has been very limited (the ITI tool is the most widely used). There is some mention of MOA in certain conceptual documents at the national level (RDS 21+), but the currently valid legislation does not specifically take into account or define the development of MOA (with some exceptions - Act No. 248/2000 on Support for Regional Development). Although Czech legislation (primarily the Act No. 128/2000 on Municipalities) provides for a number of possibilities for inter-municipal cooperation (voluntary associations of municipalities, communities of municipalities, public law contracts, etc.), these are not suitable for the specific role and position of MOA.

**The most significant opportunities illustrating why it is necessary to address the stronger position and institutionalization of metropolitan areas in the Czech Republic:**

#### 1. More effective coordination of development

Metropolitan areas are functionally interconnected entities where people, goods, and services move across the borders of individual municipalities and regions on a daily basis. Without an institutional framework, it is difficult to coordinate, in particular:

- transportation (public transport, suburban transport, parking);
- housing policy (lack of housing in city centres, suburbanization);
- technical infrastructure (sewerage, waste, energy);
- spatial planning (land use, landscape, greenery);
- economic development (and related marketing);
- social issues.

#### 2. More effective management of public resources

Without cooperation and coordination, public money is often spent inefficiently, with individual municipalities addressing problems in isolation, leading to duplication of projects or a lack of infrastructure where it is really needed.



### 3. Social cohesion and balancing urban-rural differences

Metropolitan areas are characterized by large social and economic differences between the centre and the periphery. Stronger metropolitan administration can better address:

- accessibility of services (education, healthcare, social services);
- social housing;
- distribution of the workforce from the surrounding area.

### 4. Increasing competitiveness

Metropolitan areas are the engines of the Czech economy. If they are better managed and coordinated, their competitiveness within Europe and globally will increase (e.g., in the areas of investment, innovation, education, or the start-up environment).

### 5. Opportunity to draw on European and other resources

The EU places emphasis on metropolitan development, and many subsidies are earmarked for metropolitan cooperation. Without an institutional framework, the Czech Republic may lose out on money or use it inefficiently.

### 6. Conflict prevention and improvement of democracy

A number of issues (e.g., development projects, transport, the environment) cause tension between cities and surrounding municipalities. The institutionalization of metropolitan cooperation can create a forum where these conflicts are resolved transparently and in advance, rather than only in times of crisis.

A stronger position for metropolitan areas means better coordination, efficiency, competitiveness, and social cohesion. If the Czech Republic fails to address metropolitan development, it risks a number of future threats: stagnation, increased conflicts between stakeholders, and inefficient use of resources.

MOA in the Czech Republic need clear rules, funding, and bodies that can make decisions about the development of the functional urban areas (FUAs). This is not about creating a new level of public administration, but about functional cooperation where the city and its surroundings form a single natural organism.

The aim is also to move from the role of a successful implementer of the ITI tool (which since 2014 has gradually catalysed cooperation and development between cities and their natural hinterlands in the Czech Republic) to that of a full-fledged regional development actor responsible for the development of particular FUA in the Czech Republic.



**BMA therefore views the institutionalization of BMA from two perspectives: national (where BMA's role is more supportive and coordinating, and is therefore not BMA's primary responsibility) and metropolitan (where it plays an initiating role and is primarily responsible) - these mutually influential levels correspond to individual implementation tools and activities.**

## 2. Stakeholder engagement and governance

The effective involvement of key stakeholders in the creation of a metropolitan association (legal entities as another form of inter-municipal cooperation specifically in FUAs) is quite problematic and multi-layered in this context - a number of tasks (especially of a legislative nature) must be addressed solely at the national level (Ministry of Regional Development - MoRD, Ministry of the Interior - MI) and subsequently implemented on a top-down basis.

From the position of the BMA, which has long been regarded as the leader of the expert debate on the institutionalization of MOA in the Czechia, support, initiation, and cooperation on a bottom-up basis are therefore more appropriate. Another major challenge is the need to harmonize the positions of all 13 MOA in Czechia, which deal with metropolitan/agglomeration development and the implementation of the ITI tool with varying quality, intensity, and often in an uncoordinated manner (this challenge should be partially eliminated by the newly emerging MOA Platform based on a voluntary association of municipalities - i.e., an association of all cities implementing the ITI tool; this platform will be named Metropolitan areas and agglomerations of the Czech Republic).

**For the reasons described above, two matrices have been created to illustrate the involvement of actors in the discussion on the creation of metropolitan associations: one from the perspective of the national level (MoRD) as the substantive manager and guarantor of legislation, the other from the perspective of the BMA, which should support the national level in discussing legislation and subsequently advocate for the creation of a metropolitan association in the BMA territory.**

The key stakeholders in this area are therefore primarily public administration (national, regional, and local) and other entities, networks, and associations involved in regional development and policy (local action groups - LAGs, microregions, the Union of Towns and Municipalities of the Czech Republic - SMO ČR, the Association of Local Authorities of the Czech Republic - SMS ČR, Association of Regions of the Czech Republic - AK ČR). Other important actors include the emerging MOA Platform and the already functioning informal ITI Office, which brings together all metropolitan areas and agglomerations in the Czech Republic and provides them with services (this office would subsequently be transferred



to the newly established MOA platform). Secondary actors include the academic and business sectors.

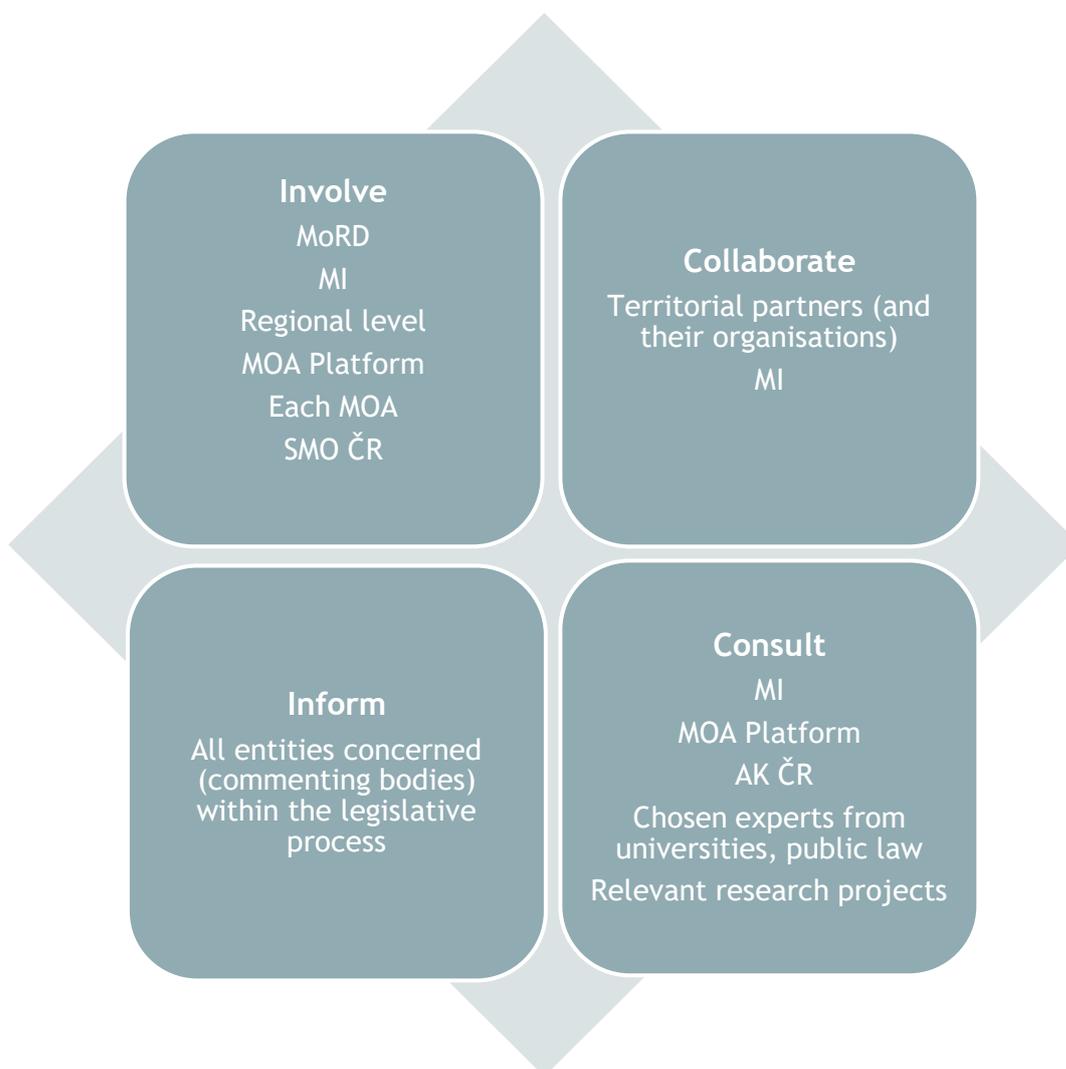
### Level of Engagement (from the BMA perspective)<sup>1</sup>



<sup>1</sup> Some institutions are mentioned in various levels of engagement. In terms of number of activities that are planned to be implemented - in some, there is a need to involve them, in some, there is need to just consult. Same for all actions in the action plan.



