

řství

fajnova

STRATEGICKÝ PLÁN ROZVOJE MĚSTA OSTRAVY na období 2024–2030

OSTRAVA!!!

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WHY DOES OSTRAVA NEED A STRATEGIC PLAN?

The city needs to have a clear vision and ability to offer an idea of its goals. The time that was covered by the strategic plan of development of Ostrava for the period 2017-2023, has come to an end. That's not the only reason why we need to confirm or re-evaluate our priorities and offer effective solutions to its fulfillment in following years. Strategic plan of development of Ostrava for the period 2024-2030 is building upon three previous strategic plans of the city development.

Previous Strategic plan of development of the city of Ostrava for the period 2017-2023

Ostrava has been creating strategical plans since the year 2005 mainly by discussing within expert work groups. There were tens of experts included in the planning for the years 2017-2023, but also thousands of citizens in several forms. Ostrava has longitudinally set the bar for the process of participation of citizens in the development of the city. Under the label fajnOVA, which has taken hold and is being used as a brand for creation and realization of Strategic plan of the development of Ostrava (next as a „strategic plan“) is being implemented a few other activities, which regularly in different forms include citizens into the development of the city and inform about the process of preparation and implementation of the strategic projects. Under the brand fajnOVA there were included, into the development of the city, experts and broad public, which in Europe doesn't have a competition, which confirmed the implementation among the European examples for the good practice of Urbact for the year 2017 or the Czech government award. Strategic plan with its adding and information about the process and prepared projects are publicly available and are being communicated through standard communication channels (web, social media etc.) Adding the Strategic plan every year is a list of strategic projects (investment or non-investment) in the form of an Action plan, which discusses and approves the city government. From the approval of the Strategic plan fajnOVA in the year 2017 were also elaborated and approved strategical plans under the brand fajnOVA in three city districts (Poruba, Ostrava-Jih and Přívoz) with follow-up action plans of conducting and list of projects that are relevant for city districts.

The city evaluates more than forty key indicators of development, most of which are being progressively met towards the set targets. The key indicator is to reverse the negative migration balance. This has not been met, the trend of population decline has continued, and the population has increased following the influx of refugees from Ukraine. Stopping the decline of Ostrava's population by migration thus remains a challenge for the next planning period.

From 52 flagship projects from the previous strategic plan, 26 of them are getting prepared and 25 of them are successfully in running or finished.

Current Strategic plan of the city of Ostrava for time period 2024-2030

Strategic plan for the years 2024-2030 was once again created with participation of tens of experts and important figures and including thousands of citizens into its creations. While creating there was a large consensus about the structure and the vision of the city can stay after partial adjustments for another period. Strategical plans were changed mainly on the level of content of strategic goals, measures and expansion of themes like energetics and digitalization.

By 2030, the city and other organizations in Ostrava and its immediate surroundings have in preparation, among other strategic projects, investment-intensive strategic projects (Concert Hall, Municipal Hospital, Černá Kostka, Main Railway Station, Technology Park, High-Speed Railway and others) that will fundamentally affect the further development of the city and the quality of life of its inhabitants. In addition to this, Ostrava is conceptually planning long-term development in other areas such as education, social services, culture and creative industries, talent attraction management, environment, cultivation of public space, sustainable mobility etc.

The period of validity of the Strategic Plan is until 2030, the long-term vision is until 2040. The draft activities, projects and goals are set in the Strategic Plan as medium-term for implementation in the period 2024-2030. The implementation and monitoring of most of the indicators is also set to 2040, as the impacts of many activities and projects implemented by 2030 will only become apparent in the city

organism with varying degrees of delay. Measurement and evaluation will continue to be continuous with annual final evaluation.

VISION 2040 VIZE 2040

OSTRAVA IS THE CITY FOR NEW BEGGININGS!!!

Ostrava is closer to the world, people, and nature.

Ostrava managed to stop and reverse the trend of people moving out.

Ostrava is the city, which lures young, hardworking talented people.

Ostrava is clean, green, modern, safe, cultural, friendly and adapted to climate change.

Ostrava is confident european city full of energy from young active people.

Ostrava offers a high quality of life for every generation.

Ostrava is still the economical leader of the region and one of three main development poles in Czechia.

Ostrava is seen on high-tech city map and technological firms in Europe.

In Ostrava there is an increase in university students and scieantifical capacities.

Ostrava is prospering thanks to educated, entrepreneurial and creative people who actively participate in public things. They are also attracted to the city by the interesting offer of jobs and business opportunities.

Ostrava develops and uses innovative technologies that are friendly to nature and the environment.

Ostrava is inspired in development by succesfull projects that were conducted in european and world Cities.

Cranes are towering over Ostrava, investments are growing, quality architecture and quality housing are increasing, the city center is connected to Dolní Vítkovice and other streets and districts of the city districts are getting renovated. The city is ready to take advantage of the opportunities brought about by the connection with other cities and countries by the high-speed train line.

Image 1: Visualisation of residents' answers to the question "What would you like the city of Ostrava to look like in 2030 - describe in three words" (The more times the word was mentioned, the larger the font).



Source: Own processing

How is Ostrava seen in the year 2040 by the local personalities – selected answers

"If we want to have interesting people here, we have to offer them interesting housing. "

„We need to aim for Ostrava to be european city, not just one of the biggest czech cities. We should be inspired by abroad. “

"We should be more open to cooperation and connection with Poland. “

"We should work more on the development of the city, finish building area from Ostravice and main square, to Černá louka and then to Dolní Vítkovice.”

"Entrepreneurship should be supported on a wide scale, starting in secondary schools. “

„Universities should include atractive educational programs, which can atract studedents from other cities, even from Brno or Olomouc. “

„Ostrava has the potential to connect with scientific research capacities thanks to the supercomputer and industrial cluster in the vicinity. The focus on IT and digitalisation will create a counterbalance to strong industry. “

"The concert hall and the surrounding area would be an incredible kick. “

„Remote working could be a new trend for Ostrava. “

„Ostrava should continue to be the greenest city and focus on the development of parks, rivers and clean air."

"I would like to see a train that can get from Ostrava to Prague in 1.5 hours. Other things like the arrival of people will be linked to that."

Image 2: 20 key areas of development of Ostrava to the year 2030.



HOW TO ACHIEVE THE VISION?

For the fulfillment of its long-term vision Ostrava has focused, since 2017, on three main development priorities, which are: **1) Metropolis of the region 2) Wealth in people 3) Healthy city**. Within these priorities, seven strategic goals are defined.

Metropolis of the region

Strategy of the regional development of CZ 2021+ defines Ostrava as one of three metropolitan cities of the Czech Republic. The goal is that Ostrava should be recognised as a metropolis. As a city to which even more people come from the surrounding area not only for work, but also for the vision of quality housing, first-class education, quality architecture, top events and quality services and goods in businesses and shops. To continue to offer this and bear the comparison with other European and even world cities, Ostrava must learn even more from its experiences and strengthen its ability to compete. It's mandatory to pursue the set path in accepting the responsibility of the metropolitan role, with everything that it brings, and follow directions, which are defined in the Development Strategy of the Moravian-Silesian Region 2019-2027. That means to support income of investments, interstate cooperation, estatization and helpfulness of the city towards visitors as a gate to the region. Furthermore, strengthening the image and organising events of top quality and international character, and territorial cooperation with the wider environment, for example on the topics of shrinkage and economic restructuring. Ostrava should connect itself more with the world, similarly as its done in today's Ostrava cultural and sports scene and most succesful companies in the region. Ostrava should be able to communicate externally and internally a develop its good name, visions and priorities, and build its brand supported by traditions and patriotism, but also by image of a confident European city, which offers superior services in number of departments.

Ostrava should function even on the inside. That requires connecting joint forces and goals of city districts and organizations and the Statutory City of Ostrava and making city management more efficient and cooperation. This is related to a revision of the city's statute and administrative division, streamlining and transparency of management and decision-making on the city's strategic priorities and the priorities of individual city districts. Apart from that it is mandatory to maintain connecting the city physically and to take advantage of gaps and unused areas, but also to speed up transport between three most important city districts: historical center, Poruba and South. These two main themes lead to the first goal: *"To connect the city within and with the world"*.

Nevertheless, the role of the metropolis is also related to the role of the historic core, the city center, which has been reviving significantly in recent years, but according to many residents of Ostrava needs more impulses and conceptual development. The center of the metropolis should become a historic core under the spotlight, which is offering varied activities and interesting services for residents from the wider area, with functional urban space and attractive buildings. The center should come alive and offer good reasons to 'stay' there, but also good quality places to live, work, do business and have fun. Hence the second strategic objective *"Revive the city center"*.

Wealth in people

Ostrava can become the center of education. Thanks to the number of students, the study program offered, that can be unique a lot of times, and also already built infrastructure, has the potencial to become the university city. Secondary and primary schools are among the best in the Czech Republic. Culturally educational infrastructure and events lure hundreds of thousands of visitors every year. Connecting all existing elements and complementing them with top-quality facilities for the development of education is a way to increase the attractiveness of city life, including even for young and active people. The quality of education, with an emphasis on the excellent development of specialized, digital, linguistic and soft competences, and the ability of the local system to respond flexibly to the rapidly changing needs of the labour market, are essential prerequisites for job creation. This corresponds to the third strategic objective: *'To be a center of top tier education'*.

Ostrava needs more entrepreneurs. Ostrava is carrying the consequences of a long-standing interruption with tradition in entrepreneurship within five decades of 20th century and orientation on the

industrial manufacturing of big companies, which has an impact on the prevailing employee culture, low measure in the willingness to carry the risks of entrepreneurship, so that means, in a low intensity, to start new businesses. As a consequence of low entrepreneurship there is a lack of new attractive work positions. To change this the Moravian-Silesian Innovative Centre was created, which creates a functional system for the development of small and mid-sized entrepreneurship, which integrates elements of support for new entrepreneurs, successful local firms and even firms with ambition and potential to grow and expand into interstate markets. The city should be home to companies with the ambition to succeed in global markets, but also with a strong affinity for Ostrava, which they sell and their products and services all over the world. The fourth strategic objective is therefore *"Develop an exceptional environment for entrepreneurship and innovation"*.

In Ostrava there is a quite rich communal life and activities of citizen initiative, which conduct several local events and even events of European significance. The city wants to give everybody an open opportunity to continue to participate in co-determining the development and shape of the city and to offer closer contact with the real environment and more effective cooperation in coordinating cultural, community, business and leisure activities. Fifth goal is therefore „Support communal life and involve citizens to the city development “.

Healthy city

Ostrava needs to have a landscaped, architecturally quality and clean public space, where it is comfortable and safe to move around, and which encourages you to spend free time there and meet with friends. Quality buildings should bring life to the open spaces and gaps around the city. Ostrava needs to get rid of ugly buildings and unused areas, cultivate places that were affected by industry and mining. It should also regulate individual automotive transportation, for people to be able to breathe even better. Therefore, the sixth strategic goal: „Cultivate an environment for life for all generations “.

Citizens of Ostrava should, as well as the industry, consciously use resources and motivate its surroundings to do the same. They should start to use the potential of unused areas around the city and take care of them. Ostrava is on its way to a major change of quality of environment for life in the city, thanks to an implementation of measures along the lines of „smart cities “or under the adaptation for climate change. However, in terms of adaptation, Ostrava needs to start putting more emphasis on the introduction of adaptation measures into spatial planning and construction practice. The city and the region now face the additional challenge of seeking energy self-sufficiency, savings and the need for a conceptual approach to energy. The seventh strategic objective is therefore *"Bringing the city closer to nature and managing resources sustainably"*.

NEW OR OUTSIDE TRENDS RELEVANT TO THE CITY

Demographic changes and ageing of population

There will be a need to adapt politics, services and infrastructure to a higher percentage of ageing population. The World Health Organization expects the number of people over 60 to double by 2050 - to more than 2 billion. In Ostrava, an increase of less than 5 percentage points is expected, i.e. over ten thousand inhabitants.

Urbanization

World cities will continue to undergo dynamic development. It is expected that more than two thirds of the world's population will live in cities by the year 2050. Major part will live in cities with a population under one million inhabitants. Megalopolis and metropolitan areas will fight over educated, entrepreneurial, active and talented citizens and families with children. Decline of population is expected in remote areas from metropolises. High demand continues for quality and available housing, quality architecture and quality services and infrastructure in cities and its workload.

Economics

To the year 2050 World banks expect double in world economics, mainly thanks to the growth of productivity built upon technologies and innovations. China, USA and India will have the highest part on the world economy.

Digitalization, automatization, robotization, A.I.

Development and practical application of modern technologies (mobile devices, smart devices, A.I., automatization, robotization) in households, firms, academic institutions and organizations and services of public administration. A major increase in investments in cyber-safety and safety of data is expected. Worlds bank and worlds organizations expect digital economy to double its share on the world's GDP by the year 2030 and create 30 million new working positions. This will entail several new opportunities such as the development of telemedicine, e-health, e-commerce, e-learning, digital and remote services, etc.

Climate change, sustainable development, sustainable mobility and green infrastructure

Expecting further increase in temperatures and associated climate change. Focus of households, firms and organizations for adaptation and mitigation measures, ecological sustainability and development of blue-green infrastructure. It is expected that the market of shared economy and circular economy will grow. The global effort towards carbon neutrality, currently led by the European Union, will continue, while the largest emitters include China, the United States, India and Russia. A significant shift towards greener forms of transport is expected, including electric and hydrogen vehicles.

Development of renewable energy and energetic infrastructure

Investments into solar, wind and other renewable energies. It is expected that by the year 2040 40% of the world's energy will come from renewable sources of energy. To achieve this, there is a need for modernization of energetic infrastructure for better usage and distribution of energy, including the opportunity of sharing (comunal energy).

Development of cultural and creative departments

Endure politics and economic growth attached to cultural and creative departments. Development of cultural diversity and inclusive cultural politics.

Military aggression in Ukraine

If the dictatorship in Russia won't come to an end, central Europe will must continue to battle the economic and geopolitical consequences of Russia's military aggression in Ukraine (refugee aid, defense spending, cooperation in post-conflict reconstruction) and the long-running hybrid war.

Therefore, there is a need for consistent protection of democratic principles and values and support for a civil free society.

MANAGEMENT SUMMARY OF THE ANALYTICAL PART

Management summary represents a brief, but **complex overview of the most crucial findings** from the analytical phase of processing. Strategical plan of the development of Ostrava for the period 2024-2030. It provides readers with a quick and clear overview of key information without the need to read full analytical documents:

1. Ostrava is and wants to continue to be **one the key poles of development of Czech Republic**. Ostrava wants to endure its role as a metropolis and bearer of a positive image. Its ambition is to inspire its surroundings and positively influence the whole region.
2. Ostrava is visually shifting towards better in a lot of areas and wants to work on this shift. The areas with the most significant recorded change include:
 - Transport, free time, culture, events (of supra-regional importance), schools, universities, reconstructions, modernization, revitalization, repairs, appearance of buildings, institutional environment (MAPPA, MSIC, fajnova, Ostrava expat Centre, OPST, universities etc.) well-functioning services (ZOO, DPO, OZO Ostrava, social care, hospitals) high political culture, development of gaps, work with brownfields etc.
 - Developing of comunal life and interest in involvement in co-determination about city's future. Demand for support for informal spaces and activities is growing.
3. There will be a need to react to **demographic changes**:
 - The trend of population decline is slowing down, with suburbanization accounting for a large part of the decline. These changes will have an impact on mobility, school catchment areas etc.
 - The number of citizens will visually continue to go down.
 - Migration will probably just control the decline in natural change.
 - The number and part of seniors will significantly increase. The population of the city will get older.
 - The demand for social and medical services will grow and there will be a risk in the increase in social problems.
4. The demand for **attractive** (perspective, flexible, expert and in good teams) and well-rewarded **work opportunities** and simultaneously the demand (mainly future) for specialists (dentists, social care etc.) or **innovations** will grow.
5. Citizens of Ostrava are displeased with the **unsuitable behavior of people, bad local quality and appearance of public space** and the feeling of lower safety that relates to it.
6. "The demand for diversion from **bureaucratical and formal approach**, mainly in places where it arguably slows down the effectivity, creativity, entrepreneurship and innovations. That applies to some clerical procedures, but also cooperating od city districts (mainly (mainly at the levels of the statutory city - districts, but also among themselves) entrepreneurship, informal events etc.
7. **The question of parking space** doesn't need to be solved from the end (just with the number of parking spaces) but head towards **sustainable transport (analysis and monitoring of movement around the city, favoring and support of public transport and more comfortable movement around the city for walking)**. It is desirable to introduce a balanced "modal split" (in accordance with the PUMM), to **connect** parts of Ostrava conceptually and to move towards a comprehensive parking policy and favoring public transport and shared mobility - the development of bike sharing and car sharing.
8. It is needed to create a **conception of housing**, which focuses on densifying the city with a quality supply of housing, including starter homes. There is a continued need to promote quality architecture in all buildings and public spaces.

9. It is necessary to create an **energetical conception**, which supports city's shift towards a greener economy.
10. The city is getting **digitalized**, but not systematically. There is **a lot of data** available, which creates space for innovations and application of advanced technologies.

MANAGEMENT SUMMARY OF THE DRAFT PART

Proposal of strategic priorities of Ostrava for the years 2024-2030 (extending to 2040) continues in an effort to stop a turn around the trend of inhabitants leaving and to lure young, talented and hard-working people to the city and its metropolitan area. The goal of the plan is so Ostrava will come closer to the world, people and nature and to offer attractive housing, architecture, work and free time activities. It has great dispositions for it – it draws wealth from industry tradition and presence of important employers, from energy of people and even good quality of life for all the generations. On top of that it has a lot of green areas and close by mountain ranges of Beskydy and Jeseníky.

PRIORITY A – METROPOLIS OF THE REGION PRIORITY A

Strategic goal 1: “Connect the city inside with the world”. Ostrava accepted the responsibility for fulfilling the metropolitan role of Moravian-Silesian region and it will continuously evolve it. It will support the income of investments, international cooperation, quality architecture, pleasant look and friendliness of the city towards visitors and it will support international cultural and sporting events. Conceptually it will agree to build a great image, so it can prove that in several areas, life in Ostrava today is superior.

Strategic goal 2: “Bring the city center to life”. Related to the role of the metropolis is the role of the historic core, which, despite its visible transformation in recent years, still needs aestheticization, filling and use of space, and conceptual development of important functions for residents and visitors. The center should be pleasing to the eye, attractive with varied leisure opportunities, offer quality services and functional public space.

PRIORITY B – WEALTH IN PEOPLE

Strategic goal 3: “Be a center of top-tier education”. Ostrava has the potential to become the center of education, European university city with attractive fields of study, which develop and lure talents. The goal is to increase quality of education and lure more college students. This involves the development of professional, digital and soft skills and the ability to respond flexibly to employers' needs.

Strategic goal 4: “Develop unique environment for entrepreneurship and innovations”. Ostrava needs more entrepreneurs. It needs to develop functioning system of support for new businessmen and successful local firms with ambition to grow and expand into international markets. At the same time, the city will strengthen its innovative potential by supporting research, development and technology centers, thus creating an environment that supports not only business development, but also innovation and creativity in all areas of business.

Strategic goal 5: “Support communal life and involve citizens into development of the city”. Ostrava needs to have high energy of its inhabitants for achieving its goals. That's why it will offer more open options to take part in a co-determination about city's look and more effective cooperation in organizing cultural, communal and free-time activities and implementation of new ideas, including support of communal centers.

PRIORITY C – HEALTHY CITY

Strategic goal 6: “Cultivate environment for life of all generations”. Ostrava will continue to get rid of ugly buildings, unused areas and regeneration of brownfields and it will offer quality public space, where it is pleasant and safe to move around and spend time. It will start to use green areas more and take care of them. That will not only support recreational potential of greenery but also increase the permeability of the city for pedestrians and cyclists and reduce the negative effects of car traffic to make it easier to breathe. It will promote quality of life for all generations and coexistence for all residents of the city.

Strategic goal 7: “Bring the city closer to nature and environmentally friendly usage of resources”. Ostrava needs to achieve the next step in improving in every part of the environment, not only in quality of air, usage of city's greenery, quality of water, or in the disposal of environmental burdens. Climate change is a challenge to which the city must respond adequately. Similarly, the lack

of an energy concept and the need to increase energy self-sufficiency and savings by switching to renewable energy sources or a green concept is a challenge for the coming period.

METODOLOGICAL APPROACH AND PROCESS OF PROCESSING

The starting point for the drafting procedure of the Strategic Plan of the Statutory City of Ostrava was the standardized Methodology for the Preparation of Public Strategies (Ministry for Regional Development, Act of January 2019) and the draft procedure for the development of the strategy - the Basic Procedural Scheme for the Development of Public Strategies.

Recognizing the weaknesses and strengths of past strategic plans, we have acted to build trust with teammates, take opportunities to engage them throughout the process, and ensure their ownership of the content of the resulting document.

The preparation of the Strategic Development Plan of the City of Ostrava for the period 2024-2030 (hereinafter referred to as the Strategic Plan) took place in 2023. The first phase of the planning process was the preparation of the Analytical Report, which served as a key basis for the subsequent determination of the vision, development priorities and objectives within the Design Part. The Strategic Plan was developed in close cooperation with the City's leadership, department heads and other representatives of the City of Ostrava, along with other key stakeholders.

The process of collecting projects and ideas for implementation began during the preparation of the Strategic Plan but will continue after the document is approved. This opportunity, as well as the entire preparation of the Strategic Plan, is being communicated to the public.

The Design part was followed by the preparation of the Action Plan including implementation. In parallel, the process of environmental and public health impact assessment (SEA) was also carried out. The final form of the Strategic Development Plan for the period 2024-2030 was discussed by the Council and the City Council of Ostrava in the first quarter of 2024.

In the process of preparing the Draft Part of the Strategic Development Plan of the City of Ostrava for the period 2024-2030, the staff of the Strategic Planning Department of the Strategic Development Department of the City of Ostrava Municipality and the Marketing Department were actively involved, which provided communication and promotion at all stages of the preparation of the Strategic Plan. The analytical report and the previous Strategic Development Plan of the City of Ostrava for the period 2017-2023 were important inputs for the update and development of the strategic framework. During the preparation of the document, regular coordination meetings and internal workshops were held by the preparation team consisting of representatives of the preparer and staff of the Ostrava City Council from the Strategic Development Department.

The proposed updated strategic framework was the basis for thematic working groups and a visioning workshop with trade union representatives and the city's political leadership, key stakeholders and experts from various fields. As a result of these meetings, additional modifications and additions to the strategic framework were made according to the input from these meetings. The members of the working groups were subsequently given the opportunity to comment during the comment process of the Draft Part.

In addition, the Draft Part also includes a separate, accompanying document summarizing the outcomes of the meetings "Management summaries from the working groups".

