



The 2008 update of the Prague Strategic Plan was approved by the Prague Municipal Assembly on 11 December 2008 (Resolution No. 22/42)

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# A WORD FROM THE MAYOR



Prague – one of the most beautiful cities on the planet. The heart of Europe, the mother of cities, Golden Prague and the City of a Hundred Spires is an architectural gem that is admired around the world. It is also a metropolis that is still developing and growing. For the second time this decade, it is presenting to the public a comprehensive vision of its future development and a set of long-term strategic goals. Prague's local government approved the city's first strategic plan in 2000 and set about bringing it to fruition. The plan soon required updating, however, due to the changing conditions in the world and in Prague, notably the Czech Republic's entry into the European Union, growing security risks associated with global terrorism and the consequences of the catastrophic floods of August 2002, as well as new urban development trends in Prague.

Allow me to present the updated Prague Strategic Plan, which was approved by the Prague Municipal Assembly in December 2008.

The Prague Strategic Plan is based on the strengths of the city – its unique character, its intellectual, artistic and cultural traditions, its extraordinary natural and urban qualities, its economic and human potential, its advantageous position in the heart of Europe, its good reputation and attraction to businesspeople and tourists alike. These values are drawn upon, utilized and developed in the strategic plan.

Prague wants to make better use of its great science, research and educational potential. It will continue to create the best conditions for the business sector in Prague, to support small and medium-sized businesses and to develop lifelong learning programmes.

Prague wants to maintain its attraction in the marketplace of world cities by further developing and renovating its transport and technical infrastructure, protecting and improving the natural environment and providing systematic care of its historic sites and cultural values. It is completing key strategic investments in its infrastructure, especially by completely rebuilding and expanding the Central Water Treatment Plant, finishing construction of the Prague Inner and Outer Ring Roads and building new sections of the subway network.

Prague will continue to develop conditions for increasing public safety for residents and visitors alike. This involves the high quality and efficiency of the city's safety and security system and the readiness of all its units to deal with emergency and crisis situations, including completion of the flood defence system. By working closely with the police and the public, the city administration is seeking to lower crime in the city and to ensure that Prague is seen by the world as a safe metropolis.

The Prague Strategic Plan is the result of the collective energy and input of many people and institutions. This is a solid prerequisite for realizing the city's ambitions, resolving its most pressing problems and improving the quality of life in the city. I would like to thank all those involved for this.

I am aware that in order to achieve genuine results it is necessary to have effective co-operation between all those who care about the city's future – Prague's local government, the city's administrative bodies, the Czech state, institutions that are active in Prague, businesspeople, investors, NGOs and, last but not least, the residents of the city. I believe that we will manage to achieve this with our joint efforts.

Pavel Bém  
Mayor of Prague

A handwritten signature in blue ink that reads "Pavel Bém". The signature is written in a cursive, flowing style.







# STRATEGIC PLAN FOR PRAGUE

As the capital of the Czech Republic, Prague entered into the 21st century under greatly different conditions than those that existed twenty years ago. The political system and the state and city authorities have changed. There have also been changes in ownership, the emergence of a market economy and changes in the social make-up of Prague and in the lifestyle of its inhabitants.

In the face of such changes there has also been a rapid transformation in the appearance of the city. After 50 years of isolation, the world has rediscovered Prague, which is now a yearly destination for many tourists who come to admire its sights and unique atmosphere. Its inclusion in UNESCO's World Heritage List highlights the unrivalled importance of the historical heart of Prague and reflects the shared responsibility of the city and state towards its conservation.

Present-day Prague is the most dynamic and most successful region in the Czech Republic, generating a quarter of GDP. It has a reputation for being a reliable business partner that has low level unemployment and a good credit record, a city which attracts not only trade and investors but also migrants from around the globe. It provides an attractive address for all those who want to develop their business activity within a city of exceptional beauty that has an able and well-qualified population and offers new opportunities to all.

On the other hand, Prague is still hampered by increasing car use and noise emissions, partly outmoded infrastructure, lack of available housing especially for young families, an increasing crime rate and an administration system that is not always welcoming or effective. The historical core of Prague has found it hard to resist the strong commercial pressure and to deal with the impact of cars and tourism. These and other problems need to be resolved in accordance with the city's long-term goals and possibilities.

These new demands have also required changes in how the city's development is managed. Like other European metropolises, Prague has prepared – and, in May 2000, adopted – a comprehensive strategic plan that sets out a complete and realistic vision of future economic, social and spatial development with regard to these new conditions.

Prague has set forth an ambitious programme which it is determined to implement. It has subscribed to the principles of partnership, democratic management, market economy and the careful and environmentally friendly use of all resources.

A number of the strategic goals and programmes set out in this document have been successfully completed during the last few years. The Czech Republic has become an integral part of the European Union, and Prague is now an important centre of a new Central Europe. There have been improvements in accessibility to the city (particularly by air) and in public transport, which has been developed on a regional basis as Prague Integrated Transport. New office and commercial centres, hotels and large shopping centres have sprung up across the city, and street level areas have filled with shops, restaurants and other services. New district centres (such as Smíchov and Karlín) have been developed to provide an alternative to the overburdened city centre. Prague hosts many cultural, social and sporting events of international importance. There is now better promotion abroad of the city's development goals and of the opportunities to do business here. Prague has also achieved a number of partial successes in its endeavour to improve the natural environment.

In the first decade of the 21st century, Prague has been faced with new weighty tasks in securing the safety of its residents and tourists and in providing comprehensive protection against floods. The city has included these tasks among its strategic priorities and is urgently dealing with them.

Prague's bid for the Summer Olympic Games has become a new strategic goal of unprecedented proportions. As long as the Czech government and the other Czech regions support this goal, and as long as Prague is able to prepare well enough for such an ambitious event, the Olympic Games in Prague could become an exceptionally strong and widespread impulse for the further development and increased prestige of the city and of the Czech Republic as a whole.

Prague is doing all it can to ensure that it remains an important metropolis in the European Union, a city that is successful, prosperous and internationally acclaimed.

## WHY DO WE NEED A STRATEGIC PLAN?

Such a plan would primarily enable the city to:

- respond to processes of change and gradually fulfil the long-term aims and strategic vision of the city,
- make decisions within the representative bodies of the city and its boroughs in a wider conceptual framework,
- co-ordinate the interests and operations of various entities active in the city and make effective use of their opportunities and resources in order to achieve mutual goals,
- better enforce and uphold public interest and expand the scope of direct public involvement in city development,
- prepare quality guidelines for plans concerning land space and sectoral projects.

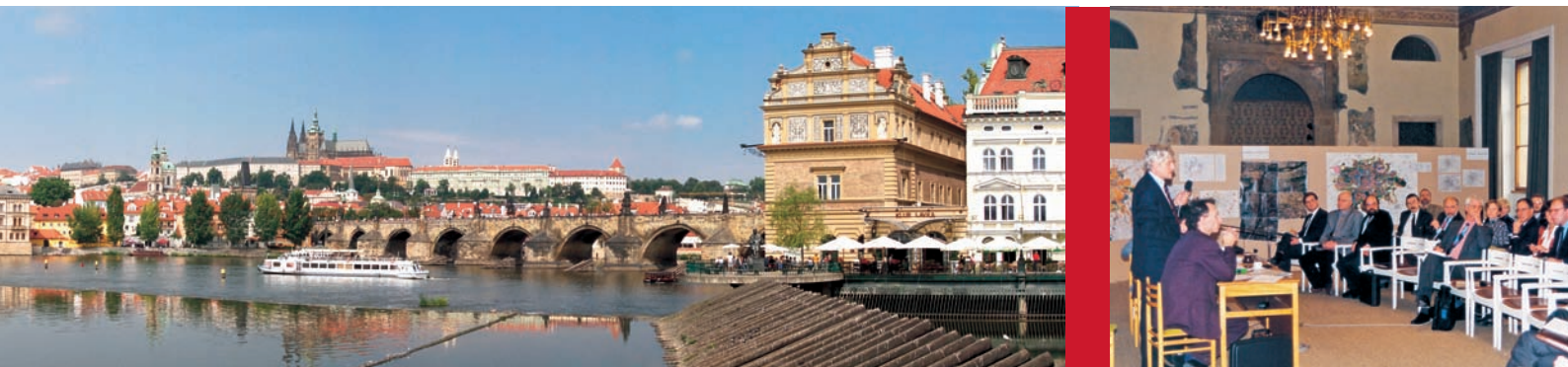
*The strategic plan points a realistic way forward to prosperity and a healthy cultural environment whilst upholding and developing the values for which Prague is regarded as one of the most beautiful cities in Europe and the world.*

## THE ROLE OF THE STRATEGIC PLAN IN CITY MANAGEMENT

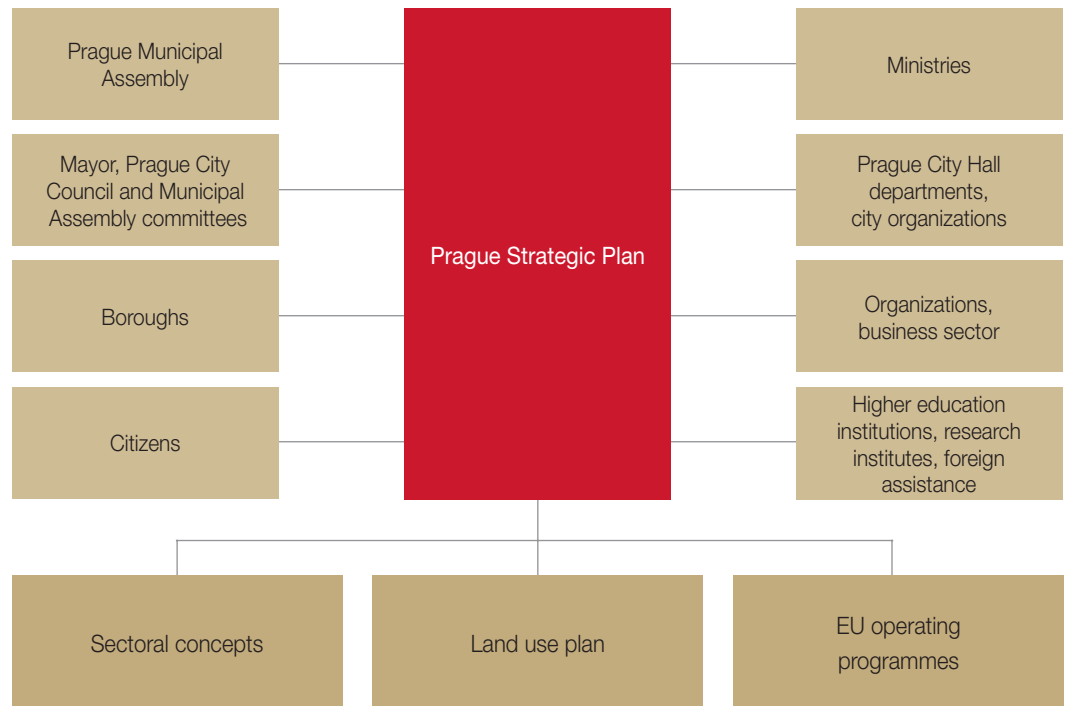
The Prague Strategic Plan is a comprehensive programming document based on negotiation and agreement. It sets out a strategy for the development of the whole community, all spheres of its implementation and the entire area of the city while stressing the importance of the correlation between the proposed objectives, policies and programmes. It is a document that lays down the long-term aims of the city covering a period of about 15 to 20 years. It seeks to attain a balance between what is desired and what is possible, between what is optimistic and what is realistic and between city development and the protection of urban, cultural and environmental values. It is a document that is dynamic, vital and in harmony with the city's needs and conditions, which is why it is continually updated and reviewed accordingly.

### The Prague Strategic Plan is:

- a “programme for the development of Prague within its administrative borders“ as laid out in the City of Prague Act,
- a “programme for the development of Prague within its administrative borders” as laid out in the Support of Regional Development Act,
- a “strategy for the development of the Prague Cohesion Region”, necessary for the creation of regional operational programmes under which it can receive financial support from European Union funds.



## STRATEGIC PLAN – STRUCTURE OF RELATIONS



Source: STR URM

### The strategic plan is a programme for the Prague community as a whole

- Its preparation was initiated and secured by the city's political representatives. After its approval by the Prague Municipal Assembly in 2000, the strategic plan enabled all the local government and administrative components to focus on the basic directions of the city's further development.
- It will provide the local borough authorities with a strategic framework for preparing their own local development programmes, which should be in accordance with the basic principles of the city-wide strategy.
- It is based primarily on the needs of the citizens of Prague. A forum has been established for the public (via representatives of various civic associations and NGOs) to actively participate in the preparation of the city's strategic plan. Ways are also being sought to effectively involve citizens in the process of monitoring its implementation. The public in Prague are being regularly informed about the course of preparations for the strategic plan, as well as about changes to the plan and the results of its implementation.
- It is an important tool of communication with the state authorities. It can also be used as the basis for future negotiations concerning joint responsibility and the state's participation in city development – i.e., legislation, financial contributions and other forms of assistance. It is also the foundation for co-ordinating the development of Prague and the neighbouring Central Bohemia Region.
- It is an important basis for regional programming documents, which are required for the city to receive financial assistance from the EU's structural and other funds.
- It provides the business sector with information concerning the city's long-term goals, including future business opportunities and conditions. It also offers partnership and co-operation for the implementation of joint projects.

- It defines the basic aims and principles of development for policies relating to sectoral concepts (transport and technical infrastructure etc.) and, on a general level, ensures co-ordination with other sectors and indicates linkages.
- For the city's land use plan, it serves as a basis for the preparation of the legally required guideline document. On the other hand, the land use plan is one of the key tools for implementing the city's strategic plan. Co-ordination of these two documents – the strategic plan and the land use plan – is therefore of vital importance.

*The goals, programmes and projects set out in the Prague Strategic Plan and in the “Programme for Implementing the Prague Strategic Plan, 2010-2015” will be given a higher degree of importance than goals laid down in other documents. They will be promoted and implemented as strategic priorities of the city.*

## Procedure for preparing the strategic plan

Prague has been working on a strategic concept for its development since about the beginning of the 1990s. The Prague Strategic Plan is based on agreement among all the major sectors of the city community – local government, experts, business sector and citizens – on what the city intends to achieve in the future, what its priorities are, and how it intends to move forward when addressing key questions about its development.

Reaching consensus on such an important topic as the fate of the city in a democratic society is achieved only through negotiation and agreement. This is why preparation of the strategic plan from the outset was informed by an attempt to bring together both the public and the private sectors through dialogue between citizens and their associations, businesses, politicians, experts and the state administration. Work on the strategic plan centred around weekly or one-day workshops focusing on the fundamental questions of city development. Together they sought ways how to change the predominantly monocentric structure of Prague to a more polycentric one, how to solve transportation and housing problems, or how to balance protection of cultural and historical sights with city development. Many issues were discussed, including environmental problems and possible solutions, public administration and administrative structure, the economic situation, security and education. Prague proclaimed itself as a city that wants to be prosperous, efficient in its operation, healthy and friendly to its inhabitants and visitors alike.

In the initial phases of work on the strategic plan – in the original “Prague 2010” document and later as part of individual workshops, demographic research and other projects – all kinds of solutions to the development question were put forward. When it was necessary to move from this theoretical vision towards a more





concrete programme and define a set of principles, the strategic plan was then prepared without alternatives in order to provide clear solutions and to produce a document that would be of practical use in managing the development of the city.

The overall concept for the strategic plan was discussed by the Prague City Council on 21 July 1998 and approved as the basis for further work concerning city development. The City Council that was elected in November 1998 used various parts of this plan as the basis of its programme declaration for the 1998–2002 electoral term. In 1999 the Prague Strategic Plan was completed by a Proposal of Strategic Priorities and Programmes for the first phase of implementation from 1999 to 2006. On 24 June 1999 the Prague Municipal Assembly approved and filed this proposal and the steps necessary for its completion (Prague Municipal Assembly Resolution No. 09/03).

*The strategic plan was approved by the Prague Municipal Assembly on 25 May 2000 (Resolution No. 19/03) across the whole political spectrum of the Prague local authority.*

*The city's political representatives who were elected in the autumn of 2002 and at the end of 2006 affirmed their acceptance of the ideas and goals in the strategic plan. In their programme declarations they expressed their determination to continue to implement the strategic plan.*

The gradual implementation of the city's strategic concept – particularly its seven strategic priorities and programmes that followed on from the adoption of the strategic plan – has been monitored and evaluated in yearly monitoring reports that are submitted to the city's local government bodies. In the conclusions and recommendations of the monitoring reports approved by the Prague Municipal Assembly, the strategic plan was amended and supplemented with new tasks. This ensured the necessary level of openness and flexibility concerning the strategic plan and its ability to respond to changes brought about by the city's life.

The Prague Strategic Plan is not merely a political proclamation but is an important tool in city management. Its priorities and aims have been kept in mind when putting together the city's annual budget and investment programme. It has become the key programming document for the preparation of the Objective 2 and 3 single programming documents for the Prague Cohesion Region – on the basis of which the city used financial resources from EU structural funds when implementing selected programmes and projects in 2004–06 – and for the preparation of the operational programmes “Prague – Competitiveness” and “Prague – Adaptability, 2007–2013”.

The opportunities offered by the strategic plan to the Prague community, however, were far from utilized in the previous period. This was one of the reasons that led the Prague Municipal Assembly at the end of February 2004 to decide to begin updating the city's strategic plan. Once again, the tried and tested method of workshops was employed in the search for a joint approach. Three working meetings were held in the second



half of 2004 to discuss issues that had undergone the greatest changes since the adoption of the strategic plan in 2000 – namely, “City Development and Transport”, “Safety and Security” and “Prague on the Market of European Cities”. These were attended by 500 people, including representatives of local government, boroughs, the relevant departments of City Hall, locally based specialist organizations, state administration, non-profit NGOs and other partners.

In May 2008 the updated strategic plan, along with a Strategic Environmental Assessment (SEA) and an assessment of its impact on Natura 2000 (an ecological network of protected areas in the EU), was presented to the Ministry of the Environment for review. The legally required SEA process was carried out in the summer of 2008, including a public consultation on 6 August 8, and the updated strategic plan was approved by the Ministry of the Environment on 11 September.

A proposal for the updated strategic plan has been available for public perusal for more than half a year. It is posted on the city’s information website and on the websites of the City Development Authority of Prague, the Ministry of the Environment and several boroughs of Prague.

The updated strategic plan takes into consideration new circumstances regarding city development, in particular the Czech Republic’s entry into the European Union, the catastrophic floods of 2002, the global worsening of the security situation as a result of an increase in terrorism, and new trends in urban development, among other things. It has been prepared in accordance with the Regional Development Strategy for the Czech Republic, a key state-level regional policy document that was approved by the central government on 17 May 2006. The updated strategic plan upholds the priorities of the European Union’s regional policy and, despite certain pressing problems facing Prague, seeks to achieve the goals set out for the period from 2007 to 2013. Prague also supports the principles of sustainable development and is helping to achieve the goals of the Czech Republic Sustainable Development Strategy, which was approved by the central government on 8 December 2004.

## THE NEXT STEPS

Updated in 2008, the Prague Strategic Plan concludes the second important stage in this long-term project for city development. It is not, however, an inflexible and final document, which means that it will be further updated.



## The next steps will focus on the following:

- Drafting of the programme for implementing the city's strategic plan over the period from 2009 to 2015.
- Monitoring of feedback (primarily of programme implementation) in accordance with the principles laid out in the section "Checking and evaluating implementation of the Prague Strategic Plan" in this document.
- Preparation of analytical and project groundwork for the updating of the strategic plan.
- Evaluation of the results of the 2010 Population and Household Census and a comparison of this data with the strategic plan.
- Second updating of the strategic plan in connection with the results of the 2010 census and other new circumstances.
- More detailed analysis of the strategic plan as required, in particular:
  - Amendment of the strategic plan after checking the possibilities of Prague hosting the Summer Olympic Games.
  - Implementation of measures leading to the transformation of the Prague economy to one that is based on the use of knowledge as a prerequisite for the city's future competitiveness.
  - Impact of the programme for implementing the city's strategic plan over the period from 2009 to 2015 on the prospect of investment in the city.
  - Fulfilment of the principles of public involvement in decision making and problem solving within the area of development policy.











# SWOT ANALYSIS

strengths	<i>S</i>	<i>W</i>	weaknesses
opportunities	<i>O</i>	<i>T</i>	threats

The SWOT analysis method – evaluating the city’s strengths, weaknesses, opportunities for development and threats – was first used in Prague in 1994 when initiating work on the strategic plan. The results of this initial SWOT analysis were reassessed and updated during preparation of the strategic plan and follow-up regional programming documents for the European Union. The current form of the SWOT analysis is the result of the last update from 2004-2008. The threats outlined in the analysis represent the greatest risks facing Prague in the present and near future. In fact, they embody the negative variations of possible future progress and indicate what could happen if the city’s strategic goals are not implemented.

## PRAGUE IN A NEW EUROPE

### *S* Strengths (current favourable characteristics of Prague)

- Position at the heart of Europe
- Continuing attraction and general prestige of Prague
- Traditional standing as the hub of the Czech nation, state administration, academia and culture
- Unique cultural-historical heritage of international importance
- Improved connection to continental and global communications and information networks
- Contacts with major cities and regions on the continent; connection to activities within EU structures

### *W* Weaknesses (current high-risk and negative characteristics of Prague)

- Integration into the European transport network (apart from air travel) not on par with major competitive cities in Western Europe
- Poorly developed co-ordination of activities and co-operation between the public and private sectors for the promotion of the city's interests
- Little mutual awareness between Prague and its boroughs regarding foreign activities

### *O* Opportunities (current and likely future positive external influences)

- Specification and consolidation of Prague's standing on the market of European metropolises as a perspective, dynamic and long-term stable, safe and innovative city – promotion of Prague as a “contented” city
- Greater support for Prague from the central government and parliament; creation of a structured co-operation programme
- Use of Prague's position in Europe supported by appropriate investment into the service infrastructure to locate the headquarters of EU agencies and other international organizations in Prague
- Development of a common approach to promoting the shared interests of Prague and other major European cities
- Better international co-operation for protecting Prague's exceptional cultural and historic richness and for integrating multicultural activities



- Retaining of Prague's tourist appeal and growth in its role as a venue for major international events
- Promotion of Prague as a suitable candidate to host the Summer Olympic Games
- Optimum use of resources from European Union funds
- More effective use of the city's representative office in Brussels (Prague House)

## *T* Threats (current and likely future high-risk and negative external influences)

- Rapid growth of competition from other European cities
- An approach lacking concept; commercial pressures for Prague to become just another "ordinary" city within a unified Europe
- Loss of Prague's international standing as a unique heritage site; removal of its historic centre from the UNESCO World Heritage List
- Lack of financial resources for funding the city's further development, improving of its transport and technical infrastructure, and completion of its integration into the international transport network
- Decline in Prague's attraction to business, specialist, political, social, cultural and other international entities as a result of limited activity by the central government
- Increase in foreign influences to a level that is unacceptable to local citizens

## COMPETITIVENESS

### *S* Strengths (current favourable characteristics of Prague)

- Open business environment, great investor confidence in the investment stability of Prague and a well-developed private sector
- Stable labour market with diverse job opportunities and above-average quality of the workforce
- Low unemployment
- Extensive potential of science, research and education for the city's innovative role
- Good accessibility for the majority of the regional hinterland and sufficient space both within and around the city for securing its development
- Existence of a strategic document on Prague's potential for innovation (the Regional Innovation Strategy for Prague)
- Good position as an attractive tourist destination; high-quality tourism infrastructure
- Long-term high evaluation by renowned international rating agencies

### *W* Weaknesses (current high-risk and negative characteristics of Prague)

- Problematic use of development opportunities in sites of former manufacturing and business premises
- Insufficient use of research and development resources for Prague's innovation purposes on a national scale and for resolving the city's current problems



- Internationally perceived aspects that threaten Prague's reputation (such as corruption, crime, excessive bureaucracy, difficult investor orientation when entering the Prague market)
- Insufficient correlation between education and the labour market, low employment of disadvantaged groups, lack of labour in certain professions
- Relations between the city administration and potential investors that are only partially developed and are problematic with regard to information provision; lack of a development agency and little use to date of public private partnership (PPP)
- Continuing problems in the area of support for small and medium-sized business; passivity of business associations in preparing programming documents for city development
- Little emphasis on adherence to the principle of sustainability as one of the fundamental prerequisites for long-term economic development
- Little co-ordination of the development goals of Prague and the Central Bohemia Region

## *O* Opportunities (current and likely future positive external influences)

- Emergence of an extensive and integrated European economic space
- Favourable climate to ensure the attraction of Prague's business environment
- Utilization of the well-qualified and flexible workforce and its continuing comparative advantage in terms of salaries and expenditure; emergence of strong stimulative competition on the labour market
- Promotion of quality partnership between the public and private sectors
- Full use of the city's potential for innovation – speeding up the transfer of technology and know-how, greater involvement of Prague-based research in addressing the city's development issues, increasing social responsibility of the city for research
- Utilization of the experience and examples of good practice from EU countries to improve the city's competitiveness

## *T* Threats (current and likely future high-risk and negative external influences)

- Worsening macroeconomic environment across the whole country – and Europe – which have an effect upon investors who lose confidence and interest in locating their operations in Prague





- Worsening business conditions hampering the development of small and medium-sized businesses – unfavourable implications for their competitiveness
- Insufficient consideration of the national importance of Prague when redistributing public resources
- Little co-ordination of the activities of educational and research sectors and of the users of R&D output; insufficient utilization of the effects of the regional concentration of innovation capacities
- Worsening situation on the labour market in connection with the free movement of the workforce; insufficient sanctions for hiring illegal workers
- Low mobility of qualified workers in the Czech Republic and lack of qualified workers in the Prague labour market

## PEOPLE IN PRAGUE

### *S* Strengths (current favourable characteristics of Prague)

- Continued spiritual and material development and renewal of the spiritual atmosphere attributed to a city that is open to impulses from diverse cultures and persuasions
- Above-average living standards, relatively high social stability and a strong middle class
- Balanced social structure
- Highest concentration of high school and university graduates in the country
- Sufficient capacity of elementary and secondary educational facilities

### *W* Weaknesses (current high-risk and negative characteristics of Prague)

- Unfavourable demographic structure and ageing Prague population
- High proportion of housing estates built to low technical standards
- Insufficient job opportunities, civic and recreational facilities on and near housing estates
- Ineffective utilization of the housing fund
- Lack of social integration of the disabled and of people facing social exclusion
- Not enough correlation or continuance between the various levels of education; insufficient accessibility of the educational system
- Little emphasis on addressing certain aspects of equal opportunities for men and women
- Low involvement of citizens in public affairs decision making and lack of identification with the local community and Prague as a whole
- Lack of support for activities benefiting specific groups of the local population (the elderly, young mothers with children, etc.)