**Level of Engagement (from the MoRD perspective)**



**3. Implementation of action**

Timeframe	Implementation Step	Tool of Implementation	Responsible Entity	Timeline
Short-term (2025-2026)	Unifying and strengthening the voice of 13 MOA in the Czech Republic (negotiations, lobbying)	Joint project of all MOA (data, evaluation, publicity), informal ITI office	City of Brno, cooperation with MOA, MoRD	2025+
	Regular negotiations with territorial partners to find	Negotiations and lobbying, roundtable	MoRD, cooperation with MOA	2025-2026



	support for legislative changes to establish a metropolitan association	discussions conducted on a partnership basis		
	Pilot projects for metropolitan cooperation financed and implemented outside ITI	Sharing best practices	City of Brno, MOA, cooperation with MoRD	2025+
	Establishment of the MOA Platform with legal subjectivity to promote the common interests of all MOA on the basis of a voluntary association of municipalities (DSO)	MOA Platform (DSO) of cities	MOA	2026+
	Update of all MOA territory delimitation in the Czech Republic for term 2028+	Negotiations with the MoRD, analytical methodology	MoRD	2026
	Professional-political conference		City of Brno, MOA Platform, MoRD	2026
Medium-term (2026-2027)	New RDS 28+	Strategy	MoRD	2025-2027
	Amendment to Act No. 248/2000 and Act No. 128/2000	New institution: Metropolitan association	MoRD, MI	2026-2027
	Negotiations in the territory towards supporting institutionalization (stronger position) of BMA	Political and expert discussions in the BMA with the aim of increasing support for the metropolitan association	City of Brno	2026-2028
	Study of the benefits and added value of a metropolitan and integrated approach		MOA Platform + external subject	2026+



	Broad development strategies MOA 28+	Strategy for each MOA in the Czech Republic	All MOA	2026+
Long-term (2028+)	Establishment of a metropolitan association in the BMA territory	Political and expert negotiations in the territory leading to the establishment of the association, preparation of legal documents	City of Brno, stakeholders in the territory	2028+

## 4. Funding & resource mobilization

Finances, or rather the lack thereof, are not a key determining factor in the development and implementation of the described action. In this case, it is the **consensus and willingness to enforce the aforementioned long-term solution**, with subsequent implementation to be carried out primarily within the budgets and capacities of the individual responsible entities and institutions, primarily at the national level and secondarily at the municipal level (creation and introduction of new legislation).

### Funding Mechanisms and Costs estimates

As regards the financing of the metropolitan association in BMA, **multi-source financing** is envisaged (**external sources, subsidies, membership fees from individual participating entities, resources from its own activities**). The amount of funding will depend on many factors (willingness of municipalities, number of external resources). Annual financing **in the millions of CZK** is envisaged. The metropolitan association may be eligible as an applicant or partner in projects financed from European funds. The metropolitan association may be financed as an ITI instrument holder through the **Operational Program Technical Assistance (OPTP)**. Thanks to European funds, the available finances would thus increase. The certainty of such multi-source financing can currently be considered likely if the relevant legislation is approved. Until then, not only the financing but also the functioning of the association remains uncertain.

The costs of the activities of individual ITI holders, the harmonization of the activities of all MOA (lobbying, publicity, evaluation), and the launch of a joint office and MOA Platform are co-financed from the **OPTP**. The actual creation of legislation is the responsibility of the relevant ministries (**internal personal costs**). Additional costs for partial studies defining the added value of an integrated approach and metropolitan cooperation will be financed by a public contract from the **MOA Platform budget (in the**



hundreds of thousands of CZK). The financing of all the activities listed in this paragraph can be considered certain.

## 5. Monitoring and evaluation for action

Hereby we include **Key performance indicators (KPIs)**:

	KPI	Target
1.	Establishment of MOA Platform	1
2.	Amended legislative acts concerning metropolitan cooperation and administration	1
3.	Number of strategic documents created at the level of individual MOA	10
4.	Supporting study of added value and benefits of MOA	1
5.	The established metropolitan association at the BMA level	1

### Monitoring and Evaluation Plan

The Monitoring and Evaluation plan will ensure progress is tracked systematically, performance is measured against defined Key Performance Indicators (KPIs), and adjustments are made based on evidence. The plan supports transparency, accountability, and adaptive management.

Data will be collected through a combination of methods - administrative records, digital analytics, expert surveys, procurement data, and field observations. All information will be stored in a centralized database managed by the City of Brno. Data quality will be checked annually for completeness, accuracy, and timeliness. Evaluation will take place in form of final evaluation in 2030. It will review the achievement of long-term goals. Evaluation criteria will include relevance, effectiveness, efficiency, impact, and sustainability.

All information will be shared with stakeholders during Horizontal Working Groups (WGs) meetings and Steering Committee of BMA meetings. It will also be reviewed by all metropolitan areas and agglomeration in Czechia to ensure coordinated approach.



## 6. Challenges & risk mitigation

### Reluctance of key actors to implement the described action (regions, Ministry of the Interior, tendency towards "centralization" of administration, etc.)

- **Risk:** The implementation of legislative changes is ultimately always a political issue. The key risk to the implementation of the action is the unwillingness of the national level to change legislation and lobbying at the regional level against the adoption of legislative acts. However, according to the Ministry of Regional Development, it is necessary to update Act No. 248/2000 on Support for Regional Development, which regulates the use of ITI tool and the creation of sustainable urban strategies at the FUA level. This amendment will take effect no later than 2028 (which would correspond to the zero option of legislative change).
- **Measures:** Regular negotiations with higher levels, dialogue with other territorial partners, presentation of arguments and examples of good practice, establishment of the partnership principle in negotiations.

### Different perceptions of necessity on the part of individual MOA

- **Risk:** Individual MOA in the Czech Republic vary considerably in terms of size, character, and development needs, which means that opinions and perspectives also differ. Smaller MOA feel some of the problems arising from the inadequate status of MOA less intensely. Excessive disagreements between MOA on strengthening their position may weaken their position towards higher levels and ultimately slow down the process of legislative change.
- **Measures:** Regular meetings between individual MOA, joint creation of documents or arguments for the purpose of shared ownership of outputs, demonstration of examples of good practice towards the need for development and coordination at the metropolitan level.

### Reluctance of actors in the BMA territory to establish a metropolitan association

- **Risk:** Enforcing the establishment of a metropolitan association at the BMA level is also partly a political issue. The risk is therefore the unwillingness of actors in the territory to establish a union at the BMA level and insufficient awareness of the benefits of the newly created entity. Unwillingness to establish a union may also be due to finances, i.e., the contribution of member municipalities to the association. Therefore, lack of support may significantly delay the establishment of a metropolitan association in the BMA.
- **Measures:** Regular meetings in the territory at both the political and expert levels, presenting arguments and examples of good practice.



### Late delivery of key findings needed to develop MOA strategies 2028+

- Risk:** At this point, the final number of MOA and their territorial boundaries for the period 2028+ have not been determined. At the same time, there is no methodological guideline from the Ministry of Regional Development that would define the requirements for the creation process, structure, and other details of MOA strategies. This uncertainty discourages some MOA from initiating work on the creation of new strategies. However, strategy development is a long-term process, and its launch for the 2028+ period cannot wait to get started. The prevailing uncertainty in strategy development may also weaken the MOA's lobbying for a stronger position.
- Measures:** Proactively come up with our own proposal for definitions and methodological steps, engage in systematic dialogue with the Ministry of Regional Development on the creation of 2028+ strategies.

RISK MATRIX		Risk level		
		Low	Medium	High
Likelihood	Low	X	X	X
	Medium	X	Different perceptions of necessity on the part of individual MOA Late delivery of key findings needed to develop MOA strategies 2028+	Reluctance of actors in the BMA territory to establish a metropolitan association  Reluctance of key actors to implement the described action
	High	X	X	X



## C. Strengthening support for food cooperation in BMA

### 1. Needs assessment

The **current situation** of food cooperation in the Brno Metropolitan Area shows strong potential for enhancement and strengthening.

SWOT analysis below provides the information about the current situation in Brno Metropolitan Area. Version below is shortened form of the SWOT analysis that was part of an Analysis of food cooperation in the Brno Metropolitan Area (the analysis can be found online - only in [Czech](#)).

#### SWOT Analysis

Strengths	Weaknesses
Favourable natural conditions for agriculture and food production.	Low food self-sufficiency and fragmented market.
Diverse base of small farmers and producers.	Seasonal supply limitations and low production volumes.
Strong local demand and tradition of markets, gardening, and community sharing.	Lack of regional food strategy and coordinated distribution.
Positive perception of local products as healthy and high-quality food.	Weak promotion and limited education for food network development.
Public institutions in BMA are major players in terms of the large volume of food cooked and distributed.	
Opportunities	Threats
Technological innovations (e.g. hydroponics), new drought-resistant crops	Climate change impacts (drought, extreme weather)
Legislative and policy support for short supply chains in public catering	Dominance of large retailers and price-driven consumer behaviour
Growing interest in healthy, sustainable lifestyles	Competition from cheap imports



Linking local food with tourism, gastronomy, and community initiatives	Rising administrative and financial pressures on small producers
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The **main challenges in the topic of food cooperation** include the absence of a coordinated metropolitan food strategy, insufficient regional distribution systems, limited producer promotion and market access, a lack of year-round availability of local products, gaps in education and skills for food networks, and weak integration of preferential local purchasing into public procurement. The priorities for intervention respond directly to these challenges.

### Existing policies and government structures

The topic of food cooperation appears relatively rarely in strategic and other conceptual documents in Brno, South Moravian Region and municipalities belonging to the Brno Metropolitan Area (BMA). The theme is also not covered in the Integrated Development Strategy for BMA 21+. However, related topics that are closely linked to food cooperation appear frequently. These include, in particular, more general references to agriculture, land use, information on crops grown, food production, or the presence of agricultural entrepreneurs. Some strategies, especially those of local action groups, also contain more specific references, e.g. to the presence and operation of farmers' markets, and also include information on organic farming.

Since the beginning of 2025, thanks to the MECOG-CE project and implementation of PA focusing on food cooperation, two working groups have been operating under the leadership of the City of Brno for the territory of Brno Metropolitan Area. The first focuses on the primary activity, i.e., coordinating food cooperation and providing information. The second working group focuses on the use of local food in public catering.

The action “**Enhancement of support for food cooperation in Brno Metropolitan Area**” aims to strengthen the food cooperation activities in the Brno Metropolitan Area by building links between local farmers, producers, and public institutions. Its objective is to expand existing initiatives launched under the MECOG-CE project (pilot action: Potential for food cooperation and its governance network in the Brno Metropolitan Area, new solution: Food cooperation for metropolitan areas). The goals are to position Brno as a leader in local food cooperation, support regional producers and the local economy, reduce environmental impact through short supply chains, improve food safety and residents’ health, and foster cultural identity and local traditions.