Image 3: Visualisation of the process of processing of the Strategic plan of Ostrava



Source: Own processing

THE PRINCIPLES ON WHICH WE BUILD STRATEGIC DEVELOPMENT

Ambitious Ostrava | Leadership

The Strategic Development Plan of the City of Ostrava reflects current trends in urban planning and public organizations and aims to set an example. The planning of developed cities currently considers the need of the city's inhabitants to have adequate information about the planning process and the implementation of the plan at the right time, and to involve the citizens in the planning process with appropriate communication and participation tools. The Strategic Plan will always be backed by capable people with clear competences and responsibilities for implementation and evaluation of its success.

Prosperous Ostrava | Innovations and management

The implementation of the plan will be based on competent, professional and active teams composed of representatives of the city and the professional public, who will be willing to participate in the initiation, preparation and implementation of measures and projects and will continuously evaluate the benefits and impacts on the quality of life of the residents, being prepared for changes and innovations brought by new trends and technologies. To assess the quality of the plan, it is not enough to generate a well-structured, professionally assessed document that has been approved by the city's management and council. It only demonstrates adherence to planning standards. The paper alone will not engage a wider range of the city's key stakeholders in the process of drafting the actions in the strategy and ensure their quality.

Ostrava open | Communication

We build on open information and the involvement of residents in planning the future of the city. To communicate well with them, we use the communication channels available or provided for this purpose, e.g. periodical publications of the statutory city and municipal districts, printed media, television, radio, professional magazines, digital media, newsletters, websites, social media, areas in public and frequented spaces, participation in public meetings, conferences, seminars, personal meetings, etc.

Shared Ostrava | Participation

We seek to increase the active involvement of local residents in the planning process beyond the standard deliberations in the city bodies, steering committee, working groups, SEA, etc. Public participation in city planning is one of the basic prerequisites of democratic self-government and has a direct impact on the quality of life. Public participation is necessary for at least two reasons. Firstly, for the local government to understand the specific needs of a wide range of city residents and their assessment of the current situation. Second, to obtain feedback on draft planning documents and concept plans from those who will be affected by them. However, participatory planning not only strengthens democratic principles - transparency and accountability in city planning but becomes an important tool for comunal development.

Attractive Ostrava | Image and identity

Involvement into the creating of Strategic plan helps so-create and endure collective identity of citizens and their cohesion with the city. In localities, where people have lost social connections and connection with the place itself, participative planning can support the building of communities, communication and interaction of people that live there. Though participation in planning the city people get new skills and build relationships between each other, which helps them better participate in the development and management of the places where they live. They gain a greater sense of responsibility towards them and are better able to respond to environmental changes. Through learning about Ostrava's past, people build a closer relationship to it and patriotism is strengthened, which helps people to identify more deeply with the city they live in.

PREREQUISITES FOR SUCCESSFUL IMPLEMENTATION

Shared vision of Ostrava and its conceptual fulfilling

- Ostrava and its management will always declare clear vision, priorities and will and manage their implementation - consistently, effectively and conceptually.
- The individual units of the City of Ostrava Municipality, affiliated organizations and important actors and organizations in the city will have mutually clarified roles and responsibilities in the preparation and implementation of strategic measures and projects.
- Ostrava will promote bold and well thought out measures and communicate and explain their necessity to key stakeholders and target groups in a timely manner.
- Ostrava will work closely with the city districts, municipalities within the agglomeration, its organizations and key players in the territory to improve the quality of city management towards unity and efficiency between sectors and disciplines.
- Ostrava will consistently communicate with residents, involve them in decision-making processes and create effective conditions for communities to develop their activities. Timely and consistent communication will take place across the political spectrum to inform, educate and minimize potential unconceptual political decisions.
- The implementation of the strategy will be adequately resourced in terms of capacity, expertise, competence and personnel. To implement the strategy, the procedures and milestones that are a condition for drawing mainly on external funding sources will be respected to the maximum extent possible.

Image of Ostrava and managing its brand

- Ostrava will change its image by actively involving its residents in the development of the city and by its ability to convince people, companies and media from the Czech Republic and abroad that it is an attractive place to live, study, work and do business.
- Ostrava will communicate investment and project plans in a timely and open manner and allow citizens to obtain sufficient information and space to express their views on significant changes in the city. The aim is to gain confidence in the preparation and implementation of investments and to explain the benefits and negatives that these changes bring.

Smart and integrated approaches, which make quality of life in the city higher

Ostrava will validate, test and implement smart and integrated solutions - thoughtfully across different disciplines, financially sustainable, yet environmentally friendly. These measures will increase the cohesion and satisfaction of individuals and families with life in the city, and their willingness to spend more time actively in the city, not only at work, but also in their free time and during the day.

SWOT ANALYSIS

Methodology of the SWOT analysis is a tool used for strategical planning and decision-making, which helps to identify Strengths, Weaknesses, Opportunities and threats, that are connected to the project, organization, business or city.

SWOT analysis for Statutory City of Ostrava was done based on the conclusions of socio-economic analysis, public questionnaire survey, feeling maps, research, benchmark, structured interviews and working groups.

STRENGTHS

Strengths identify its inner positive aspects, which city or organization can use to its advantage.

1. **Visible shift or change for the better in many areas** - transport, leisure, culture, events (of supra-regional importance), schools, health, reconstruction, modernization, revitalization, repairs, appearance of buildings, institutional environment (MAPPA; MSIC; fajnOVA; Ostrava Expat Centre; universities, MSID, etc.), well-functioning organizations (ZOO, DPO, social care), political culture, digitalisation, stopping gaps, working with brownfields, the Operational Programme for Equitable Transformation, etc.
2. **The city's facilities are of an unusually high standard and serve a large proportion of the population of the wider region** (metropolitan area).
 - Developed educational system and wide offering of educational institutions.
 - Ostrava has a strong sports base, and sports have generally big popularity, as well on the side of the city, as in the region. There is long-term development and construction of new sports infrastructure.
 - Equipment and accessibility of local hospitals.
 - The coverage of social services in Ostrava is one of the best in the Czech Republic.
 - Quality, accessible and modern system of public transport. Bike sharing.
 - Digitalization of city services and its organizations to its residents (reservation systems, payment gateways, contactless payments in public transport, etc.)
 - The existing high-capacity expressway network enables fast movement through the city and outwards. Transport - infrastructure facilities (D1, airport, railway junctions) with a dense road network (good accessibility of the city) and with top public transport.
 - The existing network of roads for cyclists along the rivers within the city enables fast movement through the city and connections to the regions. This network forms important places with sport and recreational potential.
3. **New attractive employers.** The interest of investors is also growing, which indicates the positive outlook and attractiveness of the city. The unemployment rate in Ostrava is at an all-time low. The city is striving to provide attractive jobs, attract attractive scientific, research, development and innovation activities and is considering attractive additional services around housing and services for talented individuals. Increasing the friendliness towards foreigners - e.g. communication and services in English, possibility of integration with locals (through Ostrava Expat Centre).
4. **Available technical and industrial know-how on the part of large employers and academic institutions and a growing scene of firms in new fields (such as ICT, etc.)**
5. **Ostrava is one of the most important scientific research centers in the Czech Republic,** and expenditure on research and development is growing. VŠB-TUO and the University of Ostrava offer new and cutting-edge scientific research infrastructure and services.

6. **Ostrava cares about the quality of architecture and urbanistic approach I the city**, newly though, for example studio MAPPA!!! an ordinance to regulate advertising smog or a program for the preservation and restoration of cultural monuments and significant urban buildings.
7. **Vast offer of cultural institutions** both in terms of the traditional and alternative scene, including community activities. The range and quality of cultural events (concerts, festivals, etc.) and cultural and social facilities (theatres, galleries, museums, monuments, etc.). Increased interest in the city's past and growing patriotism.
8. **Applying conceptual approach** (strategic development, education, social care, urbanism, sustainable mobility, culture, family politics, waste management, sports, crime prevention, etc.) Strategic plans of city districts – fajnOVA Poruba, fajnOVA Ostrava-Jih, fajnOVA CENTRUM.
9. **Long-term support of cultural partnerships and cooperation across territory.** (region, universities, organizations, ministries, non-profit and private initiatives, etc.)
10. **Increasing number of residents in historical city center.**
11. **Big events supra-regional importance that enhances the image of Ostrava**, infrastructure readiness and teams with the ability to organize them without exclusive dependence on city funding (Colours of Ostrava, Beats for Love, Zlatá tretra, Ostrava Days of New Music, World Hockey Championships, Paralympic World Championships, Unique Summit Ostrava 2023, J&T Banka Ostrava Beach Pro, NATO Days).
12. **City of Ostrava is interested in opinions of citizens**, active people have the option to co-create their surroundings through participation in creating conceptions, projects and they can create their own projects, comunal and neighborhood activities. Three largest city districts have participatory budgets in which residents can propose their own projects, and Ostrava also has a subsidy programme called Creating Space to support and develop public space through the implementation of community projects. Progressive work is being done with communities on housing estates, neighborhood relations and the reduction of anonymity among neighbors, among other things through the neighborhood programme in the Ostrava-South urban district.
13. **Network of support organizations enabling alignment of work and family** (children's groups, family and maternity centers) + network of organizations and associations that provide activities that strengthen community life in the city and the belonging of residents.
14. **Implementation of projects in the field of social housing.** Activities focus on creating social housing capacity and supporting occupied households through cooperation with social workers. In order to facilitate orientation in social services and the possibilities of solving unfavorable social situations, the Municipality of Ostrava operates a first contact point [SOCIOPOINT](#), which provides anonymous counselling to the residents of Ostrava.
15. **Significantly improving environmental conditions** in the city over the last two decades.
16. **The city is very active in its metropolitan role**, actively seeking resources and developing project plans of strategic importance.

WEAKNESSES

Weaknesses identify inner negative aspects of the city, which can prevent the city or its organizations from developing.

1. **Declining population of the city** - migration is only likely to correct the decline through natural change.
2. **Talented young people leave and postpone or do not plan to return to the city and region.** One of the key reasons - despite the increase - is still the lack of attractive job opportunities and employers. Relatively lower average wages.
3. **Image of the city burdened by history as a city with an unsatisfactory living environment,** which is fed by the media, Czech residents and some locals.
4. **Development of the airfield** – bad connection with important european and from there world destinations.
5. **Insufficient incorporation of conceptual documents** (e.g. Adaptation Strategy, Blue-Green Infrastructure Methodology, Integrated Mobility Plan Ostrava) into the implementation of certain projects.
6. **Behavior of citizens** – mess, noise, feeling of safety, communication
7. **Unused synergy between city districts.** For example, there is no central unified property register for all city districts. There is no single information system. Outputs for the urban districts are not uniform, and planning cannot be done uniformly. There is no uniform record of housing stock passports. There is also no unified citywide record of rent debts.
8. **Underfinancing of educational institutions – insufficient** financial support influences options for development.
9. **Missing conception of development of smart city, energetics and competent workplaces,** that would develop these themes.
10. **In terms of active trades per 1,000 inhabitants, Ostrava is below the Czech average,** although the city is gradually catching up with the Czech average, the pace is not fast enough.
11. **Missing spaces for organising informal cultural, comunal and student activities** and insufficient amount of safe space for young people, where they can spend their free time or organize their own events.
12. **Non-quality public space – citizens described it as one of the main reasons of their unhappiness in the city. Insufficient cleanliness of public spaces,** especially in exhibition and busy places. For example, there is a lack of public toilets.
13. **Missing conception of housing** – not only in central part of Ostrava there is not enough attractive and affordable flats for young families with children. Lack of contemporary and quality rental housing of various types (for the young, for the elderly) to revitalize selected parts of the city.
14. **Lack of support for sustainable mobility in the preparation and implementation of projects and balancing the modal split between pedestrians, cyclists, public transport and individual**

car transport. Lack of a static transport concept. Internal barriers in the city mainly consist of the expressway network.

15. **Insufficient pace and comfort of connection between three biggest city districts** in comparison with nearby districts and municipalities - often faster commuting from suburbanized areas compared to the city's own districts.
16. **There is a relatively big amount of unreachable greenery** for free time, sport and recreational usage.
17. **Insufficient use of watercourses and green spaces** and their transformation into a connected and attractive system of areas for residents, visitors and investors.
18. **Lack of natural connection of the city center to Dolní Vítkovice, as well as to Fifejdy and Mariánské hory and Silesian Ostrava.**
19. **Part of residents are still not interested in what is happening in the city and in their surroundings**, they are passive and receive information at the level of social bubbles and national media.
20. **Risk of social tension** - large number of people in foreclosure and large number of foreclosures themselves. Many people are addicted to addictive substances according to surveys and the number is expected to increase further.
21. **Excessively formal environment in the authorities - administratively** and bureaucratically still demanding processes (towards residents, entrepreneurs, non-profits, cultural associations, etc.), public administration with a low level of willingness to change long-established and nowadays inefficient processes and procedures.
22. **Dissatisfaction of citizens with safety in the city, or with the feeling of safety** (according to the results of the questionnaire survey), although safety statistics are improving.
23. **Homelessness is an issue** that persists, and nothing can be done about it. In general, it deteriorates the image of the city, the sense of security of citizens, highlights the social problems of the city and has the effect of spoiling public spaces.
24. **Unresolved environmental burdens. Deteriorated air quality at certain times.**
25. **Insufficient connection of Ostrava through sustainable mobility** to adjacent areas within the metropolitan area.
26. **Lack of national institutions** (e.g. significant difference in the number of state contributory organizations compared to Brno), **lack of memory institutions.**
27. **Insufficient continuous generational exchange in civil servant positions**, little support for continuous further training and study tours.

OPPORTUNITIES

Opportunities identify external factors that a city or organization can use to its advantage in its development.

1. **Construction of the high-speed railway** - faster connection to major European centers - potential for strategic cooperation on the Warsaw-Vienna axis. Potential for follow-up infrastructure, urban districts and investment opportunities.
2. **Location close to the border with relatively little language barrier** - a wide market of companies and residents (talent).
3. **Easier connection with experts also in relation to international cooperation and networking and telework** opportunities from the Czech Republic and abroad - cooperation with employers, universities and other institutions in the region to build relationships and link with attracting talent to the region.
4. **Digitalization, automation and robotization of the world economy** - Ostrava has the know-how, companies and institutions that can take advantage of this trend.
5. **Support of cultural and creative industries**, their positive impact on the local economy and downstream industries in value chains.
6. **European policy for the transformation of coal regions** towards a low-carbon economy, energy and green technologies - available resources for financing, exchange of experience and for the transformation of companies and the part of society most affected by the transformation.
7. **Connecting to the world** - connectivity and modernization of infrastructure - connection to backbone networks - transport, energy, digital, etc. Potential to raise awareness of the city's offer and to attract visitors, innovators and creators from across Europe for major events, attractive architecture, attractions and attractive projects and institutions.
8. **Involvement in flagship European initiatives, networks and projects** in programmes such as LIFE, Horizon, EUJ, etc.
9. **Revitalization and reclamation of post-industrial areas** - Ostrava as a city of nature.
10. **Decrease in biodiversity and degradation of green areas** with potential for recreational use, thus reducing the quality of life in the vicinity and increasing landscape fragmentation.
11. **Support for tourism** - to take advantage of existing events and venues and encourage the creation of new ones to strengthen the image of the town and its economy.

THREATS

Threats identify external negative factors that could harm the city or organization in the future.

1. **Expected steady decline in the working age population and the ageing of the city's population**
- increasing average age of the population and the number of residents over 65. A challenge not only for Ostrava, but also for the whole Czech Republic and the EU - fundamental social transformations may occur.
2. **Changes in the lifestyle of the population** - unpreparedness and slow adaptation means losing competitiveness:
 - Demand for more flexible working conditions - technology makes it possible.
 - Many students are already working at the school and do not have time to get involved in other activities, projects and the development of the city.
 - The offer of new digital technologies (e-shops, video on demand (VOD), the growing market of computer games, mobile applications) is displacing live culture and business - changing the structure of demand for services and events.
3. **Leapfrog growth in inflation** can put disproportionate pressure on the socially vulnerable and the lower middle class, pushing them towards the poverty line and into debt traps.
4. **Expanding threats due to geopolitical conflicts** - persistent hybrid attacks, unexpected impacts on migration waves in Europe, security measures, impacts of Russian aggression in Ukraine, etc.
5. **Climate change:**
 - Deteriorated quality of life in public spaces, but also in some critical infrastructure buildings, educational facilities and homes
 - Global migration waves - pressure on Europe - indirect impact on living conditions in Ostrava
6. **Risky dependence on imports of energy resources**, which would be difficult to replace in the event of an outage or price spike - absence of crisis scenarios and responses.
7. **The resurgence or arrival of a new pandemic** such as COVID-19.
8. **Continuous dominance of capital city and leapfrog growth of attractivity in job offers in other cities in the Czech Republic** (Brno, Pilsen) targeting young and productive residents and causing their outflow from the region.
9. **Potencial decrease in future high incomes** thanks to changes in budgetary determination of taxes in the year 2023.

DRAFT PART OF STRATEGIC PLAN

Strategic plan is divided in three priorities, in which we want to reach seven strategic goals, and to their fulfillment it is necessary to implement the type of measures and activities under the 20 key areas.

The priorities, strategic objectives and key areas are given simplified names in the following overview and diagram and are described in more detail in the chapters on each strategic objective.

PRIORITY A – METROPOLE OF THE REGION

Strategic goal 1 - Connect the inside of the city with the world

Key area A.1.1 Fulfilling the role of metropolitan city

Key area A.1.2 City cohesion

Key area A.1.3 Smarter city

Key area A.1.4 City image

Strategic goal 2 –Revive the city center

Key area A.2.1 Living city center

PRIORITY B – BOHATSTVÍ V LIDECH PRIORITY B – WEALTH IN PEOPLE

Strategic goal 3 – Be the center of top tier education

Key area B.3.1 Top tier education of for 21st century

Key area B.3.2 University and student city

Strategic goal 4 – Enhance unique area for entrepreneurship and innovation

Key area B.4.1 Growth of entrepreneurship

Key area B.4.2 Start and growth of entrepreneurship

Key area B.4.3 Innovative ecosystem, excellent research and luring of talent

Strategic goal 5 – Support communal life and engage citizens into the development of the city

Key area B.5.1 Potential of communal life

Key area B.5.2 Co-responsibility of citizens and city

PRIORITY C – HEALTHY CITY

Strategic goal 6 – Cultivate environment of life for all generations

Key area C.6.1 Functional public space, quality architecture and safety

Key area C.6.2 Quality housing

Key area C.6.3 Sustainable mobility

Key area C.6.4 Sport, culture and free time

Key area C.6.5 Social services

Key area C.6.6 Medical services

Strategic goal 7 – Bring the city closer to nature and environmentally friendly usage of resources

Key area C.7.1 Quality greenery

Key area C.7.2 Environmentally friendly usage of resources

Image 2: Scheme of priorities and strategic goals

METROPOLE REGIONU



Propojit město
uvnitř i se světem



Oživit centrum
města

BOHATSTVÍ V LIDECH



Být centrem
prvotřídního vzdělávání



Rozvíjet mimořádné
prostředí pro podnikání
a inovace



Podporovat komunitní život
a zapojovat obyvatele
do rozvoje města

ZDRAVÉ MĚSTO



Kultivovat prostředí
pro život všech generací



Přiblížit město přírodě
a šetrně nakládat
se zdroji

Source: Own processing

HOW TO READ THE DRAFT PART

Each of the three priorities begins with an introductory page that introduces the content of the priority and justifies its importance to the city. This is followed by the individual strategic objectives, which set out the changes we want to achieve by 2030.

The key area chapters include the following sections:

Key Area arrangement - For ease of reference, each of the key area chapters contains a classification under the strategic objective and priority in the header.

The changes we want to achieve by 2030 - the ideal state to be reached by 2030 in the key area.

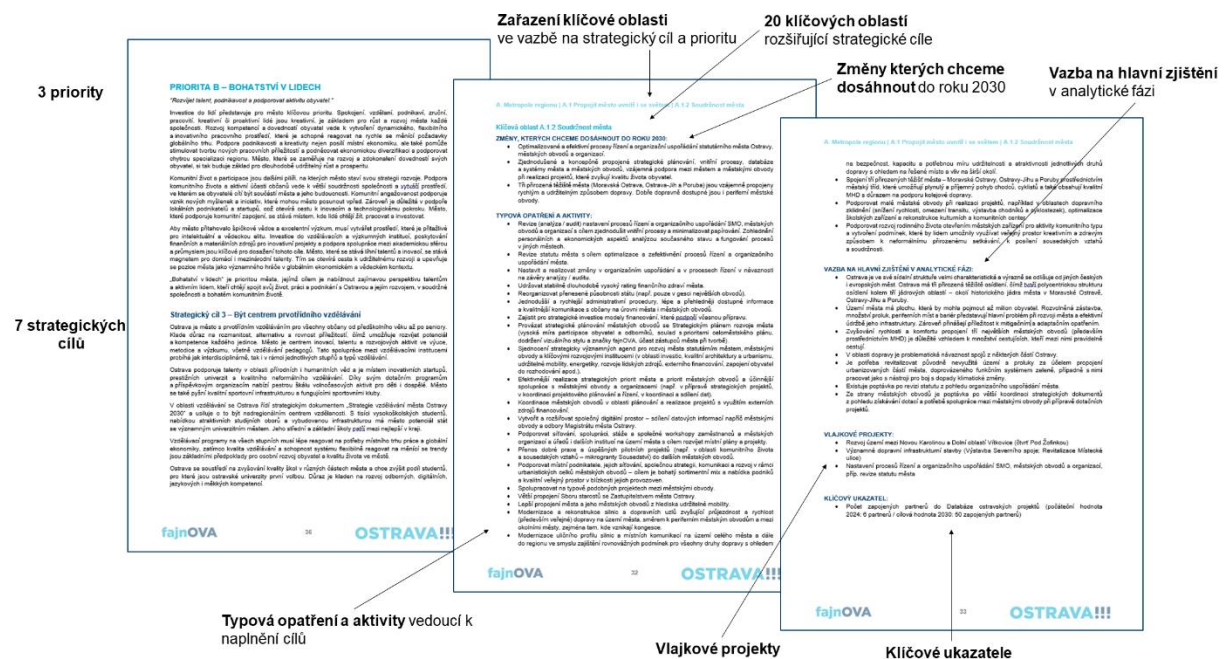
Type measures and activities - through the implementation of these measures and activities, the strategic objectives will be met.

Link to the main findings in the analytical phase - consistency of the Design section and the set objectives with the Analytical Report.

Flagship Projects - a list of the City's flagship projects in relation to a given strategic objective and key area.

Key indicators - selected indicators that monitor change and achievement of a given strategic objective and key area.

Image 3: How to read the Draft part



Source: Own processing

LIST OF FLAGSHIP PROJECTS

Flagship projects are priorities of the city and its organizations, they represent key areas of the plan and fulfill its vision, they have a significant impact on the development of the city and on the fulfillment of key indicators, through them the fulfillment of the plan is communicated to the public, their implementation will have an impact on the perception of the success of the plan as a whole and should be considered when creating the city budget (even in the long term).