### *O* Opportunities (current and likely future positive external influences)

- Re-evaluation of Prague's multicultural traditions and utilization of its cultural importance to improve its attraction

- Creation of stable round-the-year interest in Prague as a tourist attraction by supporting sustainable tourism and offering an attractive programme of events (even in the off season)
- Conservation of the overall character of the city by keeping the aesthetic and cultural in mind when bringing development projects into fruition
- Raising of educational levels by expanding the lifelong learning system
- Use of schools as multifunctional centres of education and culture
- Equalizing of opportunities for men and women on the labour market by balancing family and work life

## *T* Threats (current and likely future high-risk and negative external influences)

- Demographic trends leading to negative consequences in the economic and social spheres
- Increasing number of problematic individuals and groups dependent on the social system
- Social degradation of certain parts of the city, particularly housing estates
- Uncoordinated housing construction on the outskirts and in the hinterland of the city without connection to an appropriate transport and technical infrastructure
- Lack of financial resources for the development of modern educational programmes and comprehensive social services
- Insufficient capacity and quality of higher education institutions for reaching European standards
- Loss of citizen interest in public affairs

## ENVIRONMENT

### *S* Strengths (current favourable characteristics of Prague)

- Unique and well-known genius loci
- Attractive and pleasant environment of the city's historical areas with a large number of heritage buildings and sites
- Diversity of architectural styles and urban structures
- Rich potential of both the city and suburban landscape with the added advantage of the river Vltava
- Large proportion of green areas

### *W* Weaknesses (current high-risk and negative characteristics of Prague)

- Overburdening of Prague's Heritage Conservation Area (the historical centre of the city) by car transport, unsuitable commercial activities and other negative influences
- Heavy air pollution mainly in the central parts of the city, caused by car transport and negative geomorphologic conditions
- Noise pollution from traffic and other sources

- Incomprehensive, and in some cases, insufficient care of historical sites, particularly those outside the conservation area
- Pollution of waterways in the city, reducing their ecological and recreational potential
- Unacceptable state of some green areas in the city and suburbs; partly dysfunctional greenery system
- Frequent cases of vandalism, unsatisfactory level of cleanliness of public areas and local neglect of building maintenance

## *O* Opportunities (current and likely future positive external influences)

- Europe-wide trend towards reducing the negative impacts of car transport on the urban environment
- Suitable use of vacant areas, particularly in the inner city, such as defunct industrial plants and abandoned railway land
- Further reduction in air pollution from industrial emissions and heating systems, for example due to economic stimulus
- Improvement in the system of heritage care, including appropriate legislation and control mechanisms
- Revitalization of urban and suburban greenery in connection with a heightened appreciation of its eco-stabilization function
- Trend towards emphasizing the ecological and recreational functions of waterways
- Laying down of actual prerequisites for the renewal of housing estates as a whole, in particular by completing the infrastructure and renovating public areas
- Development of a polycentric system for Prague to relieve the city centre
- Greater range of tourist destinations within and outside Prague's Heritage Conservation Area (the historical centre of the city)
- Effective and environmentally friendly system of waste management (higher level of waste sorting and recycling, etc.)

## *T* Threats (current and likely future high-risk and negative external influences)

- Devaluation of historical sites as a result of their unsuitable use and insensitive urban measures
- Inconsiderate building projects that could have a detrimental impact on the Prague panorama and lead to the loss of the city's genius loci
- Further increase in the negative impacts of car transport on the city's environment and population
- Loss of greenery and undeveloped (unpaved) areas suitable for greening
- Continuing pressure on natural areas from nearby construction projects
- Unchecked urbanization of suburban areas, disturbance of the traditional settlement structure and the overall character of the city due to unsuitable building developments and insufficient co-ordination between Prague and the Central Bohemia Region when organizing land use
- Reduction in the water-retaining abilities of the urban and suburban landscape
- Unecological waste management and risk of contamination of soil and underground water sources

## INFRASTRUCTURE

### *S* Strengths (current favourable characteristics of Prague)

- Well-functioning public transport system
- Functioning integrated regional public transport system
- Sufficient mid-term capacity of technical infrastructure systems and possibility of using the water source at Podolí as an additional reserve capacity
- Widespread use of ecological fuel and district heating systems
- Gradual renewal and development of energy networks
- Improved quality and increased capacity of telecommunications networks

### *W* Weaknesses (current high-risk and negative characteristics of Prague)

- High demands on passenger transport as a result of an uneven distribution of individual functions (i.e., residential/work/social facilities) throughout Prague
- Low level permeation of city roads; lack of by-pass routes around Prague and the inner city which currently prevents any marked reduction in the volume of incoming traffic throughout the city; incomplete and technically poor road infrastructure
- Insufficient effectiveness and, consequently, lower capacity of the central wastewater treatment plant
- Outdated water management infrastructure and high levels of water lost through leakage in the network
- Insufficient use of renewable energy resources for space heating and water heating

### *O* Opportunities (current and likely future positive external influences)

- Relatively high preference for public transport among residents and visitors; other major public transport investments
- A government-guaranteed project for the gradual implementation of the Prague Outer and Inner Ring Roads to create favourable conditions that protect the city from non-essential motor vehicles





- Commitment of the Czech Republic to move more towards environmentally friendly energy sources, which will have a positive impact on air quality
- Competitive environment for energy production and communications with a positive influence on the quality and cost of the services provided

## *T* Threats (current and likely future high-risk and negative external influences)

- Increasing comfort of car transport seen as a measure of social status, which may lead to a weakening of the position of public transport and further growth in private car use
- Congestion of city roads as a result of the rapid growth in international truck traffic
- Worsening of the natural environment in areas of concentrated transport
- Dependency of infrastructure systems on certain external factors that are not within the city's control
- Penalties for failure to meet EU wastewater purification standards

## SAFETY AND SECURITY

### *S* Strengths (current favourable characteristics of Prague)

- The city's current safety and security system, which is designed to cope with and minimize the effects of exceptional and unforeseen circumstances and to provide help to those in need
- Implementation of comprehensive flood protection measures
- Call centre for residents and visitors in use during major events and in emergency situations
- Crime and drug prevention activities in the city
- Beat patrol and community policing activities, which have been received positively by city residents
- Partial provision of replacement public transport services and supplies of drinking water during emergency situations

### *W* Weaknesses (current high-risk and negative characteristics of Prague)

- High crime rates, including organized crime
- Existence of areas with a long-term concentration of street crime; ineffective measures against vandalism
- Long-term trend showing a decrease in crime detection; increasing proportion of police officers involved in crime and overall low numbers of police officers in the Czech Police Force on beat patrol
- Continuing public distrust in the security services and little willingness to co-operate with them
- Growth of problematic social groups
- Insufficiently effective co-operation between the city and organizations dealing with migrants, refugees, homeless and other socially excluded people

- High accident rates and little consideration for road users
- Irresponsible dog owners

## *O* Opportunities (current and likely future positive external influences)

- Active participation of the public in providing for their own safety, particularly during exceptional and unforeseen circumstances
- Lowering the risks of environmental disasters and other emergency situations by thoroughly enforcing the principles of sustainable development
- Construction and modernization of a central operations centre
- Closer involvement of the city in national and international-level security structures
- Helping people from high-risk groups to become involved in society

## *T* Threats (current and likely future high-risk and negative external influences)

- Insufficient powers of the city to prepare and implement protective measures against natural disasters and industrial and other accidents, limited by current legislation
- Growing threat of global phenomena, such as terrorism, international crime, infectious diseases and climate change
- Lowering of the army's potential to resolve exceptional situations and disasters in light of its professionalization
- Spread of narcotics and psychotropic substances
- Low feeling of security among residents
- Growing xenophobia and expressions of racism and extremism
- Aggression on the rise among sport fans
- Abuse of personal data and major databases
- Insufficient responsibility of residents toward protection of property and the city environment

## CITY MANAGEMENT AND ADMINISTRATION

### *S* Strengths (current favourable characteristics of Prague)

- Prague is traditionally seen as an independent administrative unit and the city's division into administrative districts is expected to have long-term stability
- The City of Prague Act, which allows for comprehensive problem solving in the areas of city administration and development
- Long-term continuity and strategy in the spatial development planning of the city
- Size and strength of the city economy

## *W* Weaknesses (current high-risk and negative characteristics of Prague)

- Hypertrophied and complicated system of public administration
- Insufficient co-operation between Prague, the Central Bohemia Region and neighbouring suburban areas
- Continuing failure on the part of the central government to appreciate the position of Prague and to respect its role and needs
- Absence of mid- or long-term budget planning tied to an investment programme

## *O* Opportunities (current and likely future positive external influences)

- Presence in the city of most of the central bodies of the public administration, as well as higher education and scientific-research resources for dealing with the city's development and administration
- Well-developed and diverse telecommunications networks suitable for multimedia communication between the city administration and the public, state authorities, other regions and other countries
- Rapid development of choice in the provision of information and communication technologies
- Prague's position as a region within the European Union
- Completion of the process of dividing powers between the local borough authorities and the city

## *T* Threats (current and likely future high-risk and negative external influences)

- Lack of success in the effort to reform public administration as a public service
- Possible emergence of an environment for corrupt practice
- Low level of co-operation between the city authorities, businesses and citizens, leading to public passivity and low public participation in city management and administration
- High level of debt for the city







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# THE OPPORTUNITY AND THE CHALLENGE

PRAGUE has the chance to actively influence its future just by the fact that it is putting together, taking on and gradually implementing a rational, long-term programme of changes which is aimed at fulfilling the strategic vision of Prague as a dynamic, ambitious and successful city. At the same time it can draw upon the development history and experience of other western European cities

PRAGUE has the opportunity to utilize the economic value of its human potential – an educated, qualified and flexible workforce coupled with a city offering an exceptional environment.

PRAGUE has the chance to gain from its cultural and spiritual richness and the current wave of tourists that this attracts. In searching for its new identity, however, Prague must not lose sight of those values which make it an exceptional city.

PRAGUE can make the most of its location at the heart of Europe. It must, however, complete the building of an appropriate infrastructure, particularly for the transport and telecommunication networks to link up with neighbouring European cities and regions. It must also improve the city's natural environment to bring it up to European standards.

PRAGUE must find its place in the geopolitical framework and among the markets of European cities. It should concentrate its efforts on coordinating with the other major cities, especially in Central Europe.



## GLOBAL CHANGES

The world in which we live today has changed dramatically over the last 20 years. Global political and economic arrangements have been transformed. A number of newly democratic states have emerged after the collapse of the former Soviet Bloc, each having budding market economies and each trying to encourage co-operation and competitiveness. The European Union expanded after 2000 to include twelve new member states, including the Czech Republic which has become an integral part of the new Europe. Economic activity has been globalized, new technologies have been developed and access to information has grown at an unprecedented rate. The gradual destruction of the environment and exhaustion of resources has put a joint responsibility upon our generation to conserve these natural resources and our environment for the benefit of future generations. This commitment is expressed within the principles of sustained development. The start of the new century also saw new risks to the world, primarily the global threat of terrorism.

## STRATEGIC CONTEXT

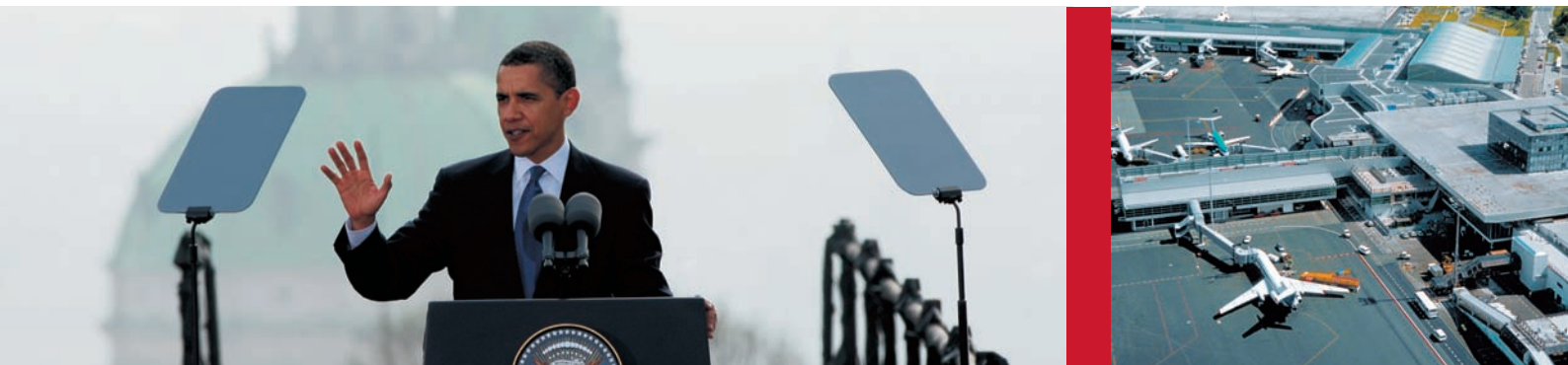
The programme for the development of Prague is a response mainly to the following changes and trends, both current and forecast:

### in the sphere of foreign relations

- Emergence of a new geopolitical space within the European Union, which expanded in May 2004 to include ten new countries (among them the Czech Republic) and in January 2007 received two more members; need to respect rules concerning integration, as well as the possibility of making maximum use of the positive effects of integration
- Changes in the European Union's cohesion policy, strengthening of autonomous communication between the individual European regions, possibility of co-ordinating their activities based on common interests and mutual benefit
- Increasing importance of competition between European cities, less difference in terms of attractiveness, new cities joining this competition
- Changes in the global security situation

### in the economic sphere

- Open competitive environment of the city
- Move towards an information society and economy based on the utilization of know-how with important changes and tasks in the spheres of work, education, science, management of regions and cities, transport networks and the technical infrastructure



- Optimizing of the structure of Prague's economy by strengthening those branches with the most added value and by using digital technologies; growth in the importance of tourism

### in the social sphere

- Changes in the structure and values of Czech society which are even more visible in Prague than the rest of the Czech Republic
- Increasing income gap between the most and least affluent sectors of society; significant increase in the size of the highest income groups; relatively low proportion of families at the lowest income level; a robust middle class
- Strengthening of Prague's international and multicultural character – rise in the numbers of foreigners and the emergence of minority and ethnic communities
- High level of sociopathological phenomena (crime and drug addiction)
- Need to strengthen the influence of city residents on public matters

### in the environmental sphere

- Long-term unsatisfactory ecological situation in Prague and frequent lack of consideration for the environment by both the general public and the business sector
- Need to proceed towards sustainable development and to comply with environmental standards
- Most infrastructure networks are outdated and inadequate and therefore making large losses
- Marked increase in the use of private car transport in the city

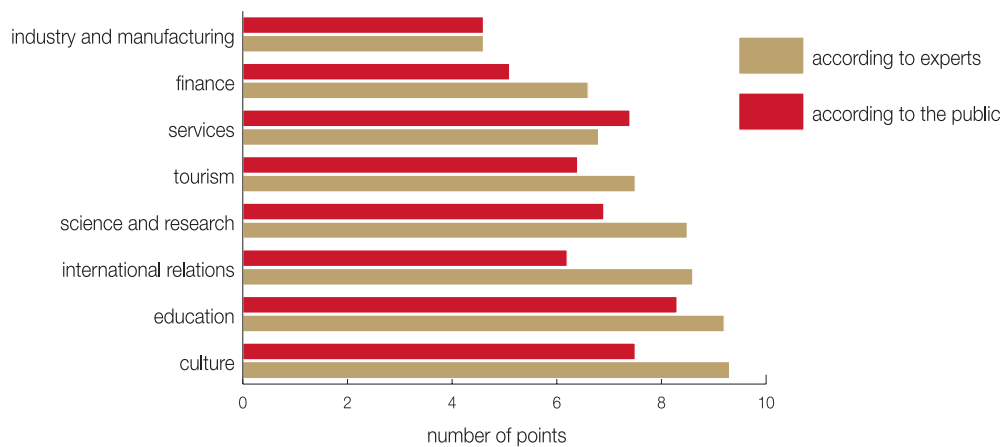
### in the institutional sphere

- Increase in the importance of the private sector and its respective institutions, the non-profit-making sector and civic associations
- Increased demand for better performance in public administration
- Lack of available public resources in comparison to the city's actual needs and strategic goals
- Continuing reform of Czech public administration

### The Prague Strategic Plan must search for ways to address the following conflicts facing the city:

Conservation of the historic heritage	versus	development and the new activities and changes that this entails.
Competitiveness of the city	versus	outdated economic structure and insufficient support for education and research.
City identity and its genius loci	versus	internationalization of Prague, tourism and the entailing "tourist erosion".
The natural environment of Prague (air, water courses, etc.)	versus	partly outdated technical infrastructure.
Conservation of the historic structure and environment of Prague	versus	the dynamics of private car transport.
The city's good reputation	versus	crime and vandalism.
Public demands	versus	scope of the city administration.

## Future Prague should be a city of ...



Source: STR URM

## THE STRATEGIC VISION

The Prague of the future will be a successful, prosperous and internationally acclaimed city, a city that is creative, welcoming and safe, a city of equal opportunities and active citizens, a harmonious natural and urban environment, a working city that means having a reliably functioning and high quality transport system and technical infrastructure along with an efficient executive body and friendly management of the city.

The strategic plan for Prague is focused on eight main areas:

### A successful and respected city

#### Prague in a new Europe

Prague wants to build on its historical importance and use the prestige it has acquired in the last twenty years. It wants to be an important European and global meeting place, a respected capital city and a good regional neighbour.

### A prosperous city

#### Competitiveness

Prague is endeavouring to become a successful and competitive city with an effective economy based on its knowledge potential and a functioning labour market. It wants to secure prosperity and good living conditions for its inhabitants, attract visitors and have the resources necessary to bring public projects to fruition. It wants to fulfil its role as the country's centre of innovation.

### A kind and contended city

#### People in Prague

Prague wants to be an attractive city and seeks to assure the satisfaction of its residents and visitors. It wants to provide a good standard of living in a city that has an attractive and balanced community and offers equal opportunities.

## An attractive and sustainable city

### Environment

Prague wants to achieve a high quality natural and urban environment while respecting the principles of sustainable development. It seeks to markedly reduce the current ecological burdens and achieve a balance between housing and land so as to become a city that is clean, healthy and harmonious.

## A reliably functioning city

### Infrastructure

Prague wants to modernize, develop and run the transport and technical infrastructure so that it supports the proper functioning of the city and its economy, as well as its ambitions and development. It should be on a par with current technical advances and operate reliably, efficiently and be kind to the environment.

## A safe city

### Safety and security

Prague wants to provide a safe environment for its residents and visitors, both in everyday life and in exceptional circumstances. It wants to successfully resolve crisis situations involving natural disasters and transportation or industrial accidents. It wants to support long-term programmes aimed at social and situational crime prevention.

## A dynamic and welcoming city

### Administration and management

Prague wants to be a city with a dynamic and welcoming administration, efficient in providing services and upholding public order. It wants to be effective in its co-operation with others based on partnership principles that will enable third parties to do business whilst also supporting public involvement in the management and development of the municipality.

## A functionally and spatially balanced city

### Spatial development

Prague wants to reach a position where it can alleviate the centre and make more balanced use of the entire city area. It also wants to improve the spatial structure and architecture in the city.

## CORE STRATEGY

The strategic goals, which contribute the most to achieving the vision of a successful future for Prague, form the core of the strategy. They are the most dynamic areas of the programme and should be given the highest priority in Prague's further development.

The search for a core strategy – strategic goals which are expected to bring about the most desirable changes – was given just as much attention while drawing up the draft concept strategy as analyzing the conflicts between those goals.



## STRUCTURE OF THE STRATEGIC PLAN



Source: STR URM

## Long-term strategic goals

### Create a favourable business environment

#### Expected effects

- Greater competitiveness
- “Good address” for businesses, greater appeal to new investors and a fall in business risks.
- Growth in the city’s prosperity and an increase in its financial resources
- Increase in business motivation and competition in the labour market
- Development of the solid middle-class base

### Support education and science to consolidate Prague’s position as the main centre of innovation in the country

#### Expected effects

- Improvement of the overall education levels of the Prague public; enhanced openness to new ideas and ability to adapt to the requirements of the day
- Better use of the city’s human potential and science-research capacities, and an increase in the city’s competitiveness
- Growing importance of Prague on a European-wide scale

### Conserve and develop the city’s cultural and urban values and make better use of tourism

#### Expected effects

- Preservation of Prague’s genius loci and traditional values; economic viability of protected buildings and city areas

- Development of culture as an important part of the overall quality of Prague; Prague seen as a “good address” and a major European city
- Greater tax income derived from the tourism industry

### Efficiently manage all resources – land, property, infrastructure, energy, water and finance – based on the principles of sustainable development; balance their mutual interdependency

#### Expected effects

- Careful and considered city development which respects the natural environment, landscape, building/housing stock, financial capabilities and other resources
- Reduction of the ecological burden now placed upon Prague; general improvement in Prague’s public health
- Fulfilment of the principles of sustainability and keeping to the environmental norms of the Czech Republic and the European Union
- Limitation of high water and energy losses

### Develop a polycentric structure for Prague

#### Expected effects

- A more balanced layout and distribution of various facilities and services in Prague which will have positive knock-on effects on the transport and technical infrastructures; full use of city lands to prevent one-sided overburdening of these areas
- Relieving the city centre and increasing the availability of land for citywide projects in attractive areas in the vicinity of Prague’s historic core
- Completion of fully serviced areas in the city with well-balanced and fully functioning local centres
- Provision of previously lacking civic amenities and job opportunities in the more highly populated inner-city areas

### Purposefully build “partnerships for Prague” when managing, planning and financing the city’s development – particularly between citizens and public and private sectors with the active participation of the state

#### Expected effects

- Concentration of resources and energies to fulfil the key goals of city development and to speed up their implementation
- Growing ties with the Prague community, increase in public responsibility and awareness of Prague’s fate, better communication between Prague and the Central Bohemia Region and the co-ordination of development goals and projects

**The core strategy defines the long-term strategic priorities for Prague. It became a starting point for the implementation programme covering the years 1999–2006 and will be considered when putting together the programme for implementing the city’s strategic plan between 2009 and 2015.**





**Praha**  
5-6 March 2009  
European Summit  
of Regions & Cities



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# PRAGUE IN A NEW EUROPE

## A SUCCESSFUL AND RESPECTED CITY

Prague wants to build on its historical importance and use the prestige it has acquired in the last twenty years. It wants to be an important European and global meeting place, a respected capital city and a good regional neighbour.

To realize this strategic vision, the city administration (local government, authorities and city organizations) in co-operation with the public and private sectors and the people of Prague will do the following:

- stabilize Prague's good position among cities with the greatest prestige on the continent,
- present Prague as a city that is open to the positive aspects of global development,
- ensure the stability and increased attraction of the city's business environment to bring in new investors and activities that heighten the city's prestige abroad,
- strengthen Prague's position among EU institutions that support the interests of EU regions; become a headquarters for international organizations and a host city for major events,
- strengthen Prague's role as an ambitious and respected city that is the political, economic, knowledge-based and social centre of the Czech Republic,
- co-operate with Central Bohemia in resolving common problems and proceed in a co-ordinated fashion when preparing and presenting development goals.