## 2. Stakeholder engagement and governance

There are **many stakeholders involved across sectors**. In the public sector, key actors include the City of Brno, South Moravian Region, and regional agencies. Academia is represented by Masaryk and Mendel Universities. The non-profit sector includes organizations such as Živý region, Truly Healthy School, PRO-BIO, farmers' unions, and environmental foundations. Civil society and the business sector involve local farmers and restaurants owners.

Sector	Organizations / Stakeholders
Public sector	<ul style="list-style-type: none"> <li>▪ City of Brno - Department of Strategic Development and Cooperation, Department of Environment, Department of Education and Youth</li> <li>▪ South Moravian Region - Regional Development Department</li> <li>▪ Tourist Authority South Moravia</li> <li>▪ Brno Destination Company</li> <li>▪ Regional Hygiene Station of South Moravian Region</li> <li>▪ Regional Association of Local Action Groups of the South Moravian Region</li> </ul>
Academia	<ul style="list-style-type: none"> <li>▪ Masaryk University, Faculty of Social Studies (Department of Environmental Studies), Faculty of Economics and Administration (Department of Regional Economics)</li> <li>▪ Mendel University (Faculty of Agronomy, Faculty of Regional Development and International Studies)</li> </ul>
Non-profit sector	<ul style="list-style-type: none"> <li>▪ Živý region</li> <li>▪ Skutečně zdravá škola (Truly Healthy School)</li> <li>▪ Association of Private Farmers Brno</li> <li>▪ PRO-BIO Association of Organic Farmers</li> <li>▪ Fruit Growers Union of the Czech Republic</li> <li>▪ Vegetable Growers Union of Bohemia and Moravia</li> <li>▪ Regional Agricultural Chamber</li> <li>▪ Partnership environmental foundation</li> <li>▪ Euroregion Pomoraví</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Veronica Foundation</li> <li>▪ Association of Non-Governmental Non-Profit Organizations of the South Moravian Region</li> <li>▪ Civil society</li> </ul>
<b>Business sector</b>	<ul style="list-style-type: none"> <li>▪ Representative of small farm in the area</li> <li>▪ Representative of large farm in the area</li> <li>▪ Representative of restaurants in the area</li> </ul>

### Level of Engagement<sup>2</sup>



<sup>2</sup> Institutions such as South Moravian Region and Local action groups of South Moravian Region are mentioned in various levels of engagement. In terms of number of activities that are planned to be implemented - in some, there is a need to involve them, in some, there is need to just consult (more information in section 3).



## Planned institutional framework and governance model

Two informal working groups will be operating (building on the already established WGs). These groups include:

1. **Coordinating and information group on food cooperation** - focused on information sharing among stakeholders. The task of the working group is to coordinate activities in the area of food cooperation and awareness-raising, and to develop the topic among the general and professional public.
2. **Support of local food in public catering** - focused on promoting the use of local production in public catering, with an emphasis on school catering.

Working groups will meet informally three to four times a year. They will provide a platform for active involvement of stakeholders, ensuring that actors are regularly engaged, consulted, and have space to contribute to shaping the agenda.

Thematic coordination will also be addressed by the **WG Horizontal** (expert platform set up for the purposes of ITI management and metropolitan issues) and by the **Steering Committee of the Brno Metropolitan Area** (political platform dealing with ITI management and metropolitan issues).

### Mechanisms for coordination and collaboration

- **Stakeholder participation in WGs:** Active involvement of key actors in working groups, with space for discussion and co-creation of solutions.
- **Stakeholder mapping:** Regular assessment of whether all relevant stakeholders are represented in the working groups; new actors will be identified and invited when gaps are detected.
- **Workshops:** The WGs themselves will serve as practical workshops where stakeholders can exchange experiences, identify barriers, and propose joint activities.
- **Public feedback:** During public events and awareness-raising activities, surveys will be carried out to collect input from citizens and other stakeholders, providing an additional feedback mechanism to improve coordination.
- **Greater emphasis on the participation of the public and other target groups:** Broader involvement will be promoted through public forums and workshops, with engagement of the City of Brno, young people, companies, restaurants, shops, and education institutions (planned particularly for 2026-2027).

## 3. Implementation of action

In the **short-term** (2025-2026), Brno will focus on sustaining food cooperation activities also through EU-funded projects, securing sufficient human resources, maintaining and updating the “Farmers from the Region” map, and launching regular awareness,



education, and school catering activities supporting the local production. The **medium-term actions** (2026-2028) include developing a Brno City Food Cooperation Strategy, expanding the regional farmers’ map with interactive layers, introducing preferential purchasing methodologies, involving municipal institutions and the wider public and business sector in the cooperation, and intensifying coordination and information campaigns and school catering initiatives. In the **long-term** (2028 and beyond), Brno aims to institutionalize preferential purchasing, support local production and waste reduction through established long-term activities such as awards system, establish shared farmers’ store and strengthen international cooperation by joining food networks. All these activities will be implemented only if sufficient budget is secured and through close cooperation with all relevant stakeholders.

Timeframe	Implementation Step	Tool of Implementation	Responsible Entity	Timeline
Short-term (2025-2026)	Ensure the continuation of food cooperation activities through projects funded by EU programs	EU funding calls (Horizon Europe, URBACT etc.)	City of Brno, other institutions	2025-2026
	Strengthening Information & coordination activities	Public campaigns, exhibitions that can be moved within MA, events	City of Brno, municipalities in BMA, libraries, schools, NGOs	Annually from 2025
	Strengthening support for local production in school catering	Cookbook prepared - recipes from local ingredients, training sessions, awareness campaign for students, educational programs and demonstration cooking	City of Brno, schools, school canteens	Annually from 2025
	Ensure sufficient human resources to support the topic	Coordinator for the food activities, allocation from EU funded programmes budget	City of Brno	2025-2026



	Regularly update the “Farmers from the Region” map application and supplier list for school canteen managers	Online GIS platform, database updates	City of Brno, Local Action Groups	Continuou s from 2025
<b>Medium-term (2026-2028)</b>	Expand the map application “Farmers from the Region” with interactive layers (local product stores, vending machines, agritourism tips etc).	GIS development	City of Brno, Local Action Groups	2026+
	Online marketplace	E-commerce platform for institutions in the regions and farmers	South Moravian Region, City of Brno, all stakeholders	2026+
	Methodology for “Preferential purchasing” of local products within the city of Brno and its other organizations	Procurement guidelines, pilot tenders	City of Brno, organizations founded by the City of Brno	2026-2027
	Involve municipal institutions and local governments - involvement of social institutions (retirement homes), city districts	Memorandums on cooperations, meetings/workshops	City of Brno, municipal districts, institutions founded by the city of Brno	2026-2027
	Greater emphasis on the participation of the public and other target groups - involvement in the WGs	Public forums, workshops	City of Brno, young people, companies, restaurants, shops, education institutions etc.	2026-2027
	Enhancing involvement of small and medium-sized farmers	Direct cooperation with farmer who farm on municipal land, workshops	City of Brno, Agricultural Chamber, Association	2026-2028



			of private farmers Brno	
	Brno City Food Cooperation Strategy (food policy part of the Integrated Development Strategy for the Brno Metropolitan Area)	Strategic planning document; stakeholder workshops	City of Brno, all relevant stakeholders	2026-2028
Long-term (2028+)	Establishing support for local production and waste reduction	Certification programs, awards for school canteens using local production, innovative approaches to environmental education	City of Brno, NGOs, schools, school canteens	2028-2035+
	Long-term preferential purchasing	Permanent procurement rules	City of Brno	2028+
	Shared farmers' stores	Market facilities, vending infrastructure	City of Brno, farmers' associations	2028+
	Change in lease agreements to support organic farming	Lease contract amendments, incentives	City of Brno, farmers, NGOs	2028+
	Participation in international initiatives	Membership in EU/local food networks	City of Brno	2028+

## 4. Funding & resource mobilization

### Funding Mechanisms:

#### ■ EU Programmes:

- **Horizon Europe** - research & innovation projects related to sustainable food systems.
- **Interreg Europe / Interreg Central Europe and other Interreg programs** (focused on green priorities or enhancement of governance).
- **LIFE Programme** - environmental and climate-related projects with a food systems component.
- **Urban Innovative Actions / European Urban Initiative** - urban food policy pilots.



- **URBACT** - city level interventions on food themes.
- **National & Regional Sources:**
  - **South Moravian Region (JMK)** - grants for agriculture, education, and regional development.
  - **Local Action Groups (MAS)** - LEADER funding for community-based food projects.
- **Municipal Budget:**
  - **City of Brno** - specific budget on food related issues.
  - **Contributions from municipalities in the hinterland**, municipal districts and public institutions involved.

### Costs estimates

The plan involves a mix of cost levels across short, medium, and long-term actions. Short-term activities mostly rely on internal personnel costs, with some measures costing 50-200 000 CZK. Medium-term actions range from 50-200 000 CZK to over 200 000 CZK per year, depending on scope, especially for institutional involvement and farmer engagement and strategy development. Long-term initiatives generally exceed 200 000 CZK, shared farmers' stores, lease changes, and participation in international initiatives, while some rely on internal staff costs.