Key areas	Flagship projects
A.1.1 Fulfilling the metropolitan role	High-speed railway – connection between Brno, Ostrava and Katowice
	Reconstruction and aesthetization of the Main Railway Station and its surroundings (Modernization of the Ostrava railway junction; Ostrava-Přívov station forecourt, Jirská terminal; extension of Skladištní Street)
	Construction of a new concert hall (as part of the reconstruction of the Ostrava House of Culture)
	Further development and revitalization of Dolní Vítkovice (in the field of cultural and community activities, for business, for technical and technological education)
	New exposition in ZOO Ostrava
	Development of the Leoš Janáček International Airport (including the Logistics Centre of the Army of the Czech Republic and a business complex)
	Ostrava Expat Centre – further development
	Involvement of the city and organizations in international cooperation projects (INTERREG: MECOG-CE; IP LIFE: COALA; Urban Agenda: Greening Cities; URBACT, ERASMUS+, HORIZON)
A.1.2 City cohesion	City cohesion Development of the area between Nová Karolina and Dolní Vítkovice (Pod Žofinkou district)
	Significant transport infrastructure constructions (Construction of the Northern Connection; Revitalization of Místecká Street)
	Setting up the management processes and organizational structure of the SMO, city districts and organizations, possibly revising the city statute
A.1.3 Smarter city	Database of Ostrava projects and its further development and implementation
	Application of new technologies and innovations within the SMO and its organizations (Development of the Data Portal of the City of Ostrava; Establishment of an expert committee for digitalization, etc.)
A.1.4 City image	Coordination of strategic marketing activities (designated coordinator, city marketing concept, functional implementation)
A.2.1 Living city center	Revitalization of Černá louka
	Construction of the House of City Services
	Ostrava Towers Complex
B.3.1 Top tier education for 21 st century	Programme for support of education and talent-management
	Improving the quality of kindergarten, primary and secondary school education in Ostrava (Leadership for principals of kindergartens, primary and secondary schools; Parliament of Children and Youth of Ostrava; Talent CITY - regular annual conference with the theme of finding and supporting gifted children and pupils; Programme to support the development of the quality of education; Keys for the future of our children III - improvement and modernization of extracurricular education; Programme to support the development of bilingual and foreign language education in kindergartens, primary and secondary schools in Ostrava; My place in Ostrava - concept of lifelong learning)
	University school
	Construction of Moravian-Silesian Scientific Library - Black Cube - Centre for Digitization, Science and Innovation
B.3.2 University and student city	College dormitories
	Strategic research and application projects of universities in the metropolitan area (LERCO; CEPIS; CirkArena; EDEN; EDIH OSTRAVA; REFRESH; UIREKA SHIFT; Development of IT4Innovations national supercomputer center; CEET-e II; National Centre for Energy II)
B.4.1 Growth of entrepreneurship	Fajna dílna (craft incubator in Dolní Vítkovice) - further support of the project with emphasis on increasing the entrepreneurial competences of the workshop users
	Preparation of the new industrial zone Ostrava-Hrušov
	Brownfield Fund (a development fund to support the construction of business properties for small and medium-sized enterprises)

B.4.2 Start and growth of entrepreneurship	Location of the tram depot in Poruba and preparation of the development area (smart district)
B.4.3 Innovation ecosystem, excellent research and talent attraction	MSIC and Technology Park (Development of the services of the Moravian-Silesian Innovation Centre Ostrava and Development of the Science and Technology Park Ostrava to support innovative entrepreneurship)
B.5.1 Potential of communal life	Grant Schemes for Small Urban Interventions - Creating Space / Participatory Budgets / Neighborhood's
B.5.2 Co-responsibility of citizens and city	Continued implementation and fulfilment of the SPRM and the fajnOVA brand - a platform for communication and participation of residents in the development of the city
C.6.1 Functional public space, quality architecture and safety	MAPPA – implementation and enhancement of activities
	Revitalization of Náměstí republiky
	Revitalization of Opavská and 28. Října street into a boulevard with preference of pedestrians and cyclists
	Cingrův sad a Bauhaus
C.6.2 Quality housing	Location of Vítkovice train station and World of transport
	Construction and modernization of housing (Nové Lauby; Residence Stodolní; Kostelní-Biskupská Apartment House; Residential development on street Středoškolská; Reconstruction of Ostrava skyscraper - Ostrčilova; Elza housing complex; Revitalization of housing estates in Ostrava)
	Ostrava's Building Regulations
	Housing concept of the city of Ostrava and its functional implementation
C.6.3 Sustainable mobility	Bikesharing – support of the concept of shared bikes
	Completion of backbone cycle paths and cycle routes connecting urban districts
	Extension of the tram line in Ostrava-Poruba
	Construction of P+R / intercepting parking lots / parking houses in the city (Globus, DOV, at the KÚ MSK, in the FNO area) to promote the use of public transport
C.6.4 Sports, culture and free time	Installation and development of intelligent transport systems (Increasing the permeability of intersections, Parking systems, Intelligent stops II, Telematics)
	Transregional sports infrastructure (Multifunctional sports hall, Football stadium, Ice sports center, Reconstruction of Ostravar arena)
C.6.5 Social services	Homes and care for the elderly and disabled (New Home for the elderly Ostrava-Mariánské Hory (Hulváky); Reconstruction of the Magnolia Home; Reconstruction of the building for the Centre for Family and Social Care z.s. ; Reconstruction, extension and extension of the Korýtko Home; Reconstruction of the Children's Centre Domeček, Relief service on Průběžné Street; Home for the elderly on the site of the Faculty of Medicine of the OU; Community housing for recovery)
C.6.6 Medical services	Development of City hospital of Ostrava
C.7.1 Quality greenery	Revitalization and cultivation of greenery in Ostrava (Lesopark Benátky, Chateau Park in Poruba, Park at the House of Culture Poklad, Orchard of Dr. Milady Horákové, Greening of Sokolská Avenue, Hus Orchard, Revitalization of Božena Němcová Orchard, Park area between Umělecká and Denisova Streets, Pustkovecké valley, Maxima Gorky Orchard)
C.7.2 Sustainable usage of resources	Creation of City's energetic agency
	Energy management projects (photovoltaics on the roofs of municipal buildings, hydrogen, electricity and CNG filling stations at VŠB-TUO, energy management, community energy)

LIST OF KEY INDICATORS

A key success indicator is a numerical value that provides information on the success of the implementation of strategic projects, measures or activities. The Key Indicators of the Strategic Plan seek to express as concretely as possible the desired changes we want to achieve in Ostrava. Below is a complete list of them, with their initial and target values detailed for each key area in which the indicators are included. The key indicators are monitored and evaluated at annual intervals.

Key areas	Key indicators
A.1.1 Fulfilling the metropolitan role	Migration balance of the population
	Number of foreigners
	Number of overnight stays in accommodation establishments in Ostrava
A.1.2 City cohesion	Number of partners involved in the Ostrava Projects Database
A.1.3 Smarter city	Evaluation of the availability of public administration services online (Report on the quality of life in European cities)
A.1.4 City image	Satisfaction of citizens with life in Ostrava (Report on the quality of life in European cities)
A.2.1 Living city center	Number of inhabitants in the city center
B.3.1 Top tier education for 21 st century	Satisfaction of residents with opportunities to find a good job in Ostrava (Report on the quality of life in European cities)
	Satisfaction with schools and other educational infrastructure (Report on the quality of life in European cities)
	Early school leaving rate
B.3.2 University and student city	Number of college students
	Percentage of university students residing outside the MS region
B.4.1 Growth of entrepreneurship	Number of newly established trades
B.4.2 Start and growth of entrepreneurship	Number of supported companies MSIC in Ostrava
B.4.3 Innovation ecosystem, excellent research and talent attraction	Number of innovative firms
	Number of newly established start-ups in Ostrava
B.5.1 Potencial of comunal life	Number of proposed projects under participatory budgets, Neighborhood microgrants and the Creating Space grant programme
B.5.2 Co-responsibility of citizens and city	Number of people voting in all participatory budgets in the city
C.6.1 Functional public space, quality architecture and safety	Number of architectural competitions announced
	Number of buildings nominated in national and international architectural competitions
	Feeling safe on the streets at night (Report on the quality of life in European cities)
C.6.2 Quality housing	Satisfaction of residents with opportunities to find good and affordable housing in Ostrava (Report on the quality of life in European cities)
	Number of finished new flats
C.6.3 Sustainable mobility	Percentage of residents using public transport as the most frequent means of transport in their daily routine (Report on the quality of life in European cities)
	Number of kilometers travelled by shared bikes
	Number of charging stations for electric cars
C.6.4 Sports, culture and free time	Residents' satisfaction with cultural institutions and infrastructure (Report on the quality of life in European cities)
	Number of sporting events of a global/all-European character held in Ostrava
C.6.5 Social services	Number of social flats
	Social exclusion index
C.6.6 Medical services	Residents' satisfaction with healthcare (Report on the quality of life in European cities)
C.7.1 Quality greenery	Residents' satisfaction with green spaces in cities (Report on the quality of life in European cities)
C.7.2 Sustainable usage of resources	Air emissions
	Amount of CO ₂ emissions produced CO ₂

PRIORITIES AND STRATEGIC GOALS 2024-2030

Within each strategic objective, specific areas in which Ostrava should achieve the most significant positive changes in the coming years are described as the so-called key areas.

Each key area contains a proposal of the type of measures and activities that the city will implement or support in implementation to achieve the strategic objectives.

PRIORITY A METROPOLE OF THE REGION

“Reinforce metropolitan role of Ostrava and revive the city center”

The purpose of this priority is to strengthen the role and functions of Ostrava as an economic leader of the region, a regional metropolis and to connect the city internally and externally with the world - in terms of transport, communication and information. The aim is to increase the efficiency of the management and organization of the city and to have a greater impact on the region, to promote modern trends (e.g. digitalisation, modern urban planning, new marketing tools, etc.), to ensure a balanced development of the whole city with a special emphasis on the revitalization of the city center and to systematically build a positive image of Ostrava so that it becomes a popular destination for future residents, students, tourists or visitors.

Strategic goal 1 – Connect the city inside with the world

Ostrava is a metropolitan agglomeration with five statutory cities and almost 1 million inhabitants. It is the second largest development pole of the Czech Republic after Prague. Ostrava is regularly used by 600 thousand people; therefore, it is entitled to fulfil its natural metropolitan functions. It is necessary to strengthen Ostrava's role in regional development - Ostrava should be a magnet for students, tourists and visitors to the region, fulfilling its natural role as a leader among cities and municipalities in the wider hinterland, responding to their needs and being an active partner for cooperation. The city can take advantage of the opportunity presented by its good geographic location and transportation connections.

A metropole is a major city that is the cultural, commercial or political center of an area. In the case of Ostrava, we can talk about the political and administrative center of the Moravian-Silesian Region, in a narrower definition based on commuting and economic and other activities about the center of the Ostrava metropolitan area, in a more ambitious concept about the metropolis of a wider region, which is not strictly limited by administrative boundaries and is perceived through its functions and links as an important element in the context of the Czech Republic, Europe, and global.

Ostrava is a statutory, territorially subdivided city, consisting of 23 urban districts of different sizes and characters. The intent of the Strategic Plan is for the balanced and sustainable development of the city, considering the specific functions of its various districts. While respecting the different interests and needs of the various actors in the city, the development vision for the coming period and the Strategic Plan itself must concentrate efforts and resources on strategic priorities key to the overall prosperity and quality of life in the city. The citizens of Ostrava are placing new demands on improving the quality of life in all city districts. The Statutory City is required to be more efficient in its management, including the application of modern technologies in its relationship with citizens and city administration and the application of a community-based and participatory approach to its development. The city continues to need a clear urban concept and a modern approach to spatial planning. The largest urban districts require faster connections by public transport and appropriate transport infrastructure. The city still needs to prepare and respond to the situation of urban shrinkage due to population loss.

Key area A.1.1. Fulfilling the metropolitan role

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Ostrava is the seat of important regional and national institutions, including state contributory organizations and branches of international companies.
- Faster and more convenient air and rail transport connections between Ostrava and the world, which helps to attract more foreigners and encourages new investments.
- Life in Ostrava is more attractive for expats thanks to the provision of basic services and information by the city's authorities and organizations also in English.

TYPE MEASURES AND ACTIVITIES:

- Successful fulfillment of strategic plan of the development of the city and city districts, department conceptions and other strategic documents.
- Systematic management and coordination of conceptions and city strategies on the level of action plans, indicators and responsibilities
- Ensuring funding models for strategic investments to support early preparation also in relation to external investors.
- Wide and prestigious offer of important cultural, sporting, business and professional events and events of supra-regional importance.
- Strengthening cooperation at regional and national level and gaining political support for key projects, transport constructions or for the establishment or relocation of important regional and national institutions to Ostrava (e.g. educational, important public sector or political-administrative services, memory institutions).
- Aestheticization of the main entrance gates to the city, ensuring their friendliness on first impression.
- Faster and more comfortable rail transport connection to the world (high-speed line), cooperation on transport connections especially to Brno, Prague, Vienna, Katowice and Krakow.
- Faster and more convenient air transport links to the world (cooperation on new air links to European transport hubs).
- Further development of industrial zones with an emphasis on high value-added investments and the involvement of science and research, including private research.
- Cooperation on the development of infrastructure in the vicinity of Leoš Janáček Airport, which will support the increase in cargo and passenger transport (e.g. in cooperation with the Czech Army, etc.).
- In response to the planned construction of the high-speed railway line in Ostrava, efforts are being made to acquire some of the land in the vicinity of the planned line, which may be a significant development potential for the entire city in the future.
- Systematic support and a comprehensive range of top-quality services to support the inflow of new investments and the care of existing investors.
- Moderation of industrial transformation and modernization in order to achieve an optimal industrial mix in line with the RIS3 smart specialization strategy (transformed heavy industry, new industry, logistics, Industry 4.0 + ICT + AI + other smart specialization sectors).
- Support the creation of impact studies in the event of major economic and social shocks (collapse of major companies, epidemics, financial crisis, etc.) that outline the impact on the management and development of the city in future years.
- Attracting branches of international companies to Ostrava also because of the greater supply of job opportunities for residents who do not speak Czech.
- Support the local economy and knowledge and cultural exchange between cities through regular professional, cultural or sporting and other community events and projects.
- Navigation in foreign languages to get around the city and quick access to basic services online and in foreign languages.
- Extension of the offer of Czech language courses for foreigners, information about events of the city (and its districts and organizations) in English, offer of volunteering for expats in English.

- Improving the approach to foreigners, especially during their first contact with Ostrava (also outside the already functioning activities of the Ostrava Expat Centre), and expanding services at the offices in English.
- Active participation of the city management and employees in international projects. Networking and cooperation with partner cities, including joint promotion.
- Supporting the participation of city employees and their organizations in national and international professional events, supporting networking, sharing knowledge and experience with Czech, European and international cities.
- Support and extension of the functional connection of Ostrava with other cities within the metropolitan area - transport connections and connections within the existing greenery space.
- Cooperation on projects, study and discovery activities and internships in cooperation with universities and research organizations on topics related to urban development.
- Supporting the functioning of the cooperation platform between cities and other stakeholders within the territory of the Integrated Territorial Investment of the Ostrava Metropolitan Area (ITI). Promoting the sharing of resources and know-how to enable more efficient planning and implementation of projects beyond the ITI. Creating effective shared analytical, expert and data platforms.
- Creation of joint plans for the development of cities in the metropolitan area in selected areas such as infrastructure, digitalisation, energy, mobility, education, waste management, joint purchasing, etc., to enable more efficient use of resources and the pooling of capacities and know-how of individual cities.
- Financial and non-financial support for joint innovation projects of cities in the metropolitan area, with the aim of jointly addressing challenges and exploiting opportunities brought by new challenges, trends and modern technologies.
- Enhancing sustainable development in tourism, the attractiveness of the area and the regeneration and conversion of heritage buildings, museums, galleries, theatres, libraries, cultural facilities and other buildings to serve the public in new or innovative ways.
- Making accessible (at least exterior) a wide range of monuments to Ostrava's industrial past, e.g. physical descriptions of monuments in the field with emphasis on the past landscape, developing a network of walking trails in post-industrial natural areas, etc.
- Creating of products, modifying the current ones and enhancing of the marketing tools (mainly online channels) for close markets – Polish, Slovak and German.
- Propagation of Ostrava in remote markets that are accessible thanks to air links from Ostrava under the brand “Region of Ostrava”
- Active cooperation with stakeholders in the tourism department (associations, accommodation and restaurants, businessmen, institutions, MS tourism, CzechTourism etc.)
- Implementation of activities in accordance with the vision and objectives of the Tourism Development Strategy of the Ostrava Region.

LINK TO THE MAIN FINDINGS IN THE ANALYTICAL PHASE:

- The trend of population loss is slowing down, with suburbanization accounting for a large part of the loss (over 50%). Ostrava has lost 30 thousand inhabitants to migration since 1989.
- The population is likely to continue to decline, migration will probably only correct the decline through natural change.
- Ostrava (and within it the urban district of Moravian Ostrava and Přívoz) is the center of a metropolitan area with almost one million inhabitants. After Prague, it is the second largest urban agglomeration in the Czech Republic.
- According to the location data of mobile operators from April 2022, Ostrava is regularly used by more than 600 thousand people, which makes the city the center of the metropolitan area (for the definition, see the ITI Strategy of the Ostrava Metropolitan Area 2021-2027). More than 100 thousand people commute to Ostrava for work or school, and more than 200 thousand more commutes to Ostrava less regularly for other purposes (entertainment, leisure, shopping, services, visiting offices, family, friends, etc.). This catchment area is relatively comparable to other largest Czech cities.

A. Metropole of the region | A.1 Connect the city inside with the world | A.1.1 Fulfilling the metropolitan role

- In recent years, people have perceived a significant shift in the quality of life in the city. The interest of investors is also growing, which indicates the positive outlook and attractiveness of the city.
- Some talented young people are leaving the city and the region, not planning to return or postponing it. Many of them would be attracted back to Ostrava by the opening of branches or independent state institutions, so that there would be a greater offer of quality and prestigious jobs.
- Of the flagship projects of the Strategic Development Plan of the City of Ostrava for the period 2017-2023, 51 out of 52 flagship projects are in preparation, under implementation or have already been successfully completed.
- There is a need to be more welcoming to foreigners (e.g. communication and services in English, possibility of integration with locals) and to actively attract (not only) foreign professionals in cooperation with employers, universities and other institutions in the region.
- Expatriates identified the lack of language courses, specifically Czech language, for foreigners as the biggest problem, as well as limited information in English about events taking place in Ostrava. Expatriates also miss the offer of volunteering for English-speaking residents.
- The two largest festival events in Ostrava (Beats for Love and Colours of Ostrava) are attended by more than 40,000 people each year.
- Every year, Ostrava hosts sports and cultural events of European and global significance, which attract visitors from the region and beyond and improve the overall image of the city.
- Ostrava does not have a sufficiently functional airport for passenger transport, the presence of four other airports within easy reach is an advantage.

FLAGSHIP PROJECTS:

- High-speed railway – connection between Brno, Ostrava and Katowice
- Reconstruction and aesthetization of the Main Railway Station and its surroundings (Modernization of the Ostrava railway junction; Ostrava-Přívov station forecourt, Jirská terminal; extension of Skladištní Street)
- Construction of a new concert hall (as part of the reconstruction of the Ostrava House of Culture)
- Further development and revitalization of Dolní Vítkovice (in the field of cultural and community activities, for business, for technical and technological education)
- New exposition in ZOO Ostrava
- Development of the Leoš Janáček International Airport (including the Logistics Centre of the Army of the Czech Republic and a business complex)
- Ostrava Expat Centre – further development
- Involvement of the city and organizations in international cooperation projects (INTERREG: MECOG-CE; IP LIFE: COALA; Urban Agenda: Greening Cities; URBACT, ERASMUS+, HORIZON)

KEY INDICATORS:

- Migration balance of population (starting number 2022: 4 733 / goal number 2030: 500)
- Number of foreigners (starting number 2023: 21 790 / goal number 2030: 22 000)
- Number of overnight stays in accommodation establishments in Ostrava (starting number 2023: 429 440 / goal number 2030: 600 000)

Key area A.1.2. City cohesion

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Optimized and efficient management processes and organizational structure of the Statutory City of Ostrava, city districts and organizations.
- Simplified and conceptually linked strategic planning, internal processes, databases and systems of the city and districts, mutual support between the city and districts in the implementation of projects that improve the quality of life of residents.
- Three natural pillars of the city (Moravian Ostrava, Ostrava-South and Poruba) are connected by a fast and sustainable way of transport- Easily accessible are also city districts on the periphery.

TYPE MEASURES AND ACTIVITIES:

- Revision (analysis/audit) of the management process setup and organizational structure of SMOs, city districts and organizations to simplify internal processes and minimize paperwork. Considering personnel and economic aspects by analyzing the current state and functioning of processes in other cities.
- Revising the City Charter to optimize and streamline the City's management and organizational processes.
- Setting up and implementing changes in the organizational set-up and management processes following the conclusions of the analysis/audit.
- Maintaining a consistently high long-term financial health rating for the City.
- Reorganization of the delegated competences of the state (e.g. only under the responsibility of the largest districts).
- Simpler and faster administrative procedures, better and clearer information and better communication with citizens at city and district level.
- Provision of funding models for strategic investments to support early preparation.
- Linking the strategic planning of the city districts with the Strategic Development Plan (high level of participation of citizens and experts, consistency with the priorities of the citywide plan, adherence to the visual style and branding of fajnOVA, participation of city representatives in the development).
- Alignment of strategically important agendas for the development of the city by the statutory city, city districts and key development institutions (in the field of investments, quality architecture and urban planning, sustainable mobility, energy, human resources development, external financing, involvement of residents in decision-making, etc.).
- More effective implementation of the city's strategic priorities and the priorities of the city districts and more effective cooperation with the city districts and organizations (e.g. in the preparation of strategic projects, in the coordination of project planning and management, in coordination and data sharing).
- Coordination of urban districts in planning and implementation of projects using external funding sources.
- Creating and expanding a common digital space - sharing data information across city districts and departments of the Municipality of Ostrava.
- Promoting networking, collaboration, internships and joint workshops between staff and municipal organizations and authorities and other institutions within the city to develop local plans and projects.
- Transferring good practice and successful pilot projects (e.g. in community life and neighborhood relations - Neighborhood micro-grants) to other city districts.
- Supporting local businesses, their networking, joint strategy, communication and development within the urban districts - the aim is a rich mix and range of businesses and quality public space close to their establishments.
- Cooperation on similar types of projects between urban districts.
- Greater connection of the Council of Mayors with the Ostrava City Council.
- Better connection between the city and its districts in terms of sustainable mobility.

- Modernization and reconstruction of roads and transport nodes increasing the pass ability and speed of (mainly public) transport in the city, towards peripheral districts and between neighboring cities, especially where congestion occurs.
- Modernization of the street profile of roads and local roads throughout the city and further into the region in terms of ensuring balanced conditions for all modes of transport regarding safety, capacity and the necessary level of sustainability and attractiveness of each mode regarding the site and the impact on the wider area.
- - Connection of the three natural centers of gravity of the city - Moravian Ostrava, Ostrava-South and Poruba through urban avenues that allow for smooth and pleasant movement of pedestrians and cyclists and include high quality public transport with an emphasis on supporting rail transport.
- Supporting small urban districts in implementing projects such as traffic calming (speed reduction, transit reduction, construction of sidewalks and bike lanes), optimizing school facilities, and renovating cultural and community centers.
- Promoting the development of family life by opening urban facilities for community-type activities and creating conditions that allow people to use public space in a creative and healthy way for informal natural gatherings, to strengthen neighborhood relations and cohesion.