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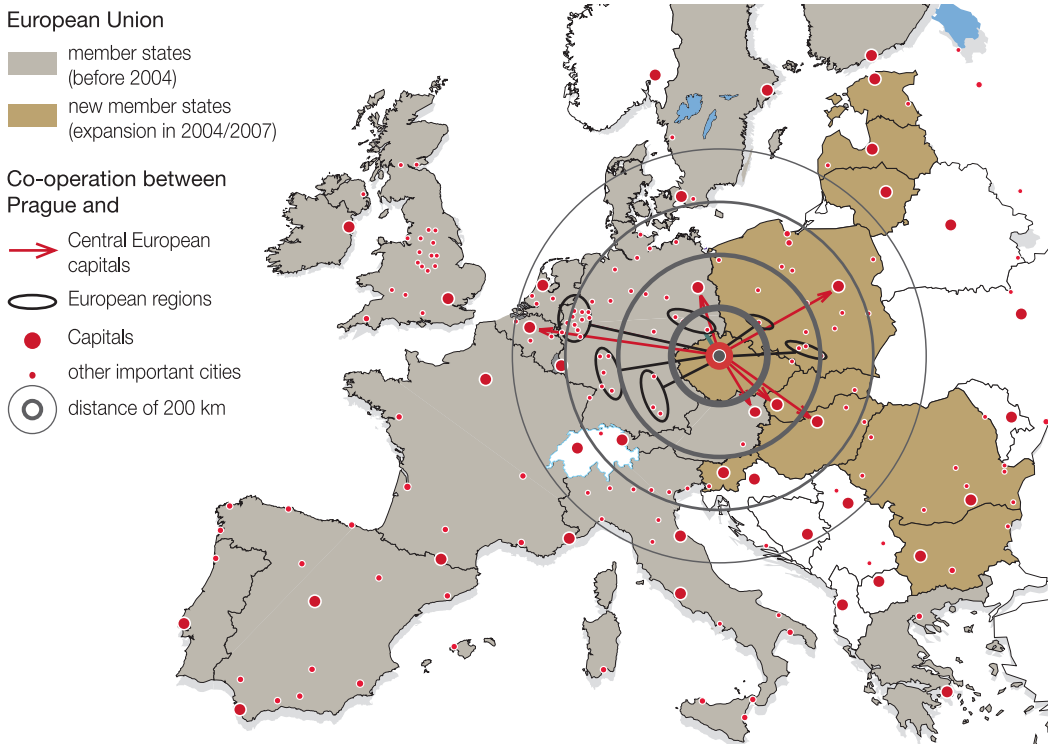
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## PRAGUE – AN IMPORTANT CITY WITHIN CENTRAL EUROPE

Prague is gaining ground among the major European cities. It now occupies one of the leading positions in Central Europe in terms of attraction and importance, a position that it intends to further cement. The city's foreign policy is set out in the "Partnerships for Prague" document, which was approved by the Prague Municipal Assembly in 2006. Prague intends to develop its contacts with partner cities in Europe and on other continents with a view to promoting mutual interest and benefit. Among our closest partners in Central Europe are Vienna, Berlin, Bratislava and Warsaw, with which we share similar values and objectives. It is also the strategic goal of Prague's foreign policy to create a favourable environment for investment.

### Prague's links with European regions and cities



Source: STR URM

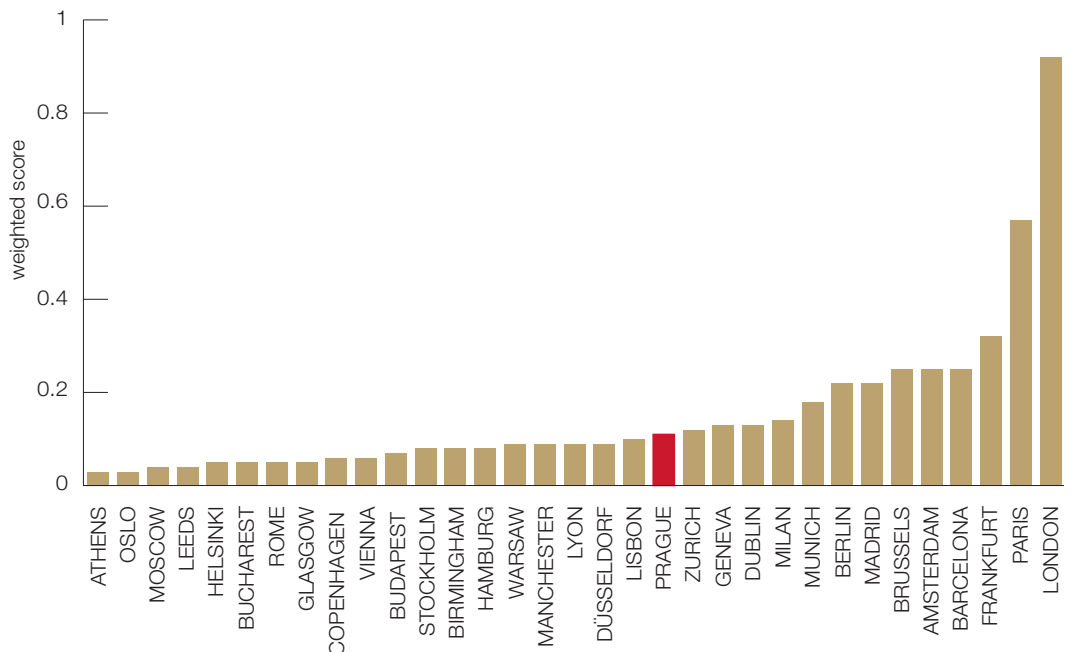
The Czech Republic's integration into the European Union in May 2004 created new opportunities for its capital city, but also meant increased competition. Use of the positive effects of these factors is, however, limited by time considerations. This is why activity connected with Prague's integration into the European structures (particularly the Committee of Regions) and the endeavour to promote the interests of the capital are still among the key goals of the strategic plan. Prague intends to support the presentation of its interests by using modern forms of marketing and making intensive use of the capacity of Prague House in Brussels. It is a priority task of the city leaders to strengthen activity that leads to a decision to locate a major EU agency to Prague. Prague's international marketing is focused on strengthening the image of Prague as a city of culture, investment, tourism, congresses and sport and an Olympic city.

The Prague city administration intends to continue to make maximum use of EU financial resources and has prepared the relevant documents for this. The city leaders are aware that greater organizational and budget commitments are required for these resources to be used in the 2007–2013 programming period.

Prague is the Czech Republic's main "transaction centre." It attracts international contacts and operations and is the key to mediating the Czech Republic's international relations. It has an important role in spreading new information and creating and maintaining Czech identity.

The strategy for Prague's development and future standing on the "market of European metropolises" is based on its favourable location as a natural crossroads of commerce, its cultural tradition, international contacts, investor interest, relatively well-educated and flexible population, but also all its uniqueness and beauty. Prague can offer qualities that are exceptional and unique both in European and worldwide terms and that enable it to compete in this era of tough competition in a globalized world. The ability to take advantage of these and other opportunities, however, is still hampered by various obstacles and limitations, such as incomplete transport and technical infrastructure, a still-average level of communication and information connections and a population that is unprepared for what a more open city brings, together with the unfavourable reputation of certain Prague services and the uneven quality of public administration.

### The best European cities to locate a business (2007)



Source: Cushman & Wakefield

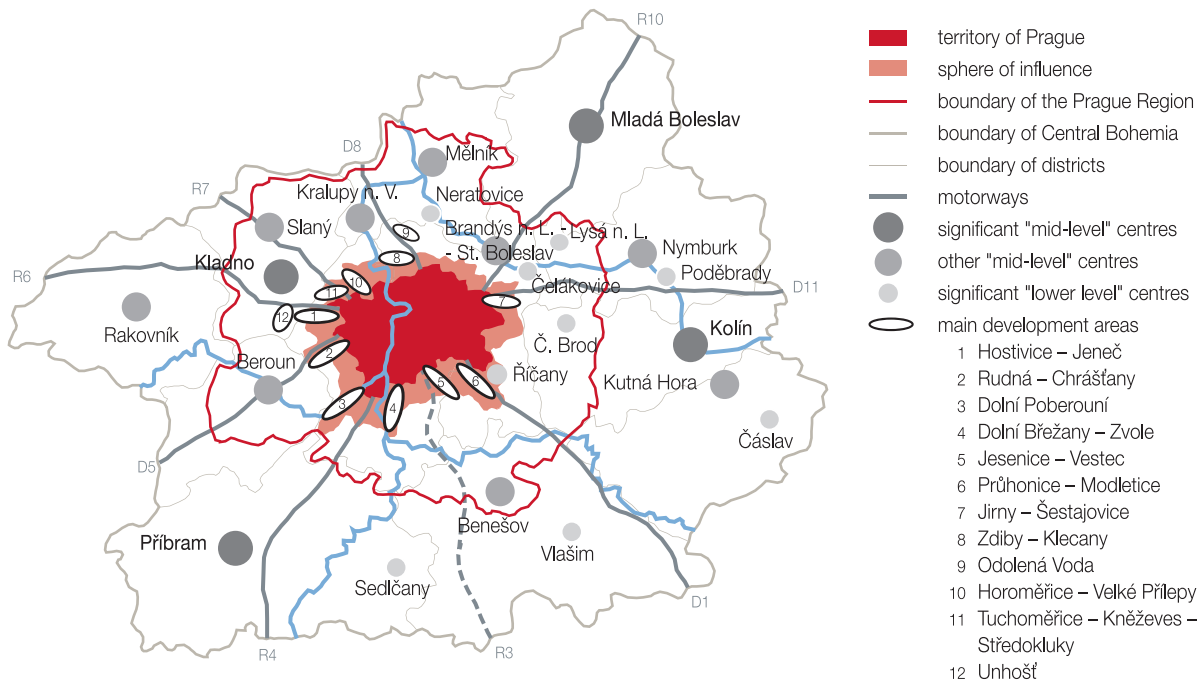


## A CAPITAL AND REGIONAL CENTRE

Prague is the political, economic and social centre of the country, and its prime representative. Prague provides a base for the headquarters of the state authorities, legislative and political institutions, and companies with nationwide presence. Moreover, Prague is ready and willing to create favourable conditions to entice new Czech and international entities and activities. This will have positive knock-on effects, not only for Prague but also the country as a whole.

Above all, Prague is home to over 1 million people. It is an integral part of the country's socio-economic and settlement structure and is aware of the responsibility this entails. It wants to be a pillar of support during the Czech transition to becoming a modern democratic state and wants to be a trustworthy partner to the other regions of the country. Prague attaches great importance to its relationship with neighbouring Central Bohemia.

### Prague in Central Bohemia



Source: STR URM





The closest region to the capital serves transport buildings that are also of importance to Prague, and offers recreational opportunities as seen in the unusually high number of holiday homes in the area. Increasing numbers of people from Prague are relocating here. For the surrounding region, Prague represents an important source of job opportunities, is a centre of education and culture, offers ample shopping facilities and other features, and as such is also a source of prosperity. As the regional components of public administration and other institutions with jurisdiction over part or the whole area of Central Bohemia are based here, Prague is to a large extent also the natural administrative centre of this region. Prague is also successfully developing transport links between the two areas by means of its integrated transport system.

The part of Central Bohemia directly adjoining Prague has undergone intensive development which is very likely to continue – from housing to various business projects. There has been a marked rise in the development of commercial zones at the intersections of radial motorway routes and alongside them beyond the city limits, and there is a risk that these projects will not be fully completed. The development of the city's regional hinterland has an enormous impact upon the attraction of both regions. The quality and dynamism of such development in this area – often connected with further pressures to build on vacant sites – will depend on the extent to which the development goals of Prague and Central Bohemia are co-ordinated and joint investment solutions are put in place. This requires improved co-operation and the creation of the necessary organizational structure.

## Regions of the Czech Republic and NUTS 2 regions



NUTS 2 and Regions

### NORTH-WEST

- Karlovy Vary
- Ústí nad Labem

### SOUTH-WEST

- South Bohemia
- Pilsen

### NORTH-EAST

- Liberec
- Hradec Králové
- Pardubice

### SOUTH-EAST

- Vysočina
- South Moravia

### PRAGUE

- City of Prague

### CENTRAL BOHEMIA

- Central Bohemia

### CENTRAL MORAVIA

- Olomouc
- Zlín

### MORAVIA-SILESIA

- Moravia-Silesia

Source: STR URM

## STRATEGIC GOALS

<b>E 1</b>	<b>Develop Prague as an important part of the new Europe</b>
E 1.1	Strengthen the prestige of Prague within the European Union
E 1.2	Promote Prague as an important meeting place on the “market of European metropolises”
<b>E 2</b>	<b>Secure the role of Prague as a respected capital city and good neighbour</b>
E 2.1	Strengthen Prague’s position as the Czech capital and a centre that is accepted by the whole nation
E 2.2	Promote good relations with other regions

### *E 1* DEVELOP PRAGUE AS AN IMPORTANT PART OF THE NEW EUROPE

Prague has the prerequisites to become part of the European city system and to make its presence felt in the competition among the major metropolises in the Central European region and in Europe as a whole. It is necessary to further cultivate the city’s merits and to emphatically present its ability to fully utilize them. Co-operation will be based on the city administration’s purposeful foreign policy, meeting the tasks of the city and state within the European Union and having regard for reciprocal benefit and mutual interest in this co-operation.

#### Selected activities and principles for the implementation of goals

##### E 1.1 Strengthen the prestige of Prague within the European Union

- Initiate decision making by the central authorities about the role and position of the city among other European metropolises and the role of the state in achieving the goals that have been adopted.
- Develop programmes to integrate Prague into EU structures; make full use of the city’s representative office in Brussels and become involved in the activities of institutions dealing with matters concerning EU regions, particularly long-term regional and cohesion policy goals; ensure that Prague is prepared for the EU 2014–2020 programming period with the opportunity to draw on EU financial resources.
- Develop relations with partner cities by specifying particular areas of common interest and demonstrable benefits; check out the possibility of joint projects and of using EU financial resources to implement them.
- Implement the city’s foreign policy concept as outlined in the “Partnerships for Prague” document and support specific programmes by offering Prague not only as a unique and attractive city, but also one that is dynamic and capable with growing standards of living; to these ends, make use of modern forms of promotion and marketing.
- Help spread tolerance in relations among people who live and work in Prague, including visitors to the city.

##### E 1.2 Promote Prague as an important meeting place on the “market of European metropolises”

- Use Prague’s prestige and excellent location in Europe – underpinned by an improvement of service infrastructure – to push Prague as a suitable headquarters for international institutions and host city of important international events.

- Make Prague an important meeting place for the European continent, implement the “Prague – a City of Open Doors” project; further improve the quality of the city administration (developing the language skills and foreign orientation of executive staff).
- Formulate a comprehensive and reliable congress and exhibition policy for the city.
- Prepare the presentation of Prague as a suitable candidate for hosting the Summer Olympic Games; secure support from the government and start implementing projects associated with the Olympic bid.
- Offer Prague to visitors as a city of beauty and a place to return to.
- Face up to the reality of the illusion that Prague will always have long-term and automatic attraction.

## *E 2* SECURE THE ROLE OF PRAGUE AS A RESPECTED CAPITAL CITY AND GOOD NEIGHBOUR

The role of Prague as the nation's capital and the centre of the surrounding regions has not been sufficiently appreciated to date. That is why one of the fundamental aims of the city administration is to base its relations with the other regions on trust and equality so as to renew the pride that all Czech citizens have in their capital city. On the other hand, if Prague really wishes to become an innovative and dynamic centre which pushes ahead the economic, social and spiritual development of the whole nation, then it must utilize all its existing resources to their full extent.

### Selected activities and principles for the implementation of goals

#### E 2.1 Strengthen Prague's position as the Czech capital and centre accepted by the whole nation

- Along with the central authorities, set out specific activities and requirements relating to the city's role as capital and foremost representative of the state; push for their fulfilment and secure their funding.
- Remove certain serious problems concerning Prague's integration into the national and international transport networks, thereby meeting one of the key prerequisites for improving inter-regional contact.
- Create a working relationship based on trust with the other regions of the Czech Republic and contribute to the renewal of the people's positive attitudes to their capital; present Prague as a city willing to take on a major share of social responsibility.

#### E 2.2 Promote good relations with other regions

- Develop co-operation with the other regions to promote shared interest in a targeted way.
- Develop full-scale co-operation with the city's political representatives and the administration of Central Bohemia; establish a co-ordinating body.
- Co-ordinate development goals for Prague and the surrounding area; put together a joint consensual programme focused mainly on tourism, transport, housing, technical facilities, the natural environment, recreation and employment, along with health, education and business centre capacities; jointly prepare key projects that could potentially be partially funded by the European Union.





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# COMPETITIVENESS

## A PROSPEROUS CITY

Prague is endeavouring to become a successful and competitive city with an effective economy based on its knowledge potential and a functioning labour market. It wants to secure prosperity and good living conditions for its inhabitants, attract visitors and have the resources necessary to bring public projects to fruition. It wants to fulfil its role as the country's centre of innovation.

To realize this strategic vision the city administration (local government, authorities and city organizations) in co-operation with the public and private sectors and the people of Prague will do the following:

utilize and further develop the material and spiritual potential

Prague has to create a competitive economy which in turn will bring benefits to the people and the country as a whole and to maintain its comparative advantages in competition with other cities in Europe,

contribute to promoting the knowledge-based economy as a key factor for future economic success and growth,

secure the conditions necessary for an open market for Czech or foreign investors and workers alike, and present Prague as a good address for reliable businesses and international institutions,

promote Prague as an important and permanently attractive tourist destination where visitor services are continually being improved and repeat visits are encouraged,

seek to achieve sensitive economic development, particularly where preserving and upholding the uniqueness of Prague is concerned, and provide a selection of activities spread throughout the whole of the city that will respect the needs and potential of the individual boroughs and fulfil the principles of sustainability,

develop the labour market not only as an aspect of economic growth, but also as part of the social policy of the city and state in promoting equal opportunities and improving workforce mobility (including the mobility of employees from abroad),

make use of the city's assets and financial resources on the basis of consensual decisions to purposefully support the city's appeal and secure good living conditions for its residents,

gain and make effective use of suitable financial resources from abroad, primarily from the European Union.

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## COMPETITIVENESS AND PROSPERITY

Prague's economic base has traditionally occupied an important place in the economy of the country. Prague generates about 25% of GDP and attracts approximately one quarter of all investment into Czech Republic. Prague is also among the European regions with the greatest economic productivity (more than 160% of average GDP per capita for the 27 EU member states).

A major part of the Prague economy has undergone considerable restructuring. The private sector has gradually adapted to the conditions of the new market economy. The development of current economic activities and the attempt to attract new investors should be directed towards strengthening Prague's role as the country's innovative centre. To do this, Prague can draw on the extensive capacity of higher education, science and research facilities in the city, as well as making effective use of the potential of the well-qualified workforce. Fulfilment of the principles of a knowledge-based society is thus becoming the main tool for securing the city's future competitiveness.

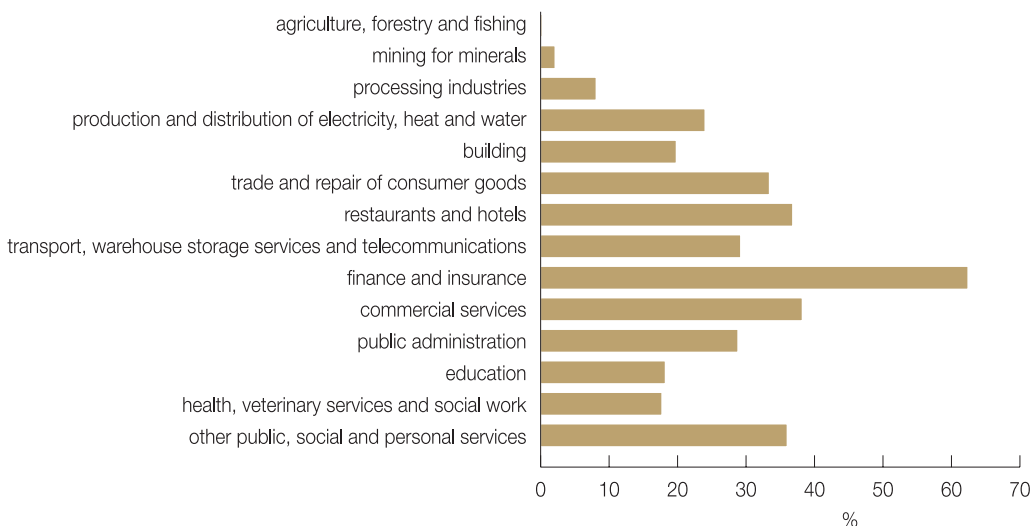
### A good business address

In addition to newly formed local entities, foreign companies whose scope extends beyond Central Europe have also made their presence strongly felt within the property relationships and management structures of the Prague economy. Prague's strengths – namely its position in Central Europe, the renewal of its prestige and the improved quality of its business environment – have thus had an impact on its economic performance.

Prague has received good credit ratings for many years (A- grade from Standard & Poor's, A1 from Moody's). The Prague city administration is determined to continue to support the growth of the city's economy, for example by investing rationally in infrastructure which will facilitate use of the city's suitable development area. Special attention will be paid to the potential of manufacturing industries that will bring new and more modern technology with it, as well as to strategic services with high innovation quality and to tourism.

Increasing Prague's attraction to businesses is related to a strong and clear partnership between the private and public sectors in planning, running and financing the city's development projects. Special attention will

### Prague's share in performance figures within the Czech Republic (Gross value added, 2007)



Source: ČSÚ, calculations by STR URM

be paid to utilizing PPP (public-private partnership) systems for financing investments that are beneficial to the public. The city's favourable environment and equal conditions for business dealing will be made use of in its promotion and marketing, for which the city administration will provide ample quality information and new forms of organization.

## Moving away from traditional manufacturing to service industries and new technologies

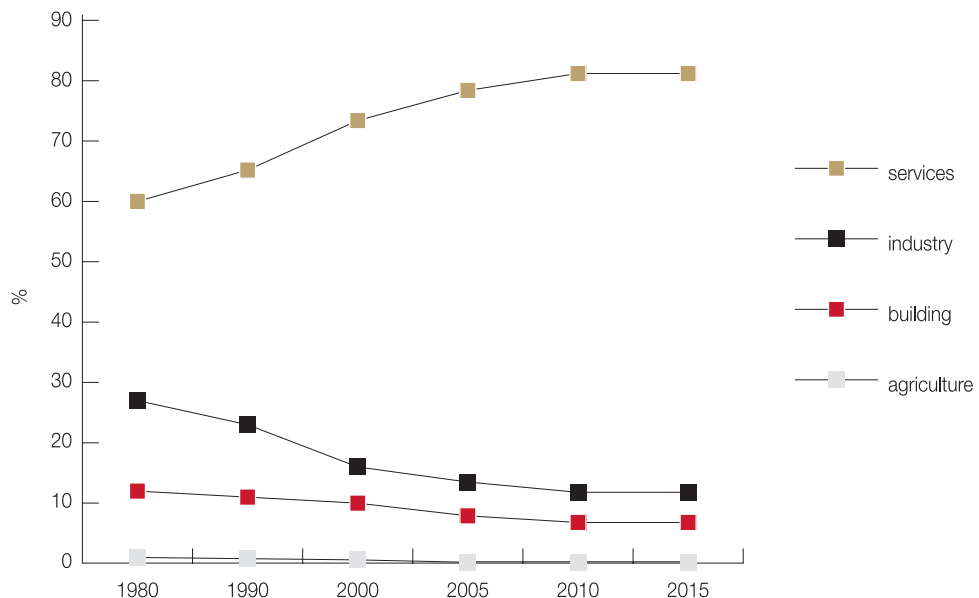
The transformation of Prague's economic base underway since 1990 has in effect been completed. The sectoral structure of Prague's economy – with a predominance of services – is now on a par with Western European cities. It will be necessary, however, to consider the specific needs of small and medium-sized business and to develop a support system for them.

The sectoral structure of Prague's processing industry is based on branches of the pharmaceutical industry, printing, food processing, manufacture of transport equipment, computer technology and electrical engineering. Investment in new technology and know-how has been appreciable, but is still inadequate and potentially high-risk in a number of firms. Industrial employment has stabilized after a significant drop. Increasing emphasis is being placed on the need to improve the quality of innovative co-operation between research groups and the implementation base. Technology parks, incubation centres for small/medium-sized businesses and other integrated capacities in this area are still at the initial stages.

Construction firms have adapted to the new demands accordingly and, due to continued high interest from investors, have become a major part of the Prague economy.

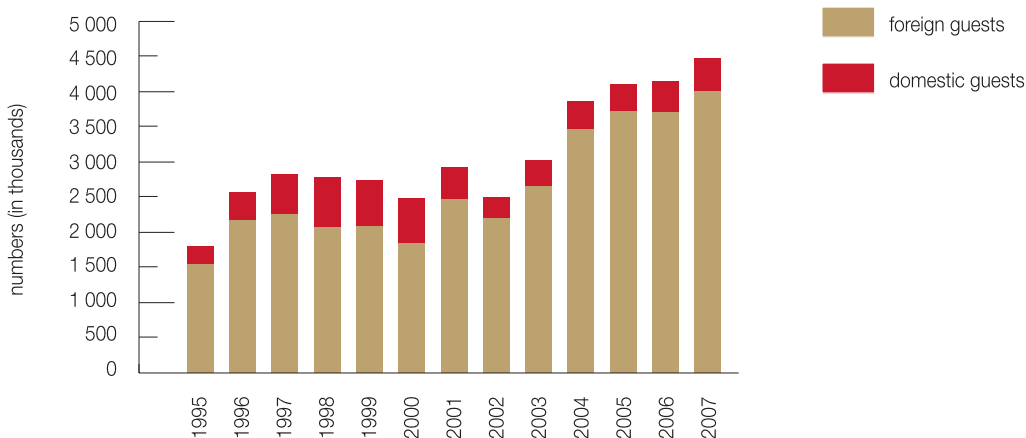
Within the trade sector, retail chains have made their presence felt in Prague, large commercial-social centres of city-wide and regional importance are being built and the area is characterized by great competition. The distribution of goods, largely from abroad, has necessitated the construction of extensive logistical centres at the outskirts or near the border of the city.

### Prague's employment figures by sector (forecast to 2015)



Source: ČSÚ, calculations and estimates by STR URM

## Guest accommodation in Prague (1995–2007)



Source: ČSÚ

Tourism is a major feature of the Prague economy. The range of offers is expanding and the quality of services is improving (although some are still having a negative impact on the city's favourable image), but visitor demands and expectations and foreign competition are growing at a fast pace. Visitors from abroad account for 90% of guests staying at tourist accommodation establishments. The range of accommodation is expanding and the structure of accommodation capacities is changing in favour of the highest category hotels. Income from tourism in Prague makes up about 50% of total revenue from tourism in the Czech Republic, but the benefits for Prague are not relative to this amount.