Timeframe	Implementation Step	Costs category	Financial certainty
Short-term	Ensure the continuation of food cooperation activities through projects funded by EU programs	Internal personal costs	Likely
Short-term	Strengthening Information & coordination activities	50 000 - 200 000 CZK	Likely
Short-term	Strengthening support for local production in school catering	50 000 - 200 000 CZK	Likely
Short-term	Ensure sufficient human resources to support the topic	Internal personal costs	Likely
Short-term	Regularly update the “Farmers from the Region” map application and supplier list for school canteen managers	Internal personal costs	Certain
Medium-term	Expand the map application” Farmers from the Region” with interactive layers (local product stores, vending machines, agritourism tips etc).	Internal personal costs	Likely
Medium-term	Online marketplace	Done by South Moravian Region	Likely



<b>Medium-term</b>	Methodology for “preferential purchasing” of local products within the city of Brno and its other organizations	50 000 - 200 000 CZK	Uncertain
<b>Medium-term</b>	Involve municipal institutions and local governments - involvement of social institutions (retirement homes), city districts	50 000 - 200 000 CZK	Uncertain
<b>Medium-term</b>	Greater emphasis on the participation of the public and other target groups - involvement in the WGs	50 000 - 200 000 CZK	Uncertain
<b>Medium-term</b>	Enhancing involvement of small and medium-sized farmers	More than 200 000 CZK a year	Uncertain
<b>Medium-term</b>	Brno City Food Cooperation Strategy (food policy part of the Integrated Development Strategy for the Brno Metropolitan Area)	More than 200 000 CZK a year	Likely
<b>Long-term</b>	Support for local production and waste reduction	50 000 - 200 000 CZK	Likely
<b>Long-term</b>	Long-term preferential purchasing	Internal personal costs	Uncertain
<b>Long-term</b>	Shared farmers’ stores	More than 200 000 CZK a year	Uncertain
<b>Long-term</b>	Change in lease agreements to support organic farming	More than 200 000 CZK a year	Uncertain
<b>Long-term</b>	Participation in international initiatives	More than 200 000 CZK a year	Uncertain

### Financial Sustainability Mechanisms

- **Integration into multi-year EU-funded projects** - ensure overlapping project periods to avoid funding gaps.
- **Secure co-funding commitments** (South Moravian Region, farmers organizations, local business, etc).
- **Strengthen local political support and visibility** of the initiative in the city - building capital to secure municipal budget allocations and ensure continuity.

## 5. Monitoring and evaluation for action

The main objectives include implementing the City Food Strategy and carrying out EU-funded project on the topic, aiming to hold five workshops or public forums per year



focused on activities set-up in the action plan. The plan also involves engaging five farmers in the public procurement process and forty schools in the school-to-farm partnership program.

Hereby we include **Key performance indicators (KPIs)**:

	KPI	Target
1.	City Food Strategy	1
2.	EU funded project for the operation of the proposed activities	1
3.	Workshops/public forums per year focusing on the proposed activities	5
4.	Farmers involved in public procurement process	5
5.	Schools involved in the proposed activities and process of school to farm partnerships	40

### Monitoring and Evaluation Plan

The Monitoring and Evaluation plan will ensure progress is tracked systematically, performance is measured against defined Key Performance Indicators (KPIs), and adjustments are made based on evidence. The plan supports transparency, accountability, and adaptive management.

Data will be collected through a **combination of methods** - administrative records, digital analytics, surveys, procurement data, and field observations. All information will be stored in a centralized database managed by the City of Brno. Data quality will be checked annually for completeness, accuracy, and timeliness. Evaluation will take place in two key steps: a mid-term review in 2028 will assess the effectiveness of medium-term measures and readiness for scaling up activities; a final evaluation in 2035 will review the achievement of long-term goals. Evaluation criteria will include relevance, effectiveness, efficiency, impact, and sustainability.

Regular outputs will be ensured through quarterly updates in the form of a concise dashboard for the City of Brno and key stakeholders, as well as an annual report including data visualizations, good practice examples, and lessons learned. All information will be shared with stakeholders during thematic WGs meetings. Reports and evaluations can serve as a basis for updating activities (not only mid-term, but also quarterly).



## 6. Challenges & risk mitigation

### Potential barriers to implementation

There are several barriers which can hinder the implementation of activities:

#### Lack of cooperation and stakeholder involvement

- **Risk:** low level of involvement of key stakeholders, weak coordination between sectors, misunderstanding of the added value of cooperation, feeling of insufficient representation or resistance to proposed activities, which may lead to limited or dysfunctional implementation of activities.
- **Measures:** targeted identification and involvement of relevant stakeholders linked to the topic of local production, creation of functional and interactive working groups, provision of space for discussion and presentation of the interests of individual actors, systematic feedback on suggestions raised, and clear communication of the benefits of cooperation for the individual entities involved.

#### Insufficient budget

- **Risk:** lack of funds for the full implementation of the proposed activities due to dependence on a limited number of funding sources or the inability of a single institution to bear the financial burden alone (meaning Brno).
- **Measures:** diversification of financial resources, involvement of more institutions and stakeholders in co-financing, realistic planning of activities with regard to available resources, phasing of implementation, and ongoing review of activities with prioritization of those with the highest impact on the territory.

#### Lack of human resources

- **Risk:** limited personnel capacity may slow down or prevent the implementation of activities.
- **Measures:** clear definition of the responsibilities of individual institutions, allocation of appropriate staff, including securing financial coverage for their work, support for employee training and capacity building, and creation of a motivating and stable working environment.

#### Inadequate political support and priority

- **Risk:** weakened political support may lead to a reduction in available financial and human resources and to an overall deterioration in the implementation of activities.
- **Measures:** systematic strengthening of political support through arguments based on data, examples of good practice, and benefits for the region; timely involvement of



elected representatives at the city and regional levels; regular communication and coordination between political representatives of the institutions involved.

Last but not least, there can be **external barriers** to implementation that the local level can hardly influence. For example, natural disasters can damage the land or local production, pandemics can deteriorate the relations between stakeholders or cancel public events, regulatory changes from higher level can hinder the effort of local stakeholders, or economic changes and downturns can influence local farmers and other stakeholders.

Other potential barriers will be discussed and explored during interactive sessions with stakeholders as this list does not have to be complete. All identified barriers or risks will be recorded in the matrix with the assessment of their probability and impact.

RISK MATRIX		Risk level		
		Low	Medium	High
Likelihood	Low	X	Inadequate political support and priority	External barriers to implementation
	Medium	X	Insufficient budget, lack of human resources	Lack of cooperation and stakeholder involvement + resistance of stakeholders to proposed activities
	High	X	X	X



## D. Addressing spatial planning at the metropolitan level

### 1. Needs assessment

**Spatial and territorial planning in the Brno Metropolitan Area (BMA)** is not comprehensively anchored and elaborated in terms of specific documents or strategies. It is therefore necessary to have a **methodological and analytical document** that will serve as a basis for the effective creation of related thematic documents and analytical framework, as well as for the application of spatial planning knowledge in the creation of Integrated Development Strategy for the Brno Metropolitan Area 2028+ (IDS BMA 28+).

Spatial planning at the metropolitan level based on data and analytical sources is necessary for several reasons. The most important is the need to have more detailed information coverage of the territory and to better understand the relationships on a broader spatial scale. One of the fundamental aspects of strategic planning is the proper targeting of support and investment in the territory. This cannot be done without data tracking the development and character of the territory, as well as information on the spatial development potential of the territory. Spatial analysis documentation at the level of administrative districts and especially municipalities is not completely unified and digitized, which slows down the processing of information and subsequent decision-making processes within projects focused on spatial planning.

#### ■ Current status

- Currently, a data set has been created and updated, which serves as a basis for the creation of partial analytical outputs and future documents. When creating the current IDS BMA, the so-called Analytical Framework was processed. It was created as an introductory overview of selected thematic areas important for the functioning of the metropolitan area as a whole. Other current documents that show the spatial distribution of the phenomena under study include the Atlas of the Brno Metropolitan Area and the Sociodemographic Analysis. At the same time, a pilot version of the Spatial Development Vision of the BMA has been created for the administrative districts of Rosice and Kuřim, which belongs to the BMA.

#### ■ Future status

- A complete version of the document “Spatial Development Vision of the Brno Metropolitan Area” is planned to be created. It will serve as a basis for coordinating development in the BMA and will provide local governments and other stakeholders with information on development conditions and links between individual topics in a broader territorial context. It is important to mention that the complete Vision document will not serve as a formal tool to supplement other tools within spatial



planning (or spatial planning documentation). However, it will be closely linked to these documents and, within the Principles of Spatial Development (regional level documentation), should serve as an indispensable basis for spatial planning. The methodology and the model created in the Vision will also serve as a basis for more detailed Thematic Analyses, which will analyse the metropolitan area according to individual needs related to the topics that will be addressed in the future IDS BMA. Last but not least, the Thematic Analyses will complement the creation of new Analytical Framework.

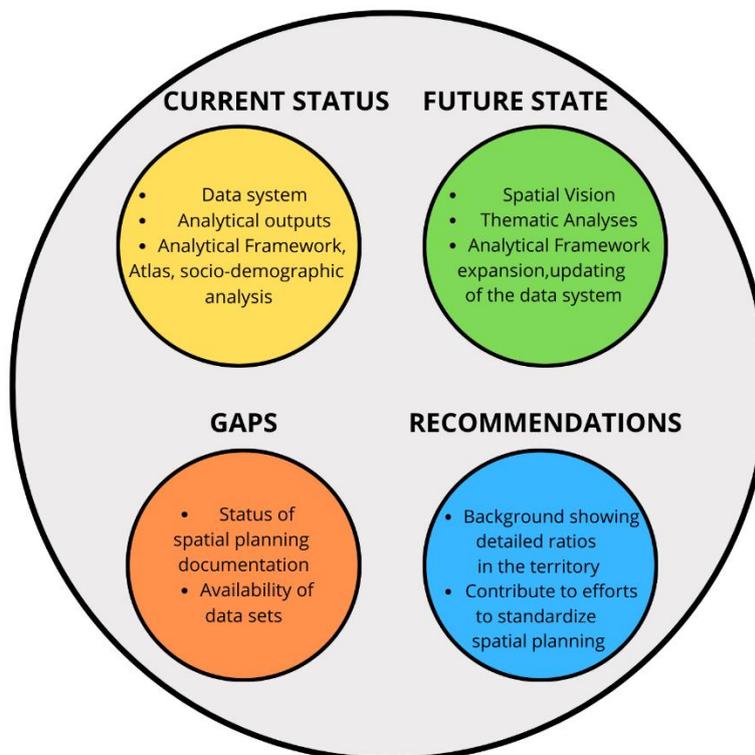
- Expansion, supplementation, and regular updating of the Brno Metropolitan Area data set.

#### ■ Gaps

- There is a lack of detailed analysis of the status of spatial planning documentation and future steps on the part of the Ministry of Regional Development (MoRD) or the region, which should lead to the standardization of these documents. It is precisely their inconsistent form that is hindering the creation of part of the analytical work.
- Despite the gradual trend towards data openness, there are still many key data sets that are not publicly available, and obtaining them sometimes requires complex applications and paperwork.