LINK TO THE MAIN FINDINGS IN THE ANALYTICAL PHASE:

- Ostrava in its settlement infrastructure is specific, and it differs significantly from other Czech and European cities. Ostrava has three natural centers of gravity, thus forming a polycentric settlement structure around three core areas - the area around the historic core of the city in Moravian Ostrava, Ostrava-South and Poruba.
- The city has a land area that can have up to million inhabitants. Loose build-up areas, many gaps, peripheral places and barriers represent a major problem in the development of the city and the effective maintenance of its infrastructure. At the same time, they present an opportunity for mitigation and adaptation measures.
- Increasing the speed and convenience of connecting the three largest urban districts (especially through public transport) is important given the number of passengers who regularly travel between them.
- In the area of transport, the connectivity of connections from some parts of Ostrava is problematic.
- There is a need to revitalize formerly unused areas and gaps to connect urbanized parts of the city, accompanied by a functional green space system, or to work with them as tools to combat the effects of climate change.
- There is a demand for a revision of the Statute in terms of the organization of the city.
- There is a demand from the districts for greater coordination of strategic documents in terms of obtaining subsidies and the need for cooperation between districts in the preparation of subsidy projects.

FLAGSHIP PROJECTS:

- Development of the area between Nová Karolína and Dolní Vítkovice (district Pod Žofinkou)
- Important transport infrastructural buildings (Building of the north connection: Revitalization of Místecká street)
- Setting up the management processes and organizational structure of the SMO, city districts and organizations, possibly revising the city statute.

KEY INDICATOR:

- Number of partners involved in the Ostrava Projects Database (initial number 2024: 6 / target number 2030: 50)

Key area A.1.3. Smarter city

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Transition to an integrated digitized system of city services and more efficient, higher quality and more accessible services of the city and its organizations for citizens and businesses.
- Increased use of data in the preparation of projects and planning of development or services of the city and its organizations based on data analysis and evaluation ("data-based decision making").
- More citizens and staff of the city and its organizations are equipped with competences and skills to use digital technologies.

TYPE MEASURES AND ACTIVITIES:

- Continuous creation of better conditions for the implementation of eGovernment and Smart Cities elements for more efficient public administration. Simpler and faster administrative procedures, more accessible information and better communication with citizens.
- Systematic training and support of city employees, city districts and organizations in the use and application of tools for effective city administration.
- Creation and use of citizen ID.
- Digitalization of key sectors of the city - education, health, transport, culture, tourism, environment.
- Developing digital infrastructure (5G, fiber optics, IoT, public Wi-Fi, etc.). Supporting the connection of city organizations, households and businesses to high-speed internet.
- High-speed internet for all households and to connect with major institutions.
- Collaboration with universities to support the digitization of agendas and research on smart city development and concrete applications in practice.
- Development or provision of digital services for the city - online platforms, communication tools, transparency, ordering systems, payment gateways, online platforms for collaboration and project management, optimization of traffic flows, online promotion, etc.).
- Establishing or supporting and collaborating in a single regional center dedicated to the development of innovation and digital technologies.
- Ensuring interoperability of services and unification of data and digital services across the city.
- Supporting experimental projects to offer innovative solutions to urban problems.
- Setting rules for the ethical approach of the Statutory City and its organizations to technologies such as face recognition regulation, artificial intelligence, etc.
- Support for high-performance data handling technologies.
- Collecting data on digital infrastructure and defining standards for institutions.
- Securing external funding for upgrades to improve quality of life and savings.
- Developing and applying tools for advanced data analytics.
- System measures against outages and cyber-attacks.
- Interdisciplinary collaboration through new digital tools.
- Open data for better decision-making and city planning.
- Flexibility in human resource management using the availability of new technologies.
- Monitoring the city through sensors and real-time data collection devices.
- Support to ensure availability of digital infrastructure including 5G and IoT for all.
- Support for electric and hydrogen mobility, including a plan for the deployment of charging stations.
- Developing partnerships with institutions for joint strategic projects and funding.

LINK TO THE MAIN FINDINGS IN THE ANALYTICAL PHASE:

- The city implemented a number of online services, such as reservation systems and pay gates. However, the city does not have an approved smart city development concept, and some digitization initiatives are being implemented in an uncoordinated manner.
- Digitization and the transition to online working and learning systems has been significantly affected by the COVID-19 pandemic, which has accelerated this process. More employees require a more flexible approach to work and the digitization of public services.

- The questionnaire surveys and structured interviews showed that residents and personalities of the city appreciate the easy accessibility and simplicity of digital services such as contactless payment in transport or reservation systems for public services. On the other hand, bureaucratic red tape, excessive administrative burden and low willingness to innovate were criticized, often linked to generational differences and lack of uniformity in information provision.
- - The personalities interviewed praised the high political culture in recent years, the absence of scandals, the strategic direction, the cooperation between the city and the region and, finally, the implementation of projects and coordinated activities, communicated or implemented under the fajnOVA brand.

FLAGSHIP PROJECTS:

- Database of Ostrava's projects and their further development and fulfillment.
- Application of new technologies and innovations within SMO and its organizations (development of Data portal of the city of Ostrava; Establishment of an expert committee for digitization, etc.)

KEY INDICATOR:

- Evaluation of the availability of public administration services online (Report on the quality of life in European cities) (2023 baseline: 9th out of 83 cities / 2030 target: 10th)

Key area A.1.4. City image

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- A better image of the city among residents and visitors in Ostrava and abroad (in the Czech Republic, Europe and the world), which helps to facilitate the implementation of measures in key areas of development.
- A unified marketing concept of the city in cooperation with partners in the region.
- Improved image and stronger branding of Ostrava in the tourism sector and sustained growth in the number of tourists and visitors to Ostrava, including conference tourism.

TYPE MEASURES AND ACTIVITIES:

- Creation and implementation of a unified medium-term, approximately three-year marketing concept for the city (common framework, image, brand, identity, communication to target groups, use of tools, etc.).
- Setting up functional processes for the implementation of the conceptual marketing of the city (entrust a specific department/entity/organization with the strategic marketing agenda).
- Adaptation of staffing, organization and processes to achieve marketing objectives in cooperation with key partners (e.g. Moravian-Silesian Region, universities, etc.).
- Defining for the marketing strategy what is the current and expected contribution of the city to the population of the Czech Republic and Europe.
- Determination of priority topics in terms of communication that will contribute most to a better image. The marketing strategy must define which of all the themes and priorities in the development strategy are more important for the image of the city.
- Strengthening the perception of the city as close to the world, people, nature, open to talent, entrepreneurship and innovation.
- Defining the key words, activities, themes and projects with which the city wants to associate its image and reputation and which it wants to communicate to different target groups.
- In promoting the city externally, emphasize the positive aspects of living in Ostrava (e.g. lower cost of living, favorable earnings-to-cost ratio, attractive teleworking for employers from larger cities and abroad), the opportunities to benefit from Ostrava's advantages in terms of affordable housing, a wide range of leisure activities (culture, sport, international events, festivals and conferences), including modern public transport, innovative industry, quality job opportunities, transport accessibility (motorway, train, airport) and proximity to nature, etc.
- Systematic planning, coordination and evaluation of marketing activities with an out-of-town dimension (at regional, Czech, European and global level).
- Activating stakeholders (at the level of politicians and representatives of organizations / PR workers, marketers) in the city / metropolis / region to take an active stance on positive image (working group, workshops, create a shared working environment, etc.).
- Effective communication with individual media, their editorial offices and regional universities (journalism majors).
- Involvement of local brands, major companies and organizations in efforts to improve the image of the city/region.
- The need to compare with cities not only in the Czech Republic (benchmarking) and to present Ostrava positively to locals.
- Promotion of Ostrava products, projects and events in Prague (e.g. Ostrava House, MSK Patriots in Prague, etc.).
- Work with the image of Ostrava already at primary school - the need to break the stereotype of the "black city".
- Candidacy for the title of European Youth Capital.
- Cooperation with universities to improve the image of the city by actively presenting the achievements of universities in the field of science and research, education and cooperation. At the same time, supporting the presentation of Ostrava through universities as a great place to study and pursue a career, for example by possibly establishing new and unique study programmes (across universities) that can attract new students to the city.

- Building the image and strengthening the brand of Ostrava in tourism - supporting projects and products to change the perception of the destination as a good brand in tourism, linking the brand with partners in the territory and beyond to increase brand awareness and brand perception, e.g. in relation to the wide range of global and international events, opportunities and capacities for incentive tourism, industrial, as well as new buildings of global importance, all linked to the easily accessible Beskydy and Jeseníky mountains.

LINK TO THE MAIN FINDINGS IN THE ANALYTICAL PHASE:

- Ostrava still needs to strengthen its image and increase its marketing efforts, not only to attract investors or major companies, but also to attract talent.
- The image and perception of Ostrava has been changing positively in recent years. Ostravans highlight dozens of projects whose implementation has significantly helped Ostrava in its development and modernization, but they rate the perception of the city more negatively compared to those who do not live in Ostrava or compared to foreign expats in Ostrava. It is therefore important to focus on the image of Ostrava not only externally, but also internally.
- From the employers' point of view, the image of Ostrava is one of the biggest possible barriers to the development of their business.
- Ostrava is actively working to improve air quality, and this progress is reflected in the image of the city.
- Every year, Ostrava hosts sporting and cultural events of European and global significance, which attract visitors from the region and beyond to the city and improve the city's overall image.

FLAGSHIP PROJECT:

- Coordination of strategic marketing activities (designated coordinator, city marketing concept, functional implementation)

KEY INDICATOR:

- Satisfaction of citizens with life in Ostrava (Report on the quality of life in European cities) (2023 baseline: 62nd out of 83 cities / 2030 target: to 50th place)

Strategic goal 2 – Revive the city center

The center of Ostrava has undergone significant change in recent years, especially thanks to the implementation of major investments, projects and activities, which, in conjunction with its historical character, evokes positive impressions among the citizens of the city and visitors alike. It is a natural center of economic and social activities as the center of the metropolitan area of the wider region. The center benefits from a high concentration of cultural, sporting and community life and attracts visitors. However, there are still many places and streets that are uninviting to live, work and play. The gateways to the city and its center are still not the showcase and give negative first impressions. In some places people do not feel safe. The potential of the public realm, which should be functional, is not sufficiently exploited. This condition is the result of a combination of several negative influences from the past and recent past and is complicated by the fact that many buildings in the area are privately owned.

The development of the center will be aided by the completion of the existing gaps (including the gaps on Masaryk Square and Dr. E. Beneš Square) with architecturally valuable buildings with residential, commercial and public functions or their appropriate, at least temporary, use and cooperation with private owners of land and buildings. The improvement of housing for families with children, the promotion of small and medium-sized businesses and community life, and the improvement of conditions for active leisure activities of residents will also have a positive impact on the center and its condition. All of the above activities aim to make the center more attractive to new residents, businesses, visitors and existing residents.

Key area A.2.1. Living city center

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- The city center develops a compact urban structure and eliminates spatial barriers within residential centers, thus increasing the permeability of the city. It has all the elements functionally linked to fulfil its role as the center of the metropolis - it has functional and attractive public space, quality architecture and housing offer, sufficient services, culture and gastronomy, and is pedestrian-friendly and attracts residents and visitors to spend their leisure time or to do business and work.
- The streets and entrances to the center are regularly maintained and safe. These streets include tree plantings, sidewalks of sufficient width, and bike lanes. The downtown area is connected to surrounding neighborhoods and important sites.
- There is an adequate supply of quality affordable housing in the downtown area.

TYPE MEASURES AND ACTIVITIES:

- Consistent application of the principles of thoughtful design in the reconstruction and maintenance of public spaces - quality and functional public space.
- Development of the city center with quality architecture linked to functional public space in its surroundings respecting the principles of modern urbanism.
- Completion of projects in preparation or implementation phase for extension and reconstruction in the wider city center, also in cooperation with the private sector. Promoting small urban interventions in the city center.
- Improving the physical condition of transfer points and entry gates to improve their perception by visitors.
- Removing spatial barriers between the city center and surrounding districts. The transition between the historic center and other parts of the city center should be natural and smooth, determined by the cultivation of imaginary entrance gates (e.g. Místecká, Cingrova, etc.).
- Connection of the city centre with other districts and important destinations of interest - DOV, Fifejdy, Slezská Ostrava, Přívoz, Mariánské Hory, etc.
- Improving conditions for pedestrians - walkability of the city centre - removing the biggest physical barriers, solving some complicated situations and connecting the individual parts of the centre from the perspective of pedestrians and generally adapting transport to pedestrians (putting pedestrians first), for example by working with the land-use plan - when defining areas for new development, preserving or increasing the permeability of the city and the countryside.
- Providing financial incentives, tax breaks and other support for small shops, restaurants, cafes and entrepreneurs to develop their activities in the town centre and attract customers.
- Town centre management - supporting local businesses, their networking, joint strategy, communication and development within the town centre and 'show streets' - aiming for a rich mix and range of businesses and quality public space close to businesses.
- Development of the historic core as a gastronomic and retail destination - joint marketing at district and city level.
- Supporting the operation of the evening and night-time economy - linking cultural events to the opening hours of local businesses.
- Temporary use of vacant spaces, properties and vacant lots.
- Organising cultural events, festivals, markets, concerts and other events that attract people to the centre.
- Promoting live arts in the streets and town centre.
- Improving the maintenance of public spaces and cleanliness, particularly on 'show streets'.
- Promote housing in the town centre by building new housing projects or refurbishing older buildings to increase occupancy, expand the supply of quality housing and ensure its affordability, particularly for young families but also for all other target groups.
- Creation of a multilingual wayfinding and information system (information signs, signposts, etc.), including physical descriptions of monuments with emphasis on the conservation area.

- Increased use of safety enhancing features such as lighting, cameras and low view greenery at problematic areas.
- Implementation of strategic projects, measures and activities from the fajnOVA CENTRUM plan.

LINK TO THE MAIN FINDINGS IN THE ANALYTICAL PHASE:

- The number of residents in the historic core of the city has been increasing in recent years (an increase of 800 residents between 2011 and 2021), in contrast to the total population of the Moravian Ostrava and Přívoz urban district.
- The city centre is in the Moravian Ostrava and Přívoz urban district. According to the survey, it is here that most of the inhabitants of Ostrava spend their leisure time, which is one of the impulses for further revitalization and development of this part of Ostrava.
- The district is also developing the city centre with the help of the strategic plan fajnOVA CENTRUM, which includes specific types of measures to revitalize the centre, such as joint marketing by local entrepreneurs, temporary use of empty properties or the application of the principles of thoughtful design in the reconstruction and maintenance of public spaces.
- The city is gradually responding to suggestions from residents, among other things from the feeling's maps, and is working to better connect the city centre towards Dolní Vítkovice (footbridge over the Ostravice River, new residential area Pod Žofinkou), towards Silesian Ostrava (calming Bohumínská Street) and towards the Fifejda and Šalamouna housing estates (roofed gallery on Místecká Street, reconstruction of Náměstí republiky), etc.

FLAGSHIP PROJECTS:

- Revitalization of the Černá louka
- Construction of the House of Urban Services
- Ostrava Towers Complex
- Construction and modernization of housing (New Lauby; Stodolní Residence; Kostelní-Biskupská Apartment House; Reconstruction of Ostrava Skyscraper - Ostrčilova)

KEY INDICATOR:

- Population in the centre (starting number 2022: 5 511 / goal number 2030: 6 400)

PRIORITY B – WEALTH IN PEOPLE

“Enhance talent, entrepreneurship and support activity of citizens”

Investing in people is a key priority for the city. Satisfied, educated, entrepreneurial, skilled, hard-working, creative or proactive people are the foundation for the growth and development of any city. Developing the competences and skills of residents leads to a dynamic, flexible and innovative work environment that can respond to the rapidly changing demands of the global market. Fostering entrepreneurship and creativity will not only strengthen the local economy but also help stimulate job creation and encourage economic diversification and promote smart specialization of the region. A city that focuses on developing and improving the skills of its residents is building a foundation for long-term sustainable growth and prosperity.

Community life and participation are other pillars on which the city builds its development strategy. The promotion of community life and active participation of citizens leads to a more cohesive society and creates an environment in which residents feel part of the city and its future. Community engagement encourages the emergence of new ideas and initiatives that can move the city forward. It is also important in supporting local entrepreneurs and start-ups, opening the way to innovation and technological progress. A city that fosters community engagement becomes a place where people want to live, work and invest.

In order to attract top scientists and excellent research, a city must create an environment that is attractive to the intellectual and scientific elite. Investing in educational, cultural and research institutions, providing financial and material resources for innovative projects and fostering collaboration between academia and industry are key to achieving this, as are public space and architecture. A city that becomes a hotbed of talent and innovation becomes a magnet for national and international talent. This opens the way to sustainable development and consolidates the city's position as a major player in the global economic and scientific context.

“Wealth in People” is a priority that aims to offer an interesting perspective to talented and active people who want to connect their life, work and business with Ostrava and its development, in a cohesive society and rich community life.

Strategic goal 3 – be a centre of top-tier education

Ostrava is a city with top-tier education for every citizen from pre-school age and even for seniors. It emphasizes diversity, alternative and equal opportunities, enabling the development of everyone's potential and competences. The city is a centre of innovation, talent and development activities in teaching, methodology and research, including teacher training. This cooperation between educational institutions is both interdisciplinary and within the different levels and types of education.

Ostrava supports talent in the natural sciences and humanities and is a place of innovative start-ups, prestigious universities and quality non-formal education. Thanks to its subsidy programmes and contributory organizations, it offers a diverse range of leisure activities for children and adults. The city also boasts a quality sports infrastructure and functioning sports clubs and cultural organizations.

In the field of education, Ostrava is guided by the strategic document Education Strategy of the City of Ostrava 2030 and strives to be a supra-regional centre of education. With several thousand university students, a range of attractive study fields and an established infrastructure, the city has the potential to become a major university city. Its secondary and primary schools are among the best in the region.

Educational programmes at all levels need to better respond to the needs of the local labour market and the global economy. The quality of education and the system's ability to respond flexibly to changing trends are essential to the personal development of residents and the quality of life in the city.

Ostrava is focusing on improving the quality of schools in different parts of the city and wants to increase the proportion of students for whom Ostrava's universities are the first choice. The emphasis is on the development of vocational, digital, language and soft skills.

Key area B.3.1. Top-tier education of 21st century

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Ostrava is the city of first choice for education, with schools in Ostrava among the highest rated in the Czech Republic.
- A functional and interconnected ecosystem of organizations providing quality lifelong education for all residents and participating in city-building activities in all areas of life.
- An education system aligned with the region's economic specialization and future labor market opportunities.

TYPE MEASURES AND ACTIVITIES:

- Successful implementation of activities and projects in accordance with the priorities of the Education Strategy of the City of Ostrava 2030 and the Education Policy Strategy of the Czech Republic until 2030+.
- - Promoting reading, school libraries and librarians and developing mother tongue language competences. Promotion of logical thinking, mathematical literacy, introduction of chess in schools, and development of financial literacy.
- Promoting the introduction of ICT, robotics, artificial intelligence, cybersecurity and new technologies into the curriculum to develop pupils' and students' digital competences and skills for the 21st century and Industry 4.0. Use of experiential and experiential learning.
- Increasing the motivation of children and students to study technical and science subjects and manual dexterity. Financial support and involvement of professionals in polytechnic education and craft skills development. At the same time, increase the professional competence of teachers.
- Promoting environmental education and training. Environmental competitions. Experience gardens for kindergartens and secondary schools. Cooperation with educational institutions (museums, etc.), universities, etc.
- Support for support staff and administrative positions in schools.
- Development, operation and methodological support for school counselling centers and school assistants. Maintaining the position of Inclusion Coordinator and Methodologist for school counselling centers at city level.
- Further education of pedagogical and non-teaching staff of schools and educational institutions. Methodological meetings, sharing good practice, transfer of experience.
- Supporting the development of the talents and talents of pupils and students at all levels of education and in lifelong learning.
- Using the conditions, spaces and facilities of the cultural and leisure infrastructure of the city, including alternative spaces and public spaces, for educational development activities.
- Cooperation with educational institutions (museums, etc.), universities, etc.
- Support for a career guidance system. Cooperation with MS PAKT. Cooperation with local employers, universities and other professional organizations. Cooperation in providing and making wider use of freely available labour market information. Supporting the introduction of elements of dual education.
- Promoting project-based learning, entrepreneurship and enterprise among children and pupils (e.g. fictitious companies, bank programmes, etc.).
- Promoting creativity and critical thinking in all age groups.
- Promoting the testing and development of alternative approaches to learning.
- Encouraging children and young people to participate and become active in public life (children and youth parliaments, pupil parliaments, etc.).
- Continuous interdisciplinary cooperation, methodological support, cooperation with universities, the non-profit sector, parents and external bodies and with central management bodies and support for partnerships and networking.
- Improving the conditions for management, administration, staffing and ensuring social responsibility in schools and educational establishments. Simplification of subsidy programmes.
- Continuous evaluation of school capacities (both teaching and supplementary), optimization of these capacities in accordance with the needs of the catchment areas and the whole city, and

enhanced operability in the transfer of vacant capacities (especially in pre-school institutions) between districts.

- Appropriate involvement of external funding sources in the education system in Ostrava.
- Promotion and reputation building of the education system in Ostrava. Annual promotional campaigns.
- Ensuring awareness of the offer, advantages, attractions and uniqueness of the education system in Ostrava to existing and potential prospective students interested in education in Ostrava.
- Promoting the conditions for foreign language teaching, the involvement of native speakers, international cooperation, exchange visits, innovative methods of foreign language teaching and improving the language competences of pupils and teachers.
- Support for the construction and reconstruction of school sports grounds and gymnasiums. Promoting healthy exercise not only within the school but also on the way to school. Promoting independent walking or cycling for pupils and students.
- Developing and supporting non-formal education and the activities of free-time centers and children's and youth homes. Ensuring the availability of leisure education. Promoting pupil and student Olympiads and competitions.
- Supporting students' outside of school activities, targeted development of public spaces with a focus on students and young people. Building positive links between the period of study and residence in Ostrava.
- Targeting work with children from socially excluded areas, including employment education and in cooperation with other organizations (use of talents, skills, etc.).
- Ensuring conditions for quality and healthy school meals.