A stable core of international firms has been created within the corporate service sector. Consultancy services (legal, accountancy, advertising and marketing) have increased their capacities and Prague has succeeded in attracting major international companies active in the strategic services (information technology, management and software). The finance industry, which has completed its own transformation, is characterized by a highly competitive environment in which various companies offer their new products.

The attraction of Prague is reflected by the continuing demand on the property market, which is high quality and favourably rated. The available offers have increased at an unusual rate, however, and there is therefore the risk that several capacities will not be utilized in full.

The cooperation between higher education institutions and research institutes, on the one hand, and Prague's production base and the city authorities, on the other, in resolving concrete problems is for the time being poorly developed. The city authorities have declared their interest in the joint formation of the conditions conducive to the development of the knowledge industry. It is the task of research and development organizations, however, to step up activity to put into practice the outcomes of their projects.

## The labour market

Prague is the most extensive regional labour market within the Czech Republic as a whole. Prague employment figures account for over 15% of the national figures, with around 800,000 employees (without sidelines). These figures also include about 70,000 foreigners and 120,000 commuters. Due to the expected increase in the supply of labour in Prague (from migration, commuting and foreign labour, etc.) and to the anticipated demand for labour, the number of employees should rise to around 850,000 in the medium term.

Prague's capacity and diversity of opportunities is the exceptional value of its marketplace. There is a wide range of professions here and a great number of the workers are well-qualified. This has contributed to the



## Basic workforce figures

labour resources	2006 '000s of persons	2010** '000s of persons	2015** '000s of persons
no. of inhabitants	1 186	1 235	1 260
of which aged 15–64 years	855	870	890
total workforce*	645	659	671
of that employed aged 15–59 years	579	590	598
aged 60 and over	48	52	56
unemployed	18	17	17
foreign workers	75	84	91
net number commuters	117	123	130
total of available labour resources	819	849	875

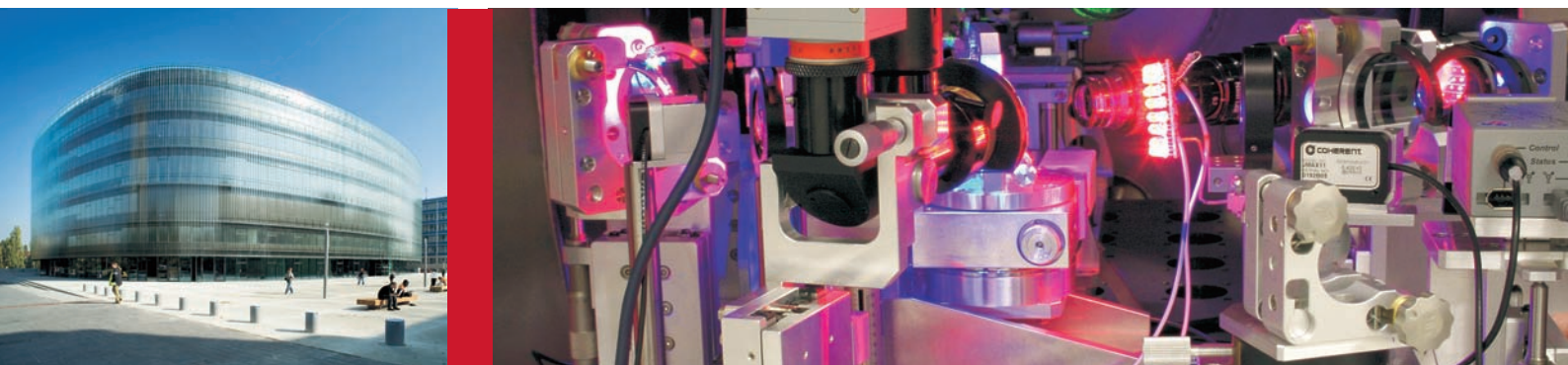
Notes: \* citizens of the Czech Republic,  
\*\* median estimate by STR URM

Source: ČSÚ, prognosis of population size by the Faculty of Natural Sciences, Charles University in Prague, estimates and calculations by STR URM

relatively low level of unemployment, which is currently around 2.5%. The number of registered unemployed stands at about 20,000. High long-term unemployment rates and the difficulty of integrating certain groups into the labour market (e.g., disabled people and mothers with young children) are cause for concern. There has been an increase, however, in the number of registered jobs available, the total of which matches the number of job applicants. The Prague economy therefore has the prerequisites to maintain a favourable unemployment rate. A disproportion between supply and demand on the labour market is starting to appear in certain professions. As a result, the labour market potentially faces a lack of both manual and craft trades on one hand and highly qualified workforce on the other. This situation is all the more serious as having an optimal workforce structure is one of the basic indicators of regional economic attraction. These shortcomings will be dealt with by projects focusing on an active employment policy, which are to be prepared with public and private sector involvement for the utilization of EU financial resources.

## Development which does not harm the city

The development programme for Prague must stem from a recognition of the long-term relationship between prosperity of business growth and its consequences for the city and its residents. The principle of sustainable development must be taken as a priority in the decision-making process.



The restructuring of industry and changes in certain services have led to the rise of deserted and abandoned industrial plants, which have become a problem for the city. The city administration must give special attention to the renewal of these areas and to finding new uses for them.

The economic development of Prague should be based on its real needs, and the limitations of the sites must be taken into account, both across the whole of Prague and in its individual boroughs. The heavy concentration of tourists, particularly in the historic city centre, only adds to its overburdening. Special attention will therefore be paid to projects that positively influence the quality of Prague's cultural and historical features and provide tourist destinations outside the historic city centre.

## A well-functioning city

The scope of the city's development is and will be influenced in the future by the city's own budget and to a considerable extent the national budget. The main brunt is increasingly being shouldered by the city itself. After Prague became classified as a region in 2000, numerous powers were transferred but have not been sufficiently secured by the provision of financial resources. Certain budgetary problems are clear to see. The state's involvement in the city's development process is not proportional to the fact that most of the state institutions and administrative head offices are based in Prague, or that Prague is the Czech Republic's most important transport hub.

About 70% of the city's budget income is taken up by taxation and other fees, although the state's extensive distribution processes means that there is limited direct connection between the city's tax yield and income.

It became possible for Prague to receive EU funds\* when the Czech Republic joined the European Union. These resources are to be increased for Prague in the current programming period (2007–2013), but their use is connected with a number of important organizational, methodological and legislative changes that must be implemented by the city administration.

*\* Drawing on EU funds is conditional on contributions from national funds, among other things. Use of the EU's basic resources – Structural Funds – is a budgetary commitment for Prague. €130.1 million was made available to Prague in 2004–2006. Together with national co-funding, the total amount for supporting projects was €260.2 million. In 2007–2013 the relevant entities delegated by the city leadership will decide how to use €362.4 million from the Structural Funds and €51.0 million from national co-funding sources. Another important EU resource is the Cohesion Fund, which finances large investment projects in the area of transport and the environment which can be shown to have a trans-regional impact. The Cohesion Fund was minimally used by Prague in 2004–2006. In co-operation with the state, Prague will be seeking to draw on this fund in 2007–2013 for co-financing projects such as the new Central Wastewater Treatment Plant, extending the Prague Metro network and building the Prague Outer Ring Road as part of the country's motorway network.*

Most of the city's expenses are earmarked to meet transport demands, which for a long time have accounted for about 40% of the city's expenditure. The amount of expenditure that goes towards the technical infrastructure development and the environment is also growing. At present, a significant portion of the expenditure is based on the city's approved strategic priorities and on concrete programmes.

The need to secure the financing of the more demanding projects (including those already under construction and newly launched) and the dramatic cuts in state support at the start of the second half of the 1990s have led the city to conclude that it must secure greater external funding. The city has issued bonds and secured a loan from the European Investment Bank, as well as syndicate credit. As a result of speedy solutions to a number of serious problems that were taken in connection with the servicing of the city, however, the city's debt has considerably increased in the last few years, reaching a total of CZK 33.5 billion (€1.05 billion<sup>1</sup>) in 2003. This is why, in 2004, Prague decided not to continue including new external sources of large-scale funding in its budget, a strategy that was also affirmed by the city's new leadership after the 2006 elections. In the next few years (particularly in 2009–2011 and 2013), the city will nonetheless face the burden of paying

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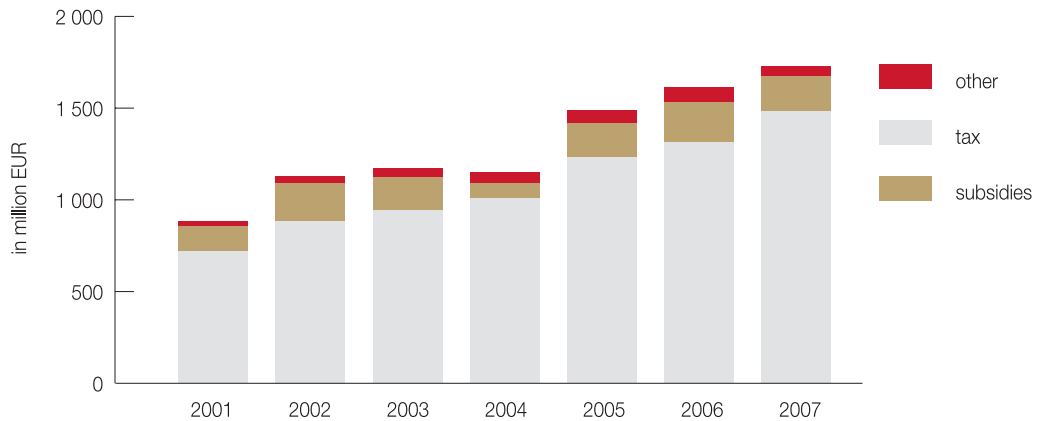
<sup>1</sup> Based on the average CZK/EUR exchange rate for 2003.

off its massive loans and bonds. The debt service will be updated each year in connection with the mid-term plan for the implementation of the city's strategic investment priorities. As is clear from the budget plan, which was approved by the Prague Municipal Assembly on 27 November 2008, however, the city debt level will remain well within the limits of its debt capacity until 2014.

Approved by the Prague Municipal Assembly (Resolution No. 21/1) on 27 November 2008, the budget plan covering the period up to 2014 envisages that Prague will operate with a surplus from 2009, which may be used either for necessary investment projects or for paying off commitments. It is anticipated that there will be year-on-year income growth of 1.3% reaching CZK 53.8 billion (€2.15 billion<sup>2</sup>) in 2014, while the main component will remain tax revenue. A year-on-year growth of 2% reaching CZK 34.6 billion (€1.38 billion<sup>2</sup>) in 2014 is expected for current expenses. The annual volume of capital expenditure is about CZK 16.5 billion (€660 million<sup>2</sup>), while the budget plan does not take into consideration any use of external resources, economy measures or transfers of resources from previous years that have not been drawn on. Increasing attention is also being paid to the consistent need to make expenditure savings, both in terms of structure and volume. It is anticipated that PPP financing will also be used to finance investment for development.

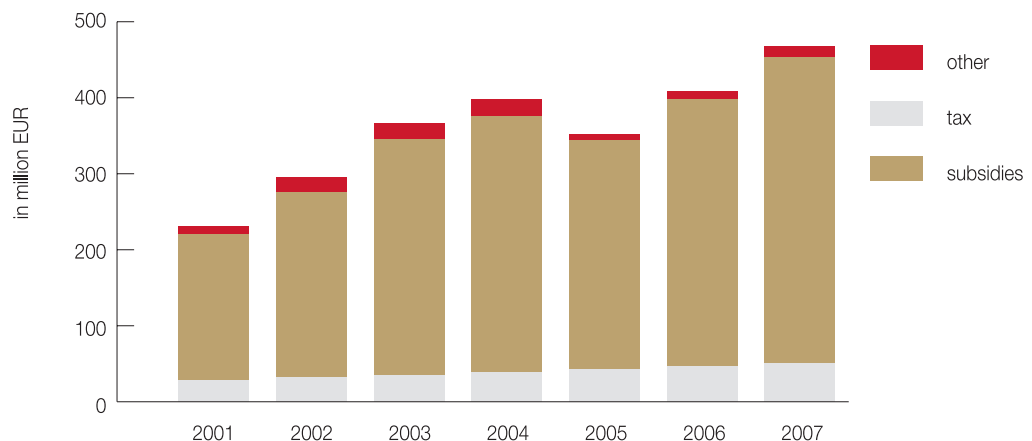
<sup>2</sup> Based on the average CZK/EUR exchange rate for 2008

### City budget revenue, 2001–2007 (in million EUR)



Source: MHMP Budget Department

### Borough budget revenue, 2001–2007 (in million EUR)



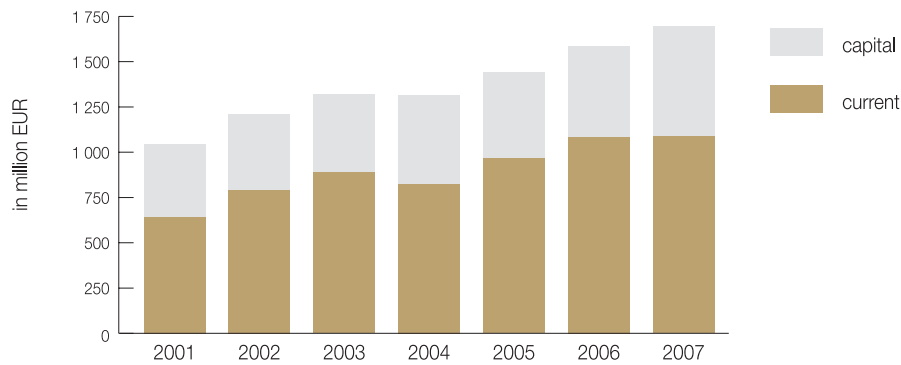
Source: MHMP Budget Department



Implementation of a number of investment projects that are absolutely essential to the city requires funding from the state; some of these projects are related to the Czech Republic's commitments to the EU while others are basic prerequisites for maintaining the city's appeal (e.g., the new wastewater treatment plant, outer ring road system, transport connection between Ruzyně Airport and the city centre).

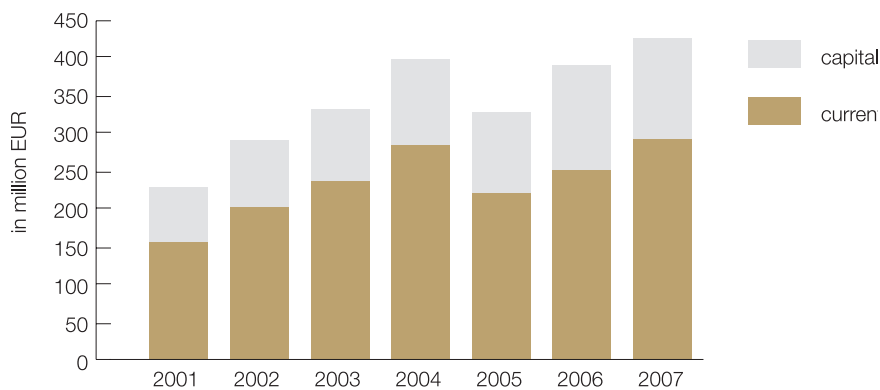
It will therefore be necessary to turn the city's budget into an effective instrument with initiatory functions in relation to national and private sector expenditure as well as various external resources, including European

### City budget expenditure, 2001–2007 (in million EUR)



Source: MHMP Budget Department

### Borough budget expenditure, 2001–2007 (in million eur)



Source: MHMP Budget Department



Union funds. It is therefore taken for granted that the city has a comprehensive financial, property and capital policy. The city administration will also put together a mid-term development investment plan and, in connection with the main goals of the Prague Strategic Plan, a long-term investment plan covering a period of between about ten and fifteen years.

## STRATEGIC GOALS

<b>K 1</b>	<b>Utilize the city's potential to secure its competitiveness and prosperity</b>
K 1.1	Improve economic efficiency and secure a favourable business environment
K 1.2	Promote Prague as an innovative and enterprising centre for the whole country
K 1.3	Forge new quality partnerships with the public and private sectors; improve Prague's profile as a good business partner
K 1.4	Secure the functioning of an open and well-structured labour market
K 1.5	Respect the character and capacity of the local environment and the intended long-term functional development of the city area
<b>K 2</b>	<b>Secure financial resources to implement the city's strategic goals</b>
K 2.1	Make optimum use of city property and available financial resources
K 2.2	Clarify the relationship between municipal and state budget allocations to the city's specific functions, requirements and competences
K 2.3	Secure programmes and procedures to gain financial resources from European Union funds
K 2.4	Achieve the city's strategic goals also with the use of private resources through the principles of partnership

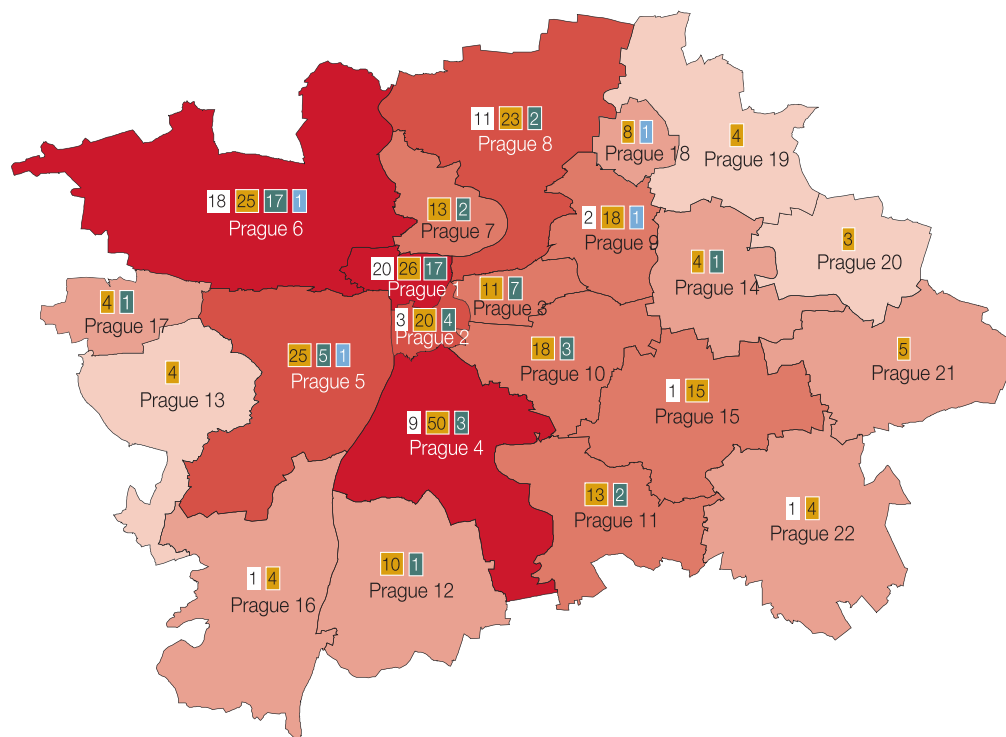


### UTILIZE THE CITY'S POTENTIAL TO SECURE ITS COMPETITIVENESS AND PROSPERITY

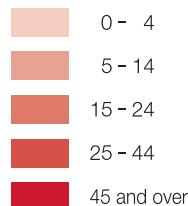
This strategic goal is based on the completion of the restructuring process as the main factor in increasing the city's economic efficiency and performance. Prague's extensive research, development and educational base must be the engine for the development of a knowledge-based economy and services, and must play a vital role in promoting new trends that have been adopted within the European Union for the 2007–2013 period. Prague should gradually complete its task to become an innovative and enterprising centre for the whole country and in doing so make use of the above-average qualifications of its residents and of information technology. It is also important to further improve Prague's reputation as a good economic partner and to secure a favourable business environment that motivates established entrepreneurs and creates conditions that attract new investors and business interests. To be able to carry out such development programmes it is also necessary to set up the appropriate institutional structures (i.e. a regional development agency). The forging of new quality partnerships with the public and private sectors is considered to be an essential condition for increasing the city's competitiveness.

Land utilization will be thoroughly conditional on broader urban aspects and on adherence to the principles of functional suitability and sustainability. The Prague city administration will see to it that economic development should respect the city's historic heritage.

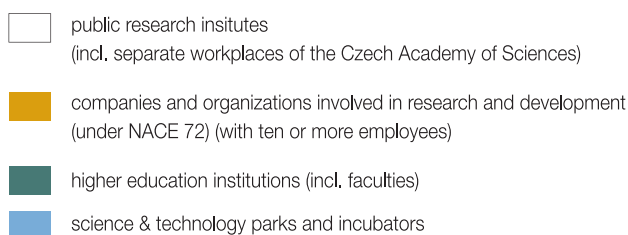
## Research, development and education (as at the first quarter of 2008)



Number of organizations in Prague's administrative districts



Organizations in Prague's administrative districts by type



Source: AV ČR, ČSÚ, STR URM

## Selected activities and principles for the implementation of goals

### K 1.1 Improve economic efficiency and secure a favourable business environment

- Strengthen Prague's pulling power to businesses by maintaining or improving Prague's rating; make use of this rating in ensuring the quality of city marketing and advertising.
- Aid the creation of suitable conditions for the development of small and medium-sized business operations (business incubators, advice and consultancy centres, etc.).
- Seek to boost the development of those branches of the city's economy that have strong growth potential through the city's economic policy (linking investment, property and land policies etc.); co-ordinate the city's development goals with national concepts and strategies (including the Economic Growth Strategy of the Czech Republic and the Czech Republic Strategy for Sustainable Development).



- Pay special attention to tourism as a key element of economic development and a potentially important source of income for the city.
- Provide investors, entrepreneurs and property owners with open access to all necessary information.

### K 1.2 Promote Prague as an innovative and enterprising centre for the whole country

- Make fuller use of the knowledge of higher education centres, institutes of the Czech Academy of Sciences and other research and development resources, as well as the skills and qualifications of the labour force as a beneficial factor in the city's economic strength and also as a creative backup in the search for solutions to its needs.
- Support the emergence and development of centres of excellence and other entities in the knowledge-based sector, and prepare favourable conditions for their implementation in the European research area and appropriate involvement in the realization of strategic projects.
- Support comprehensive research, development and production facilities (e.g., science and technology parks, sectoral innovation centres and clusters) locally and functionally integrated with the natural science and technology departments of higher education institutions and other Prague-based centres of research.
- Implement the tried and tested measures that are proposed in the Regional Innovation Strategy for Prague (BRIS) and secure the co-ordination of activity that falls within the city leadership's purview.

### K 1.3 Forge new quality partnerships with the public and private sectors; improve Prague's profile as a good business partner

- Work on providing a transparent system of communication between public and private sectors along with an effective information system for the city's development goals, technical regulations concerning land use and procedural rules (e.g., "The City is Searching for a Partner" programme).
- Improve the quality of competition in city investment projects, including international participation, and prepare the "Catalogue of City Projects".
- Prepare and implement a programme of partnership between the city administration and institutions that represent the business sector (the Prague Chamber of Commerce, business associations, etc.); include this among the main activities of the regional development agency.
- Assess the possibility of PPP financing for projects that are beneficial to the public.

### K 1.4 Secure the functioning of an open and well-structured labour market

- Influence schemes to help people prepare for occupations and to include all components of the educational sector in the lifelong learning system as one of the prerequisites for successfully finding a place on the labour market.
- Support active employment policy measures and help the creation of job opportunities in areas of the city where they are currently lacking.
- Pay extra attention to the creation and maintenance of job opportunities for groups that have a higher risk of unemployment (young people, school leavers, disabled, those living on the fringes of society, people approaching retirement age, etc.).

- Make as much use as possible of financial support from European Union funds to strengthen and improve the quality of the labour market.
- Curb the illegal labour market.

### K 1.5 Respect the character and capacity of the local environment and the intended long-term functional development of the city area

- Work out, introduce and comprehensively monitor adherence to the new spatial planning documents as city development tools reflecting sufficient investor flexibility and the necessary level of regulation to promote public interest.
- In locating economic operations, not to allow irreparable damage to protected areas; set aside sufficient land reserves available for new investment, particularly on land that has already been built on; ensure respect for Prague's historic (i.e., urban, architectural and archaeological) heritage as a basic precondition when considering the specific location of economic and other operations.
- Secure equal access to information about land-related property relations.
- Prevent urban dereliction brought about by lack of use or misuse of extensive derelict industrial areas and former manufacturing sites (primarily brownfields and railway land).
- Develop tourism activity in the wider area of the city; limit the commercialization of the historic centre of the city and protect the genius loci; work on a plan for the protection and sustainable development of the UNESCO World Heritage listed Historic Centre of Prague (Management Plan), and thoroughly push for and monitor its fulfilment.
- Adhere to the principle of sustainability and the relevant social aspects alongside the material effects of economic development in the interest of reaching a harmonious and considerate development process.

## K2

### SECURE FINANCIAL RESOURCES TO IMPLEMENT THE CITY'S STRATEGIC GOALS

The city administration and its budget, which also subsidizes several nationwide operations, are decisive in ensuring Prague's development. The city administration and boroughs will continue to aim for transparency and efficiency in the use of city finances and assets while improving public control and internal auditing. It is vital to consider the possible use of external funds that are required for securing large-scale, long-term investment and to keep the municipal debt within reasonable limits. City finance and property will be used as



the basic instruments for supporting joint investment ventures of the city and the private sector and, last but not least, as a base for receiving financial resources from external funds, particularly the Structural Funds and the European Union Cohesion Fund.