#### ■ Recommendations

- Creation of a comprehensive document detailing the development potential of the area and describing specific thematic criteria (Spatial Development Vision of the BMA).
- Linkage with regional Principles of Spatial Development in the form of a Spatial Development Vision as mandatory material to be taken into account.
- In cooperation with relevant stakeholders at the regional and national levels, find a way to standardize spatial planning at the regional or national level.



## 2. Stakeholder engagement and governance

In the case of spatial planning at the metropolitan level, it is necessary to **specify the key stakeholders in the area**. Further specification will also depend on discussion and evaluation of the results of the partial outputs of the Spatial Development Vision and other analytical documents. The action will include an expert group, which will be a group of up to 10 experts discussing and reviewing the Vision and related analytical documents.

The stakeholders involved in the evaluation and discussion also include members of the Working Group Horizontal, the Steering Committee of the BMA, and other working groups according to their thematic focus. These include, for example, the leadership of the city of Brno, mayors of biggest cities in the hinterland, representatives of universities, the innovation sector, etc.

In the public sector, close cooperation with the South Moravian Region is expected, particularly based on the implementation of the Spatial Development Vision into the South Moravian Region's spatial analysis documents. Without support from the regional level, it will not be possible to take further steps in this direction. In the academic sector, experts from the fields of urban planning, spatial planning, and geography are particularly important, mainly in the context of consulting activities and possible opposition.



Sector	Organizations / Stakeholders
Public sector	<ul style="list-style-type: none"> <li>City of Brno, Department of Strategic Development and Cooperation</li> <li>South Moravian Region, Department of Regional Development, Department of Spatial Planning</li> </ul>
Academia	<ul style="list-style-type: none"> <li>Masaryk University (urban planners, spatial planners, geographers)</li> <li>Mendel University (urban planners, spatial planners, geographers)</li> </ul>

### Level of Engagement



## 3. Implementation of action

The above activities will be implemented by the City of Brno, as it is primarily responsible for the development of BMA and this action. Individual steps will also be carried out in cooperation with the above-mentioned stakeholders.



### Short-term steps (2025-2026)

- Creation of a network of key stakeholders in the territory in terms of spatial/territorial planning. In order to develop this topic, it is necessary to establish a group of experts who will deal with this issue on a long-term basis. This should include, for example, consulting activities and peer review during the gradual creation of related analytical documents.
- Evaluation of the methodology, strengths, and weaknesses of the pilot project of the Spatial Development Vision. Involvement of stakeholders from the region, public administration, and universities. The knowledge gained will be used to subsequently create a brief for work on the complete version of the Spatial Development Vision document and related analytical outputs.
- The creation of the brief and preparation of the full version of the Spatial Development Vision document will be set up to serve as input for the Thematic Analyses and Analytical Framework of the BMA.
- Determination of topics and templates for Thematic Analyses, which will be based on both the Spatial Development Vision methodology and available data sources for metropolitan area.

### Medium-term steps (2026-2028)

- Finalization of the complete version of the Spatial Development Vision. This means creating a model and methodology that will address the overall potential of the territory in the area of housing. These outputs will serve primarily as a basis for the creation of a new Integrated Development Strategy for BMA 2028+.
- The Vision will also give rise to specific partial thematic criteria. These will be further elaborated in so-called Thematic Analyses.
- The Spatial Development Vision model and partial Thematic Analyses will be gradually implemented into the brief and creation of new Analytical Framework of the Brno Metropolitan Area. These will serve as key analytical background for the new IDS BMA.
- Gradual implementation of information for individual topics and indicators in line with the IDS BMA. This means, for example, transport accessibility and mobility, adaptation to environmental and climate change, housing availability, and tourism potential. It also means strengthening resilience to crises (climatic, energy, or migration).

### Long-term steps (2028+)

- In the long term, the ambition is for the Spatial Development Vision to serve as the basis for spatial planning documentation.
- Continuous updates of analytical outputs and Analytical Framework.



- Creation of a unified digitized interactive database (application) that would include both data from spatial planning documentation and input data and results from the Vision. This would be a tool aimed at standardizing and unifying these documents, while also serving to effectively provide information about the territory and simplify decision-making processes.

## 4. Funding & resource mobilization

### Funding Mechanisms:

- Internal sources: Operational Program Technical Assistance, budget of the City of Brno,
- External sources: possible involvement of the region and municipalities in financing.

### Costs estimates:

- Spatial Development Vision for the BMA (approx. 500 000 CZK),
- According to the author of the Thematic Analyses and Analytical Framework. Partial internal processing is also expected (100 000-200 000 CZK),
- Possible financing for consulting activities or review of partial work (50 000-100 000 CZK),
- Costs for purchasing data (depending on their scope and complexity, approx. 100 000 CZK).

Funding sources are considered certain within the budget of the City of Brno. In the short and medium term, sources from the Operational Program Technical Assistance can be characterized in this way, but in the long term, they are perceived as uncertain, as is the possible involvement of the region and municipalities.

## 5. Monitoring and evaluation for action

Hereby we include **Key performance indicators (KPIs)**:

	KPI	Target
1.	Spatial Development Vision of the BMA	1
2.	Thematic Analyses	10
3.	Analytical Framework	1



#### 4. Updated interactive database linked to spatial planning documents

1

##### Monitoring and reporting mechanisms

- Partial outputs from Thematic Analyses and Analytical Framework and their development over time will serve as indicators of the fulfilment of thematic objectives.
- Creation of interactive dashboards and applications that will be updated and display information on the status and development of indicators and relations within the territory.
- Regular meetings of a select group of experts on spatial planning documents and analytical outputs.
- Data updates and reporting linked to indicators and the IDS BMA 28+ indicator system.
- The conclusions of the Spatial Development Vision and Thematic Analyses will be linked to IDS BMA 28+, which will be subject to evaluation.

##### Feedback

- The results of the Spatial Development Vision, Thematic Analyses, and Analytical Framework will be one of the key inputs for the creation of IDS BMA 28+.
- Discussions with stakeholders from the BMA territory, as well as with specialists and experts, will be crucial for setting up the methodology of analytical documents.
- Review of documents and consultation activities by experts.
- The development of key indicators in the territory will provide feedback for updating individual documents.

## 6. Challenges & risk mitigation

Implementation in connection with spatial or territorial planning is associated with several potential challenges. These relate both to **the quality and availability of data and analytical bases** and to **the willingness of specific stakeholders**. These aspects, among others, can influence both the quality of outputs and the process of their creation and subsequent use. Identifying risks and proposing measures to mitigate their impact is therefore a key part of planning.



### Unavailability or complexity of obtaining certain data

- **Risk:** lengthy applications and formal procedures when requesting data that is not normally publicly available, long waiting times, or missing data sets at the required level.
- **Measures:** promoting and expanding the principles of open data, cooperation and, for example, framework agreements with institutions/data providers for the timely provision of data sets.

### Limited willingness of stakeholders to cooperate and share information

- **Risk:** differing interests of municipalities and institutions, weak motivation to participate in the creation of analytical documents at the BMA level.
- **Measures:** regular consultations with stakeholders in the metropolitan area, ongoing consultation on outputs and results.

### Inconsistent spatial planning documentation

- **Risk:** Different document quality and formats hinder the creation of documents related to territorial and spatial planning, as do their inconsistent formats and differences in digitization.
- **Measures:** must come from a higher level (Ministry of Regional Development, or region), e.g., creation of a methodological framework and standardization of procedures, digitization and transfer of documents and data to a unified environment.

### Risk of low usability of outputs in practice

- **Risk:** documents will remain at the level of theoretical analyses or will only be used internally, i.e. not by stakeholders in the territory.
- **Measures:** adequate linking of analytical outputs, e.g. with real investments in the territory, greater emphasis on the IDS BMA 28+ indicator system.

### Significant change in the new delimitation of the Brno metropolitan area

- **Risk:** a change in the territorial delimitation of the Brno metropolitan area would jeopardize the validity and relevance of the completed analytical materials and would also mean additional work on data coverage for new territories.
- **Measures:** creation of documents and supporting materials that clearly demonstrate the functionality of the existing BMA territory, or setting a floating boundary for the final form of the metropolitan areas.



RISK MATRIX		Risk level		
		Low	Medium	High
Likelihood	Low	X	Significant change in the delimitation of BMA	X
	Medium	X	Data unavailability/complex collection	Low usability of outputs in practice
	High	X	Inconsistent spatial planning documentation	Willingness of stakeholders to cooperate



## E. Improving the evaluation system for BMA's integrated development strategy

### 1. Needs assessment

Currently, there are a number of data sets, analytical documents, and map applications at the Brno Metropolitan Area (BMA) level that monitor developments in the BMA, but there is no specific link to the strategy's objectives. However, in order to better evaluate the strategy, it is essential to **better link this data to the strategy's objectives**. The current strategy (IDS BMA 21+) was developed at a time when the methodology for its creation was being developed at the national level. Precisely because not all methodological guidelines were known, the current strategy is evaluated mainly through indicators defined by the managing authorities of individual ministries, which allocated funds to the BMA through the ITI tool.