LINK TO THE MAIN FINDINGS IN THE ANALYTICAL PHASE:

- In 2020, the Statutory City of Ostrava approved the Education Strategy of the City of Ostrava 2030, which is the key document of the city in the field of education in relation to national, regional and local strategies.
- The education system in Ostrava is well developed and offers a diverse range of educational facilities.
- Based on an online questionnaire survey, people in Ostrava are mostly satisfied with education and school facilities in Ostrava, with less satisfaction with nurseries and playgroups.
- According to people in the structured interviews, the education system needs further modernization, including the development of teachers' competences and skills and lifelong learning.
- The education system in Ostrava would be helped by more attractive employers and more attractive jobs, and a supermajority of students who participated in the online survey plan to stay in Ostrava or the region.
- The number and proportion of children and adolescents will continue to increase until 2025 but will decline thereafter.
- - The greatest satisfaction in the survey among the population is with universities, while the least satisfied is with the availability of kindergartens, the number of which depends on the coefficients given by the Ministry of Education, Youth and Sports.
- - In terms of development needs, the education system in Ostrava is underfunded and burdened with excessive administrative requirements, e.g. in the area of administration of projects funded by subsidy programmes.
- - Childhood obesity and the diversion of children away from sport and physical activities is a growing problem.
- - An ongoing problem is the risk of further out-migration of educated and qualified people from the region, which also has a negative impact on the lesser possibility of their participation in the education system in the city.

FLAGSHIP PROJECTS:

- Improving the quality of kindergarten, primary and secondary school education in Ostrava (Leadership for principals of kindergartens, primary and secondary schools; Parliament of Children and Youth of Ostrava; Talent CITY - regular annual conference with the theme of finding and supporting gifted children and pupils; Programme to support the development of the quality of education; Keys for the future of our children III - improvement and modernization of extracurricular education; Programme to support the development of bilingual and foreign language education in kindergartens, primary and secondary schools in Ostrava; My place in Ostrava - concept of lifelong learning)
- Programme to support education and talent management
- University School
- Construction of the Moravian-Silesian Scientific Library - Black Cube - Centre for Digitization, Science and Innovation

KEY INDICATORS:

- Satisfaction of residents with the opportunities to find a good job in Ostrava (Report on the quality of life in European cities) (initial value 2023: 62nd place out of 83 cities / target value 2030: up to 50th place)
- - Satisfaction with schools and other educational infrastructure (Report on the quality of life in European cities) (initial value 2023: 17th place out of 83 cities / target value 2030: up to 10th place)
- - Drop-out rate (initial value school year 2022/23: 6.2% (MSK 3.9%) / target value school year 2029/30: fall below MSK)

Key area B.3.2. University and student city

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Higher number of university students.
- Higher percentage of college educated and highly qualified citizens.
- More active participation of university employees and university students into the development of the city.

TYPE MEASURES AND ACTIVITIES:

- Strategic cooperation with universities in the development of the education system in Ostrava, attracting applicants to study and involving students in the development of the city.
- Development of cooperation between the city and universities on strategic projects and on the development of quality infrastructure for education.
- Building or expanding the supply of modern and environmentally friendly dormitories or apartments for students and foreign workers, which can also serve as a model for urban housing.
- Ensuring efficient transport links to university campuses (e.g. express bus).
- Creating a supply of starter flats for university graduates who will be employed in Ostrava.
- Involving universities in the development processes of the city and its organizations. Allowing residents to have an insight into the life of the universities and their importance for the city. Organising international conferences and seminars in cooperation with the city.
- Promoting the accreditation of attractive and necessary study programmes at the universities. Supporting scholarship programmes.
- Collaboration on the fulfilment of the third role of universities and internationalization. Organising courses and seminars for residents and university professionals.
- Support and propagation of programs which make students take part in volunteer activities (e.g. Studentopolis)
- Support for the University of the Third Age and lifelong learning (reskilling, upskilling).
- Regular meetings where students and researchers can discuss with city officials and councilors. Offering places on working groups specifically for young people, students and expats.
- Targeting communication channels (web, apps, community platforms) at students to inform them about opportunities and involve them in the development of the city and enable them to engage directly in different areas.
- Promote the concept of urban labs where students, researchers and other partners address local issues (e.g. transport, environment), including incentives for participation (discounts, free entry, etc.).
- Offer financial support or intangible assets for student projects aimed at improving the city, addressing both aesthetics and public space improvement, as well as vibrant culture, education, entrepreneurship, etc.
- Encouraging the commissioning of student work by the city and its organizations in partnership with schools, starting at the high school level.
- Offer spaces for students, so they can organize public lectures and workshops on a variety of topics.
- Integration of university research and experience into local school curriculums.
- Creating research challenges (e.g. ecological challenge, technological challenge) where students can propose innovative solutions and carry out research with added value for the city's activities. A more open environment, responsiveness of the city government, active support in the creation of pilot plants, experimental buildings, etc.
- Expansion of the offer of accredited degree programmes in English.
- Cooperation within associations of universities - European University Association, Council of Universities, etc.

LINK TO THE MAIN FINDINGS IN THE ANALYSIS PHASE:

- The number of university students in Ostrava is growing, but the growth rate is only below average compared to other cities in the Czech Republic.
- Ostrava is one of the most important scientific research centers in the Czech Republic, R&D expenditure is growing, while the number of employees has slightly decreased.
- VŠB-TUO and the University of Ostrava offer new and cutting-edge scientific research infrastructure and services.
- In interviews with personalities from Ostrava and in a questionnaire survey of the population, both praise and criticism were expressed towards higher education in the Ostrava region.
- The rectors of the three major regional universities claim their role as city-building institutions and want to work on strategic cooperation with the city of Ostrava, the region and other cities in the region to attract new students and researchers.

FLAGSHIP PROJECTS:

- Strategic research and application projects of universities in the metropolitan area (LERCO; CEPIS; CirkAréna; EDEN; EDIH OSTRAVA; REFRESH; U!REKA SHIFT; Development IT4Innovations national super-computer centre; CEET-e II; national centre for energetics II)
- University dormitories

KEY INDICATORS:

- Number of university students (2023 baseline: 20,751 / 2030 target: 23,000)
- Percentage of university students residing outside the MS region (starting value 2023: 33.4% / target value 2030: 40.0%)

Strategic goal 4 - Enhance unique area for entrepreneurship and innovation

Ostrava needs more entrepreneurs and entrepreneurial-minded residents. The city bears the consequences of the long-term interruption of the tradition of small and medium-sized business during the five decades of the 20th century, when it was strongly oriented towards industrial production of large enterprises. The consequences of this social paradigm were and still are manifested in the employment culture of the inhabitants, the low level of willingness to bear the risks of entrepreneurship, and therefore the low number of new or established business entities. As a result of the lower level of entrepreneurship, few new, attractive jobs are created, and even fewer with higher added value.

In order to change this situation, it is necessary to co-create a functional ecosystem for the development of small and medium-sized businesses, of which the city is an active participant. Such a system should integrate elements of support for start-ups, sole traders, successful local companies and companies with the ambition and potential to grow and expand into international markets. The basis for such a system already exists. The centre of the innovation ecosystem is the Moravian-Silesian Innovation Centre, which builds and strengthens links between the commercial, academic, scientific and public spheres and initiates and implements strategic projects aimed at improving the environment for entrepreneurship and innovation in the region. Growth and innovation in companies is the main mission of the Moravian-Silesian Innovation Centre, of which the City of Ostrava is a co-founder.

To make this ecosystem sustainable and beneficial for the city in the long term, Ostrava should act as an active partner in it in the future more than it has done to this day. This is essential both for entrepreneurs and organizations operating in the ecosystem and for the public. It is equally important to improve the long-term image of business itself and of Ostrava as a city suitable for business, both in the perception of the city's inhabitants and the general public in the Czech Republic and beyond.

**B. Wealth in people | B.4 Enhance unique area for entrepreneurship and innovation
| B.4.1 Growth of entrepreneurship**

Key area B.4.1. growth of entrepreneurship

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Sufficient awareness of the conditions for starting and growing a business and greater interest in it across age groups.
- Students are equipped with entrepreneurial competences and knowledge.
- Those interested in entrepreneurship have exceptional conditions for starting a business and knowledge of the ecosystem of organizations, companies and places where they can be helped or better conditions for growth.

TYPE MEASURES AND ACTIVITIES:

- Integration of entrepreneurship development tools and competences for entrepreneurship in all types of schools in early childhood education.
- Developing a comprehensive range of tools for the development of entrepreneurship and entrepreneurship in adults.
- Raise awareness of the existence of programmes, tools and communities to promote entrepreneurship and entrepreneurship.
- Making the stories of successful entrepreneurs visible and raising awareness of successful entrepreneurs and businesses in the city or region.
- Encouraging the introduction of special courses, curricula, or student "fictitious companies" in all types of schools.
- Supporting educational, acceleration or mentoring programmes leading to the acquisition or validation of competences necessary for entrepreneurship for all age groups.
- Mapping existing tools to support entrepreneurship and business start-ups in the city.
- Creating a shared kitchen for the development of start-up catering projects.

LINK TO THE MAIN FINDINGS IN THE ANALYTICAL PHASE:

- Citizens of Ostrava have less motivation in starting their own businesses, mainly thanks to low knowledge of the business environment or fear of failure
- Working groups for entrepreneurship in Ostrava suggest more education in the business area and simplifying bureaucracy for entrepreneurs.

FLAGSHIP PROJECTS:

- Fajna dílna (craft incubator in Dolní Vítkovice) - further support of the project with an emphasis on increasing the entrepreneurial competences of the workshop users

KEY INDICATOR:

- Number of newly established trades (initial value 2023: 3 644 / target value 2030: 4 200)

Key area B.4.2. Start and growth entrepreneurship

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- There is already an existing network of subjects and offer of programs or tools to support and grow entrepreneurship (supporting ecosystem for entrepreneurship). This network offers quality information and consultancy for entrepreneurs and firms. The city of Ostrava is an active part of this network, and it offers information about it to potential, starting and ongoing entrepreneurs.
- Local firms are connected with start-ups, people with ideas, and even students. They're creating a friendly environment with character of openness and cooperation. Actors from the private and public sector are actively connecting and working on improving the business environment or on solving problems for the city.
- There are existing financial and non-financial tools for starting and development or possible expansion of business, that are available and accessible. The start-up and development of social entrepreneurship aimed at creating employment opportunities for the disabled or socially handicapped is supported.

TYPE MEASURES AND ACTIVITIES:

- Regular mapping of consultancy services to support and develop the business of small, medium and large companies.
- Regular identification and removal of barriers to entrepreneurship for sole traders, small and medium-sized businesses in the capabilities of the city, its partners and the business support ecosystem.
- Designation of people or teams responsible for facilitating the implementation of strategic objectives and the implementation of measures or activities in entrepreneurship support.
- Smart specialization at city level - setting priorities and direction of development - domains of economic specialization, preparation and implementation of appropriate support tools.
- Active participation of the city in the business community (professional conferences, round tables, cooperation platforms, etc.).
- Active partnership in collaborative platforms in the entrepreneurial ecosystem (e.g. project collaboration, event organization and support, training, etc.).
- Strengthening the pro-client behavior of city authorities and staff in relation to entrepreneurs.
- Use of financial and non-financial tools for systemic support of business development and interesting projects directly or indirectly (e.g. support of MSIC activities and projects, Impact Hub, VŠB-TUO, city subsidy programme, etc.).
- Preparation of development zones.
- Support for social entrepreneurship.
- Support for digitalization, automation and robotization of small and medium-sized companies.
- Co-creation of a brand and environment of an attractive region for work and start-up entrepreneurs.

LINK TO THE MAIN FINDINGS IN THE ANALYTICAL PHASE:

- The largest increase in active entrepreneurs (whether individuals or legal entities) was recorded between 2018 and 2021, with an increase of more than 1,000 entities each time. Data for the period 2021-2022 shows a significant slowdown in growth (50% or more depending on the specific metric).
- In terms of active trades per 1,000 inhabitants, Ostrava is below the Czech average and second to last among regional cities in the Czech Republic.
- Entrepreneurs are not familiar with the possibilities and instruments of business support or do not know about them at all.
- The city itself does not have a person or team responsible for promoting entrepreneurship, contact with the business community, or the implementation of business development goals.

**B. Wealth in people | B.4 Enhance unique area for entrepreneurship and innovation
| B.4.2 Start and growth of entrepreneurship**

FLAGSHIP PROJECTS:

- Preparation of the new industrial zone Ostrava-Hrušov
- Brownfield Fund (development fund to support the construction of real estate for small and medium-sized enterprises)
- Relocation of the tram depot in Poruba and preparation of the development area (smart district)

KEY INDICATOR:

- Number of supported MSIC companies in Ostrava (initial value 2023 (cumulative since 2017): 441 / target value 2030 (cumulative since 2017): 1 141)

Key area B.4.3 Innovative ecosystem, excellent research and luring of talent

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Higher number of researchers and higher volume of excellent research with excellent results applicable within the local innovation ecosystem.
- International excellence in innovation policy implementation and an internationally competitive local innovation ecosystem.
- More talented students and scientists from other regions of the Czech Republic and from abroad who connect their family and professional life with Ostrava or the Moravian-Silesian Region.

TYPE MEASURES AND ACTIVITIES:

- Support and development of the Moravian-Silesian Innovation Centre and cooperation of key actors in the development of the regional innovation ecosystem.
- Collaboration between universities and the city and key organizations (the region, MSIC, MSID, universities and others) on the implementation of strategic projects and projects supported by the mechanism of the Operational Programme of Equitable Transformation.
- Collaboration to promote universities in the region and beyond and attract talent - promoting achievements, study programmes, research opportunities and conditions for individual development.
- Supporting the internationalization of universities, through the successful participation of universities in the European University Challenge (UIREKA and NEOLAiA).
- - Supporting programmes attracting excellent researchers to Ostrava. Creating attractive conditions and conditions for living and living.
- Supporting the sending of exchange students abroad and attracting international students to Ostrava.
- Cooperation between the city and universities to facilitate the arrival of foreign researchers (e.g. promoting shortened visa processing for foreign researchers, recognition of foreign education, language courses and provision of practical information on housing, work, services, health, entertainment, etc.).
- Cooperation between the city and universities to create a quality housing offer for top researchers (more attractive investment environment, including "public-private partnership projects", upgrading of existing stock, new housing, availability and quality of related services, etc.).
- Promoting cooperation between universities and industrial partners.
- Promoting the involvement of innovation system actors in international partnerships and networks.
- Promoting competitive international grants to support technology transfer and commercialization of research and development.
- Attracting important national or international institutions to Ostrava (e.g. the Academy of Sciences of the Czech Republic).
- Initiation and cooperation on collaborative, partnership, interdisciplinary and intersectoral projects of universities together with local organizations, companies, non-profit organizations, etc. Involvement of the city either as a leading partner, partner or supporting organization.
- Supporting Ph.D. degree programs and students. Support for joint degrees (degree from multiple universities) or double degrees (two degrees from two different universities at the same time).
- Creation of research challenges (e.g. environmental challenge, technology challenge) e.g. in the form of a city grant scheme where students can propose innovative solutions and carry out research with added value to the city's activities.
- International conferences and seminars in cooperation with the city.
- Regular semi-formal meetings between city and university representatives.
- Maintaining continuity, management and implementation of Talent Attraction Management activities.

**B. Wealth in people | B.4 Enhance unique area for entrepreneurship and innovation
| B.4.3 Innovative ecosystem, excellent research and luring of talent**

- Creation of a network of ambassadors (expats in Ostrava) for active communication, improving the image of Ostrava and attracting people from other regions and countries.
- Organising for regional employers or local or only participation in regional job fairs for positions in English, to attract expats from other regions to MSK.

LINK TO THE MAIN FINDINGS IN THE ANALYTICAL PHASE:

- The number of university students in Ostrava is growing, but the growth rate is below average.
- In interviews with Ostrava personalities and in questionnaire surveys among residents, both praise and criticism were voiced towards higher education in Ostrava.
- The rectors of the three major regional universities claim their role as city-building institutions and want to work on strategic cooperation with the city of Ostrava, the region and other cities in the region to attract new students and researchers.

FLAGSHIP PROJECT:

- MSIC and Technology Park (Development of services of the Moravian-Silesian Innovation Centre Ostrava and Development of the Science and Technology Park Ostrava to support innovative entrepreneurship)

KEY INDICATORS:

- Number of innovative firms (initial value 2024: 163 / target value 2030: 250)
- Number of start-ups established in Ostrava (initial value 2023 (cumulative from 2017): 19 / target value 2030 (cumulative from 2017): 100)

Strategic goal 5 – Support communal life and engage citizens into the development of the city

Ostrava is extraordinary for its rich community life and the activities of civic initiatives that carry out events of regional, national and often even transnational significance. In recent years, community life has been given a new impetus - the younger generations are becoming active, especially in the organization of social and cultural activities, and there are also city initiatives aimed at increasing the participation of residents - subsidy programmes, participatory budgets, etc. However, there is still a group of people who have a negative mindset - they are not aware of their options and have no desire to get involved without an active impulse from the outside. Closer contact of public administration with the real environment, more effective support and cooperation in coordinating cultural, community and leisure activities are still topical and under-implemented activities on the part of the city and city districts.

The support of cultural, community and leisure life lacks a city-wide, interconnected concept, which would show what kind of activities, besides the traditionally supported events, and what type of organizations, besides municipal organizations, the city wants to support. It is not clear whether the priority for the city is high attendance, originality, ideas, impetus or evaluation of the contribution of events as cutting-edge and unique or of international importance, attracting talented young people to the city and enabling local communities to experiment with new forms, public space, etc.

Key area B.5.1. Potencial of comunal life

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- A richer urban environment for community activities and residents' participation in civic life.
- Sufficient spaces and community centers for formal and informal cultural, community and student activities.
- Ongoing cooperation and community activities across generations - support for family activities.

TYPE MEASURES AND ACTIVITIES:

- A more active cooperation between the city and citizens initiatives.
- A more open environment and responsiveness of city government to creatively find new solutions in response to the needs and challenges of community life in the city.
- Creating, finding and offering spaces for community events, especially for youth and students, and making city facilities more open to community-type activities.
- Creating better conditions (reducing formal and functional barriers) to enable people to use public space in creative and simple ways for informal natural gatherings, to strengthen neighborhood relations and cohesion.
- Engaging community workers to connect and transfer information between the city and its residents.
- Strengthening trust and communication between institutions and civic initiatives and promoting the sharing of their activities and timetables.
- More systematically support the activities of community, sports, artistic and cultural associations and groups that generate new solutions and approaches or respond to social demand and assignments.
- Creating space for a modern concept of cultural facilities in the sense of linking different areas and their support by the city (across departments).
- Building and renovating public spaces with the aim of greater interaction between users in the daily routine of city life.
- Increasing the intensity of volunteering activities, rewarding volunteers (including informal ones), making the topic of volunteering more attractive (e.g. more awareness, attention or prestige).
- Support for non-profit organizations and associations and their activities developing community life, strengthening belonging to the city, intergenerational relations, etc.
- Increasing the intensity of cooperation between generations - promoting joint activities.
- Encouraging community activities of the older generation.
- Promoting corporate social responsibility.
- Support local producers (e.g. creating space for regular markets).
- Building new playgrounds for children and making public spaces family friendly.
- Implementing the Family Policy Framework and actively promoting family friendly policies across all Authority policies. Considering pro-family aspects (accessibility, safety, amenities, intergenerational coexistence, etc.) when planning new investments/projects.
- Promote networking between pro-family organizations and transfer good practice also at district level.
- Maintaining, developing and optimizing subsidy programmes around family policy.
- Focus on strengthening the network of facilities enabling reconciliation of work and family (use the subsidy support of the Ministry of Labour and Social Affairs for the establishment of children's groups for municipalities, methodological support for neighborhood children's groups, etc., subsidy support of the Ministry of Labour and Social Affairs for the activities of maternity and family centers, etc.).

LINK TO THE MAIN FINDINGS IN ANALYTICAL PHASE:

- The City of Ostrava is interested in the opinions of its residents, active people can co-create their neighborhood through involvement in the development of concepts, concrete projects and can create their own projects, community and neighborhood activities.
- Ostrava is gradually working with communities on housing estates, neighborhood relations and reducing anonymity among neighbors, among others through the neighborhood (Ostrava-South) subsidy programme. At the same time, the three largest city districts have participatory budgets in which the public can propose their own projects, and Ostrava also has a subsidy programme called Creating Space to support and develop public space through the implementation of community projects.
- Culture helps to develop social relations and communities. By supporting culture, we strengthen the family policy of the city of Ostrava. Some cultural activities can help to develop social relations and community. Supporting cultural activities and institutions can also have a positive impact on other areas of life in the city, such as pro-family policy, education or improving public space.
- There is a need to support the development of family life by opening up urban facilities for community-type activities and to create conditions that enable people to use public space in a creative and healthy way for informal natural gatherings, to strengthen neighborhood relations and cohesion.
- Ostrava lacks spaces for informal cultural, community and student activities and safe spaces for young people to spend their free time. Many students already work at the school and do not have time to engage in other activities and projects.
- There is often no communication between institutions and the city and each other about what is happening and planned.
- According to the 2020 Survey of the Needs of Ostrava Families, dissatisfaction with the living environment, safety, and housing availability are also the most common motivators for families to move away. On the other hand, in addition to improving the above points, the addition and renewal of playground infrastructure in selected locations would help to strengthen family life and thus create more communities, as well as making public spaces family friendly.

FLAGSHIP PROJECT:

- Grant schemes for small urban interventions - Participatory budgets / Creating space / Neighborhood

KLÍČOVÝ UKAZATEL:

- Number of proposed projects under participatory budgets, Neighborhood microgrants and the grant programme We create space Ostrava (initial value 2023 (cumulative since 2016): 779 / target value 2030 (cumulative since 2016): 1,650)

Key area B.5.2 Co-responsibility of citizens and the city

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Public administration closer to the citizen - better information, better communication with citizens and more opportunities for citizens to participate in the administration and development of the city.
- Citizens are more co-responsible for their environment.
- More citizens are interested in what is happening in the city.

TYPE MEASURES AND ACTIVITIES:

- More active communication by the city and its districts and a wider offer of participation of the city's residents in its governance in line with the goals of the city's strategic development planning.
- More functional mechanisms for transferring the outputs of resident participation at the local level to the strategic level of city governance.
- Increased public interest in city affairs - educating residents about city development, strategic planning, opportunities for participation and involvement in community activities, especially among schoolchildren and students.
- Actively report on progress in the implementation of the City's Strategic Plan, major development plans and projects.
- Thematic communication campaigns linked to the preparation of key strategies and plans of the city, use elements of guerrilla marketing.
- Continuous collection of project plans submitted by experts and representatives of the general public.
- Discuss the possibility of creating a central database of suggestions and comments on investment, development and organizational initiatives (e.g. by extending the cleanOVA application).
- Surveys and questionnaire surveys among residents on their satisfaction with the quality of life in the city.
- Benchmark the quality of life in the city against world rankings and communicate the results to the public.
- Involvement of student and youth representatives (e.g. members of the Children and Youth Parliament of the City of Ostrava) in working groups in the development of strategies and concepts of the city, city districts and organizations.
- Developing the competence of the city and the city districts in the area of involving the population (especially young people) in the city administration with an emphasis on the result (implementation) - drawing on good practice and testing pilot participation projects from the Czech Republic and abroad.
- Using and expanding the forms of involvement of residents in decision-making on the development of the city - especially online questionnaires, surveys on planned projects, feeling maps, public opinion surveys, discussions with the public and experts in the form of talks on upcoming projects, meetings and debates of residents with the mayor or city management, more awareness-raising events, the possibility of volunteering (e.g. brigades to clean up public spaces) or various motivational competitions.
- Public sharing of the results of all forms of resident involvement, providing feedback and using interactive and modern trends in presenting results - e.g. Power BI, dashboards, etc.