## Selected activities and principles for the implementation of goals

### K 2.1 Make optimum use of city property and available financial resources

- Work on a comprehensive property policy for the city (active use of the city property inventory to bring greater income and acquisition of land for the further development of the city); secure completion of the handover of state property which is required for the proper functioning of the city into Prague hands.
- Regulate and check up on the city's appropriate level of debt based on a specified system of credit policy and approved debt services concept; regularly update the city's budget outlook.
- Produce a comprehensive programme for the city's key investment activity and allocate investment according to priority; improve development project evaluation procedures (particularly finance and capacity) and create a universal investment evaluation system, including supervision of the implementation process.
- Seek to remove or reduce as much as possible the losses of economic entities funded from the municipal budget.

### K 2.2 Clarify the relationship between municipal and state budget allocations to the city's specific functions, requirements and competences

- Resolve the inter-relation between the municipal and the state budget in connection with nationwide activities, Prague's competences as a region and the national role of the capital city.
- Initiate legislative change to increase the budgetary autonomy of regions, municipalities and boroughs of statutory towns, increase the proportion of tax revenue that goes to the municipal budget; ensure greater income from tourism for the municipal budget.

### K 2.3 Secure programmes and procedures to gain financial resources from European Union funds

- Give preference to the use of municipal funds to finance public projects where the financial participation of the city is a condition for receiving EU and other external support.
- Provide for activity connected with the preparation, assessment, administration and implementation of projects that seek the financial participation of EU funds for the 2007–2013 period.

### K 2.4 Achieve the city's strategic goals also with the use of private resources through the principles of partnership

- Use city funds (operational and investment) to gain financing from other areas of the public, private and non-profit sectors for securing public services and other projects.
- Verify the possibility of utilizing the PPP system when financing large investments and implement selected projects.
- Give preference to services and projects that can offer a multiplier effect when financing from various sources.
- Work out a set of stable and supportive instruments to secure new investors and partners for the city.









# PEOPLE IN PRAGUE

## A KIND AND CONTENTED CITY

Prague wants to be an attractive city and seeks to assure the satisfaction of its residents and visitors. It wants to provide a good standard of living in a city that has an attractive and balanced community and offers equal opportunities

To realize this strategic vision the city administration (local government, authorities and city organizations) in co-operation with the public and private sectors and the people of Prague will do the following:

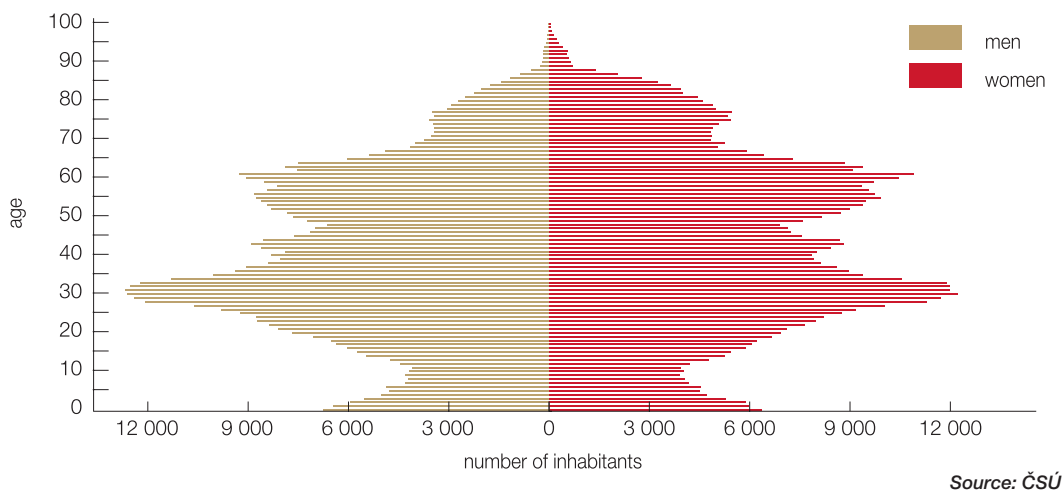
- support equal opportunities in the availability of education, employment, housing and health care; preserve the identity and character of the local communities and of the various nationalities now living in Prague,
- do what it can to create a balanced local society with regard to the age range of inhabitants, housing availability, civic facilities and the variety of job opportunities,
- contribute to the development of Prague as a creative, kind and enriching city by utilizing and developing its traditions, values and potential,
- raise the civic pride of the Prague people; strengthen their identification with their city and their participation in its development.



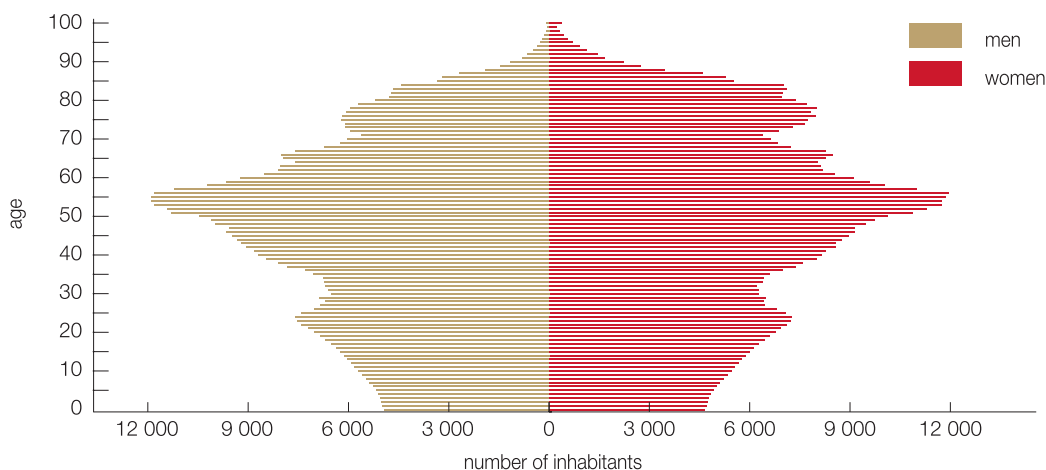
## CHANGES IN THE SOCIAL ENVIRONMENT

The position of Prague among the great cities of Europe is and will be greatly influenced by the character, size and activities of its inhabitants. The Prague population is ageing – there is a significant proportion in the higher age categories, and more single people live here, particularly older women. In the foreseeable future the population group over the age of 60 will continue to grow while the economically active population and the number of children will fall.

### Age structure (2007)



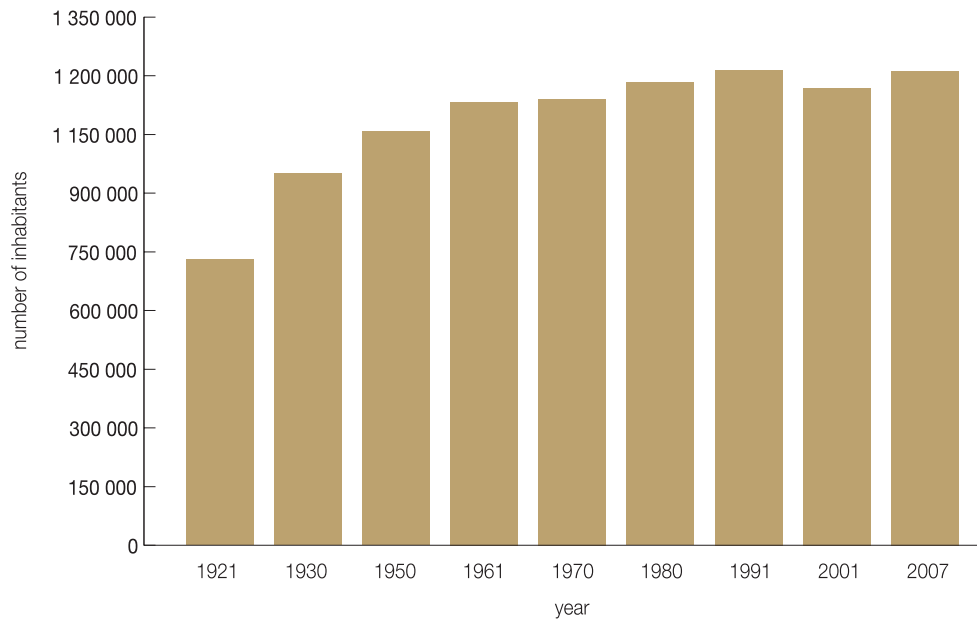
### Age structure (prognosis for 2030)



The average size of Prague households has been falling for a long time. The number of single person households and those with few children has been rising. These trends present Prague with a variety of problems, amongst others in the job market where there is a lack of young workers from Prague and a consequent need to balance this with increasing numbers of commuters and migrant workers from the Czech Republic and abroad. This has a knock-on effect on the demand for housing and flats. In addition, the growing numbers of pensioners increase pressure on the social services.



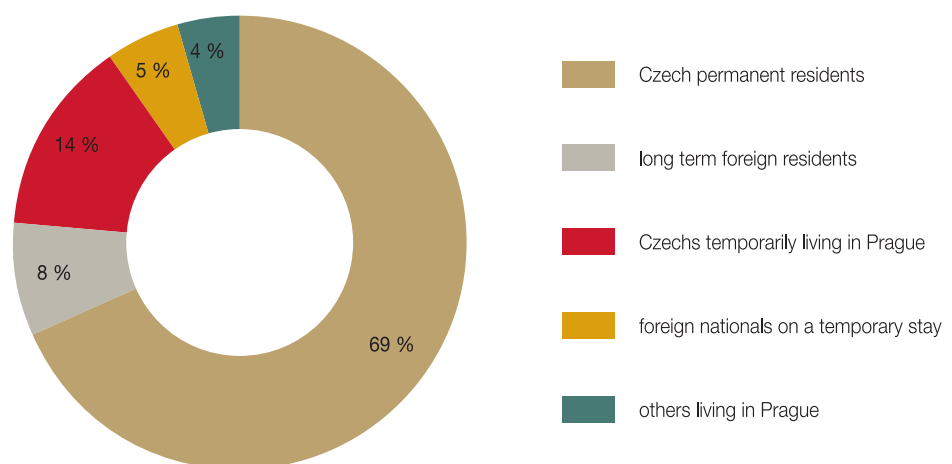
## Number of inhabitants (1921–2007)



Source: ČSÚ

While the number of permanent residents in Prague has risen slightly over the last few years, the number of long-term residents and visitors has increased more significantly. This development will continue in the future. The marked reduction in the number of permanent residents has mainly affected the historic centre of Prague and certain parts of the inner city. Currently on any given day in Prague there are about 1.6 million people. By 2010 it is estimated that there will probably be between 1.6 and 1.7 million present in the city every day.

## Population structure on any given day (2007)



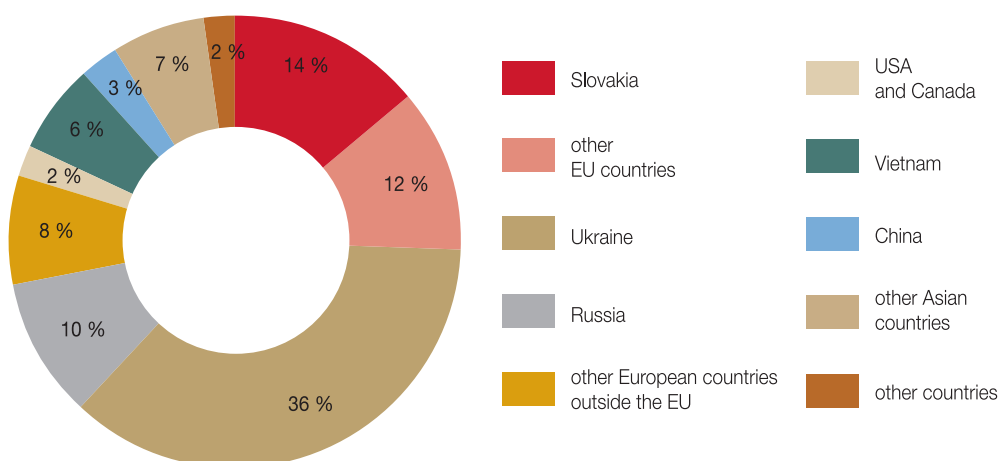
Source: STR URM

Thanks to the market demand for labour and to its educational potential, Prague has a higher share of high school and university-educated people in comparison with the national average. The local level of education, however, does not meet the requirements of the European labour market.

Prague has witnessed quite dramatic social fragmentation. The greater part of the Prague population can be categorized as middle class, and there are a much higher percentage of wealthy people here when compared with the national average. Unlike the rest of the country, Prague has a relatively low proportion of socially disadvantaged people.

Prague is gradually rediscovering its international and multicultural character, a trend that was enhanced by the Czech Republic's integration into the European structure. This opening up has had its positive and negative sides. It has created communities of long-term resident foreigners, and these new communities have become more active, bringing new elements and enriching both the social and cultural environment.

### Foreign nationals with residency permits – by country of origin (2007)



Source: ČSÚ

### A GOOD ADDRESS FOR LIFE

Whether Prague becomes a city of contented and creative people depends, to a certain extent, upon its residents' ability to share in the merits which make up Prague's overall quality of life – general well-being, peace and security, a healthy and enriching environment, adherence to civic freedoms, participation in public life and involvement in public decision making.

It is a matter for all those who live, work and do business in Prague to support this development of a creative, kind and enriching city. Tying in with Prague's traditions are the basic assumptions for the increase in civic pride and a strengthening of public identification with the city and the people's role in the development process. The cornerstone of Prague becoming a good address for life is the maintenance of a favourable social situation, creation of a balanced social structure from the point of view of the age ranges, housing, available civic facilities and variety of job opportunities. An integral part of this process involves the availability

of education, employment, housing and health care, as well as the protection of the rights and freedoms of all residents and visitors. Prague's multifaceted and multicultural nature means that preservation of the identity and character of local communities and all nationalities living in Prague should not be forgotten. The basic strategic goal for the social community is the support and running of those activities which will lead to the improvement of living standards and to the satisfaction of the needs of Prague residents and visitors.

## STRATEGIC GOALS

<b>L 1</b>	<b>Strengthen Prague's traditional standing as a centre of education and humanities</b>
L 1.1	Raise the educational levels of Prague residents
L 1.2	Link up universities with scientific research institutes
L 1.3	Create a functional health care system
L 1.4	Support an effective development and planning system for the social services
L 1.5	Give preference to modern methods of social services provision
L 1.6	Remove barriers for disadvantaged population groups
L 1.7	Provide support for equal opportunities for men and women at work and in family life
<b>L 2</b>	<b>Support housing construction and regeneration of the current housing stock</b>
L 2.1	Support all forms of housing construction in suitable locations in Prague; integrate business goals and housing development
L 2.2	Establish a functional housing market while considering vital social security
L 2.3	Stabilize and improve the quality of the housing stock
L 2.4	Improve public infrastructure, support social cohesion and create job opportunities on housing estates
<b>L 3</b>	<b>Cultivate the city's environment and support the various activities of residents and visitors</b>
L 3.1	Create an aesthetically valuable urban environment based on a connection between the historic heritage, cultural traditions and the new development goals
L 3.2	Strengthen the international image of Prague as a cultural and historical phenomenon
L 3.3	Utilize cultural events to improve the city's appeal to visitors and businesses
L 3.4	Develop opportunities to make use of leisure time; maintain and complete the range of sports and recreational facilities
L 3.5	Make the support system for cultural, sports and recreational events and facilities more effective
L 3.6	Strengthen the identification of residents with the city and their involvement in its development



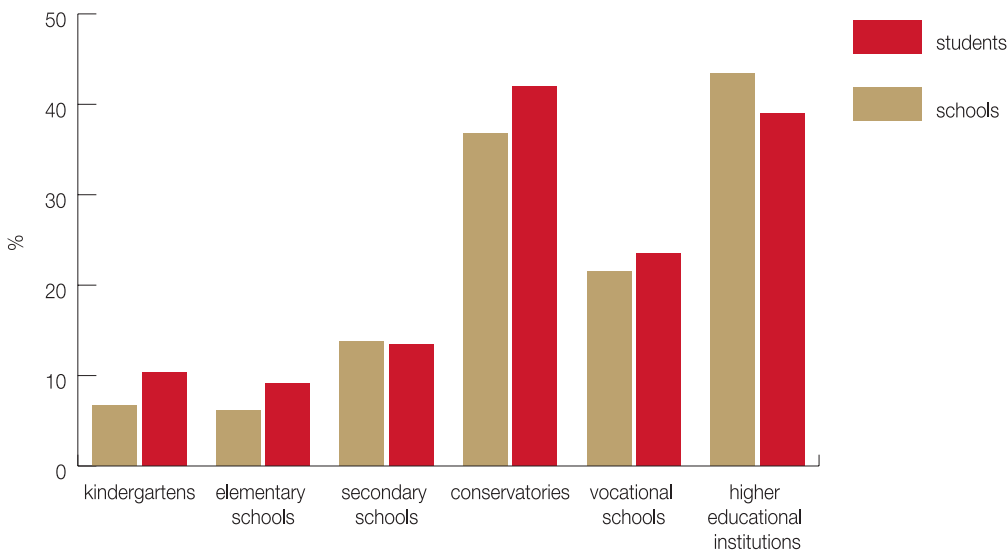


## STRENGTHEN PRAGUE'S TRADITIONAL STANDING AS A CENTRE OF EDUCATION AND HUMANITIES

The high level of educated and qualified people in Prague is one of the city's strongest advantages. It is necessary to nurture this strategic advantage by developing and transforming the school system to a higher standard, thereby also supporting lifelong learning as well as ethnic and cultural integration.

Putting the concept of lifelong learning into practice is not possible without modernizing pre-school, elementary, secondary, vocational and university education, linking up with further education facilities and co-ordinating educational activities more closely with the needs of the Prague labour market. This presupposes changes in the content and form of education, particularly an improvement in the quality of the teaching of foreign languages, information and communication technology, occupational orientation training, training in ways of business thinking, and further development of information and consultancy services with focus on individuals with special educational needs. Implementation of these changes is conditional on the motivation and appropriate social assessment of teaching staff and on the improved quality of their preparatory and further training.

Schools in Prague – share of the national total (2007/2008 academic year)

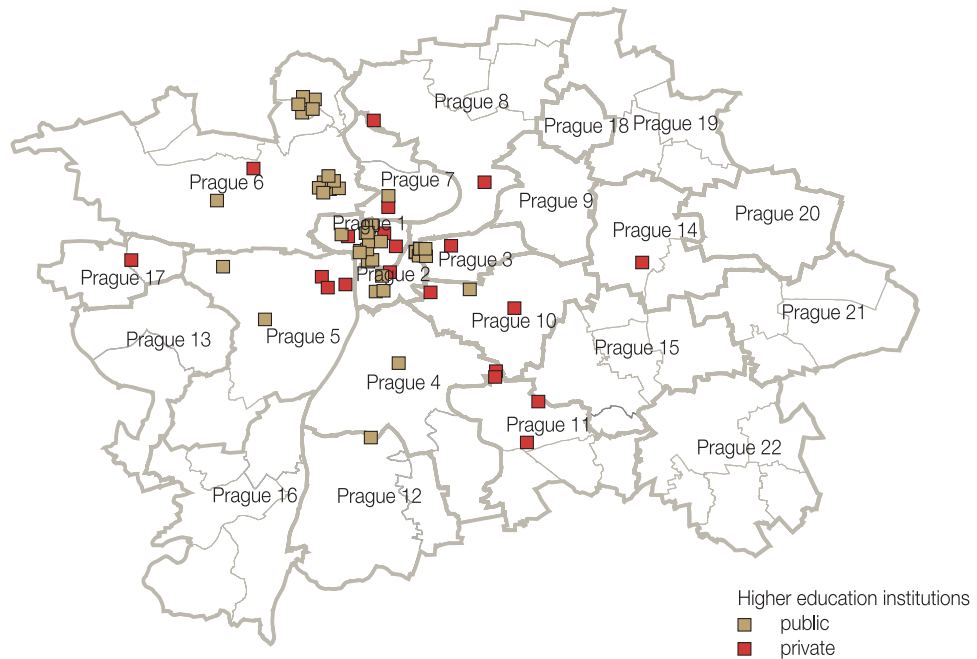


Source: ÚIV



Prague schools provide education to children and young people both from Prague and from the Central Bohemia Region. Higher education institutions and secondary schools, however, are also frequented by students from other parts of the country and, increasingly, from abroad.

### Distribution of higher education institutions (2007)



Source: URM

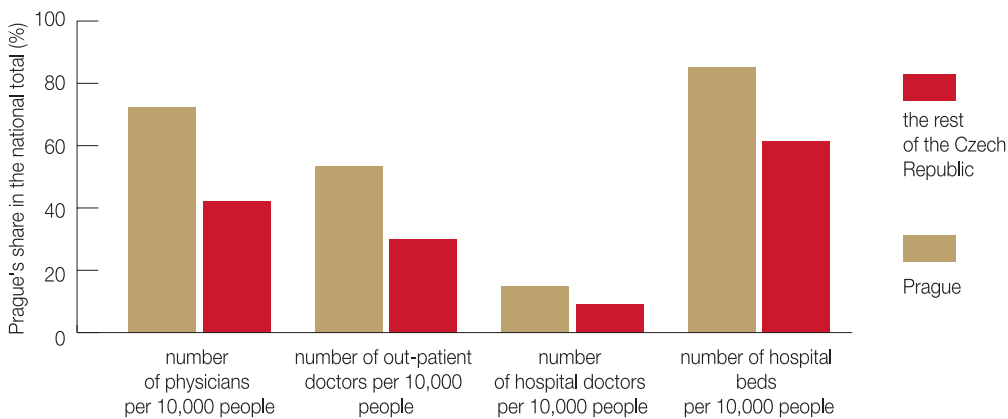
There is an increasing demand in Prague for tertiary education, which is now approaching the level of demand in well-developed countries. For the future it is therefore necessary to increase the capacities of higher education institutions, support innovation and encourage the emergence of new fields of study if Prague is to be successful in competition with other European cities. In addition, however, attention must be paid to increasing the quality of educational facilities, enhancing the professionalism of teaching staff and promoting career options for graduates.

The position of the Prague health service is linked to the importance of Prague as a capital city. The concentration of science institutes, top health facilities and higher education institutions provides an environment that enables the development and transfer of the latest ideas and information within the medical sciences. There is a special place in this system for the role of teaching hospitals, whose influence ranges across the



regions and whose university affiliations and provision of clinical education must be respected. Certain health facilities provide specialist care not only to Prague residents and visitors but also to the Central Bohemia Region and the rest of the country. General health care standards are secured by a network of non-government owned health facilities for which health insurance companies are responsible.

### Health service (2007)

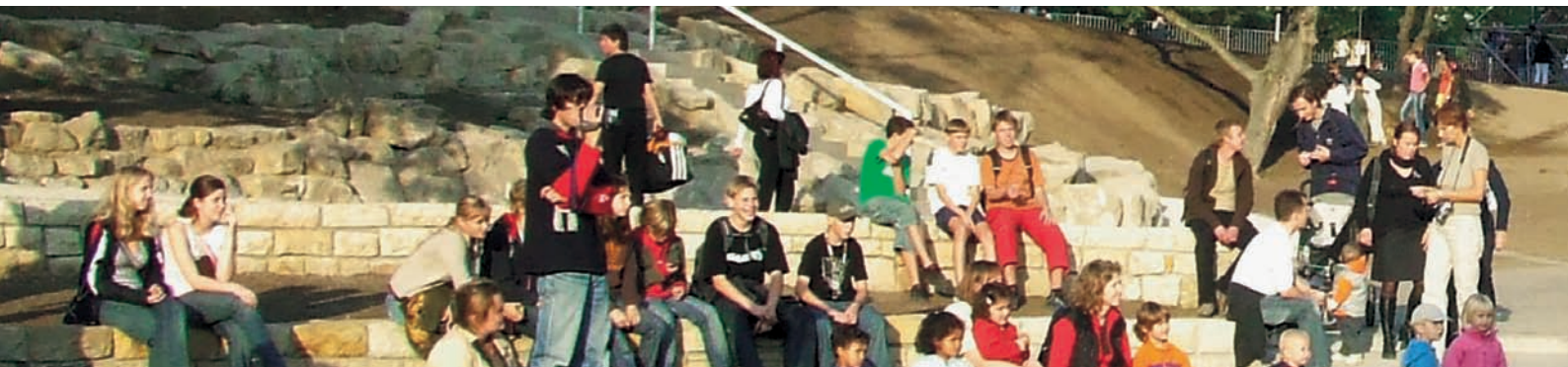


Source: ÚZIS

The ageing population of Prague and the higher rates of illness with increasing age are making greater demands on local medical care and treatment. Furthermore, there is a concentration of high-risk groups in the city who are not covered by basic health insurance. When outlining and implementing city development measures it is necessary to provide help and assistance to those members of society who find themselves in difficulties. The role of the state in the social services area is gradually being taken on by the city (under the Social Services Act), as well as by its boroughs and by NGOs. Social services in Prague are being devised by the community planning method and carried out by the mid-term social services development plan.

Within the Prague area there are a large amount of organizations that offer social assistance (under the Social Services Act), as well as additional social services. A register of social service providers, set up by the Ministry of Labour and Social Affairs, facilitates orientation among the individual groups involved. The city authorities support these social service providers with annual grants.

The educational, health, social and other civic facilities in the city are evenly distributed among the residents. This is particularly the case in the city centre, but less so in the outlying parts of the city with concentrated housing developments, where the facilities are used by people who live outside Prague, as well as by local residents.





## Selected activities and principles for the implementation of goals

### L 1.1 Raise the educational levels of Prague residents

- Create the conditions for lifelong learning; support an atmosphere that leads to an improvement of education standards and equip schools with appropriate information technology; utilize educational institutions as multi-functional centres of learning and culture.
- Expand the range of educational opportunities in secondary schools, for example by increasing the scope of basic specialist education, and at the tertiary education level, primarily by diversifying the range of first degree study programmes.
- Support extra-curricular child and adult education in native languages to ethnic minorities.
- Encourage the integration of immigrants, particularly by integrating their children in local schools.