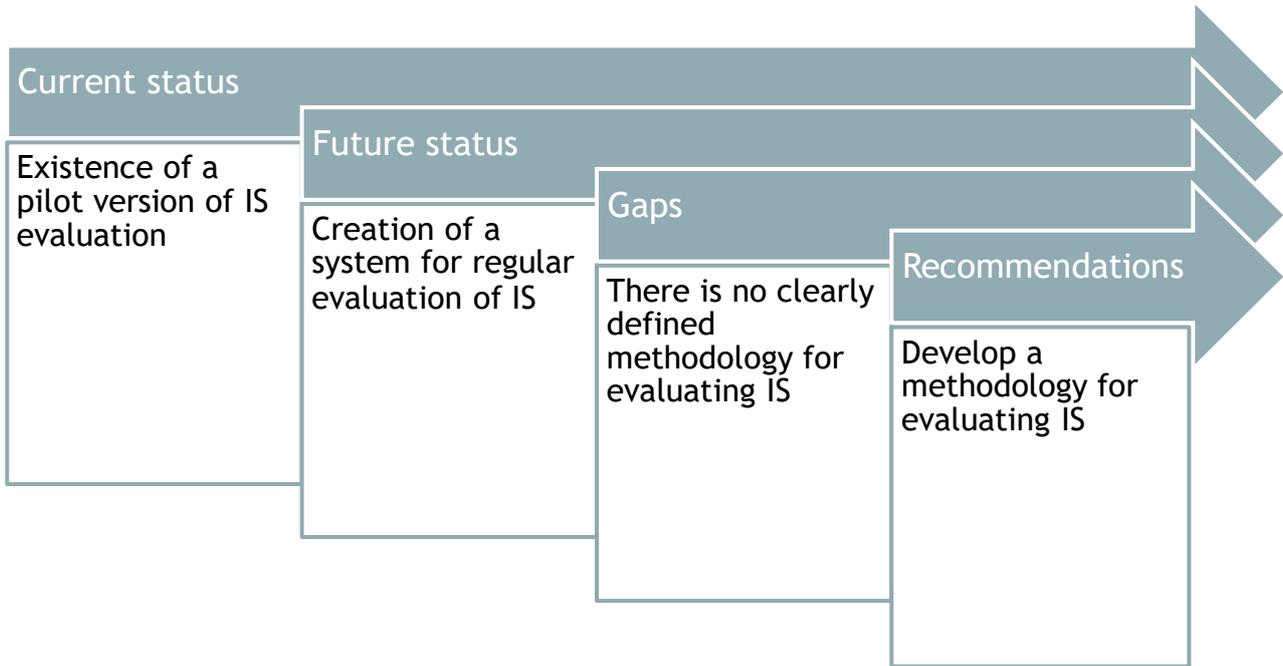
The current situation in the area of evaluating the Integrated Development Strategy for the Brno Metropolitan Area (IDS BMA) thus shows potential for improvement. The evaluation of the IDS BMA can be viewed from two perspectives:

- 1) Evaluation of integrated solutions,
- 2) Evaluation of the strategy using a set of indicators.

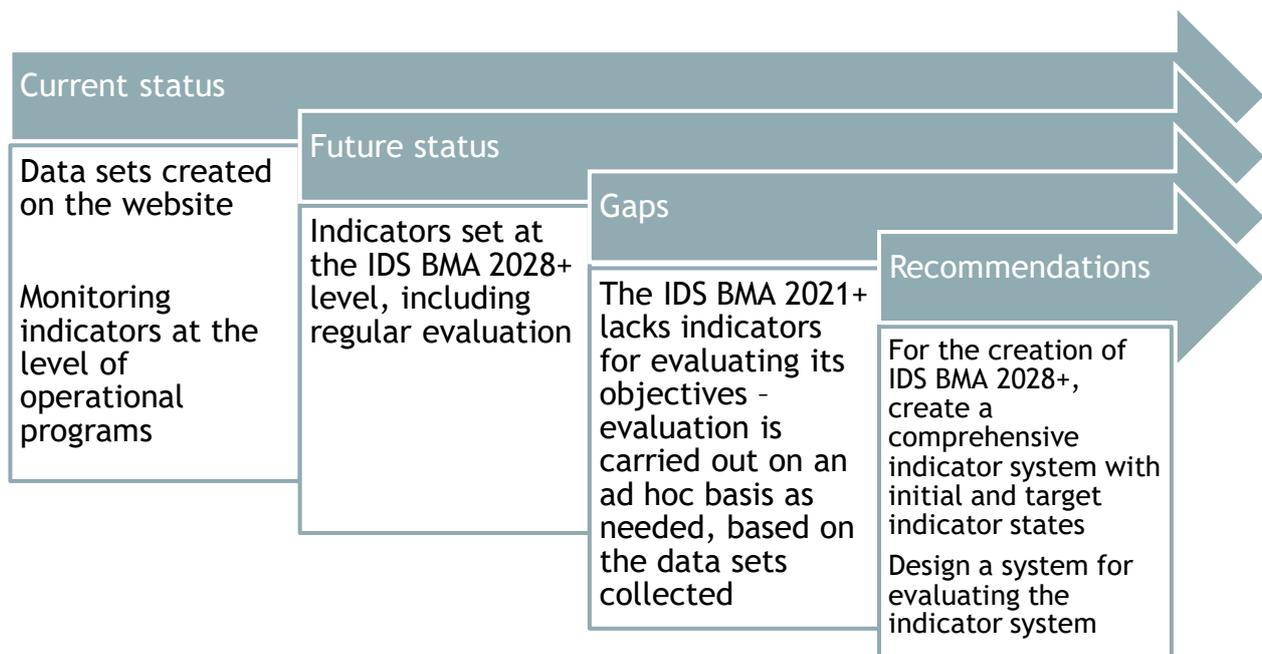


Based on the gap analysis, the following areas for improvement of the current situation were identified:

**Evaluation of integrated solutions (IS)**



**Evaluation of the strategy using a set of indicators**





Evaluating strategy as a whole is one of the key activities in strategic planning, not only at the metropolitan level. **The reasons why we need to innovate the strategy evaluation system** are as follows:

- Demonstrate the benefits of metropolitan cooperation;
- Need to evaluate the actual impact of the strategy, integrated solutions, and strategic projects;
- Argumentation for the professional public;
- Basis for evaluation and monitoring reports.

The strategy also includes specific (strategic) projects that form integrated solutions - sets of projects that together create added value compared to if they were implemented separately. It is these integrated solutions that represent the greatest added value of strategies at the level of metropolitan areas and agglomerations. Currently, in terms of evaluating integrated solutions, there is a pilot version of a "traffic light" system, where the implementation of integrated solutions is evaluated using colours representing the current status of project implementation.

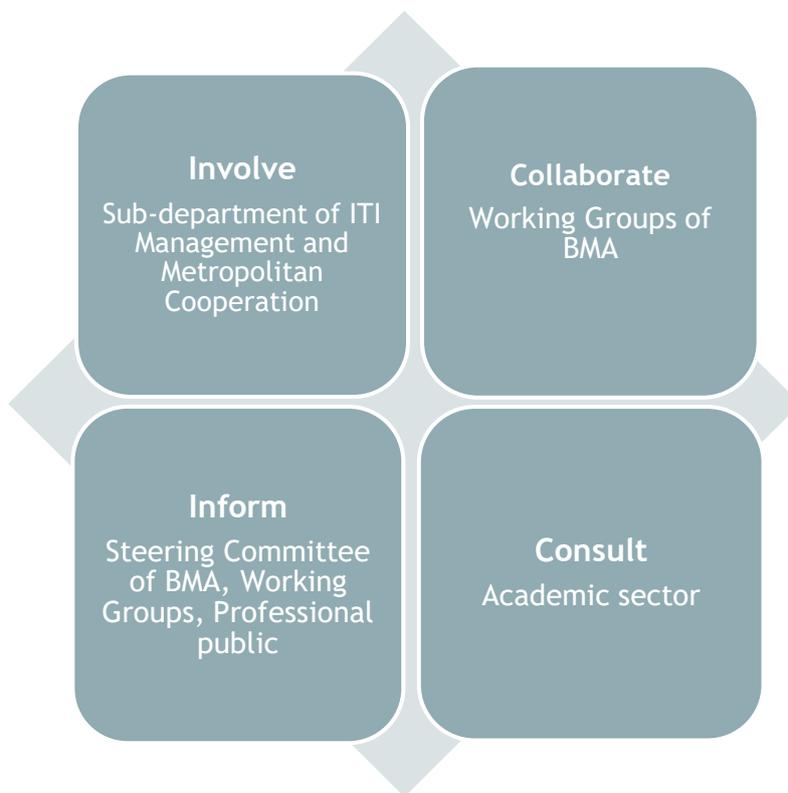
The aim of this action is to establish a **functional and long-term strategy evaluation system**, both through a set of indicators linked to it and through integrated solutions.

## 2. Stakeholder engagement and governance

**The key stakeholders** for implementing this action are representatives of the Working Groups and the Steering Committee of the BMA. These include representatives from City of Brno departments, representatives from the South Moravian Region, representatives from municipalities in the Brno hinterland, municipal companies, non-profit organizations, and representatives from the academic sector. The Sub-department of ITI Management and Metropolitan Cooperation and Department of Strategic Development and Cooperation also play a key role in the evaluation process. The academic sector will play a supporting role.



### Level of Engagement



The Sub-department of ITI Management and Metropolitan Cooperation will propose a model for evaluating integrated solutions and assessing the set of indicators. This model will then be discussed with other metropolitan areas and agglomerations and in working groups, and reviewed by the academic sector.

The results of the evaluation of integrated solutions and the set of indicators will be presented to the Steering Committee of the BMA and the professional public.

Sector	Organizations / Stakeholders
Steering Committee of the BMA and Working Groups	<ul style="list-style-type: none"> <li>City of Brno</li> <li>South Moravian Region</li> <li>biggest cities in the hinterland</li> <li>non-profit organizations</li> <li>municipal and regional organizations, etc.</li> </ul>
Academia	<ul style="list-style-type: none"> <li>Masaryk University</li> <li>Brno University of Technology</li> <li>Mendel University</li> </ul>



Sub-department of ITI  
Management and  
Metropolitan Cooperation

- Employees of the City of Brno

### 3. Implementation of action

#### Short-term steps (2025-2026)

##### Evaluation of integrated solutions

In order to set up the evaluation of integrated solutions for IDS BMA 2028+, it is crucial in the short term to complete the pilot version of the evaluation of integrated solutions using a traffic light system for IDS BMA 2021+. The following steps are required as part of this activity:

- Establish traffic light categories for evaluating project implementation;
- Define the success of the implementation of the entire integrated solution based on the implementation of specific projects;
- Determine the date on which information will be collected and evaluated;
- Use the `databazeprojetu.brno.cz` application as the main communication tool with project leaders/project managers;
- Evaluate integrated solutions.

##### Evaluation of the strategy using a set of indicators

As mentioned above, there is currently a wide range of data, map applications, and analyses that analyse the Brno Metropolitan Area. These analyses are not currently directly linked to the evaluation of the IDS BMA 2021+ objectives. It is desirable to change this situation for the future strategy.