LINK TO THE MAIN FINDINGS IN ANALYTICAL PHASE:

- A large part of the population is still not interested in what is going on in the city and in their surroundings, they are passive and accept information at the level of social "bubbles", a wide range of media and social networks, which requires education in the future, especially among primary school pupils.
- Particularly for young people, their involvement in co-determining the development of the city and the promotion of community life is an important tool for strengthening solidarity and belonging to the city in which they live.

B. Wealth in people | B.5 Support comunal life and engage citizens into the development of the city | B.5.2 Co-responsibility of citizens and the city

- It is clear that since the creation of the Strategic Development Plan of the City of Ostrava in 2016, the intensity and quality of residents' involvement in the development of the city has increased significantly.
- In 2019, the MAPPA studio was established, which engages the professional and lay public mostly in the topics of architecture, urban planning and public space (public discussions, educational programmes, thematic walks in the localities with experts, questionnaires, feeling maps, proposals for architectural competitions, etc.).

FLAGSHIP PROJECT:

- Continuing in implementation and fulfillment of SPRM and brand fajnOVA – platforms for communication and participation of citizens on the development of the city

KEY INDICATOR:

- Number of people voting in all participative budgets in the city (initial value 2023: 9 284 / target value 2030: 13 000)

PRIORITY C – HEALTHY CITY

“Visibly make environment for life better in the city”

In Ostrava we have number of ugly places and public space doesn't feel not only for inhabitants and also for visitors cultivated. That's the reason why people don't spend a lot of their free time in public spaces. Abandoned areas make people feel like they aren't safe for them. A lot of quality projects is being created to make the public space more attractive, but changes are happening way too slowly and sometimes without any conception and any link to broader connections and opportunities.

Despite the high number of vacant apartments in the city, we do not have enough housing of the necessary quality and structure to offer, especially to young people and families with children. As a result, Ostrava is often not attractive for them, and they move to other cities after their studies. To attract or retain young, hard-working and talented people in the city, we need to provide them with favorable conditions in the early stages of housing and at the same time implement a few urban housing projects, including attractive surroundings. Quality housing should also be available to city residents with special needs.

The movement of people in the urban area is hindered by several obstacles in the form of large numbers of cars and roads, haphazard parking areas and high concentrations of emissions due to high volumes of car traffic. These barriers are due to the long-standing preference for individual car transport and little support for other modes of transport of an attractiveness and quality comparable to car use. If this is to change, people must be able to choose between equivalent modes of transport. The city should also conceptualize a system of interconnected green spaces that can have a positive impact on the permeability of the city.

Ostrava has a large portion of green areas, but little landscaped, functional and maintained green space. Revitalization of these areas, support of natural functions of greenery, management and maintenance of the so-called urban wilderness, which has climatic functions but does not provide cultural ecosystem services, as people do not have access to it, and the addition of water features based on the principle of efficient use of water resources will contribute to the increase of resting areas for the rest of residents and visitors of the city. The implementation of nature-friendly measures in urban areas will improve the quality of life and enable residents to better cope with extreme weather fluctuations related to climate change. In this context, it is necessary to introduce environmentally friendly technologies and adaptation measures into spatial planning and construction practice. There are still many brownfield sites and environmental burdens within the urban area that need to be converted into new functional use.

The infrastructure of the city and its inhabitants create a noticeable ecological footprint, which has a negative impact on the quality of the environment. Ostrava can be more responsible in waste management, can better manage surface water quality (resolve the lack of sewage disposal in parts of the city), be more successful in increasing energy efficiency and the use of renewable resources, alternative fuels and fuels. There is a need to increase individual and collective responsibility towards the environment and to find new solutions to better protect natural resources.

Strategic goal 6 – Cultivate environment for life for all generations

Ostrava wants to positively transform the environment for life in the city. People in the city are most dissatisfied with the behavior of some residents, the feeling of safety and the state of public spaces in terms of pollution and maintenance. Despite the existing supply of available housing, there is a perceived lack of quality housing affordable to all groups of residents and the city significantly lacks a conceptual approach in this area. There are many empty buildings, unmaintained areas and gaps in the city that could be aestheticized and put to functional use.

The development of the city in accordance with the principles of modern urbanism is also promoted thanks to MAPPA, but there is still room for the construction of extraordinary architecture and the adaptation of public space in the spirit of current trends in developed cities. Ostrava's achievements include the dynamic growth of infrastructure for active leisure, but the demand is still greater - there is a need to expand and cultivate more places for especially unorganized sports, cultural and leisure activities.

The city is still unattractive to residents and visitors in some exposed places (transfer terminals, public transport hubs and arteries, major points of interest). In particular, there is a reduced sense of security around high-risk and socially excluded locations. Although Ostrava has a good public transport network, public transport and other sustainable forms of transport (cycling and walking) are still not the preferred choice for many people to move around the city - this may be due to the problematic pedestrian permeability and lack of cycle paths. Even in densely built-up areas, the use of individual car transport prevails, making it difficult for pedestrians, cyclists and other users of alternative forms of transport to move around. There are several physical barriers in the city that are problematic for the movement of not only the disabled and elderly, but also other groups of residents. The city lacks a consistently applied concept of static transport.

Key area C.6.1 Functional public space, quality architecture and

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Public spaces in the city, including the street system, are designed and landscaped in a conceptual and coordinated approach for all ages.
- Increased attractiveness of the city in relation to architectural, urban design and art competitions within the city.
- Increased sense of safety in public places and lower crime levels in all urban districts.

TYPE MEASURES AND ACTIVITIES:

- Identifying and strengthening the quality of citywide focal points (places, public spaces and buildings that are particularly important in terms of the functioning of the whole city or the wider region), increasing their quality and attractiveness, while at the same time taking care of important local focal points and focusing attention especially on declining places and places that negatively affect the quality of life.
- Cultivation of urban avenues, major streets and traffic calming zones. Creation of quiet zones. Care for urban complexes - urban conservation zones, workers' colonies, etc.
- Respecting and incorporating spatial development themes (see Spatial Development Vision of the City of Ostrava on MAPPA website) into the design of individual projects and the development of the city in general - identifying the priorities and importance of individual projects in the city system, considering the prioritization in the budget, the Action Plan of the Strategic Plan and the city districts. Linking the preparation and implementation of projects using data and the city's project database (with the aim of coordinating individual - even small projects - in one area with each other).
- Continuous development of MAPPA as a centre of gravity for participatory, analytical and holistic spatial planning and development of quality architecture in the city. To develop its cooperation with the Ostrava City Council, city organizations, city districts and other key organizations in the Ostrava metropolitan area.
- Approval, respect and implementation of Ostrava's building regulations, including the implementation of the Strategic Plan and other city concepts. Creating clear and understandable rules for builders.
- Active work with regulatory plans and zoning studies for transformation and development sites to avoid inappropriate placement of individual buildings in large areas. Emphasis on local regulatory plans and greater latitude for the City's land use plan. Consistence of the Town Plan with the Strategic Plan and its incorporation into the area.
- Application of thoughtful design principles in the reconstruction and maintenance of public spaces throughout the city.
- Turning the City in on itself - sensible densification of existing developable areas. Creating more compact parts of the city with clear buildable boundaries. Use of internal reserves - vacant areas within the built-up area.
- Revitalization and completion of existing housing estates to support the urban fabric and at the same time to complement the missing functions in the area.
- Revitalization and reclamation of housing estates in Ostrava, especially the solution of old dilapidated buildings (reconstruction, demolition).
- Planning and implementation of measures and interventions in public space in accordance with other relevant concepts in the area (Sustainable Mobility Plan, Adaptation Strategy, SECAP, Static Transport Concept, etc.).
- Planning and implementation of measures and reconstruction of the public space from the outset together with all actors in the territory, including utility managers or blue-green infrastructure experts (hereinafter referred to as MZI).
- Working and treating the streets in the city as public space.
- Adding tree and shrubbery plantings, sufficiently wide sidewalks, safe and separated bicycle infrastructure and cultivated urban furniture in important urban streets and public spaces.
- Professional and financial support to districts in the development of studies for the redevelopment of larger complex areas, e.g. revitalization and cultivation of housing estates.

- Active search for new uses for abandoned (or future abandoned) industrial sites and brownfields. Implementation of reclamation measures in a sensitive wider context in cooperation with key actors in the area.
- Developing the natural and recreational potential of rivers, small watercourses and their surroundings.
- Conceptual design of a system of interconnected settlement green spaces that will increase the permeability of the area and allow residents to enter the green spaces and use their recreational and environmental functions.
- Better preparing the territory and buildings for climate change through MZI elements and the introduction of sustainable rainwater management systems.
- Provide a system of regular monitoring and maintenance plan for the cleanliness and pleasant appearance of public spaces at exhibition and busy locations. Development of the CleanOVA application.
- Aestheticization and replacement of urban furniture.
- Raising awareness that public space and its cleanliness is a shared priority of the city's residents and involves city residents in the maintenance, aestheticization and care of their immediate surroundings.
- Temporary use of empty spaces and open spaces.
- Transforming selected roads into urban streets.
- Promoting small urban interventions in cooperation with local people.
- Mapping the main gateways to the city (railway stations, public transport stops), aestheticizing them, ensuring a welcoming first impression.
- Building traffic calming zones with a maximum speed of 30 km/h (residential zones, tempo 30 zones, shared zones), which allow us to create a higher quality of public spaces and build relevant alternatives for other modes of movement in the city.
- Restriction of outdoor advertising not only in the city centre.
- Creation of high-quality art forms in the public space, including the concept of placing artworks in the public space of the city.
- Prioritizing development and transformation areas of the city in cooperation with the relevant departments, city districts and MAPPA. These include:
 - Area in front of main train station, its close surrounding and Přívoz;
 - Locality of Cingrův sad;
 - Karolina;
 - Černá louka;
 - Locality of Seidlerovo nábřeží a Záměstí;
 - Locality of Krásnopolská;
 - Locality of Francouzská;
 - Dubina
- Increase the number of buildings and properties that meet the requirements for quality architecture in the city, including an emphasis on the preservation and restoration of cultural monuments and significant urban buildings.
- Implementing architectural competitions and creating pressure on private investors to build quality architecture.
- Demolition and changes in the functionality and utility of spaces, buildings and areas.
- Promoting the completion of disused buildings.
- Deciding for private owners to maintain the buildings and spaces they own.
- Collaborations, exhibitions, workshops and competitions for architecture students on functional public spaces.
- Introducing CCTV security cameras in places with higher crime rates and creating "evaluation" units to supervise the cameras.
- Projects helping to increase the sense of security in the city (e.g. in cooperation with the Ostrava City Police - Safer Ostrava, Crime Prevention Assistant, etc.).
- Greater emphasis on pupil/student safety on the way home from school - not only patrols at crossings and outside schools in the morning before school, but also after school.

LINK TO THE MAIN FINDINGS IN ANALYTICAL PHASE:

- Public space isn't just squares and parks, but also streets.
- In Ostrava there is functioning atelier MAPPA, which is focusing on conceptual and quality urbanistic planning in the city and is also conducting architectural and urbanistic competitions.
- The cleanliness of public spaces on exhibition streets and in busy places is not adequately ensured.
- There are many high-quality city parks and public playgrounds in The Czech Republic, not much work is being done to revitalize water courses and transform them into attractive areas for visitors.
- Ostrava has committed to the quality of architecture in the city, e.g. through regulations regulating advertising smog or a programme to preserve and restore cultural monuments and important urban buildings.
- In 2016-2022, 18 architectural competitions were announced in Ostrava.
- Increasing security and a sense of security is one of the main demands of the city's residents to increase the quality of life in Ostrava. Both the city's sense of security and safety should grow as the quality and purity of public space and people's behavior and actions increase. Although the statistical indicators of safety have improved over the long term, there is still dissatisfaction with the security in Ostrava (feeling safe) - this area was ranked as the third worst among residents in questionnaires (after the cleanliness of public spaces and the behavior of residents).

FLAGSHIP PROJECTS:

- MAPPA – implementation and development on its activities
- Revitalization of Náměstí republiky
- Revitalization of streets Opavská and 28. října into a boulevard with preference for pedestrians and cyclist.
- Cingrův sad a Bauhaus
- Locality of Vítkovice train station and World of transport

KLÍČOVÉ UKAZATELE:

- Number of architectural competitions announced (baseline 2023 (cumulative from 2016): 18 / target 2030 (cumulative from 2016): 42)
- Number of buildings nominated in national and international architectural competitions (baseline 2023 (cumulative from 2017): 14 / target 2030 (cumulative from 2017): 32)
- Residents' feeling of safety on the streets at night (Report on the quality of life in European cities) (baseline 2023: 44% / target 2030: 50%)

Key area C.6.2. Quality housing

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Ostrava is actively conducting housing policy that is tied on a newly created conception of housing.
- A higher percentage of flats owned by the city or city districts.
- There is central and unified evidence of property for the city and city districts.

TYPE MEASURES AND ACTIVITIES:

- Ostrava's construction guidelines and their fulfillment.
- Conceptual guiding of housing policy of the city.
- The definition of specific sites for the construction of housing of different categories and connecting services, the addition of stabilized sites to new homes and the creation of public spaces that will support the overall character of the site.
- Construction or refurbishment of attractive residential and multifunctional buildings.
- A greater proportion of apartments owned by the city or city districts because of their ability to flexibly influence the supply of apartments for selected populations.
- Help from the city with starter homes for young families.
- Support the construction and reconstruction of contemporary and high-quality rental housing of various types (for the young, for the elderly), for the revival of selected parts of the city and the creation of a variety of offers.
- Preparing the conditions for individual housing projects as well as for community projects - supporting the preparation of building land housing as well as individual housing.
- Development of cooperative (participatory) housing in the sense that part of the housing stock would be built by the residents themselves - uniting, motivating and supporting the people of the city to do so.
- Creating conditions for favoring the thickening of the city (incl. inner peripheries) with settlement development over individual housing construction beyond the city limits.
- Finding new forms supporting the social mix of residents and supporting an alternative to moving outside the land registry territory of Ostrava - it can be a tough measure like selling land for private construction up to the involvement of future tenants of municipal flats in the case of new buildings and reconstructions.
- Modification of the interior blocks of apartment blocks.
- Central single registration and asset information system (register of house and housing stock passports) for the city and all districts.
- A single city-wide record of rent debt. Strengthening the identification of residents with the environment in which they live.

LINK TO THE MAIN FINDINGS IN ANALYTICAL PHASE:

- The negative balance of migration is also influenced by the low intensity of new construction. This is still low compared to other regional cities, although it has been increasing since 2020.
- The low share of city-owned housing limits the ability to flexibly influence the supply of housing for selected groups.
- There is no conceptual planning in Ostrava on the issue of housing management.
- There is a lack of assistance from the city with starter housing for young families.
- There is no central unified property register for all city districts. There is no unified information system. Outputs for the city's wards are not uniform; uniform planning is not possible. There is no unified record of housing stock passports. There is also no uniform citywide record of rent arrears.
- The money received from rent is not sufficient to cover the actual needs of the districts for the renovation and maintenance of the housing stock. There is insufficient funding for the large-scale investments needed.
- There is a lack of political courage to push through unpopular but well-thought-out measures such as demolitions and changes in the functionality and utility of premises, buildings and areas.

- Despite the existing supply of vacant apartments, there is a shortage of contemporary and quality rental housing of various types (for the young, for the elderly) to revitalize selected parts of the city.
- In the central part of Ostrava there are not enough attractive and affordable flats for young families with children, so they move to other districts or outside Ostrava.
- Since 2016, the City of Ostrava has been implementing projects in the area of social housing. Activities focus on creating social housing capacity and supporting occupied households through cooperation with social workers.
- There are around three thousand households in housing need in Ostrava.
- Locations of social exclusion and segregation are identified in the city.

FLAGSHIP PROJECTS:

- Construction and modernization of housing (Nové Lauby; Rezidence Stodolní; Kostelní-Biskupská Apartment House; Residential development on street Středoškolská; Reconstruction of Ostrava skyscraper - Ostrčilova; Elza housing complex; Revitalization of housing estates in Ostrava)
- Ostrava Building Regulations
- Housing concept of the city of Ostrava and its functional implementation

KEY INCATORS:

- Residents' satisfaction with the possibilities to find good and affordable housing in Ostrava (Report on the quality of life in European cities) (initial value 2023: 15th place out of 83 cities / target value 2030: up to 10th place)
- Number of completed new dwellings (initial value 2022: 591 / target value 2030: 800)

Key area C.6.3. Sustainable mobility

WE WANT TO ACHIEVE BY THE YEAR 2030:

- Environmentally friendly, safe and sustainable transport with a high proportion of walking and cycling, excellent accessibility and efficient use of infrastructure.
- A barrier-free city - safe and comfortable pedestrian movement of residents and visitors around the city.
- Planning and efficient transport solutions based on real data and expert informed decisions.

TYPE MEASURES AND ACTIVITIES:

- Creation or updating of conceptual and strategic documents supporting the implementation of projects increasing the sustainability of mobility around the city (Integrated Mobility Plan Ostrava, Concept of static transport, Concept of cycling transport in Ostrava), including periodic evaluation of the achieved indicators.
- Inclusion of public and sustainable transport measures in the planning and implementation of projects and their prioritization wherever possible. Evaluation of transport projects primarily in terms of sustainable modes of transport in accordance with the principles of sustainable mobility and the Ostrava Integrated Mobility Plan.
- Ensuring a preference for sustainable urban mobility in the transport sector when updating the master plan.
- Within the street profile, especially in areas of higher intensity of individual modes of transport, increase safety by separating them (ideally physically) and in order of highest to lowest speed from the middle of the street to its edge.
- When constructing or reconstructing transport infrastructure, ensure that barriers to pedestrians that are difficult to overcome are not created. The number of barriers created by expressways should be reduced, in cooperation with urban planners and architects.
- Take into account the needs and (electro)mobility options of the elderly when designing public spaces and building cycling infrastructure.
- Supporting active pedestrian and cycling mobility around the city.
- Improving walkability, especially in heavily used areas and in front of public institutions, monuments, etc.
- Maintaining and developing high quality public transport in parallel with investments in modernization, application of green technologies and safety.
- Improving urban and inter-urban public transport, making train transport more attractive for urban transport, exploiting the potential of sidings.
- Making more attractive (reconstruction, aesthetics, greening) the interchanges, the environment of public transport stops, the surrounding pavements (especially in the transport nodes with the highest traffic intensity and in the vicinity of infrastructure for children and youth or with significant value for the development of the city).
- Implementation of intelligent transport systems, dynamic traffic management and parking navigation systems.
- Making it easier for individual car traffic to pass directly through the more attractive parts of the city.
- Use existing tools to reduce the amount of motor traffic. Direct tools - parking pricing policies (e.g. higher price in areas where stationary vehicles are not desirable, lower price or zero price in areas with good transfer to public transport) and enforcement of stopping and standing rules. Indirect - greater attractiveness of alternative (sustainable) modes of transport.
- Increase supervision and enforcement of rules (especially in exhibition squares and streets and pedestrian zones) to prohibit entry, stopping and parking of vehicles - increase fines for illegal parking, towing of poorly parked cars, modifying spaces so that it is physically impossible to park there, prohibiting parking of vans, etc.
- Construction of P+R car parks in the city to encourage the use of public transport, with parallel introduction of higher price regulation of parking in the center and greater supervision of compliance with the rules for stopping and parking vehicles in the centers.

- Expansion of zones with measures to calm individual car traffic and with reduced maximum speed limits.
- Development and promotion of car sharing - e.g. possibility of parking in zones with parking regulation, promotion of this service by the city, etc.
- Develop a system of charging stations according to the expected standard and demand in the future.
- Systematic use of existing and new sensors, cameras and other devices at key traffic junctions to collect data on traffic, speed, accidents, etc.
- Completion of backbone cycle lanes on urban avenues and major streets, allowing direct connections between and through urban districts, including accompanying infrastructure and features to enhance user safety.
- Construct new and connect existing bicycle infrastructure on attractive and busy urban avenues and major streets. Creating a network of direct and connected cycling infrastructure.
- Promoting environmentally friendly modes of transport (e.g. electric cargo bikes) for supply and delivery, particularly within the city centre.
- Simplify transport links between the natural centers of gravity - the city centre and its immediate surroundings, Ostrava-South and Poruba by sustainable modes (cycling, public transport, other rail transport) - make it faster, more convenient, as accessible as possible.
- Reinforcement of three main transit roads (D1 motorway, I/11 Rudná, I/56 Místecká), which will enable the connections of residential centers to be transformed into urban streets with important functions and attractive public spaces.
- Reducing traffic noise levels in exposed areas in accordance with the Ostrava Agglomeration Noise Action Plan.
- Improvement of transport connections in the 'peripheral' districts (especially infrastructure and public transport).
- Development of tram transport as the backbone of the public transport network.
- Development of alternative sources for vehicle propulsion based on electricity and hydrogen, both in public and individual transport.
- Development of suburban rail transport and use of original railway sidings for passenger transport.
- Making informed decisions based on real data, identifying traffic problems and designing effective solutions to increase the ability to respond to traffic problems in real time, optimizing traffic and improving immediate road safety.
- Involving residents intensively in the transport infrastructure planning and decision-making process to increase transparency and trust in the planning process and its balance across different groups of residents with different preferences in the use of different forms of mobility in the city.
- Organization of awareness-raising campaigns, workshops and debates for the professional and general public on the advantages and disadvantages of promoting sustainable forms of transport.
- Introducing incentives for more environmentally friendly forms of transport, including in cooperation with employers (e.g. Bike to Work events, discounted public transport fares, encouraging carpooling, etc.).
- Implementation of a regular socio-transport census.
- Establishment or development of a specialized department or institution (in cooperation with MAPPA, the Transport Company Ostrava and specialized organizations) dedicated to the collection, analysis and interpretation of traffic data with access to modern technologies and tools for data analysis, including software for Geographical Information Systems (GIS), traffic flow simulation and predictive analysis.

LINK TO THE MAIN FINDINGS IN ANALYTICAL PHASE:

- Of all the areas, Ostrava has the highest level of satisfaction with transport among residents and visitors. The best rating is given to bike sharing and public transport, while the worst is given to parking and car sharing (here it is more due to the lack of knowledge of this concept and its lack of use in Ostrava).

- The existing high-capacity expressway network enables fast movement through the city and outwards, but at the same time creates significant internal barriers.
- There is much room for improvement in the area of parking, also due to the lack of a strategy to deal with access to parking (lack of a static transport concept).
- The public transport system and the location of bus stops in Ostrava is of a high standard. Possible future improvements are related to the prioritization of public transport and to a higher frequency of connections, which will only occur in more intensive urban development.
- Illegal parking in exhibition squares and streets, not only in the city centre, is a common phenomenon and is not sufficiently sanctioned, which leads to a significant reduction in the attractiveness of these places for residents' leisure time and the impression of the city for visitors.
- The number of cars on the roads and streets in Ostrava is increasing. Although the problems with individual car traffic are not severe compared to other cities, the preference for individual car traffic to the detriment of other modes of transport still prevails in Ostrava.
- Further development of alternative sources for powering vehicles based on electricity and hydrogen is expected in the metropolitan area, both in public and individual transport.
- In the area of cycling, the infrastructure for bicycles is assessed as inadequate compared to foreign cities.