### L 1.2 Link up universities with scientific research institutes

- Integrate the teaching, study and accommodation capacities; functionally and spatially link up universities with science and research institutes.
- Maintain and further localize higher education institutions in the inner city.
- Build a new university campus.

### L 1.3 Create a functional health care system

- Support the completion of a full range of health services in accordance with a mid-term strategy tying in with the General Plan for the Prague Health Service; optimize the provision of health services in connection with social services.
- Support modern forms of care for the sick, particularly by securing a base for the Prague Emergency Medical Service; support the development of services for long-term, follow-up and nursing care and of community health services.
- Support all measures (e.g., the opening of drop-in health and therapy centres for people unable to care for themselves) that facilitate a regular combination of out-patient/home care and hospital/clinic care, thereby reducing demand for more expensive inpatient hospital treatment.
- Optimize the network of health services in the city, particularly the integration of emergency health services and follow-up hospital treatment through the central intake of patients; ensure provision of medical first aid services.



- Facilitate the opening of training places and the provision of accredited trainers involved in subsidized programmes, for example with funding from the national budget (“Health Education Programmes”) in city and borough facilities.

#### L 1.4 Support an effective development and planning system for the social services

- Support those organizations that offer various kinds of assistance to people in crisis situations by creating the right material and spatial conditions in accordance with the mid-term social services development plan and related projects.
- Educate and give specialist training to social workers (in accordance with the Social Services Act).
- Extend the amount of co-operation between public and private sectors in the provision of social services.
- Support innovative measures in the health and social services sector with a view to increasing their efficiency and improving advisory work; in accordance with the demographic situation, develop all forms of social work for the elderly by using the community planning method for social services.
- Develop the social services system by employing modern and innovative planning methods with emphasis on involving users and providers (e.g., by means of community planning); in co-operation with the latter, put together a mid-term social services development plan.
- Support and activate socially disadvantaged groups and people in need or in crisis situations.
- Support families with young children and provide family support measures.
- Support senior citizens, maintain their self-sufficiency in a home environment and adapt the system of social services provision in accordance with the current conditions and needs of senior citizens.
- Help the development of non-profit NGOs involved in social care and additional services.

#### L 1.5 Give preference to modern methods of social services provision

- Support mobile health and social care units.
- Improve the competitiveness of city and non-state facilities to enable a better quality and range of social care.
- Give preference to the establishment of smaller social facilities in an effort to provide more locations that will cover the whole of the Prague area.
- Support families who take care of their disabled family members at home.
- Monitor the quality of social services and protect the interests of people and marginal groups that need social assistance or already use social and additional services.

#### L 1.6 Remove barriers for disadvantaged population groups

- Support measures that improve the quality of life of disabled people.
- Make all forms of public transport and public areas easily accessible by the removal of obstacles.
- Support the integration of disabled people into society, provide them with the widest possible range of job opportunities and arrange home-stay programmes.
- Support the creation of conditions to develop the abilities of children, pupils and students with special needs and to ensure equal access to education.

## L 1.7 Provide support for equal opportunities for men and women at work and in family life

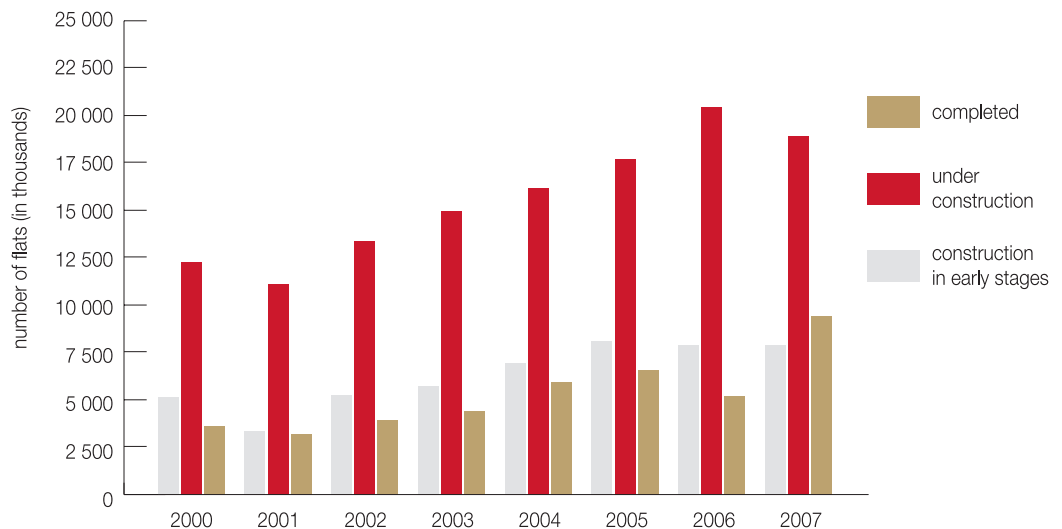
- Support services for families with young children.
- Support the creation of a network of partner organizations involved in promoting equal opportunities.
- Support activities that lead to the greater participation of women in business.

## L 2

## SUPPORT HOUSING CONSTRUCTION AND REGENERATION OF THE CURRENT HOUSING STOCK OF THE CURRENT HOUSING STOCK

The strategy for the development of housing in Prague stems from the city's housing policy concept and is based on the principle that each individual and family is responsible for finding their own housing to suit their own needs. However, the city recognizes its responsibility to provide rented accommodation under certain given conditions to people who are not able to secure appropriate housing for themselves through no fault of their own.

### Housing construction in Prague (in 2000–2007)



Source: ČSÚ

Prague has a predominance of high concentration housing and only a small proportion of detached or family type accommodations. The housing stock is gradually being privatized and is also being regenerated and improved. Nevertheless, it will still take a long time for the necessary financial and legislative instruments to be put in place to secure the removal of technical and construction faults in residential buildings, particularly those built using pre-fabricated panels.

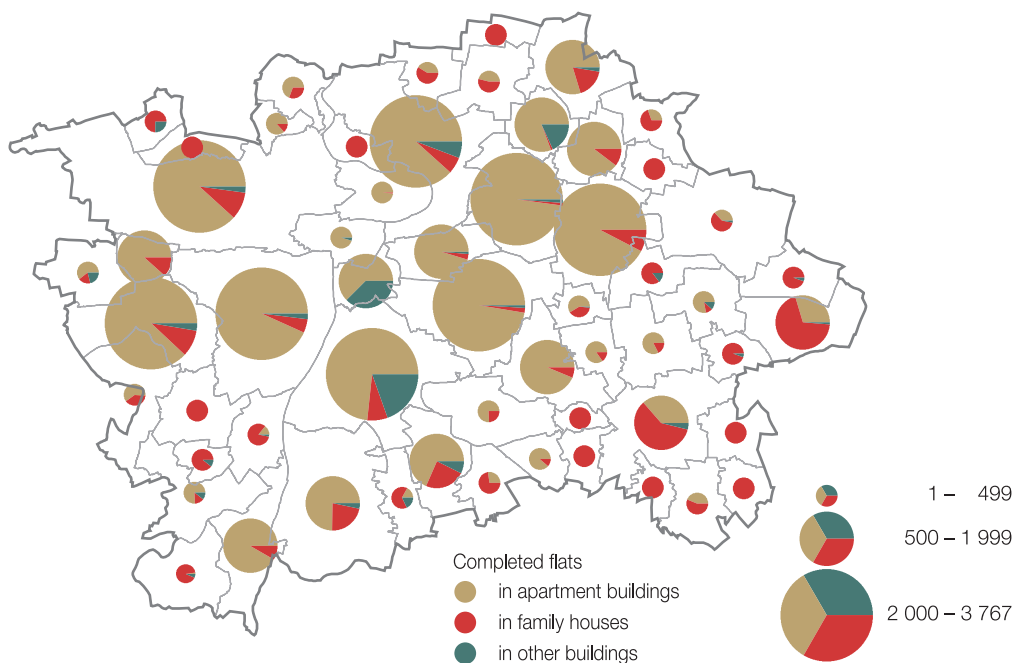
The inner city housing situation remains stable in technical terms, despite the long-term fall in the number of permanent residents and available housing. Most people live in housing estates where there is still an insufficient range of services, public facilities, job opportunities for local residents, quality public spaces and greenery for leisure activities.

There is still a high level of social intermixing in the city, which is one of the factors that slows down social disintegration and minimizes the risk of social problems. At present there are about 500,000 long-term occupied



flats which are technically well equipped. There was a significant decline in housing construction in the period after the 1989, but this has gradually been on the rise since the second half of the 1990s and is now actually able to cover demand for home ownership. There is still a deficiency of rental accommodation.

### Completed housing construction in city boroughs (2001–2007)



Source: ČSÚ

The insufficiently functioning housing market and the distorted rental market are long-term problems for the city. The real lack of housing – particularly of reasonably priced rental accommodation – is further compounded by an increase in the number of households, the growth in the number of long-term residents, the inefficient use of flats and the use of flats for other purposes. Optimum use of the city's housing stock is prevented mainly by its lack of availability due to the maintenance of regulated rent and to previous leases that were concluded for indefinite periods of time. The renewal, improvement and effective expansion of the housing stock and the housing market are vital for the city's vitality, economy and overall attraction.

## Selected activities and principles for the implementation of goals

### L 2.1 Support all forms of housing construction in suitable locations in Prague; integrate business goals and housing development

- Encourage the public and private sectors to work together in partnerships aimed at the building of housing units.
- Facilitate the timely preparation of planning documentation and infrastructure to utilize land allotted for the building of housing units.
- Keep a register of available land, simplify the regulations concerning the decision-making process and simplify all procedures related to the activity of investors and future property occupiers.
- Contribute to a wide variety of available housing in response to market demands, i.e., in terms of size, standard, locality, living style and ownership.

## L 2.2 Establish a functional housing market while considering vital social security

- Encourage housing availability; direct municipal and state funds towards the regeneration of the current housing stock; support the construction of new flats.
- Acquire city ownership of new flats, primarily to support some of the city's important functions and to help people in need of housing; further support the building of nursing facilities and retirement homes.
- Create the conditions to conserve the socially diverse nature of residential areas; provide for the construction of council housing to evenly cover the whole city and avoid the emergence of socially problematic areas.
- Support non-profit organizations in the construction and management of relatively cheap housing stock.

## L 2.3 Stabilize and improve the quality of the housing stock

- Improve the existing housing stock by modernizing, repairing and maintaining buildings.
- Create effective legislative conditions to preserve and regulate the use of flats in the historic core of the city and in other district centres.

## L 2.4 Improve public infrastructure, support social cohesion and create job opportunities on housing estates

- Revitalize public spaces in housing estates – improve the state of the greenery, extend green areas on and near housing estates and provide housing estates with high-quality public facilities.
- Support the creation and provision of sports and leisure facilities.
- Support social integration and the development of local communities (club and leisure facilities, etc.).
- Expand the range of job opportunities, services and public facilities on and near housing estates.
- Pay heed to the timely and purposeful co-ordination of revitalizing measures.



## CULTIVATE THE CITY'S ENVIRONMENT AND SUPPORT THE VARIOUS ACTIVITIES OF RESIDENTS AND VISITORS

Prague's unique character stems from the lively interaction between its historic heritage, cultural traditions and new development activity. Its international importance is often connected with its previous role as a city that lies on the crossroads of culture. Whenever Prague has had this standing, this influenced its cultural importance and economic attraction.

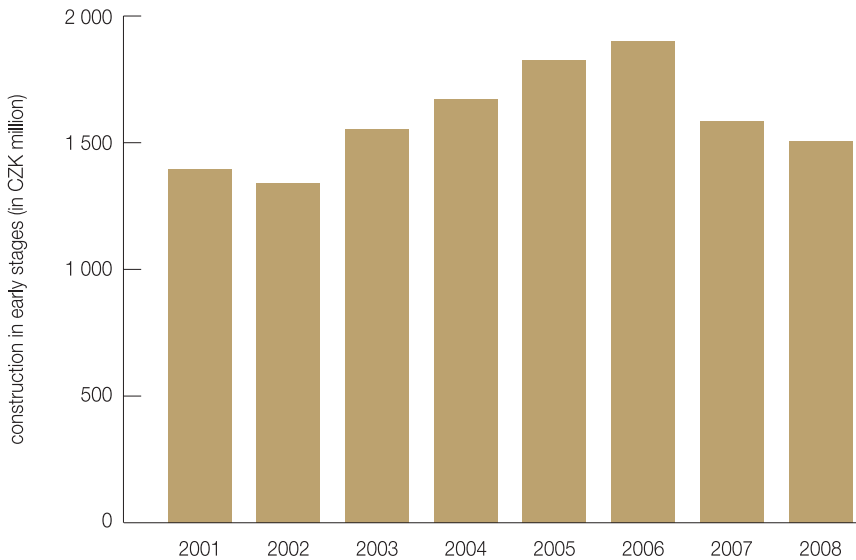
The cultural picture of Prague, however, consists not only in its traditions and contemporary cultural importance, but also in the fact that it is a cultivated environment with a variety of different features. As a welcoming city, it must also provide enough sports, leisure and recreational opportunities. However, there is disproportion in the location and placement of such facilities and the suburbs, in particular, are insufficiently equipped.

Therefore, Prague must develop both aspects of its culture – culture as a product and culture as the spiritual atmosphere of the city. The city's culture and leisure strategy comes from the knowledge that the cultural environment acts as a stimulus for economic development, that culture exists as a mixed economy and that cultural development exceeds the borders of subsidized art alone.

In public life there is still persistent low-level participation in public decision-making, low ability and willingness to attract public support and poor identification with the wider housing areas and with Prague as a home

town. The public administrative authorities, set up as a public service, must not impede the public's rights; the public themselves, however, are often not aware of their rights or how to assert them. All citizens should be motivated to take part in public life.

### Subsidies allocated to cultural activities (2001–2008)



Source: MHMP

## Selected activities and principles for the implementation of goals

### L 3.1 Create an aesthetically valuable urban environment based on a connection between the historic heritage, cultural traditions and the new development goals

- Keep cultural and aesthetic issues in mind when implementing the city's development goals.
- Improve the quality and culture of public open spaces.





### L 3.2 Strengthen the international image of Prague as a cultural and historical phenomenon

- Enhance the cultural appeal of the city to its residents and visitors through a well thought out information strategy.
- Promote Prague as a city that offers year-round cultural and social events and has all-year appeal.

### L 3.3 Utilize cultural events to improve the city's appeal to visitors and businesses

- Support new cultural activity.
- Support a range of cultural events throughout the city and throughout the year.
- Support the cultural, social and educational activities of ethnic minority groups.

### L 3.4 Develop opportunities to make use of leisure time; maintain and complete the range of sports and recreational facilities

- Support recreational and sporting organizations and co-ordinate their facilities, as well as expanding available leisure activities to all age categories across the whole of Prague.
- Initiate and create the conditions for the emergence of new areas for recreation and sports activities.
- Jointly set up and support comprehensive programmes for sports and leisure activities aimed at children and young people.

### L 3.5 Make the support system for cultural, sports and recreational events and facilities more effective

- Initiate the necessary legislative measures in response to the current situation and to the demands of culture and sport as a way of improving efficiency and support.
- Optimize the existing network of cultural facilities run by the city; encourage cultural activity on the basis of the grant principle.
- Complete the transformation of the theatre network currently run by the city into a privately funded operation with financing from wider sources.
- Continue to support the activities of private organizations within the culture sector and under the grant system framework.

### L 3.6 Strengthen the identification of residents with the city and their involvement in its development

- Create and enhance the traditional identification of residents with their residential areas and boroughs.
- Encourage activities, especially for children and young people, which support feelings of home in the wider territorial and social context.
- Raise public awareness concerning local matters and involvement in the public decision-making process, e.g., by means of the community planning method.









# THE ENVIRONMENT

## AN ATTRACTIVE AND SUSTAINABLE CITY

Prague wants to achieve a high quality natural and urban environment while respecting the principles of sustainable development. It is doing what it can to markedly reduce the current ecological burdens and achieve a balance between housing and land so as to become a city that is clean, healthy and harmonious.

To realize this strategic vision the city administration (local government, authorities and city organizations) in co-operation with the public and private sectors and the people of Prague will do the following:

- improve the quality of all components of the city's environment, particularly by reducing air and noise pollution,
- strengthen the sustainable elements of the city's development – make effective use of energy within the energy systems and cut down on energy consumption; make effective use of land, infrastructure and other resources; manage waste economically,
- develop a harmonious relationship between the city and the suburban landscape, primarily in an attempt to mitigate the negative effects of suburbanization and urban sprawl,
- give priority to the use of areas that are built up or impacted by construction – particularly sites that are derelict, damaged or inappropriately utilized – over the development of non built-up areas,
- aim for attaining a balance between developing the city and conserving its wealth of historical, cultural and natural features,
- utilize all available forms of communication with the public with a view to protecting the natural environment and in preparing the city's development goals.

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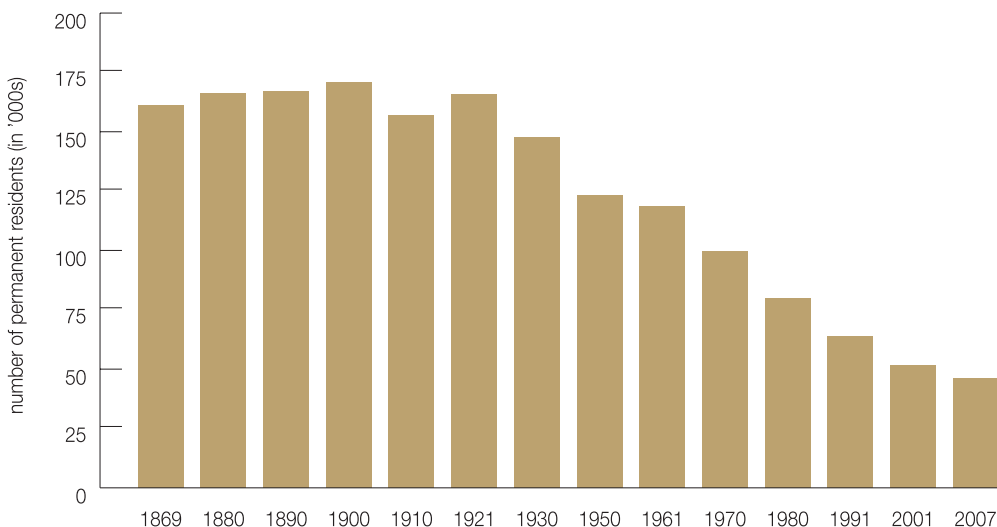
## HARMONY BETWEEN NATURE AND CITY

The unique position of Prague in the Vltava basin is strengthened further by a rich morphological terrain and geological structure. The natural elements can be found right up into the city centre where, together with the phenomenon of the River Vltava, they harmoniously complement the uniquely self-contained yet diverse architectural legacy from over a thousand years of urban development.

Prague's historic centre – the Prague Conservation Area – is our most precious heritage complex and is also one of the most outstanding urban areas in the world. This fact was confirmed in 1992 when the site was included on UNESCO's World Heritage List. At present, it is a thriving and dynamically growing organism that fulfils its role as a great city centre. Just under a quarter of economically active local residents work here, and it welcomes tens of thousands of visitors on a daily basis. Covering an area of 866 hectares, the conservation area contains 1,302 cultural sites, of which 25 are designated national cultural sites. Crucial problems include traffic saturation of the conservation area and growing pressure for often inappropriate use of historically valuable sites. There has also been a steep decline in population figures; in 1900 there were 170,800 permanent residents, by 2007 there were only 46,300.

Residential areas dating from the late nineteenth century and first half of the twentieth – with their specific building styles, former industrial suburbs and original village centres – add to the unique Prague mosaic. Outside the conservation area, the city has 754 cultural sites (of which nine are national cultural sites), 11 urban heritage zones, two rural heritage areas and six rural heritage zones.

### Number of inhabitants in the Prague Conservation Area (1869–2007)



Source: ČSÚ, URM

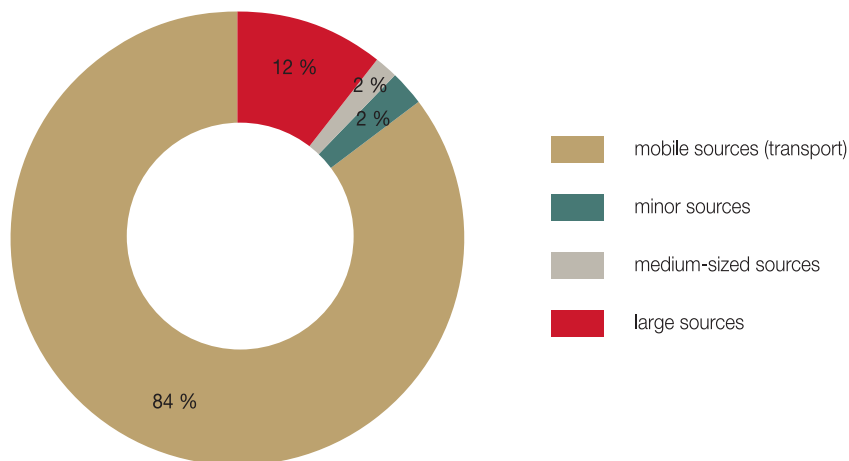
There are enclaves of nature in Prague, especially along the River Vltava's banks. It is possible to find precious natural features and extensive green areas in the surrounding hilltops and Vltava's tributaries, inner city parks and woodlands.

The city is part of a landscape that also adds to the unique picture of Prague. Preservation of the suburban landscape is therefore one of the more important aims of the strategic plan.

## A CLEAN AND HEALTHY CITY

The crisis in the state of the city's environment started as early as the mid 1960s and culminated at the beginning of the 1980s. The effect of industrial production on the quality of the urban environment has been significantly reduced since the middle of the 1980s. However, the negative effects of transport on air quality have increased, as have the above average noise levels and the accumulation of urban land.

### Share of NO<sub>x</sub> emissions in Prague (2006)



Source: ČHMÚ, ČIŽP, MHMP, ATEM

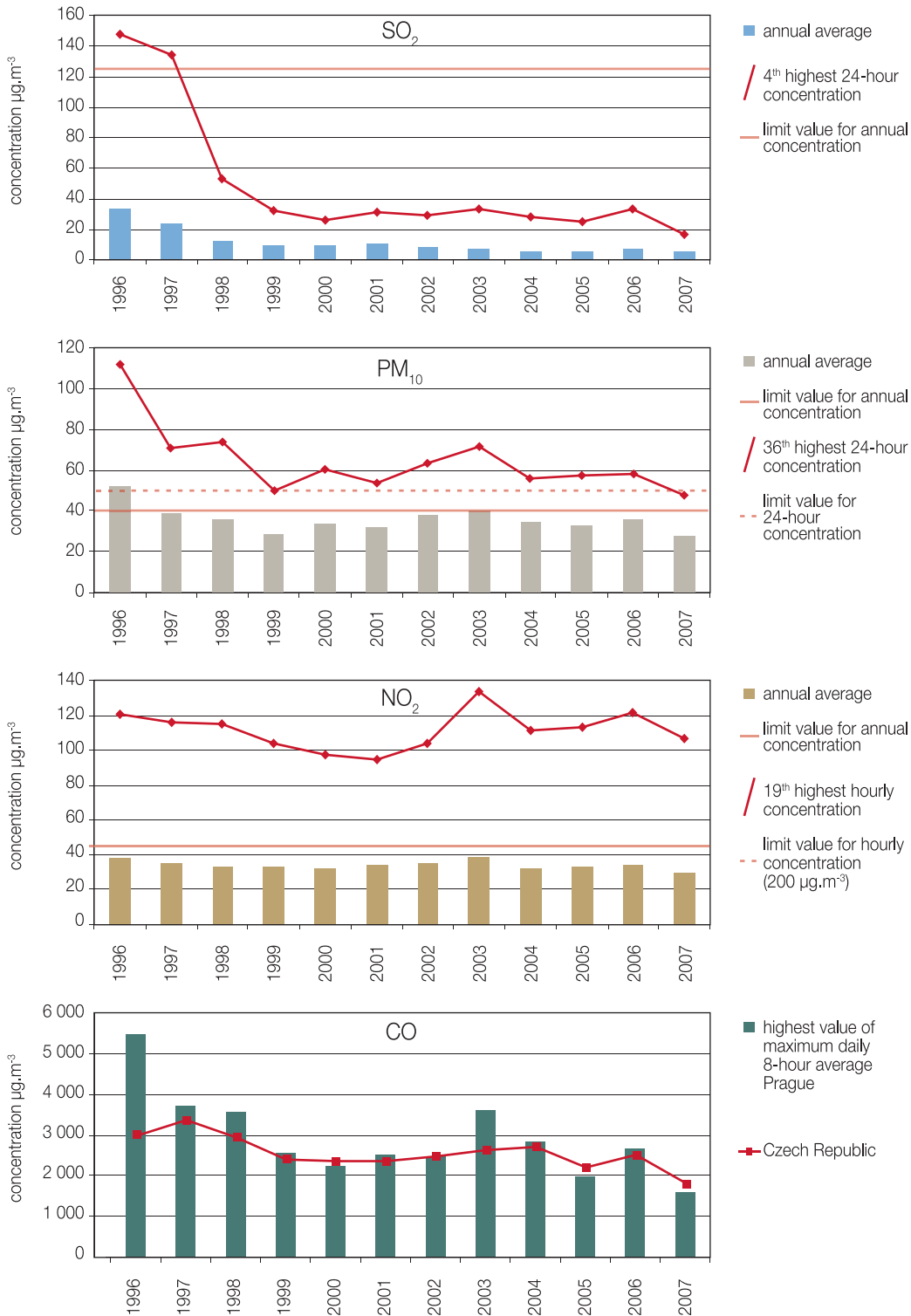
The most pressing and most extensive problem facing the city's environment remains air pollution. This situation is not relieved by the terrain conditions in the Prague basin, which are highly unfavourable with regard to the dispersal of harmful elements and which often lead to smog formation. This is despite the fact that average concentration levels of sulphuric oxide emissions have dropped markedly since 1996. The main source of suspended particulate matter (PM<sub>10</sub>) and nitric oxide emissions (about 84%) is vehicle exhausts. PM<sub>10</sub> levels have been fluctuating since they declined significantly in 1999. Emissions of NO<sub>2</sub> have also been fluctuating since 2001, following a slight drop in average concentration levels.