During the fall of 2025, work will begin on the so-called Spatial Development Vision of the BMA (for more information, see the separate action of the action plan), which will incorporate a wide range of data. The Spatial Development Vision will thus be a very important source that will feed into the so-called analytical framework for the creation of IDS BMA 2028+, particularly through thematic analyses.

In the short term, the following steps must be taken:

- Regular updating of data at the metropolitan level;
- Create specifications for analytical framework and subsequently process this document;
- Prepare partial thematic analyses linked to the Spatial Development Vision.



### **Medium-term steps (2026-2028)**

During this period, work will begin on creating the Integrated Development Strategy for the Brno Metropolitan Area 2028+. A system for presenting the outputs will also be prepared for both activities described below.

#### Evaluation of integrated solutions

The developed IDS BMA 2021+ evaluation system for IS will be presented to working groups and subjected to their comments. The system will then be modified according to the comments of the working groups and subjected to peer review by the academic sector.

In the medium term, an evaluation system for integrated solutions for IDS BMA 2028+ will be prepared.

During the creation of IDS BMA 2028+, the absorption capacity will be analysed according to the topics discussed, and a list of integrated solutions will be gradually created.

#### Evaluation of the strategy using a set of indicators

In the medium term, the outputs from the analytical framework will be reviewed by the academic sector. They will then be used for discussion in working groups and the Steering Committee on topics in the strategy, strategy objectives, etc. At this stage, it will be crucial for the various levels to define measurable indicators that will enable the strategy to be evaluated in the future in the context of the metropolitan strategy vision, specific topics, and their objectives or monitored trends in the development of the BMA.

### **Long-term steps (2028+)**

#### Evaluation of integrated solutions and Evaluation of the strategy using a set of indicators

In the long term, IDS BMA 2028+ will be analysed and evaluated annually. The results of these analyses will be used in monitoring reports, evaluations, and, of course, as an important source of information for stakeholders in the territory. We will be able to better assess how IDS BMA 2028+ is performing in terms of implementing the IS and fulfilling its objectives.

The primary responsibility for implementing the action plan lies with the Sub-department of ITI Management and Metropolitan Cooperation.

## **4. Funding & resource mobilization**

### **Funding Mechanisms:**

- budget of the City of Brno,
- Operational Program Technical Assistance.



### Costs estimates:

Regardless of the timeline, the key costs of the action will be the costs of financing the salaries of Brno's employees who will be involved not only in activities for this action, but also in activities leading to the creation and implementation of IDS BMA 2028+ - approximately 50 000 CZK per month per employee.

In the short term, costs will be incurred for analytical bases (including thematic analyses) - max. 250 000 CZK.

In the medium term, costs will be incurred for the review of both evaluation mechanisms - max. 100 000 CZK.

Funding sources are considered certain within the budget of the City of Brno. In the short and medium term, sources from the Operational Program Technical Assistance can be characterized as such, but in the long term they are perceived as uncertain.

## 5. Monitoring and evaluation for action

The aim is to ensure systematic monitoring of the progress and impact of the action to **introduce the IDS BMA 2028+ evaluation system**, including integrated solutions and a set of indicators.

Hereby we include **Key performance indicators (KPIs)**:

	KPI	Target
1.	System for evaluating IS	1
2.	Set of indicators for IDS BMA 2028+	1
3.	Analytical Framework for IDS BMA 2028+	1
4.	Number of evaluations of IS	5
5.	Number of evaluations of the set of indicators	5

The outputs from the evaluation of the IS and set of indicators will be produced once a year and will be used for evaluation and monitoring reports and to provide information on the status of implementation of IDS BMA 2028+.



### Monitoring mechanisms

- **Annual reports** on the status of IDS BMA 28+ implementation presented to the Steering Committee, working groups members, and the professional public.
- **Dashboard** with visualization of progress (e.g., traffic light evaluation of IS).
- **Regular workshops** with all working groups for feedback and updating of the evaluation system.
- **Peer review** by the academic sector for validation of methodology and indicators.

### Tools and resources

- The databazeprojektu.brno.cz application as the main communication and analytical tool.
- Analytical framework and Spatial Development Vision of the BMA.
- Internal communication channels for coordination between stakeholders.

### Feedback and adaptation

- The monitoring results will serve as a basis for adjustments to the IDS BMA 2028+.
- Feedback from stakeholders will be incorporated into the evaluation methodology.
- Possibility of revising indicators based on data availability and relevance to the strategy's objectives or vision.

## 6. Challenges & risk mitigation

The introduction of the IDS BMA 2028+ evaluation system represents a key step towards strengthening metropolitan development based on data, transparency, and feedback. Although this action offers significant potential for improving strategic planning, its implementation is not without challenges, which must be identified in advance and mitigated in a controlled manner.

### Delay in preparing analytical framework for IDS BMA 2028+

- **Risk:** The Spatial Development Vision of the BMA is supposed to be a key input for analytical framework, but its preparation may be delayed. This can also lead to delay in preparing IDS BMA 2028+, incomplete background materials for the indicator system.
- **Measures:** Parallel work on data entry and collection, flexible schedule.



### Limited participation of stakeholders in the evaluation process

- **Risk:** Low engagement of working groups members or the academic sector. Reluctance to work with the Brno’s project database. Lack of feedback.
- **Measures:** Regular workshops, more intensive communication, involvement of opponents.

### Limited data sources

- **Risk:** Non-existent or insufficient data for analysing a given topic in the strategy that would cause reduced informative value in relation to the fulfilment of the strategy’s objectives.
- **Measures:** Mapping available data sources, cooperation with expert institutions.

RISK MATRIX		Risk level		
		Low	Medium	High
Likelihood	Low	X	X	X
	Medium	X	Delay in preparing analytical framework for IDS BMA 2028+ Limited participation of stakeholders in the evaluation process Limited data sources	X
	High	X	X	X



## F. Strengthening the participation of representatives of the innovation ecosystem in metropolitan issues

### 1. Needs assessment

The participation of representatives of the innovation ecosystem within the Integrated Development Strategy for the Brno Development Area corresponded in previous programming periods to an agreement whereby the topic of innovation and support for small and medium-sized enterprises (SMEs) **was not perceived by most stakeholders in the BMA as a purely metropolitan inter-municipal issue** (the topic therefore did not constitute a key strategic priority area of the IDS BMA). Following consultation with the JIC (South Moravian Innovation Centre), the topics of the innovation ecosystem (SMEs, innovative entrepreneurship, research and development) were addressed and coordinated primarily within the Regional Innovation Strategy of the South Moravian Region, so that this document was complementary to the IDS BMA. This was reflected in the lower negotiated allocation for ITI projects in this topic, which focused on a few unique umbrella projects with a significant role of the public sector.

This agreement was also **reflected in the participation of representatives of the innovation ecosystem** within the coordination structures of the Integrated Development Strategy for the Brno Metropolitan Area, which logically consisted of rather passive participation in working groups (especially Horizontal) and the Steering Committee of the BMA, where the development of the BMA, which would be supported by the development of the innovation ecosystem, was discussed marginally. At the same time, the link between the ecosystem and the issues addressed through ITI, or rather the integrated strategy, was not sufficiently discussed. Towards the end of the second programming period, representatives of some of the largest universities in Brno began to express the view that their involvement in the creation, management, and coordination of the IDS BMA could be more intensive, particularly because universities do not act solely as representatives of the innovation ecosystem, but also as urban development entities.

The action proposes steps that can lead to greater representation of the innovation ecosystem in metropolitan issues, the real involvement of relevant stakeholders, and the generation of specific integrated solutions that will be implemented through relevant projects. These are **primarily representatives of universities**, followed by the private sector. At the same time, the proposed activities will not duplicate existing activities under the governance of the Regional Innovation Strategy. Including this topic in the IDS BMA will also reinforce the fact that metropolitan areas are places where innovation



(including social innovation) and international competitiveness are generated. Strengthening polycentricity is also an important aspect.

Strengths	Weaknesses
A developed innovation ecosystem	Insufficient experience with the ITI tool in the field of innovation ecosystem development
A clear governance structure involving the region, the City of Brno, and universities	The region's innovation policy has not yet been perceived as a metropolitan issue
Potential for further development of the innovation potential of the entire South Moravian Region, with a focus on the Brno Metropolitan Area	The potential of universities in relation to spin-offs and start-ups has not yet been sufficiently exploited
Many years of experience of interconnected stakeholders in developing the innovation ecosystem <b>within the Regional Innovation Strategy</b>	Low involvement of the innovation sector in the Integrated Development Strategy for the Brno Metropolitan Area
Public institutions are key players in the development of the innovation ecosystem	
More than 20 European Research Council (ERC) grant holders (principal investigators)	
Opportunities	Threats
New European Competitiveness Fund	Insufficient reflection of the territorial dimension in the European Competitiveness Fund
Clear national framework for regional specificity of innovation ecosystems	Insufficient geographical balance within EU programmes such as Horizon Europe - dominance of successful applicants from old EU Member States
Growth of promising sectors identified as key in the Regional Innovation Strategy	

The main opportunity is the new European Competitiveness Fund and the identification of topics that are metropolitan in nature. This does not diminish the importance or duplicate



the functions of the specific Regional Innovation Strategy, which is being formulated by both the South Moravian Region and the City of Brno.

The participation of the business sector in the preparation and implementation of the Integrated Development Strategy for the Brno Metropolitan Area (IDS BMA) should also be strengthened. Greater real involvement of universities and R&D institutions in general is also desirable - at present, they are part of the Steering Committee of the BMA in a rather formal capacity and do not actively participate in discussions.

Yet innovation is one of the main reasons why metropolitan areas are unique and drive the EU's national and global competitiveness.

This topic should feature more prominently in the IDS BMA (even if it is not part of the ITI tool) and will be further strengthened following the approach of German metropolitan areas, for example.

#### **Existing policies and government structures:**

The topic has been developed for more than 20 years in cooperation with the South Moravian Region and major universities under the leadership of the South Moravian Innovation Centre (JIC) in the form of Regional Innovation Strategies (RIS). However, there is a lack of emphasis on the metropolitan dimension and specifically metropolitan issues. For the governance of RIS, there is a coordination group and an Innovation Council, which is supplemented by so-called Innovation Platforms (IP, e.g., for corporations).