FLAGSHIP PROJECTS:

- Bike sharing – support the concept of shared bikes.
- Completion of backbone cycle paths and cycle routes connecting urban districts
- Extension of the tram line in Ostrava-Poruba
- Construction of P+R / intercepting parking lots / parking houses in the city (Globus, DOV, near KÚ MSK, in the FNO area) to promote the use of public transport
- Installation and development of intelligent transport systems (Increasing the permeability of intersections, Parking systems, Intelligent stops II, Telematics)

KEY INDICATORS:

- Percentage of residents using public transport as the most frequent means of transport in their daily routine (Report on the quality of life in European cities) (2023 baseline: 8th out of 83 cities / 2030 target: up to 10th)
- Number of kilometers cycled on shared bikes (baseline 2022: 672 708 / target 2030: 1 350 000)
- Number of charging stations for electric vehicles (2023 baseline: 8 / 2030 target: 50)

Key area C.6.4. Sports, culture and free time

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Ostrava offers a wide range of sporting, cultural and leisure activities and has an infrastructure that matches the centre of the metropolitan region, which can attract all generations.
- The cultural offer has succeeded in attracting new audiences, cultivating the urban environment and interpersonal relations.
- Significant increase in the contribution of cultural and creative industries to job creation and value added in the city.

TYPE MEASURES AND ACTIVITIES:

- Updating the long-term and medium-term outlook for the implementation of the Culture 2030 Concept, stabilizing and strengthening the implementation team in relation to the concept.
- Building and maintaining a cultural infrastructure appropriate for a metropolis of European importance.
- Supporting and cooperating to ensure prestigious and representative events and an ambitious and appropriate filling of this infrastructure and sustainable operation.
- Functionally connect existing and planned cultural infrastructure with the existing built environment of the city to bridge the fragmented nature of Ostrava - thoughtfully connecting cultural infrastructure to pedestrian corridors, public exhibition space and the public transport system.
- Seeking greater financial support from the state for culture in Ostrava. Strive for a higher number of state-funded organizations in Ostrava.
- Identification of available spaces for the non-established scene and sufficient information of the target group about its existence. In places where there is a lack of such spaces, support for expansion and supplementation - absence of small and medium-sized cultural organizations - building suitable spaces for informal culture, for creation, meeting and also for medium-sized events with a capacity of about 200-300 visitors.
- Cultivation of public spaces with the use of diverse artistic realizations, e.g. in the form of a public competition.
- Creating conditions for deeper networking and cooperation of the cultural scene and improving its ability to communicate with the external environment at all levels.
- Expanding the cultural programme with new activities that will attract new visitors who are not yet very interested in culture.
- Developing and strengthening the role and importance of cultural and creative industries in Ostrava and setting up systematic support for them, including the creation of a platform for cultural and creative industries.
- Creating conditions for the application of new and unique art forms.
- Preserving, developing and optimizing current subsidy programmes and grants in the field of culture.
- Seeking new funding and support instruments (from private and public sources) for cultural, creative and community activities.
- Methodological support and training in the field of cultural grant policy.
- Educating especially younger city residents, cultural actors, artists and connecting the current education system with practice - establishing closer cooperation with universities - education in culture and culture in education.
- Revitalizing cultural life in Ostrava also through one-off or temporary cultural events and projects, which often make use of specific spaces.
- De-centralization of cultural activities (support for cultural and community activities outside the central district).
- - Support and further development of internationally important and widely attended cultural events (Colours of Ostrava, Beats for Love, Leoš Janáček International Music Festival, Ostrava Days of New Music, etc.) and follow up on them with the development and creation of other accompanying events and activities.
- Development of social relations and community life including family politics through culture.

- Increase the range of cultural and leisure activities available to teenagers and students.
- Shared cultural spaces (e.g. rehearsal rooms, podcast studios, etc.).
- Addition of a multi-purpose hall to the infrastructure for major sporting and cultural events, including events of a supra-regional nature.
- Construction, reconstruction or modernization of sports infrastructure in the city.
- Maintaining a high level of the backbone infrastructure for sport for all - swimming pools, ice-skating rinks, sports areas, etc.
- Use of open spaces and the installation of urban sports furniture (climbing walls, workout gyms, small playgrounds), especially in areas with dense housing.
- Activation of underused public space, e.g. implementation of more leisure elements and opportunities for youth activities in public space.
- Increase the yield of natural sports facilities - support the construction and operation of low-cost forms of sport (running tracks, cycle paths, in-line skating trails).
- Financial and organizational support for top sporting events with European and world renown that take place in the city of Ostrava.
- Support for the implementation of international sporting events.
- Support for mass sports events for the public.
- Preservation, development and optimization of current subsidy programmes and grants in the field of sport.
- Dialogue with universities in the field of individual approach to athletes.
- Maintain, develop and optimize the leisure time grant programme.

LINK TO THE FINDINGS IN ANALYTICAL PHASE:

- Culture is a topic that could and should further develop Ostrava, it is a topic on which the city could build and become, for example, a city of culture, because it already has quality institutions and offers to do so.
- There are more than 3,600 entities active in the cultural and creative sectors in Ostrava.
- The two largest festival events in Ostrava (Beats for Love and Colours of Ostrava) are attended by more than 40 thousand people every year.
- Culture is closely related to the development of social relations and community, and at the same time strengthens the family policy of the City of Ostrava.
- The city lacks suitable spaces for informal culture, meetings and for medium-sized events with a capacity of about 200-300 visitors.
- Ostrava has a strong sports background, and sport is generally well supported by both the city and the region. There is long-term development and construction of new sports infrastructure.
- Every year, Ostrava hosts sporting and cultural events of European and global significance, which attract visitors from the region and beyond to the city and generally improve the image of the city.
- Ostrava is succeeding in meeting the objectives set out in the Strategy for Sport, specifically around building new sports infrastructure or its reconstruction.
- Residents are satisfied with the leisure opportunities in Ostrava, most of all with the cultural events organized (concerts, festivals, etc.) and the cultural and social facilities (theatres, galleries, museums, monuments, etc.).

FLAGSHIP PROJECT:

- Transregional sports infrastructure (Multifunctional sports hall, Football stadium, Ice sports centre, Reconstruction of Ostravar arena).

KEY INDICATORS:

- Residents' satisfaction with cultural institutions and infrastructure (Report on the quality of life in European cities) (initial value 2023: 16th place out of 83 cities / target value 2030: up to 12th place)
- Number of sporting events of a global/European character held in Ostrava (initial value 2022: 31 / target value 2030: 75)

Key area C.6.5. Social services

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Less people at risk of social exclusion and poverty.
- Less socially excluded localities.
- A secure and sustainable network of quality social services.

TYPE MEASURES AND ACTIVITIES:

- Maintaining the existing network of social services and related activities, including their efficient financing.
- Support the development of outreach, respite and outpatient services, including shared and community care.
- Supporting the deinstitutionalization, transformation and humanization of residential social services in the context of socio-demographic changes.
- Promoting individual housing (sheltered, supported, shared, independent, community) and contributing to the implementation of the Social Housing Concept.
- Promoting the employment of people with reduced employability and social entrepreneurship.
- Transformation and modernization of urban social facilities.
- Educational programmes for pupils from communities at risk of social exclusion and prevention of early departure from primary education.
- Prevention of socially pathological phenomena in schools through lectures and educational events.
- Increasing the number of child psychologists and prevention officers in schools.
- Counselling for young people, including in terms of family life, prevention of family conflicts and crimes in families.
- Implementation of the city's thematic concept documents on social services and related activities.
- Cooperation of the municipality and city districts with social service providers.
- Promoting volunteering, community and field work.
- Ensuring that the population is informed about social services, interdisciplinary cooperation and planning of the social services network.
- Increasing the capacity of residential services and low-threshold facilities for specific client groups.
- Supporting households in housing need and working with developers to promote the construction of multi-generational housing.
- Promoting the active involvement of people with specific needs, supporting community activities for the elderly and home care for the elderly.
- Supporting the construction of multi-generational community centers - linking community life for children and seniors in one complex.
- Integration of newly immigrated residents.

LINK TO THE FINDINGS IN ANALYTICAL PHASE:

- The number and proportion of seniors will increase significantly, the city's population will age, and the burden on social services will increase hand in hand with this aging.
- Satisfaction with health and social services is the second highest rated area in the survey, along with education and school facilities.
- The coverage of social services in Ostrava is one of the best in the Czech Republic. Despite this, Ostrava faces a shortage of places in residential social service facilities for specific client groups.
- Social services lack more emphasis on supporting innovation.
- There are about 3 000 households (about 6 900 people) in housing need in the city.
- There were 30,999 people in executions in Ostrava as of April 1, 2023, for a total of 200,639 executions.
- Predictions foresee an increase in the number of people addicted to addictive substances. There is a persistent and long-standing problem of alcohol dependence in the Czech Republic.

Excessive tolerance of drinking is also reflected in the social climate across the country and the perception of safety in public spaces.

- To facilitate orientation in social services and the possibilities of solving adverse social situations, the Municipality of Ostrava operates a first contact point SOCIOPOINT, which provides anonymous counselling to the residents of Ostrava.

VLAJKOVÉ PROJEKTY:

- Homes and care for the elderly and disabled (New Home for the elderly Ostrava-Mariánské Hory (Hulváky); Reconstruction of the Magnolia Home; Reconstruction of the building for the Centre for Family and Social Care z.s. ; Reconstruction, extension and extension of the Korýtko Home; Reconstruction of the Children's Centre Domeček, Relief service on Průběžná Street; Home for the elderly on the site of the Faculty of Medicine of the OU; Community housing for recovery)

KLÍČOVÉ UKAZATELE:

- Number of social flats (initial value 2022: 496 / target value 2027: 700)
- Social exclusion index (initial value 2021: 21 / target value 2027: below 16)

Key area C.6.6. Medical services

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Improved health status of the population (obesity, stress, mental health of children, etc.).
- Health literacy of residents of all ages is high.
- Modernized Ostrava City Hospital

TYPE MEASURES AND ACTIVITIES:

- Transformation and modernization of urban health facilities.
- Support the establishment of new medical practices, especially in specialties with a shortage of doctors.
- Awareness-raising on healthy lifestyles and disease prevention.
- Digitization in health facilities and the health sector in general.
- Cooperation with secondary and higher education institutions teaching health-related subjects.
- Implementation of courses and programmes on health and first aid for the public.
- Cooperation with the city districts and health organizations.
- Supporting health care and health infrastructure projects.
- Supporting the implementation of preventive examinations in organizations established by the city, e.g. preventive dental examinations in primary schools.
- Health programmes for residents in socially excluded localities.
- Working with companies to improve the working environment and employee health.
- Promoting the right prioritization between work and leisure (work-life balance) - within the employees of the Statutory City of Ostrava and its organizations and externally to other employers.
- Cooperation of the city and its organizations with regional and state authorities to strengthen the national health system.
- Cooperation with research institutions on health research and healthcare innovation.
- Crisis management in epidemics and emergencies.
- Raising health literacy levels and supporting non-profit health organizations.
- Educating the public about the potential harmful effects of the living and working environment.

VAZBA NA HLAVNÍ ZJIŠTĚNÍ V ANALYTICKÉ FÁZI:

- The Ostrava-City district has a favorable ratio of doctors and dentists to the population compared to the Czech average. Nevertheless, there is a noticeable lack of capacity, waiting times are disproportionately long, and it is virtually impossible to get on the register of dentists and some doctors. However, this is a systemic problem for the whole country.
- Satisfaction with the state of health services in the questionnaire survey is good.
- Individuals positively assess the equipment of local hospitals and their accessibility.
- Ensuring quality and affordable care will be a near future issue given the ageing population, including doctors, and the generational turnover of doctors and specialists at an older age is inevitable. Ostrava and the entire Moravian-Silesian Region is facing the departure of young doctors not only abroad, but also to other regions within the Czech Republic.
- There are not enough graduates leaving the medical faculties to ensure generational renewal in some medical professions.

FLAGSHIP PROJECT:

- Development of the city hospital

KEY INDICATOR:

- Satisfaction of citizens with medical services (Report on the quality of life in European cities) (initial value 2023: 29th place out of 83 cities / target value 2030: up to 25th place)

Strategic goal 7 – Bring city closer to nature and environmentally friendly usage of resources

Ostrava wants to get closer to nature. Global climate change is driving the need to adapt urban development to rising temperatures and to prevent the possible consequences of extreme weather events with potential impacts on the economy, health and well-being of residents and visitors. Ostrava is working with blue-green infrastructure measures and projects in its territory. There are currently many green areas in the city and a few of them are actively used and maintained for leisure, relaxation and rest, just as water courses are not accessible to the population for leisure. There are still a number of ecological burdens from the past in Ostrava that hinder the development of the city. These areas are not integrated into the city system and create several spatial barriers.

An important topic that is being discussed across the whole city is energetics. The city should develop measures to increase energetical efficiency or higher efficiency in dealing with garbage and connect it more with IT. Infrastructure for alternative resources and fuel is developing slowly in Ostrava, as its potential isn't used enough. Opportunity for development is also processing of common waste and its energetic and materialistic potential.

Even after massive improvement in recent years, the pollution of the air in Ostrava is still a problem, that isn't as important in the eyes of citizens. While the percentage of industry in air pollution is going down, the influence of transport is going up.

Key area C.7.1. Quality greenery

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Cultivated and more extensive urban parks and interconnected areas of urban greenery for leisure, sports and recreational use and continuous support of their ecological function.
- The city is a leader in the implementation of blue-green infrastructure measures, implementing them as a matter of course in its projects and planning requirements and adapting to the expected impacts of climate change.
- Ostrava conceptually and uniformly plans, maintains and manages green spaces throughout its territory.

TYPE MEASURES AND ACTIVITIES:

- Conceptual planning and targeted creation of an interconnected system of urban greenery throughout the city, creation and implementation of the Concept of Greenery, creation of landscape studies.
- Increase the number of specially protected nature areas.
- Application of MZI elements in reconstruction of public spaces and green areas, construction and reconstruction of buildings (public and private).
- Transfer of know-how from cities that are successful in implementing MZI elements.
- Incorporation of the Adaptation Strategy and the MZI Methodology into project preparation and implementation processes.
- Access, restoration and use of important and small streams in the territory of the city of Ostrava, which are currently in a condition that does not allow their use for recreation and leisure - participation together with the Odra River Basin and managers of small watercourses.
- Revitalization of parks and cultivation of greenery so that parks with a quality programme for all age groups are created in the city (to follow the requirements of individual age groups - e.g. theme parks for students and teenagers), encouraging outdoor leisure (outdoor gyms, stages, seating elements, cafés, relaxation zones, hammocks, fenced areas for dogs, etc.).
- Regeneration of brownfields and post-industrial areas, including promotion of the mountain landscape, continuation of disposal of old ecological burdens.
- Preservation and accessibility of small monuments and post-industrial natural areas.
- Access, restoration and use of currently inaccessible mounds for recreation and leisure.
- Enhancing the biodiversity of the landscape through consistent monitoring, disposal and prevention of black dumps, environmental contamination, expansion of invasive plant and animal species, etc.
- Introducing land-use planning procedures that prevent further fragmentation of the landscape and ensure its permeability.
- A plan for the systematic management of riparian greenery in the urban environment (make it accessible, cultivate it, activate it).
- Use of multifunctional green infrastructure elements (grassed tramlines, trees, climbing plants, etc.) to improve air quality (reducing dust, increasing humidity, reducing vibration, etc.).
- Increased investment in green maintenance.
- Building urban nature reserves and landscape rest areas.
- Minimizing new areas for parking at the expense of green spaces and fragmentation of public green spaces by transport infrastructure (or seeking compensatory measures - replacement planting, etc.).
- Using a professional approach and new knowledge to plant and maintain urban greenery.
- Maintaining the current permeability of the landscape and increasing the pedestrian accessibility of green spaces as part of spatial planning activities.
- Systematic plan for the revitalization of small water courses and its implementation.
- Efficient management of storm water.
- Use and addition of water features to public spaces, especially in populated areas of the city.
- Increasing the proportion of permeable surfaces within the city to slow down stormwater runoff and allow it to evaporate.

C. Healthy city | C.7 Bring city closer to nature and environmentally friendly usage of resources

| C.7.1 Quality greenery

- Introducing specific technical measures to improve water retention within the urban area and thus preventing rapid runoff from a site without the possibility of seepage, which can cause localized flooding many kilometers away.
- Support the construction and upgrading of technical infrastructure, i.e. the completion of sewers on the outskirts of the city and the construction of retention basins on the single sewer system to prevent the premature discharge of heavily contaminated water into surface waters.
- Reducing landscape fragmentation and, as part of the spatial planning policy, promoting the permeability of the landscape and actively creating the spatial conditions for its accessibility.

LINK TO THE MAIN FINDINGS IN ANALYTICAL PHASE:

- City parks and green areas for free-time, sports and recreational use are being cultivated, but the limited amount of funding is preventing a faster pace.
- Ostrava has developed an Adaptation Strategy and a Blue-Green Infrastructure Methodology, but work needs to be done to translate them into project implementation.
- Since 2016, 50 ha of green space has been revitalized in Ostrava.
- Ostrava has many high-quality urban parks and public playgrounds, but not much work is being done to revitalize watercourses and turn them into attractive visitor areas.

FLAGSHIP PROJECT:

- Revitalization and cultivation of greenery in Ostrava (Lesopark Benátky, Chateau Park in Poruba, Park at the House of Culture Poklad, Orchard of Dr. Milady Horákové, Greening of Sokolská Avenue, Hus Orchard, Revitalization of Božena Němcová Orchard, Park area between Umělecká and Denisova Streets, Pustkovecké údolí, Maxima Gorky Orchard)

KEY INDICATOR:

- Satisfaction of citizens with greenery in the city (Report on the quality of life in European cities) (initial value 2023: 29th place out of 83 cities / target value 2030: up to 20th place)

Key area C.7.2 Environmentally friendly use of resources

CHANGES WE WANT TO ACHIEVE BY THE YEAR 2030:

- Bringing the city closer to European carbon neutrality targets and applying circular economy principles. Reduce Ostrava's CO₂ production by 55% by 2030. More environmentally responsible behavior of residents and organizations.
- Functioning municipal energy agency/application and conceptual workplace for the energy sector.
- A balanced energy mix contributes to the self-sufficiency and resilience of the city.

TYPE MEASURES AND ACTIVITIES:

- Implementation, ongoing evaluation and updating of SECAP (Sustainable Energy and Climate Action Plan) and implementation of international commitments (Covenant of Mayors, Czech and EU energy and climate targets).
- Establishment of a unit (with allocated resources, capacity, facilities) to conceptually implement and support the city's energy and climate agenda. Long-term integration of energy into the agenda at the city leadership level (Deputy Mayor level).
- Revisiting the need for a long-term Territorial Energy Concept for more than twenty years ahead its elaboration and implementation - reflecting the changes in the energy sector and setting out a vision for the transformation of the energy balance and the pathways to achieve it.
- Close cooperation in the field of energy and climate with the Moravian-Silesian Region and its organizations (MEC, MSID, etc.) and implementation of the Territorial Energy Concept of the Moravian-Silesian Region.
- Implementation of the City Adaptation Strategy in accordance with the SECAP.
- Cooperation with the private sector in the transition to a low-carbon economy and in reducing CO₂ emissions.
- Increasing the share of RES (renewable energy sources) integration within the city. Promoting open bulk purchasing mechanisms as a form of non-financial support. Promoting the use of alternative energy sources within the city (solar energy, heat pumps, biogas, biomass, municipal waste, hydroelectricity).
- Promoting the development of community energy.
- Support for the validation of new technologies (modular nuclear reactors, hydrogen technologies).
- Cooperation in the preparation and implementation of strategic projects aimed at reducing the carbon footprint of energy-intensive operations and the heating sector (e.g. switching to cleaner energy sources for the district heating system).
- Continuing the greening of urban and inter-urban public transport, including the testing of new approaches and technologies (hydrogen, etc.).
- Promoting measures leading to the greening of transport in the city. Preparation and implementation of conceptual measures to encourage greater use of electromobility and non-motorized transport.
- Increasing the efficiency of energy recovery from waste.
- Development of the Reuse - POPs centre.
- Cooperation with other cities in the agglomeration and in Poland to improve air quality in the region.
- Promoting the implementation of circular economy principles.
- Increasing the recycling rate, including bio-waste, and preparing the city for a significant reduction in landfill. Creating or collaborating on the creation of additional centres for the re-use of products and materials. Increase the overall recycling of packaging.
- Unified concept and systematic approach to waste collection - use of conceptual studies to build, consolidate and manage semi-underground and underground containers.
- Reduction and disposal of black dumps.
- Promoting the use of services and charity centers and organizations to extend the life and reuse of products and materials.

C. Healthy city | C.7 Bring the city closer to nature and environmentally friendly use of resources | C.7.2 Environmentally friendly use of resources

- Providing information and educational support for waste prevention - promoting environmental education as a motivation to change the mindset of the population towards a sustainable lifestyle (e.g. creating campaigns, organising seminars, setting a trend).
- Coordination of activities in the field of environmental education and training. Promoting awareness, education, education of institutions, organizations, companies, households, residents. Supporting consultation and advisory activities. Education and awareness-raising activities in the field of waste management, e.g. at the Waste Education Centre of the Ostrava Waste Management Authority.
- Support for the creation of an analytical apparatus that will conceptually handle data in the field of energy. Analysis, evaluation, real-time monitoring, application of business intelligence, new technologies, scenario analysis, etc.
- Active use of external sources of funding for the transition to a low-carbon economy (e.g. the Fair Transformation Mechanism, the Modernization Fund (HEAT, RES, LIGHTPUB), IROP, OP ENV, NRB, Green Savings) and support for private, non-profit entities and households in the transition to a low-carbon economy (consultation, information, support for project preparation).
- Cooperation between the city and the region in setting and implementing the Strategy for the application of hydrogen technologies and implementation of specific projects and measures using external funding sources (Modernization Fund, OP ST, community programmes).

LINK TO THE MAIN FINDINGS IN ANALYTICAL PHASE:

- The air quality in Ostrava has been improving in recent years, the number of days with exceeded daily limits has been continuously decreasing and CO2 emissions have been decreasing due to changes in energy and fuel consumption.
- The environment is perceived by residents in the survey to be significantly better than seven years ago, however, it is rated below average among other quality of life areas, particularly due to air quality and adaptation to climate change.
- Residents are most satisfied with water quality and water management, greenery and nature, sustainable urban transport and waste management.
- There is a lack of concepts in the field of energy. Energy self-sufficiency and savings are important but lack the implementation of major change projects in the field of transition to renewable energy sources, such as photovoltaics or community energy. There is a demand for the creation of a city energy agency.
- There is a need to prepare for the impacts of energy mix transformation. There will need to be a deliberate replacement of current coal-fired heat and power generation with low or zero carbon energy technologies.