The wider centre of Prague shows the highest concentration levels of NO<sub>2</sub> in the whole of the Czech Republic. Average annual concentration levels of NO<sub>2</sub> in 2006 fluctuated between 35–75 mg/m<sup>3</sup> while the emission limit for the Czech Republic is 40 mg/m<sup>3</sup>. Maximum hourly concentration levels of NO<sub>2</sub> in the most affected areas reached between 139 and 272 mg/m<sup>3</sup>. At present, suspended particulate matter has become a key harmful substance with regard to exceeding air quality limits. Nearly all monitoring stations in Prague showed a trend towards increasing concentrations of NO<sub>2</sub> and PM<sub>10</sub> in 2000–2006, and the proposed emission limits for annual average concentration of PM<sub>2.5</sub> is also being exceeded. In 2006, at least one annual limit value for air quality was exceeded in 90% of the city area.

Air quality in the city is also worsened by the presence of foreign bodies, which are produced mainly by local incineration plants and traffic. This involves primarily polycyclic aromatic hydrocarbons, for which the target emission limit – which must be met by the end of 2012 – is currently being exceeded several fold.

There is higher concentration of ground level ozone during the summer months. The combination of nitric oxide, sulphur dioxide and dust fall-out damages not only human health, but also the condition of buildings, which is most apparent on heritage sites.

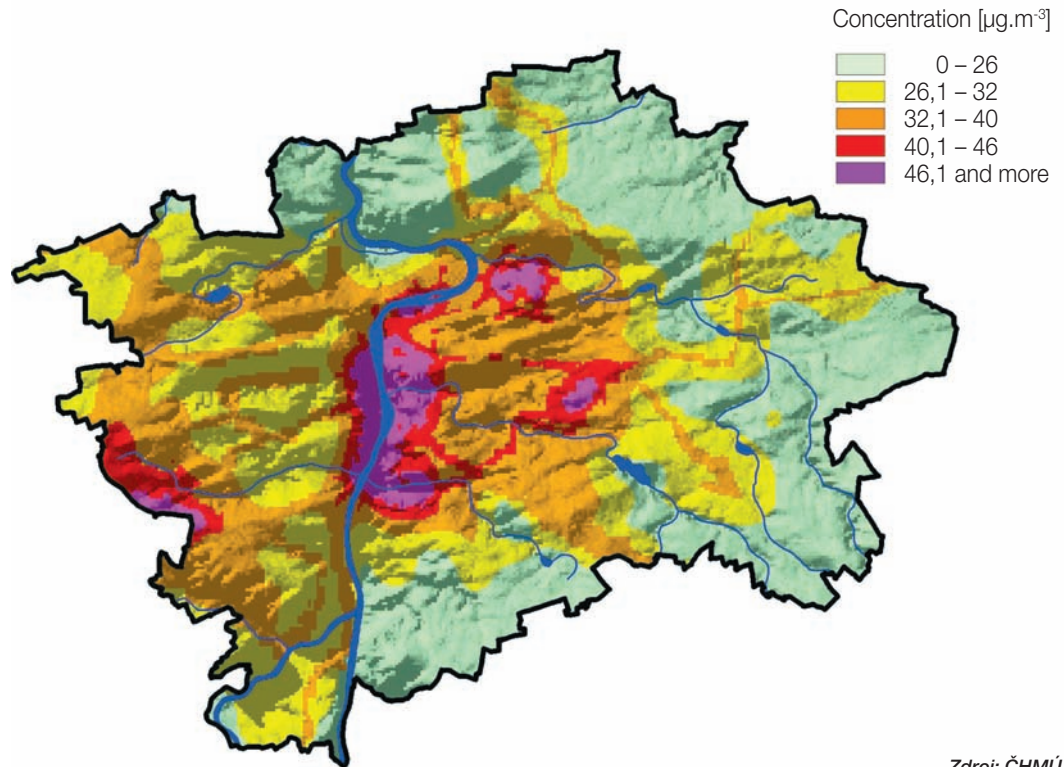
## SO<sub>2</sub>, PM<sub>10</sub>, NO<sub>2</sub> and CO emission trends in Prague (1996–2007)



Source: ČHMÚ



## Annual NO<sub>2</sub> concentrations (2007)



Zdroj: ČHMÚ

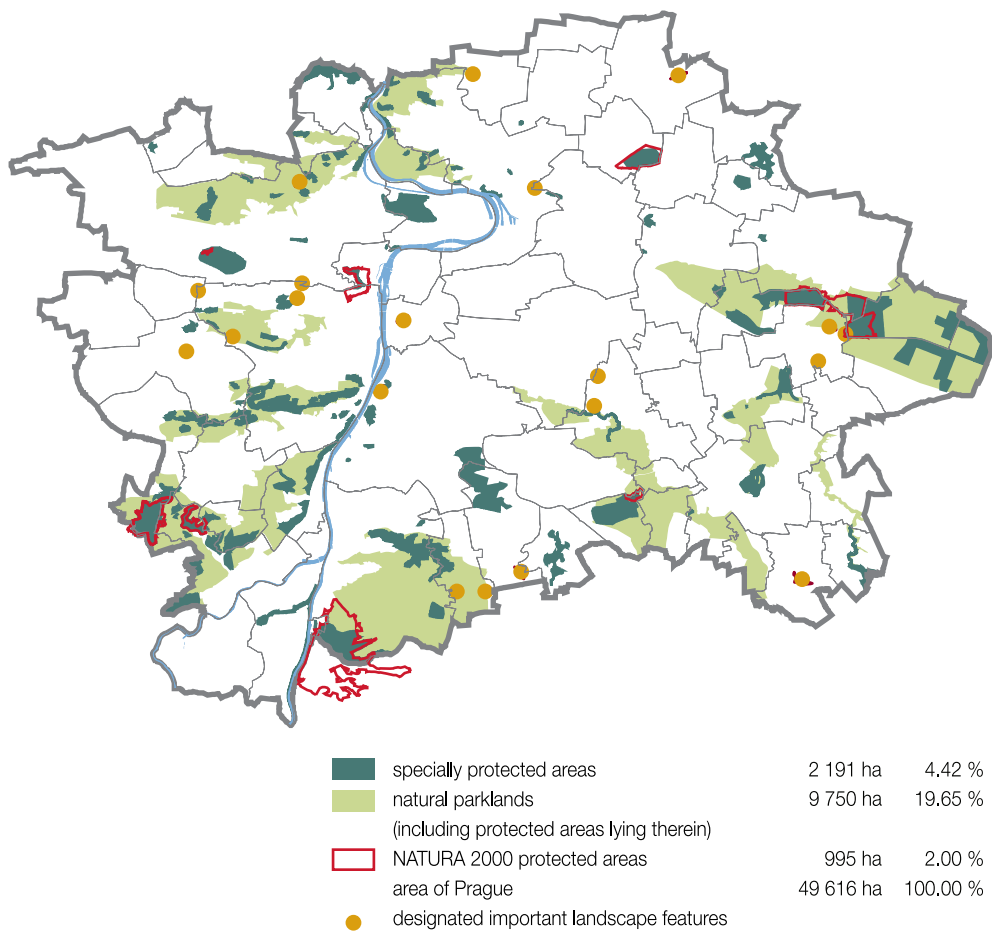
Prague is affected by noise pollution more than any other region in the Czech Republic. Noise levels of above 60 dB ( $LA_{eq}$ ) affect about 50% of residents during the day. According to the World Health Organization, however, 55 dB is the maximum continuous noise level that people can be exposed to outside before any damage is done to their health. The negative effect of excessive noise on the city's atmosphere and on people's physical and mental health is indisputable. In addition to impacting air quality, road traffic also causes about 90% of all noise pollution in Prague.

Equivalent daily noise levels on the busiest city roads reach up to 80 dB. Contributing to this are poor-quality road surfaces in certain areas and the lack of noise reducing measures. Air transport noise has been partially eliminated by the extensive soundproofing of affected properties located under air corridors. The acoustic atmosphere is further worsened by stationary sources and, in certain areas of the city, by so-called "social noise". Vibrations, mainly from mobile sources, not only affect people's health but are also detrimental to buildings and historical sites.

The cleanliness of the waterways in the city is gradually improving, but their practical, recreational and aesthetic importance is still limited by the quality of the water. According to a general assessment of surface water quality in 2006, the River Vltava in Prague fell into the third category of cleanliness (designated as polluted water), along with its largest tributary, Berounka. Smaller Prague streams (Botič, Rokytka, Dalejský, Kunratický, Šárecký, etc.) fall into the fourth and fifth categories of cleanliness; the decline of their water content is also alarming. In addition to the rivers Vltava and Berounka, a total of 96 streams flow through the city area, covering a length of 379.6 km. There are also 94 bodies of water here, including 34 ponds. In total, 2.2% of the city area is water. Although the city's hydrological network is very dense, the rise in temperatures in built-up areas and the deterioration of drainage conditions in places are leading to a general drying up of the urban and suburban landscape. Not only the waterways but also the smaller

water features in the city are of great importance for revitalizing and improving the urban microclimate. More attention should also be paid to the protection of water resources and springs, as well as to ensuring that the recreational waterways are sufficiently clean. One of the city's key priorities is to complete its flood protection system, as well as installing appropriate flood protection measures on the smaller streams.

### Protected areas and natural parklands



*Zdroj: URM*

The green areas are of varied quality and size and cover about one third of the city area (not including arable lands) but their decreasing levels and disproportional distribution have a negative impact on the microclimate, biodiversity, the water regime and the recreational and aesthetic functions of the city's environment. Relatively most problematic is the loss of greenery in the centre and in densely populated and popular parts of the city, where there is the greatest need for its softening effect. Of all types of land, however, built-up areas have for a long time been showing the highest proportional increase of greenery in Prague. The extension and linking up of green areas is hampered by the falling amount of sites that are without foundations or not built-up, particularly in the outlying parts of the city. A lot of pressure is being exerted to change the functional use of areas that are set aside for greenery in the land use plan, particularly with regard to the conversion of agricultural to building land and the consequent loss of high-quality agricultural land. Unclear property rights pertaining to requisite land are also a problem. Most of the greenery in the inner city comprises gardens, parks and park land, covering a total area of 2,600 hectares which is divided into four categories

according to the sites' importance and maintenance regime. Woodlands are a specific feature of the Prague greenery and fall exclusively into the category of "special designation as suburban woodlands with an important recreational function". They cover almost 10% of the city area, but all woodland growth is rated as damaged by emissions on the basis of a comparison of coniferous and deciduous defoliation levels between 1984 and 2004; the main pollutant causing damage to trees is  $\text{NO}_x$  (previously  $\text{SO}_2$ ). Emission damage, however, is just one of the negative impacts on woodland growth; another important factor is the overuse of recreational areas. There are 89 small nature reserves in Prague, covering over 2,200 hectares (4% of the city's total area) and mostly part of the 11 natural parklands. The parkland sites cover 9,705 hectares and take up over 20% of the city area. The north-eastern edge of the Český kras conservation area also extends into the city area. The functions of small nature reserves in terms of conservation and eco-stabilization, however, is oftentimes hampered by excessive recreational use and urban development pressure, as is the case with other green areas. As part of the Natura 2000 network, eight Special Areas of Conservation were designated in Prague, most of which are already protected sites. To date, 140 heritage trees have been designated and 20 important landscape features have been registered in the Prague area.

In 2006, 3.47 million tonnes of waste were produced in Prague, more than half of which was from construction and about a seventh was household and business waste. About 6% of total waste is classed as hazardous and the majority is construction waste from the cleanup of environmental contamination. With an annual capacity of 310,000 tonnes, the household waste incinerator at Malešice (opened in October 1998) processes between 60 and 70% of household waste. Full capacity use of the incinerator is limited by the amount of heat supplied by the Pražská teplotářská heating utility, but this situation will be partially resolved by installing a co-generational facility which will enable both heat and electricity production. The incinerator will therefore be able to increase the amount of processed waste to a projected capacity of 310,000 tonnes per year. As a result, the incinerator's operation will not be dependent on the supply of heat from Pražská teplotářská; in fact, it will contribute electricity to the Pražská energetika public network. The remaining mixed waste (more than 15% of household waste) is dumped, although disputes are arising over the household waste dump at Ďáblice, which will reach capacity in the next two years (planned for 2012). The waste management company A.S.A. is therefore planning to expand this site in an easterly direction. More than 23% of household waste in Prague is sorted, most of which is recycled. The level of household waste sorting is 30–50% or more in some western European countries, which Prague could reach by the year 2010. This situation is being helped by the increasing effectiveness of waste sorting and separating. A major problem for Prague waste management, however, remains the old dumps and environmental burdens, along with the management of construction waste, which is shipped to Central Bohemia for further processing (41% of construction waste was shipped to this region in 2002). Reduction of waste production and its hazards, on-site waste sorting, maximum recycling and use of waste in the energy system would bring very real benefits





to the city's environment, benefits to which every citizen of Prague and waste producer should be able to contribute to varying extents.

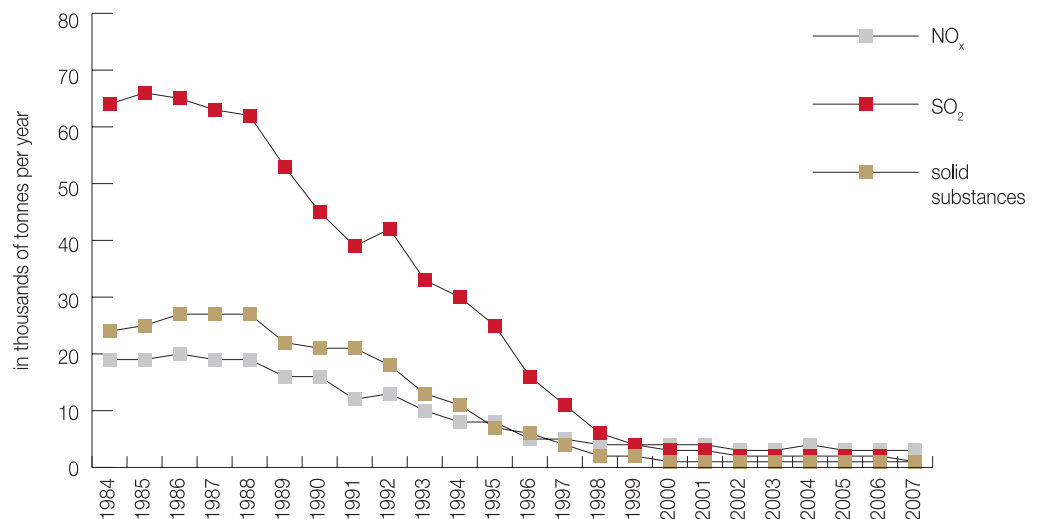
The city's cleanliness, tidiness and overall atmosphere can to a large extent be influenced by the behaviour of its residents. The quality of the environment in Prague is also considerably affected by certain socio-pathological phenomena, such as vandalism. This is variously manifested in all parts of the city with damage to greenery, buildings (including heritage sites), municipal furnishings and public transport vehicles, etc. One form of vandalism that is very widespread is illegal graffiti, the removal of which can be difficult and, above all, is very expensive (requiring tens of millions of crowns from the municipal and borough budgets each year).

## STRATEGIC GOALS

<b>P 1</b>	<b>Gradually improve air and water quality; reduce noise pollution</b>
P 1.1	Reduce air pollution on the basis of the legal limit values for health protection
P 1.2	Improve surface and ground water quality while fully rehabilitating the role of water in the landscape
P 1.3	Reduce noise pollution, especially in residential and recreational zones
<b>P 2</b>	<b>Sustainability of energy and material flows</b>
P 2.1	Minimize the amount of waste produced and maximize its recycling
P 2.2	Reduce consumption of electricity, fuel and water
<b>P 3</b>	<b>Permanent balance between the urban and natural environments</b>
P 3.1	Protect more thoroughly, extend appropriately and maintain urban greenery
P 3.2	Support the stability of the urban and suburban landscapes
P 3.3	Preserve and develop the current variety of natural features
P 3.4	Determine the conditions and principles for environmentally friendly recreation in the city area, including protected areas and areas of natural value
P 3.5	Eliminate visual pollution
P 3.6	Preserve the quality of the views and panoramas in Prague
<b>P 4</b>	<b>Urban development that respects the historical and cultural heritage</b>
P 4.1	Include heritage sites in the city's functioning in a sensitive way
P 4.2	Preserve the character of the individual parts of the city without disturbing the genius loci
P 4.3	Take the pressure off Prague's historic centre
P 4.4	Involve the public in dealing with city development and protecting its cultural and historic legacy
<b>P 5</b>	<b>Resolve environmental problems in a conceptual way with public involvement</b>
P 5.1	Develop a conceptual approach to the natural environment
P 5.2	Enhance a general feeling of joint responsibility for the city's sustainable development

The big city character of Prague and the large number of interregional functions that are concentrated here bring with them a lot of negative impacts on the environment. However, the question remains to what extent these unfavourable side effects are necessary. Above all, air pollution and high noise levels, which affect a large part of the population, have for a long time been among the main factors that lower the quality of life in Prague. The city has become the worst affected area of the Czech Republic in this regard. Implementation of certain investment measures designed to improve air and noise quality is already underway (construction of the inner and outer ring roads, development of the subway network, substantial support for public transport, etc.). It will probably also be necessary to introduce further legislation, technical and organizational measures (transport regulation in the city centre, etc.). The key to improving the current situation, however, is not in the hands only of city and state representatives, but also of the residents of Prague. They can directly influence the state of most components of the environment by their behaviour – for example by changing their attitude to individual car transport, the current overuse of which is supported by personal feelings of prestige.

Total emissions from stationary sources (1984–2007)



Source: ČHMÚ, ČIŽP, MHMP



## Selected activities and principles for the implementation of goals

### P 1.1 Reduce air pollution on the basis of the legal limit values for health protection

- Limit car use to the necessary minimum, above all in the city centre, and limit those activities that attract cars to the centre. Support the completion of inner and outer ring road construction in an attempt to re-direct through traffic and heavy freight vehicles away from the city and its centre. Give preference to more environmentally friendly means of transport, especially in areas of historic or natural importance and recreational zones. Thoroughly check emission-related parameters and the technical state of motor vehicles (including noise levels).
- Support the complete and permanent transition from unecological, primarily solid and liquid, fuels to central sources of heating or to more environmentally friendly local forms of energy (natural gas and renewable energy sources). This is particularly important for the historic centre and for certain outlying areas of the city with predominantly rural style buildings.
- Reduce the amount of dust in the air by planting suitable greenery (including the replacement of agricultural land with permanent vegetation) and more frequent street cleaning/spraying, etc.
- Continually update and implement the integrated regional programme for reducing the pollutant emissions and improving air quality (Regulation No. 14/2006 Coll.).

### P 1.2 Improve surface and ground water quality while fully rehabilitating the role of water in the landscape

- Minimize the flow of polluted water into the river and stream system by channelling it to suitable purifying facilities
- Encourage limits on industrial water pollution at source (e.g., by having companies draw their water from an area that is located below their wastewater outlets); make use of pre-treatment facilities when discharging industrial wastewater into the sewer system and carry out more thorough checks on compliance with regulations).
- Reduce the pollution levels in the water flushed from roads, pavements and hard surfaces (e.g. by means of better drainage and the use of less harmful materials for surface maintenance).
- Remove polluted rain water and reuse it, e.g., to improve water levels in small streams.
- Avoid inappropriate hydrological interference or infiltration of polluted material into ground water throughout the city area with emphasis on the protection of water resources (springs and reservoirs).
- Revitalize waterways and bodies of water with a view to improving their management and strengthening their biological, landscape forming, recreational and aesthetic functions. Carry out regular maintenance of river/stream beds and banks; where appropriate, return the stream flow to the original channel. Rehabilitate waterways and bodies of water as functional biocorridors and biocentres (river bank renewal and maintenance, careful introduction of a variety of fish and overall enhancing of biodiversity). Gradually create access to certain river banks via the “natural promenade”; encourage residents to take an interest in the protection of local waterways and bodies of water.
- Enhance the water-retaining abilities of the land with maximum use of the natural elements and in co-ordination with the city’s drainage system; consider the possibility of building additional reservoirs in appropriate areas.
- Renew defunct bodies of water and create new permanent ones for possible recreational use.



- Monitor the amount and quality of water in streams; meet water quality requirements for sources that flow into the city, especially within the water basin management.
- Co-ordinate the steps taken by the relevant interested parties from Prague and Central Bohemia in decision-making and permit procedures (e.g., in connection with ground water and streams).
- Complete and update general plans for small waterways and make use of the results for changing the land use plan.

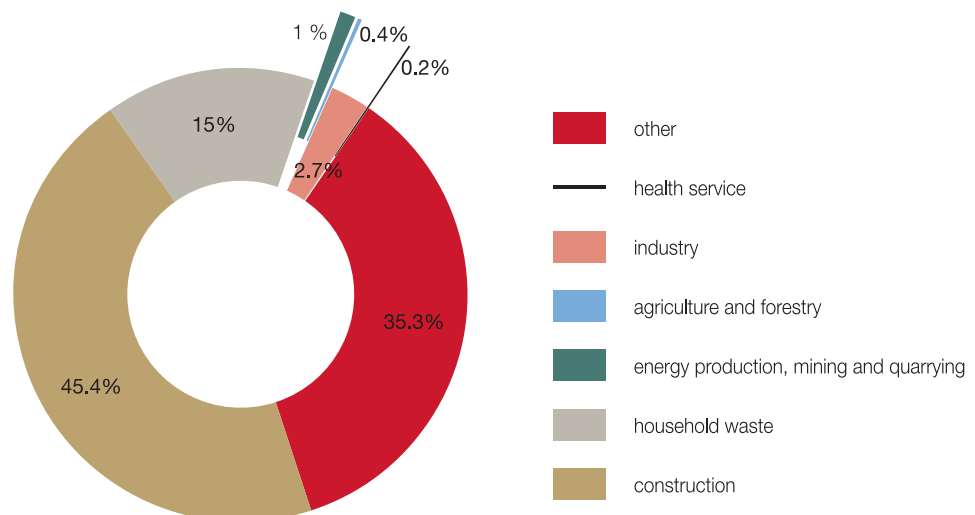
### P 1.3 Reduce noise pollution, especially in residential and recreational zones

- Redirect popular transport routes away from heavily populated areas and recreational zones.
- Gradually eliminate the existing noise pollution sources and prevent new sources of noise pollution above the level permitted under current legislation.
- Install anti-noise barriers and plant strips of sound-absorbing greenery alongside roads.
- Support the sound-proofing of buildings located within zones that are the most exposed to noise from ground traffic and – with the extension of the airport’s noise protection zone – from air traffic.
- Limit so-called “social noise” by legislation and thorough checks on compliance with regulations.

## P 2 SUSTAINABILITY OF ENERGY AND MATERIAL FLOWS

One of the main keys to ensuring a permanently functional society is to limit the use of all resources, especially non-renewable ones. Fulfilment of this goal is conditional not only on the introduction of a range of technical measures and legislation, but mainly on a change of attitude to this issue on the part of individuals and institutions.

### The structure of waste produced in Prague (2006)



Source: ISOH - VÚV, MHMP

## Selected activities and principles for the implementation of goals

### P 2.1 Minimize the amount of waste produced and maximize its recycling

- Lower the amount of waste being generated and reduce its hazardous properties
- Minimize the amount of waste produced and maximize the amount of waste recycled.
- Support the construction of recycling waste facilities with sufficient capacity and equipment.
- Create the conditions to expand waste sorting with the aim of recycling up to 50% of household waste by 2010 (paper, glass, plastic, drinks cartons, organic waste).
- Extend the network of mobile and fixed collection points for reusable materials and hazardous waste; introduce a city-wide sorting system for other types of waste (e.g., drinks cartons, organic waste and metal containers).
- Increase the co-ordinated use of construction waste.
- Make a thorough inventory of hazardous waste (including electrotechnical waste) and store centrally while ensuring environmentally safe disposal.
- Deal with the handling of sediments from dry cleaning operations in accordance with EU regulations.
- Optimize the handling of certain waste matter and products that are subject to take-back regulations.
- As part of the household waste management system, ensure joint compliance with take-back regulations and the reuse of packaging waste.
- At the level of the city and public administration bodies, give priority to environmentally friendly and recycled products when issuing public tenders.
- Implement the regional Prague Waste Management Plan, which has been approved for 2004–2013.

### P 2.2 Reduce consumption of electricity, fuel and water

- In accordance with the Energy Concept for the Prague Area, orient the city's energy policy towards energy savings and the maximum possible use of renewable energy resources.
- Make use of technology that is kind on energy costs during waste management operations; use the energy generated from the thermal processing of waste.
- Lower the energy demands of new and refurbished buildings by supporting energy saving projects and implementing effective economy measures, etc.