It is necessary to proceed in accordance with the preparation of the new RIS. The first step would be to **conduct expert interviews with stakeholders** (how they see it, whether it is a metropolitan or regional issue) to determine which topics make sense. This is to avoid any conflict of competence. At a minimum, involve stakeholders from the IP Corporations, universities, the Czech Academy of Sciences, centres of excellence (CEITEC, International Clinical Research Center - ICRC), European Digital Innovation Hubs (EDIHs), and Regional Chamber of Commerce (RHK).

The next phase is to **describe the ideal involvement of stakeholders** (based on expert interviews - on which topics to cooperate with them and why, what to improve within the existing RIS, where the metropolitan level is situated). It is necessary to take into account the existing RIS governance structures, which are likely to continue to exist (with some possible adjustments) in the next EU programming period.

## **2. Stakeholder engagement and governance**

Since the action is directly **focused on stakeholder participation**, their involvement in the action is absolutely essential. The academic sector will be primarily involved, but representatives of the business sector will also play a major role in this action.



Sector	Organizations / Stakeholders
Public sector	<ul style="list-style-type: none"><li>▪ City of Brno - Department of Strategic Development and Cooperation</li><li>▪ South Moravian Region - Regional Development Department</li></ul>
Academia	<ul style="list-style-type: none"><li>▪ Masaryk University</li><li>▪ Mendel University</li><li>▪ Brno University of Technology</li><li>▪ Academy of Science</li><li>▪ Centres of Excellence (CEITEC, ICRC, EDIHs)</li></ul>
Non-profit sector	<ul style="list-style-type: none"><li>▪ JIC</li><li>▪ JINAG (South Moravian Agency for Public Innovation)</li><li>▪ JCMM (South Moravian Centre for International Mobility)</li></ul>
Business sector	<ul style="list-style-type: none"><li>▪ Representatives of IP Corporations</li><li>▪ Regional Chamber of Commerce (RHK)</li></ul>



## Level of Engagement



## Institutional framework and governance model

The thematic coordination will be also dealt (apart from described RIS structures) by the **Working Group Horizontal** (expert platform set up for the purposes of ITI management and metropolitan issues) and the **Steering committee of the Brno Metropolitan Area** (political platform dealing with the ITI management and metropolitan issues). At the same time, it is expected that a temporary working group will be set up and that governance mechanisms of the Regional Innovation Strategy will subsequently be used.



### 3. Implementation of action

The aim is not to duplicate RIS - it will be a selective description of topics that are most effectively addressed at the metropolitan level, while at the same time utilizing existing structures created for RIS governance.

#### Short-term steps (2025-2026)

- Conducting expert interviews.
- Establishing a **temporary** working group (de facto a branch of the current Working Group Horizontal) to review the results and hold expert discussions to verify the outputs of the expert interviews.

#### Medium-term steps (2026-2028)

- Definition of integrated solutions in the field of innovation ecosystem development (selective approach) - focus on key sectors and primarily on universities + introduction of a territorial perception/approach (this aspect, together with an integrated approach, is missing in the current RIS). This step must be implemented already in the IDS BMA preparation phase and requires political support.
- Definition of specific steps in the form of road maps leading to the implementation of integrated solutions in the field of innovation ecosystem development.

#### Long-term steps (2028+)

- Implementation of these steps and solutions with the involvement of relevant stakeholders according to the logic of “involve, collaborate, inform, and consult.”
- Achievement of KPIs - necessary to link to the evaluation of the innovation ecosystem and involve all relevant stakeholders.
- Formulation of recommendations for the next period.

Timeframe	Implementation Step	Tool of Implementation	Responsible Entity	Timeline
Short-term	Conducting expert interviews	Public procurement	City of Brno	2026
	Establishing a <b>temporary</b> working group to review the results and hold expert discussions to verify the outputs of the expert interviews	Interim working group	City of Brno	2026



Medium-term	Definition of integrated solutions in the field of innovation ecosystem development	Interim working group	City of Brno	2026-2027
	Definition of specific steps in the form of road maps leading to the implementation of integrated solutions in the field of innovation ecosystem development	Involvement of RIS governance structures	City of Brno, all relevant stakeholders of RIS governance structures	2027-2028
Long-term	Implementation of these steps and solutions with the involvement of relevant stakeholders according to the logic of “involve, collaborate, inform, and consult”		City of Brno, all relevant stakeholders	2029-2035
	Achievement of KPIs - necessary to link to the evaluation of the innovation ecosystem and involve all relevant stakeholders	Evaluation - hand in hand with RIS evaluation	City of Brno	2034-2035
	Formulation of recommendations for the next period		City of Brno, all relevant stakeholders	2034-2035

## 4. Funding & resource mobilization

### Funding Mechanisms:

- **National and Regional Partnership Plan.**
- **European Competitiveness Fund, or programmes such as:**
  - **Horizon Europe,**
  - **Interreg programmes,**
  - **Urban Innovative Actions / European Urban Initiative,**



- URBACT,
- EDIH.
- **National & Regional Sources:**
  - TA ČR (Technology Agency of the Czech Republic),
  - GA ČR (Czech Science Foundation),
  - **Internal resources for implementing specific action plan projects** (South Moravian Region, JIC, RHK, universities, businesses, etc.).
- **Municipal Budget:**
  - **City of Brno.**

All of the above sources are still uncertain and relate primarily to the long-term implementation step "Implementation of these steps and solutions with the involvement of relevant stakeholders according to the logic described in the Level of Engagement." Short- and medium-term implementation steps and evaluation (the last two rows of the following table) involve internal operating costs from the budget of the relevant department of the City of Brno (Strategic Development and Cooperation Department) - these can be considered relatively certain.

### Costs estimates

Timeframe	Implementation Step	Costs category
Short-term	Conducting expert interviews	50 000 - 200 000 CZK
	Establishing a <b>temporary</b> working group to review the results and hold expert discussions to verify the outputs of the expert interviews	Internal personal costs
Medium-term	Definition of integrated solutions in the field of innovation ecosystem development	50 000 - 200 000 CZK
	Definition of specific steps in the form of road maps leading to the implementation of integrated solutions in the field of innovation ecosystem development	50 000 - 200 000 CZK
Long-term	Implementation of these steps and solutions with the involvement of relevant stakeholders according to the logic of "involve, collaborate, inform, and consult"	In the hundreds of millions of CZK
	Achievement of KPIs - necessary to link to the evaluation of the innovation ecosystem and involve all relevant stakeholders	200 000 - 1 000 000 CZK



	Formulation of recommendations for the next period	Part of the evaluation costs
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### Financial Sustainability Mechanisms

- **Integration into multi-year EU-funded projects** - ensure overlapping project periods to avoid funding gaps.
- **Secure co-funding commitments** (South Moravian Region, academic and business sectors, etc).

## 5. Monitoring and evaluation for action

Hereby we include **Key performance indicators (KPIs)**:

	KPI	Target
1.	Number of stakeholders involved in the short-term phase (expert interviews)	20
2.	Number of meetings of Working Group Horizontal	10
3.	Defining specific metropolitan topics - integrated solutions	6
4.	Defining specific road maps	3 (ideally 6)
5.	Implementation of projects	9

### Monitoring and Evaluation Plan

The Monitoring and Evaluation plan will ensure progress is tracked systematically, performance is measured against defined KPIs, and adjustments are made based on evidence. The plan supports transparency, accountability, and adaptive management.

Data will be collected through a combination of methods - administrative records, digital analytics, surveys, procurement data, and field observations. All information will be stored in a centralized database managed by the City of Brno. Data quality will be checked annually for completeness, accuracy, and timeliness. Evaluation will take place in form of final evaluation in 2034-2035. It will review the achievement of long-term goals. Evaluation criteria will include relevance, effectiveness, efficiency, impact, and sustainability.

All information will be shared with stakeholders during Working Group Horizontal meetings and RIS governance structures.



## 6. Challenges & risk mitigation

There are several barriers which can hinder the implementation of activities:

### Redundant approach with Regional Innovation Strategy

- **Risk** Major potential barrier is redundant approach with Regional Innovation Strategy. This is crucial for the success of this action as this topic requires cooperation and coordination in the territory between several sectors.
- **Measures:** To mitigate this risk, it is necessary to communicate and explain the added value of actually incorporating this topic into the IDS BMA in a timely manner. The entire activity does not replicate existing structures, but it is necessary (in the preparatory phase) to introduce the above-mentioned temporary structures.

### Insufficient budget

- **Risk:** Insufficient budget can also be one of barriers. It is necessary to ensure the finances from different resources to fully introduce all identified projects within road maps.
- **Measures:** Finance is one of the most important risks for the successful implementation of the solution. To mitigate this risk, it is necessary to secure funding from various sources, which involves long-term negotiations with stakeholders, including those at the national level.

### Lack of human resources

- **Risk:** Another potential barrier can be lack of human resources on metropolitan governance level dedicated to the coordination of action, but the governance of RIS system can be utilised, as well.
- **Measures:** The institutions responsible for implementation shall assign appropriate staff with clearly defined responsibilities. This also involves securing a budget (from internal and external sources) for their work.

### Adequate political support

- **Risk:** Adequate political support is absolutely necessary for the proper initiation and implementation of metropolitan layer into Regional Innovation Strategy system.
- **Measures:** Political support for innovation is evident and will be further strengthened. In order to secure this support at the metropolitan level, it will be necessary to demonstrate the importance of this level through data-based arguments and successful examples. Regular communication with politicians will be ensured to secure continued



support. It will also be important to communicate with representatives of institutions in the region to ensure appropriate cooperation.

### External barriers

- **Risk:** Last but not least, there can be external barriers to implementation including future orientation of innovation policy of EU (based on European Competitiveness Fund) and global economic situation and security.
- **Measures:** External factors will be regularly monitored to anticipate potential challenges related to innovation policy early. There will be contingency plans to respond quickly to unforeseen external events.

RISK MATRIX		Risk level		
		Low	Medium	High
Likelihood	Low	X	External barriers	Inadequate political support and priority
	Medium	X	X	Insufficient budget Lack of human resources
	High	X	X	Redundant approach with Regional Innovation Strategy