FLAGSHIP PROJECTS:

- Establishment of the City Energy Agency
- - Energy management projects (photovoltaics on the roofs of municipal buildings, hydrogen, electricity and CNG refueling stations at VŠB-TUO, energy management, community energy)

KEY INDICATORS:

- Air emissions (2022 baseline: 11 out of 31 stations exceed the limit / 2030 target: 0 out of 31 stations)
- Amount of CO2 emissions produced (2020 baseline: 987 406 tons / 2030 target: less than 715 500 tons)

IMPLEMENTATION, MONITORING AND EVALUATION

ACTION PLANNING

The Strategic Development Plan of the City of Ostrava for the period 2024-2030 will be implemented through the Action Plan. The aim of the action planning process is to define interventions and projects to achieve key changes and fulfil strategic objectives. The Action Plan determines in what timeframe, at what cost the necessary interventions will be implemented, including who is responsible for the initiation, preparation, implementation, and evaluation of specific projects. The action planning process defines:

Flagship projects, which are also listed in the Strategic Plan, are priorities among the strategic projects, represent key areas of the plan, fulfil the vision of the plan, have a significant impact on the development of the city and on the fulfilment of the indicators, through them the fulfilment of the plan is communicated to the public, their implementation will have an impact on the perception of the success of the fulfilment of the plan as a whole and should be thought of when creating the city budget (also in the long term),

Strategic projects to fulfil individual key areas (selected according to predefined criteria, key for the fulfilment of the Strategic Plan, their preparation or implementation has already started),

Suggestions for projects that significantly fulfil the objectives of the Strategic Plan, but are not yet prepared or implemented, are kept in the project inventory at the Strategic Development Department of the Municipality and the city's interest is to include them among the strategic projects soon.

The ongoing process of monitoring and evaluating the achievement of the success of the Action Plan will focus on the successful completion of their implementation, the impact on the delivery of measures and activities in each of the key areas of the Plan, and how they contribute to the delivery of the Strategic Plan's key indicators.

Ostrava is not only the promoter and investor of projects. At the same time, it has a strong interest in ensuring that projects that meet strategic objectives and improve the quality of life of the city's inhabitants are implemented in the city without the city having a direct influence or having to allocate the city budget. It is therefore in Ostrava's interest to have a coordinated approach, sharing implementation capacity and resources with the actors in the territory. The Action Plan thus includes not only projects of the Statutory City of Ostrava, but also projects of other organizations and projects that have emerged from working groups, experts or the public and which do not necessarily and exclusively rely on the resources of the city, but which the city is interested in supporting and creating conditions for their implementation.

In the context of individual interventions, the City of Ostrava acts as a project promoter if it has direct influence and responsibility for the implementation of the action, or as a project partner if there is a formalized agreement on cooperation between the project promoter and the city, or as a project promoter who supports the promoter in various forms in the process of preparation or implementation of the intervention.

KEY INDICATORS OF THE PLAN

The strategy must be oriented from the outset towards achieving measurable results and must distinguish between output, outcome and impact measurement in the evaluation. Measuring and evaluating impact in relation to the key areas of the plan is key to the implementation of the strategy. The key indicators (indicators) of the Strategic Plan seek to express as concretely as possible the desired changes we want to achieve in Ostrava. For the purpose of monitoring the implementation of the strategy, a system of information collection using quantitative and qualitative data is used.

The proposed key indicators of the strategy, or their target values, seek to express as concretely as possible the desired change we want to achieve. The indicators are set to meet the requirements of the SMART method, according to which an indicator should be S - specific, M - measurable, A - ambitious and achievable, R - relevant, T - time-bound.

For the purpose of monitoring the fulfilment of each key indicator, it is necessary to measure, update, monitor and evaluate the development trends on an annual basis. The regular evaluation of the

indicators is aimed at identifying and analyzing the monitored information, interpreting it into key findings and formulating recommendations towards the management of the City of Ostrava and other actors who can influence the indicators that are not fulfilling the plan in the desired direction. Most of the indicators are planned to be met by 2030.

RESPONSIBILITY MATRIX

The Responsibility Matrix (RACI table) is a support tool for project and process management. In relation to the implementation of the Strategic Development Plan of the City of Ostrava and the Action Plan, it helps to define roles and responsibilities within the processes of preparation, approval and implementation of projects and activities in the Strategic Plan and the Action Plan. The use of an accountability matrix is intended to help avoid confusion about who has what role in implementation, but it also helps to improve overall communication, increase team efficiency and prevent conflict by clearly defining who has what to do, who makes decisions, who needs to be consulted and who needs to be informed about the progress and results of the project.

Project Phase / Actors (ROLE)	City government	City council	OSR (Gestor SP; manager of communication; implementation team)	Work groups	Commission SRaE	Garands of projects SMO	Bearer of projects (SMO)	Bearer of projects (external)	Key actors
Creating of SP / AP	C	A	R	C	C	R	C	C	C
Approval SP	A	R	R	C	C	R	I	I	I
Approval AP	C	A	R	C	C	R	I	I	I
Implementation SP / AP	C	A	R	C	C	R	C	C	C
Staffing of the SP management structure	I	A	R	C	C	C	I	I	I
Revision of SP (mid-term)	C	A	R	C	C	C	I	I	C
Communication of implementation	I	C	R	C	C	C	R	C	I
The process of collecting plans and projects (for SP / AP)	C	C	R	C	C	C	C	C	C
Ex-post evaluation of strategy	I	C	R	C	C	R	I	I	C

Note: The name RACI is an acronym derived from the English words Responsible, Accountable, Consulted and Informed. Each letter in the acronym RACI represents a specific type of participation in a task or decision-making process.

R - Responsible: The person, body or organization tasked with carrying out a sub-stage of a process. By responsible, we mean working on specific steps to achieve goals or accomplish a task.

A - Accountable The person, body, or organization that has ultimate responsibility for the successful completion of a task or achievement of a goal. Has the authority to make decisions and approve work. This is usually the project leader or manager.

C - Consulted: Persons, bodies or organizations that are to provide their opinions or expertise before the task is carried out. These are usually entities that have an interest in the results or have the expertise required for the task.

I - Informed: Persons, bodies or groups that need to be informed of the results and decisions. These people are not directly involved in the implementation of the task, but it is important that they are aware of the results.

PHASE OF IMPLEMENTATION AND EVALUATION

Creation of the Strategic Plan / Action Plan

The process of creation of the Strategic and Action Plan at the city level includes the stages of analysis of the current situation, definition of the vision and goals, strategic priorities and specific projects and steps and approval of the final form of the documents.

Approval of the Strategic Plan and Action Plan

This phase includes the official approval of the Strategic Plan and Action Plan by the relevant city authorities.

Implementation of the Strategic Plan / Action Plan

After the approval of the plans, the implementation phase follows when the practical implementation of the individual activities and projects defined in the Strategic Plan and Action Plan starts.

Establishing the management structure of the Strategic Plan

Once the plan has been approved, it is important to have a management structure in place that will be responsible for overseeing the implementation of the Strategic Plan and Action Plan.

Review of the Strategic Plan (mid-term)

A mid-term review of the Strategic Plan is usually conducted to assess progress to date and to adjust goals or actions, if necessary, in response to changing conditions or newly acquired information. It also includes updates or additions over the years in relation to natural developments and sudden changes.

Communication of implementation

Effective and continuous communication of the progress and results of the Strategic Plan and Action Plan implementation is key to maintaining transparency and gaining support from the public and other stakeholders.

The process of collecting ideas and projects (for the Strategic Plan / Action Plan)

The collection of ideas and projects is a systematic process to identify and evaluate potential projects and initiatives that could be included in the Action Plan.

Ex-post evaluation of the Strategy

After the period covered by the Strategic Plan, an ex-post evaluation is carried out to assess the success of the implementation of the Strategy and its impact on the development of the city.

ROLE AKTÉRŮ V IMPLEMENTACI, HODNOCENÍ A EVALUACI

The city government is one of the key decision-making bodies in relation to the Strategic Plan. It decides on the approval of the Strategic Plan and is involved in the process of developing and updating the Action Plan. It is also informed about the implementation of the Strategy through the evaluation of the Plan's success indicators and progress in the implementation of Action Planning projects.

The City Council is one of the key bodies in the decision-making processes in relation to the strategic and concept documents and also in relation to their implementation. The Council establishes commissions (including the Strategic Development and Energy Commission) and proposes to their members, discusses and approves the selection of project plans and the Action Plan, and evaluates the implementation of the strategy. The Council discusses and approves the management and organizational structure of the Strategy. The City Council is also the governing structure for the implementation of the Strategic Plan, and may invite other key actors, such as those from the plan development working groups, to participate in the monitoring and evaluation of the plan at its discretion or as needed.

The Strategic Development Department is a key body within the strategic management framework. It coordinates the preparation and updating of the Strategic and Action Plan. It provides operational support to the strategic planning process, while sharing information and working closely with City management, departments and commissions across the City Council, City districts, City and external organizations, and other project sponsors, and evaluates the implementation of the Strategic and Action Plans.

Work groups were formed during the development of the Strategic Plan. They were composed of experts and people who are familiar with the issues and have something to say about them. These working groups can be convened in the same or modified composition, in case of interest or need, at any time during the implementation of the Strategic Plan to cooperate in its implementation.

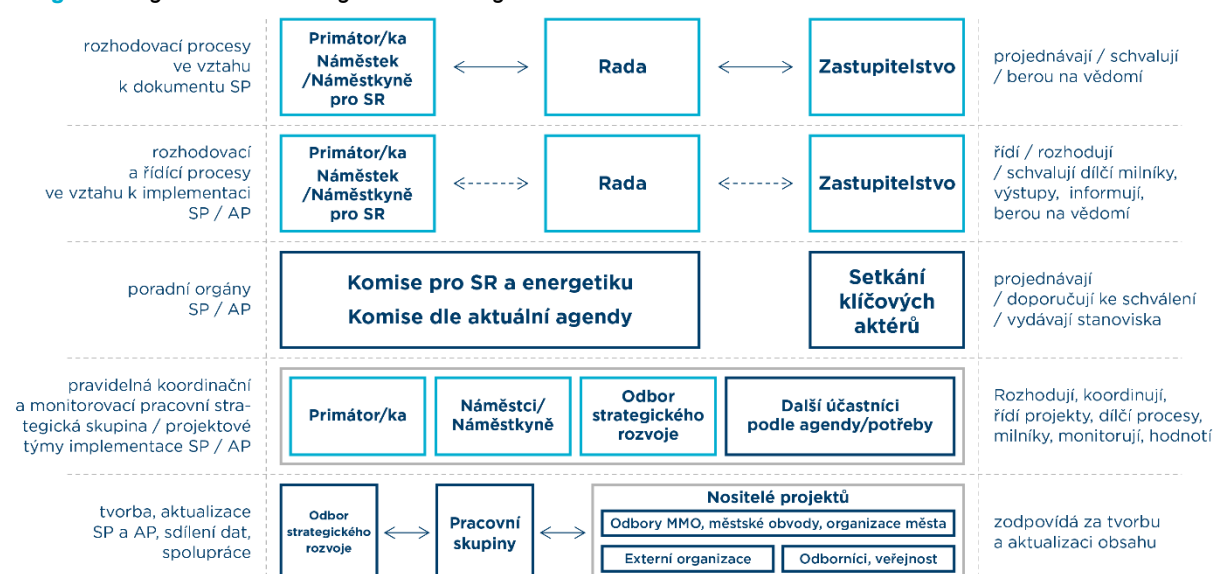
The Strategic Development and Energy Commission is an initiating and advisory body to the City Council. It discusses and makes recommendations to the City Council for approval of the City's strategic and conceptual documents. It discusses strategic goals and priorities and participates in the implementation of the vision and goals.

Project guarantors are responsible for the preparation, implementation and successful completion of the projects in the Action Plan. In the case of strategic projects where SMO is the project promoter, this includes the Mayor/Mayor and the deputy mayors and deputy mayors, as well as the mayors/mayors of city districts, directors/directors of city organizations and external organizations that are project promoters or investors.

The bearers of projects are mainly mandated representatives of the City Hall departments, city districts or city or external organizations (or external organizations) who are at the operational level of project implementation or implementation of activities and measures. They propose measures, activities or projects for inclusion in the Strategic or Action Plan, which they then coordinate or implement.

Key actors are institutions, organizations, experts (within and outside the SMO structure) and the public who can influence the implementation of a project or its design or have an interest in its implementation or non-implementation. Key stakeholders can also contribute their expertise, their opinions and suggestions or offer cooperation in the development and implementation of the Strategic Plan and strategic projects.

Image 6: Diagram of the management and organizational structure



Note: SP – Strategic plan, AP – Action plan, SR – Strategic development

LIST OF SHORTAGES

AP	Action plan
ČR	Czech Republic
CEET-e	Centre for Environmental and Energy Technologies
CNG	Compressed natural gas
CO ₂	Carbon dioxide
COVID-19	Coronavirus disease 2019
DPO	Transport Company Ostrava
ESPON	European Spatial Observation Network
EU	European union
Gb/s	Gigabit per second
GIS	Geographical Information Systems
ICT	Information and Communication Technologies
IČO	Person identification number
IoT	Internet of Things
IROP	Integrated Regional Operational Programme
ITI	Integrated Territorial Investments
MAPPA	City studio of spatial planning and architecture
Mbit/s	Megabit per second
MEC	Moravian-Silesian Energy Centre
MHD	Public transport
MMO	Municipality of Ostrava
MSIC	Moravian-Silesian Innovation Centre
MSID	Moravian-Silesian Investments and Development
MS PAKT	Moravian-Silesian employment pact
MSK	Moravian-Silesian region
MŠ	Kindergarten
MZI	Blue-green infrastructure
NATO	North Atlantic Treaty Organization
NRB	NRB National Development Bank
OPST	Operational Programme for Equitable Transformation
OPŽP	Operational Programme Environment
OSR	Department of Strategic Development
OZE	Renewable Energy Sources

OZO	Waste collection and treatment
PR	Public relations
PUMM	Sustainable Urban Mobility Plan
SEA	Strategic Environmental Assessment
SECAP	Sustainable Energy and Climate Action Plan
SMO	Statutory City of Ostrava
SP	Strategic plan
SPRM	Strategic City Development Plan
SR	Strategic development
SRaE	Strategic Development and Energy Commission
SŠ	Secondary school
SVČ	Leisure Centre
SWOT	Strengths, weaknesses, opportunities, and threats
ÚMOb	Urban District Office
VŠ	College
VŠB-TUO	Báňská college – Technical University of Ostrava
ZŠ	Primary school

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ADDINGS

Adding 1	Link to strategic documents
Adding 2	List of events carried out (in the presence of the fajnOVA) in the process of communication and participation in the creation of the Strategic Development Plan of the City of Ostrava 2024-2030

Adding 1 Link to strategic documents

[Adaptační strategie statutárního města Ostravy na dopady a rizika vyplývající ze změny klimatu](#)

[Akční hlukový plán aglomerace Ostrava](#)

[Akční plán pro udržitelnou energii a klima \(SECAP\)](#)

[Akční plán statutárního města Ostravy k implementaci Programu zlepšování kvality ovzduší](#)

[Integrovaná územní strategie Ostravské metropolitní oblasti na období 2021–2027](#)

[Integrovaný plán mobility Ostrava](#)

[Komunitní plán sociálních služeb a souvisejících aktivit ve městě Ostrava 2023–2026](#)

[Koncepce kultury v Ostravě do roku 2030](#)

[Koncepce rodinné politiky statutárního města Ostravy na období 2019-2022](#)

[Koncepce rozvoje cyklistické dopravy v Ostravě](#)

[Koncepce řešení parkování na území Ostravy](#)

[Koncepce sociálního bydlení statutárního města Ostravy](#)

[Koncepce transformace sociálních služeb zajišťovaných příspěvkovými organizacemi](#)

[Metodika modrozelené infrastruktury](#)

[Metodika modrozelené infrastruktury statutárního města Ostravy](#)

[Místní akční plán rozvoje vzdělávání ORP Ostrava II](#)

[Plán dopravní obslužnosti území statutárního města Ostravy 2021-2025](#)

[Plán sociálního začleňování Ostrava 2022–2027](#)

[Strategický plán rozvoje městského obvodu Ostrava-Jih – Vize 2030](#)

[Strategický plán rozvoje městského obvodu Poruba 2018-2023 s výhledem do roku 2030](#)

[Strategický plán města Ostravy pro sport 2017-2025](#)

[Strategický plán rozvoje statutárního města Ostravy 2017-2023](#)

[Strategický plán rozvoje systému zeleně na území města Ostravy](#)

[Strategický plán udržitelného rozvoje městského obvodu Moravská Ostrava a Přívoz na roky 2022–2027 s dlouhodobým výhledem do roku 2035](#)

[Strategie prevence kriminality statutárního města Ostravy 2017-2021](#)

[Strategie protidrogové politiky statutárního města Ostravy 2016-2020](#)

[Strategie regionálního rozvoje ČR 2021+](#)

[Strategie rozvoje cestovního ruchu turistické oblasti Ostravsko 2021-2025](#)

[Strategie rozvoje Moravskoslezského kraje 2019–2027](#)

[Strategie území správního obvodu ORP Ostrava](#)

[Strategie vzdělávací politiky ČR do roku 2030+](#)

[Strategie vzdělávání města Ostravy 2030](#)

[Transforming our World: The 2030 Agenda for Sustainable Development](#)

[Územní energetická koncepce Moravskoslezského kraje na období 2020–2044](#)

[Územní plán města Ostravy](#)

[Víceletý finanční rámec na období 2021–2027](#)

[Zelená dohoda pro Evropu](#)

Adding 2 List of events carried out (in the presence of the fajnOVA) in the process of communication and participation in the creation of the Strategic Development Plan of the City of Ostrava 2024-2030

11. 1. 2023	Working Group Partner organizations, Municipality of Ostrava
26. 1. 2023	Presentation of fajnOVA to participants of the international visit from Turkey, Gaziantep, Municipality of Ostrava
14. 2. 2023	Presentation of the current status of the process of preparation of the Strategic Plan of the City of Ostrava to the Commission for Strategic Development and Energy
23. 2. 2023	Brunch & Networking, Impact Hub Ostrava
3.-4. 3. 2023	Festival Dovolená, Černá louka
15. 3. 2023	Night of Law, Ostrava City Hall
27. 3. 2023	Meeting of Student Parliaments - Future Ostrava, SVČ Korunka
5. 4. 2023	Za kariérOU, OU
18. 4. 2023	Focus group with students, VŠB-TUO
20. 4. 2023	Earth Day, Ostrava-South
20. 4. 2023	Lecture for geography students, OU
21. 4. 2023	Successfully into Life II, PDMMO, Korunka Leisure Time Centre
9. 5. 2023	Presentation of the current status of the process of preparation of the Strategic Plan of the City of Ostrava to the Commission for Strategic Development and Energy, Municipality of Ostrava
11. 5. 2023	Presentation to the Omská Gymnasium in Prague, Municipality of Ostrava
20. 5. 2023	Ostrava Museum Night, Prokeš Square
21. 5. 2023	Ostrava compote, Trojhalí Karolina
31. 5. 2023	3rd anniversary of Ostrava Expat Centre, OEC
13. 6. 2023	Environment for Life Working Group, Ostrava City Library
14. 6. 2023	Working Group Environment and Mobility, All Together Community Centre
15. 6. 2023	Working Group Entrepreneurship and Entrepreneurship, Impact Hub Ostrava
17.-18. 6. 2023	Festivities of the South, former football grounds of NH Ostrava
19. 6. 2023	Working Group of the University, former Bauhaus
20. 6. 2023	Working Groups Large City Districts, Ostrava-South Chamber Club
27. 6. 2023	Working Groups Youth in Ostrava, City Campus OU
28. 6. 2023	We are Ostravská, City Campus OU
29. 6. 2023	Small City Districts Working Group, Golf Park Lhotka
30. 6.-1. 7. 2023	Art&Life (Festival in the streets), Poruba
19.-22. 7. 2023	Colours of Ostrava, DOV
30. 8. 2023	Press conference of the city management on the preparation of the Ostrava Strategic Plan and the results of the questionnaire survey, Ostrava City Hall
8. 9. 2023	Art and Science, VŠB-TUO

12. 9. 2023	Presentation of the current status of the process of preparation of the Strategic Plan of the City of Ostrava to the Commission for Strategic Development and Energy, Municipality of Ostrava
16. 9. 2023	Experience Ostrava differently, Moravská Ostrava and Přívoz
25. 9. 2023	Energy Working Group, Centre for Energy and Environmental Technologies (CEET-e)
2. 10. 2023	Working Group Digitization, Smart city and data, Organica
3. 10. 2023	Working Group Environment and Mobility, Ostrava Zoo
4. 10. 2023	Commission for Strategic Development Poruba, online
6. 10. 2023	Night of Scientists, VŠB-TUO
9. 10. 2023	Working Group Image of the City of Ostrava, FUTUREUM
10. 10. 2023	Environment for Life Working Group, Community Centre All Together
10. 10. 2023	Welcome to Ostrava, Ostrava Expat Centre
11. 10. 2023	Working Group Small Urban Districts, FUTUREUM
11. 10. 2023	Large Urban Districts Working Group, FUTUREUM
18.-20. 10. 2023	Healthy Cities Autumn School, City Campus OU
23. 10. 2023	Entrepreneurship and Entrepreneurship Working Group, Business Centre (VŠB-TUO campus)
24. 10. 2023	Working Group Universities, Planetarium Ostrava
2.-3. 11. 2023	Visionary workshop, Čeladná
7. 11. 2023	Business Tour in the Moravian-Silesian Region, French-Czech Chamber of Commerce, Regional Office of MSK
8. 11. 2023	Lecture for pupils of Ostrčilova Primary School, Municipality of Ostrava
8. 11. 2023	Working group Natives of Ostrava and the Region, online
13. 11. 2023	Expats working group, Ostrava Expat Centre
21. 11. 2023	Ostrava sustainably, Eurocentre discussion panel, Černá louka
21. 11. 2023	Regional Development Hour (Strategic Planning of Towns and Municipalities), Union of Towns and Municipalities of the Czech Republic, online
22.-24. 11. 2023	Unique Summit Ostrava, City Campus OU
28. 11. 2023	For a chat with the Mayor and Deputy Mayor, Plaster Hedgehog
17. 1. 2024	Metropolis Working Group, FUTUREUM
18. 1. 2024	Conference of the National Network of Healthy Cities of the Czech Republic, Prague
29. 1. 2024	Simulation of the PDMMO Council, Ostrava City Hall
6. 2. 2024	Working Group Partner Organizations, Ostrava City Council
19. 2. 2024	MSIC To Myself! MSIC
22. 2. 2024	Working Group City Council, Municipality of Ostrava
27. 2. 2024	Presentation of the current status of the process of preparation of the Strategic Plan of the City of Ostrava to the Commission for Strategic Development and Energy, MAPPA