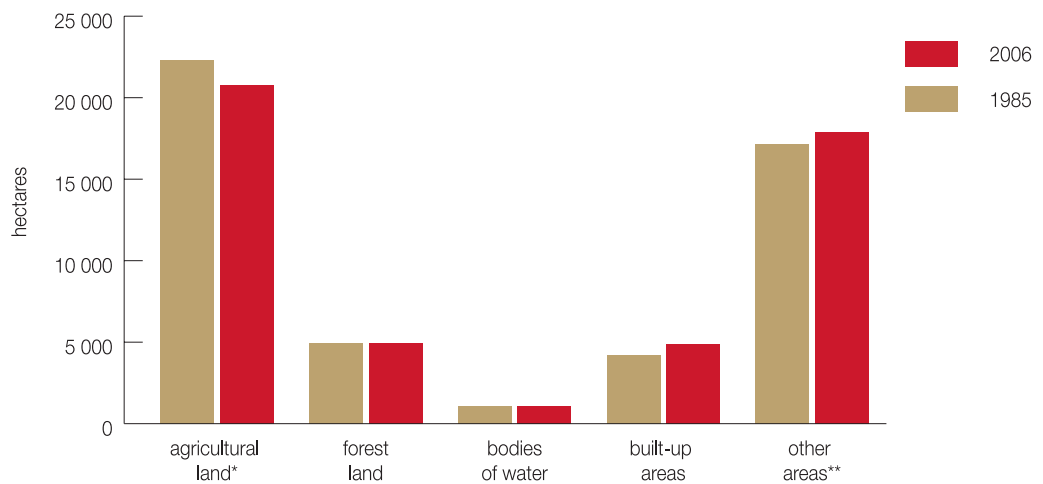


- Reduce leakage of drinking water from the water system and support acceptable water-saving measures in households, in the public sphere and in industry.
- Support the use of current deep conduit tunnels and, if possible, extend their network.
- Continue to make clear preferences for public transport.

## P3 PERMANENT BALANCE BETWEEN THE URBAN AND NATURAL ENVIRONMENTS

The diverse geomorphological and natural properties, along with the unique urban architectural heritage, are among the city's most valuable assets. The key task, therefore, is to find a harmonious balance between the city's structure and the natural features, which can be added to as required. At the moment, however, the situation is the contrary, for the city's typical attributes, such as transport and housing, also constitute the greatest burden on the natural environment.

### Land use structure (1985 and 2006)



Note: \* including gardens, vineyards, orchards and permanent grass cover  
 \*\* including construction sites

Source: ČÚZK, MHMP

## Selected activities and principles for the implementation of goals

### P 3.1 Protect more thoroughly, extend appropriately and maintain urban greenery

- Prevent reduction of urban greenery to make way for new buildings; prevent insensitive changes and vandalism with special regard to the protection of historic greenery.
- Provide sufficient expert care of greenery, supported by the preparation of a citywide concept for the management and maintenance of urban greenery.
- Gradually revitalize urban and suburban greenery, including historic parks and gardens, tree-lined avenues and degraded areas.



- Support the revitalization of greenery in inner housing block areas with a view to their important and as yet little utilized social and recreational functions within local neighbourhoods.
- Enhance the recreational potential of the city's woodlands, parks and other areas that can be used for recreation.
- Thoroughly protect existing woodland and, in particular, land where woodland is to be created, with emphasis on the absolute protection of woodland growth included in the land use system of environmental stability.
- Set out the principles for purchasing private land, including non-woodland with woodland growth, publicly owned non-woodland set aside for tree planting in accordance with the land use plan, and privately owned woodland; actively initiate such purchases on the basis of land mapping and evaluation.
- Preserve a financial support system for woodland areas.

### P 3.2 Support the stability of the urban and suburban landscapes

- Make the landscape more accessible; appropriately expand and link up green areas with related and viable areas (including features of the land use system of environmental stability) with the aim of strengthening their recreational and ecological potential (in tune with the city-wide greenery system); in co-operation with Central Bohemia, create, where possible, the conditions for developing sections of green belt around Prague.
- Protect high-quality agricultural land from building development and save it from being paved over; protect land resources by giving preference to the non-production function of agricultural land resources.
- Expand woodland area, permanent grass cover and other categories of urban greenery both in suburban and citified areas with a view to improving the microclimate, permeability of surfaces and recreational use, etc.
- Create permanent conditions for the existence of publicly accessible greenery within new residential zones.
- Enhance the water-retaining capacity of the land with maximum use of natural features in accordance with the Czech Republic's State Nature and Landscape Protection Programme; appropriately divide and add greenery to large monofunctional areas with a high proportion of paved impermeable surfaces; in suitable places, consider building additional water-retaining structures (see also P 1.2).
- Revitalize and take systematic and high-quality care of waterways, bodies of water and surrounding areas; improve their management and strengthen their biological, landscape forming, recreational and aesthetic functions; renew defunct bodies of water and create new permanent ones for possible recreational use, etc. (see also P 1.2).



### P 3.3 Preserve and develop the current variety of natural features

- Prepare projects for the land use system of environmental stability and seek to implement them in accordance with the land use plan.
- Ensure the protection of plant and animal habitats and their natural biotopes; preserve existing and create new areas close to nature that enable habitat expansion and animal migration.
- Update the system for categorizing urban and suburban greenery with a view to preserving the variety of natural features and with consideration of the character of the landscape.

### P 3.4 Determine the conditions and principles for environmentally friendly recreation in the city area, including protected areas and areas of natural value

- Set out the principles and conditions for considerate behaviour by visitors in specially protected areas; deal severely with failure to comply with the stipulated rules.
- Improve the awareness of visitors to protected natural areas, for example by installing an onsite information system and publicizing this information on the city's website.
- Complete, continually update and implement plans for the care of specially protected areas.
- Gradually revitalize areas of natural value and protect them from adverse urban impacts (e.g., waste, illegal dumps, open fire-grounds, illegal and unsuitable makeshift buildings).
- Prepare a support programme for short-term recreation in the city and suburbs; put aside enough land outside protected areas for sport and recreational facilities.
- Create a support system for landowners in protected areas and localities that are important for the land use system of environmental stability and set out the principles for purchasing land for the city.
- Develop environmental education and encourage local patriotism with the aim of involving the general public in the conservation of natural resources.

### P 3.5 Eliminate visual pollution

- Improve the tidiness and cleanliness of public areas and streamline the household waste management system.
- Speed up the removal of scrap vehicles and thoroughly penalize their owners.
- Regulate the installation of large-scale advertising hoardings and completely remove illegal advertising.
- Effectively deal with vandalism (littering of public areas, illegal graffiti, etc.) through community service arrangements, among other measures.
- Put pressure on owners of dilapidated buildings and areas; limit construction of makeshift and aesthetically unsuitable buildings.
- Limit excavation when laying and repairing utility networks by improving co-ordination and giving preference to deep conduit tunnels.

### P 3.6 Preserve the quality of the views and panoramas in Prague

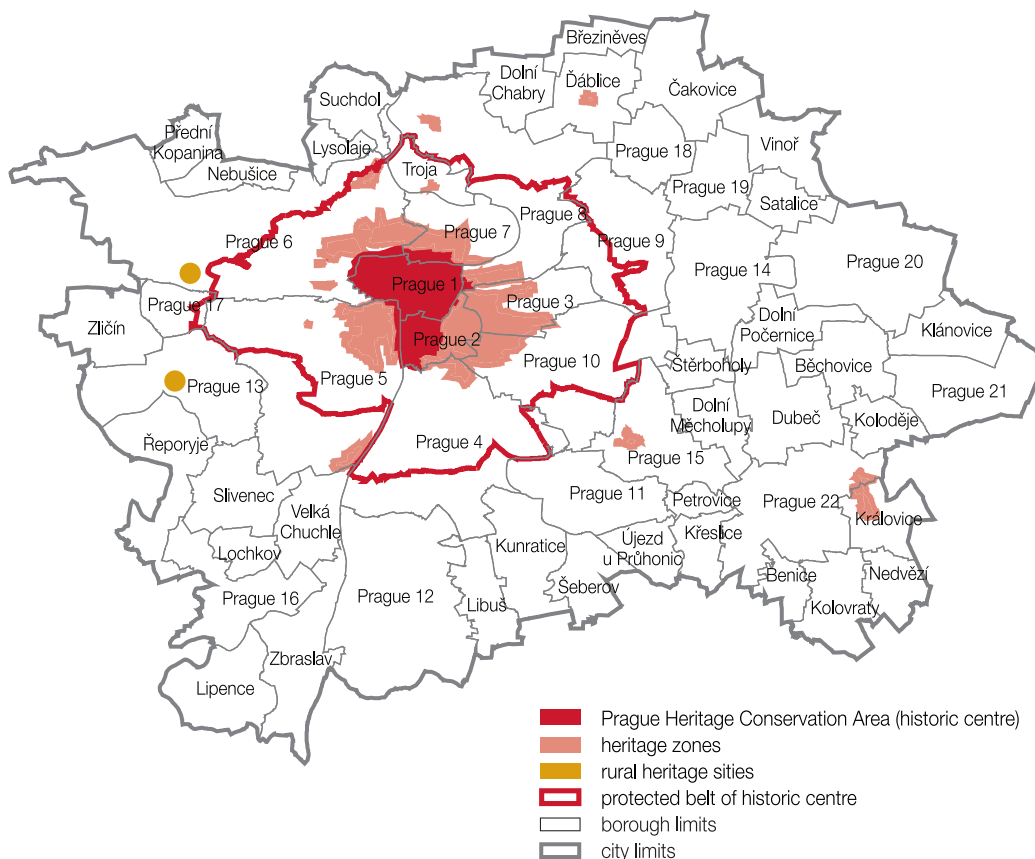
- Sensitively judge the aesthetic impact of new buildings and technical facilities on the appearance of the surroundings with particular regard to their visual impact on the Prague panorama.

- Care for the natural and architectural dominant features within and without the protected areas and the Prague Heritage Reservation (the historic centre of the city).

## P4 URBAN DEVELOPMENT THAT RESPECTS THE HISTORICAL AND CULTURAL HERITAGE

One of the more serious problems that Prague faces is the conflict between the attributes of modern life, on the one hand, and the material and spiritual legacy of the past, on the other, linked as it is with the risk of defective and often irreversible changes to the age-old urban and architectural form of the city. Prague has at times witnessed insensitive approaches where the cultural and historic heritage is seen more as an obstacle than a key component of the city's development potential. The fact that Prague's historic centre was never really intended for today's intensive use is not always appreciated. Caring for the material and spiritual values of the past should be seen as an important investment for the future. Prague's inclusion on the prestigious World Heritage List is, in this regard, not only a good marketing brand, but primarily a commitment. Therefore, Prague must do what it can to create a harmonious balance between protection of its historical heritage and appropriate urban development. Preserving the material and spiritual legacy of the past must not be seen only as a professional activity on the part of the relevant institutions, but as something in the public interest and, to a large extent, also as a duty towards past and future generations.

### Protected heritage sites in Prague



Source: URM



## Selected activities and principles for the implementation of goals

### P 4.1 Include heritage sites in the city's functioning in a sensitive way

- Formulate and effectively enforce clear regulations that protect heritage sites in the city, including regular compliance checks (with use of the new plan for the protection and sustainable development of Prague's historic centre (Management Plan); respect generally valid methodological procedures in matters concerning heritage care.
- Develop educational and promotional activity in an attempt to raise public awareness that heritage protection is in the public interest.
- Find a balance between the use of the heritage resources with their historical legacy and their potential while preserving their original value.
- Better explain the city's heritage care support system to owners and users of protected sites and provide them with a free advice service, etc.
- Prepare detailed categorization of heritage sites in Prague based on levels of threat and devaluation of heritage values.
- Take or initiate the necessary steps to protect the most threatened of the city's heritage sites.
- Thoroughly insist on keeping sites of heritage value in the city's hands with the aim of retaining direct influence over their condition and functional use.
- Pay increased attention to the condition and adequate use of heritage sites outside the Prague Heritage Reservation (former feudal estates, churches and small sacred buildings, former farmsteads and vineyards or entire centres of original villages, as well as industrial buildings of historical value, etc.).
- Insist on the full-scale protection of the roofscape of the historic centre and in other urban wholes of value, and on the protection of historical underground sites (cellars, archaeological sites) and technical heritage sites.
- Secure the better protection of Prague's cultural and historic legacy from all forms of destruction, damage and devaluation in the even of exceptional situations (including natural disasters).

### P 4.2 Preserve the character of the individual parts of the city without disturbing the genius loci

- Respect the Prague Heritage Reservation as part of the world's cultural heritage, including all the commitments that this brings; increase the interest and financial participation of the state and of European authorities in the conservation and reasonable development of Prague's historic centre.



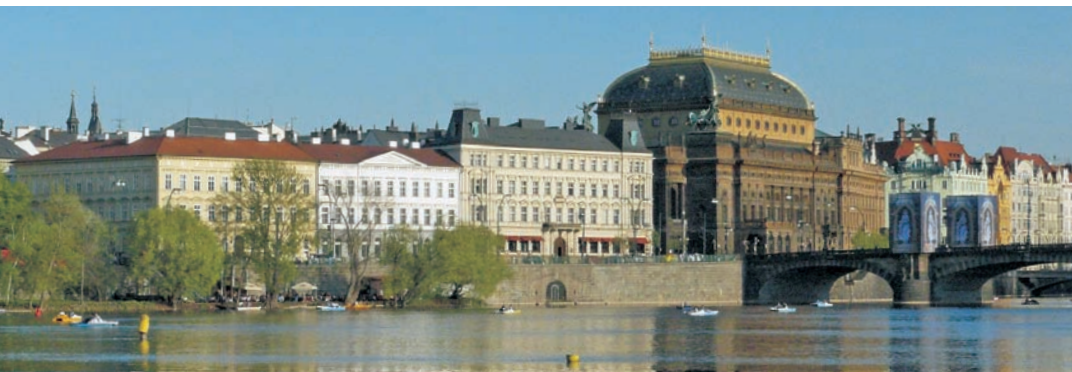
- Preserve the polyfunctional nature of the city centre, including a significant proportion of residential use and related service functions.
- Support the specific features of the city's historic parts, preserve its valuable 20th century urban wholes and prevent external elements from impacting the original buildings in former rural settlements.
- Prevent the rise of monofunctional zones centred purely on tourism or office uses; such areas in existence should be revitalized and made polyfunctional.
- Create "friendly" public spaces (passageways, inner housing block areas, pedestrian zones, residential streets and municipal parks); revive the city with suitable greenery, minor architectural features, municipal furnishings, water features, etc.; improve pedestrian access to popular localities.

### P 4.3 Take the pressure off Prague's historic centre

- Locate citywide functions outside Prague's historic centre.
- Displace all types of activity from the historic centre that in any way disturb its traditional atmosphere (e.g., the use of unsuitable retail and advertising methods, provision of sex services, etc.).
- Ease the commercial pressure on historically valuable buildings and localities by offering enough areas for development outside the historic centre.
- Markedly reduce individual car use and prevent developments that encourage excessive car use in the heritage conservation area.
- Expand the range of tourist destinations and routes to other areas outside the heritage conservation area and to other interesting parts of the city.
- Limit temporary and short-term use of space in the city.

### P 4.4 Involve the public in dealing with city development and protecting its cultural and historic legacy

- Raise awareness among residents and visitors of the cultural and historical uniqueness of Prague.
- Improve awareness of the city's development goals and the operation of reviewing these goals via the general public and civic associations.
- Respect the principles of public participation as enshrined in the Aarhus Convention in connection with proceedings involving the assessment of activities in the city's heritage sites; create a quality information base to serve in the decision-making processes of public bodies and to strengthen the role of the public in questions concerning the city's spatial development and the protection of the cultural heritage.



- In co-operation with all types of schools, develop a positive and responsible attitude to the material and spiritual richness of the city, starting with the youngest generation.

## P5

### RESOLVE ENVIRONMENTAL PROBLEMS IN A CONCEPTUAL WAY WITH PUBLIC INVOLVEMENT

The principle of sustainable development should become one of the basic starting points in the city's approach to environmental management. This is laid out in Agenda 21, the final document from the United Nations conference held in Rio de Janeiro in 1992. The Czech government last reaffirmed its acceptance of this programme by approving the updated State Environment Policy for 2004–2010 and by adopting the Czech Republic's Strategy for Sustainable Development in 2004. Prague can also draw inspiration from the international "Healthy City" project, which was initiated by the World Health Organization in 1988 and which sets out sustainable development principles for the cities involved.

Principles of communication between the city and the public in questions concerning the environment should be based on the Aarhus Convention, which was adopted in 1998 and ratified by the Czech Republic in 2003.

#### Selected activities and principles for the implementation of goals

##### P 5.1 Develop a conceptual approach to the natural environment

- Prepare an environmental protection concept for Prague and put together a document following on from the "Thematic Strategy on the Urban Environment".
- Link the city's decision-making process to the city's strategic plan and environmental concept.
- Implement environmental management system projects in organizations where the city has a participating interest or direct influence.
- Complete and update the system for the provision of environmental information (ENVIS, Environmental Yearbook of the Czech Republic, the Website of the City of Prague, etc.).

##### P 5.2 Enhance a general feeling of joint responsibility for the city's sustainable development

- In a targeted way, strengthen the environmental awareness of residents and visitors to the city; positively encourage environmentally prudent behaviour.
- Enable active public involvement in the decision-making process in questions concerning the environment and the city's development.
- Secure implementation of quality programmes as part of the "Regional Concept for Environmental Education and Awareness in Prague".
- Improve awareness of the city's goals concerning the environment and environmental education and awareness projects.
- Co-ordinate and support co-operation between those involved in environmental education and awareness.









# INFRASTRUCTURE

## A RELIABLY FUNCTIONING CITY

Prague wishes to modernize, develop and run the transport and technical infrastructure so that it supports the proper functioning of the city and its economy. It should also support the city's ambitions and development as a whole. It should be on a par with current technical advances and operate reliably, efficiently and be kind to the environment.

To realize this strategic vision the city administration (local government, authorities and city organizations) in co-operation with the public and private sectors and the people of Prague will do the following:

- develop an integrated public transport system, including suburban rail transport, and raise its standards and competitiveness,

- influence the extent and the way that cars are used in Prague to dramatically reduce the negative effects they have on the city's environment,

- create the conditions in Prague for rail, road, motorway and air integration into the European network and for the attainment of a level of technical infrastructure that is on a par with advanced European cities,

- raise the efficiency of the technical infrastructure, its reliability and share in the city's safety, reduce network losses and environmental pollution caused by poorly functioning and faulty infrastructure,

- optimize the use of the existing systems and capacities of the transport and technical infrastructure, complete their modernization and prioritize the development of new city centres and new housing localities, and provide the necessary level of infrastructure throughout the city.

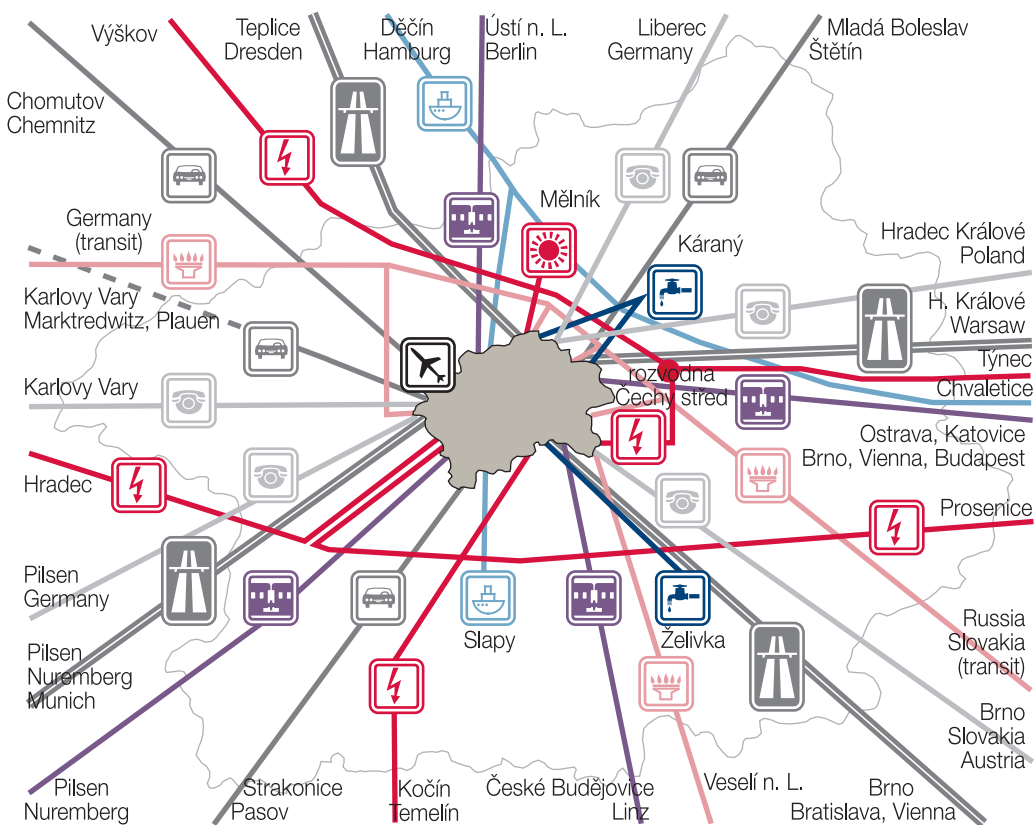


## THE KEY TO A WELL-FUNCTIONING CITY

The key to a well-functioning city lies in reaching a balance between the high internal and external demands on capacity, reliability and quality of the city's transport and technical infrastructure and the quality of the environment. In Prague there is a concentration of operations of interregional importance, as well as services provided for the high numbers of people who are present on a daily basis – commuters, students from out of city, hospital patients and visitors to the city. The demands on the infrastructure are directed to the needs of between 1.6 and 1.7 million people and to the future trends in requirements. Prague must also sensitively carry out its role as an intersection on the important transit routes.

In most areas of its infrastructure, Prague is linked to resources and systems of regional, national and European importance. The city does not contain the necessary resources for linking its systems and is unable to cover the substantial transport and technical infrastructure investment costs from its own budget. At present, the state's financial participation in this area does not correspond to Prague's standing and importance within the Czech Republic.

### The main external links of Prague's infrastructure (2008)



Source: STR URM

## Putting people first

The rapid growth of car use in the Prague area since the start of the 1990s greatly exceeds national and European levels. This development caught Prague at a time when its roads were in no state to cope with the much lower demand of the 1980s, let alone that of the 1990s.



A concept for the road communication system – the main road network – was put together in the 1990s. The number of routes and the setting of parameters for the individual parts of the system were faced with consequential effects on the surrounding areas, which is why a mutually acceptable solution was sought. The system is based primarily on two ring roads – the Inner Ring Road (the inner city bypass) and the Outer Ring Road (the city's bypass to connect with the motorways and designed mainly for transit transport).

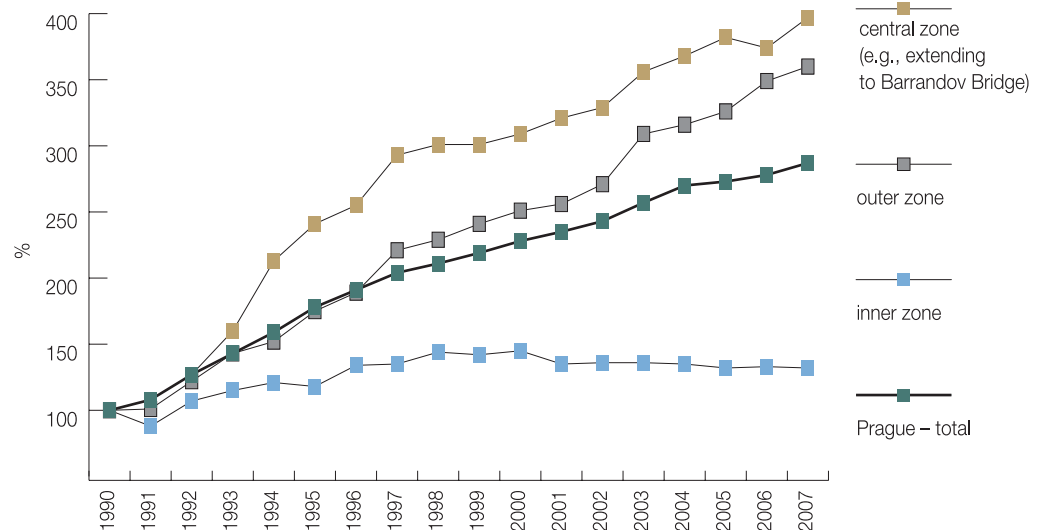
Reducing road capacity to a level that is acceptable to the city's adjoining areas makes it all the more necessary to ensure that public transport is as attractive and competitive as possible.

Regulation of car use is gradually being introduced in the centre of Prague by means of a strict parking policy that has been shown to work well abroad. In addition, a congestion charge for cars entering the city centre is being seriously considered. Thanks to the city's priority investment in transport infrastructure, the public transport modal split has been about 60% since 1995 – one of the highest in Europe.

The city has decided to seek optimal limits on car use while incorporating its attractive public transport system – which links Prague and substantial parts of Central Bohemia – into an integrated transport system. This approach, apart from anything else, will gradually improve conditions for pedestrians and cyclists. The risk of this strategy is that the public will not accept the necessary measures, which could weaken the position of public transport and result in an increase in car use on the roads. In addition, transport policy is still not being implemented at a sufficient rate due to the city's limited financial scope and to the very low level of financial support from the state. As a result, the transport situation on the roads of Prague remains critical and is the cause of substantial environmental damage.

Lasting interest in the public transport system has favourable side effects on the environment, is reflected in the city's economic prosperity and also improves the speed, flow and safety of car travel. It is also a key condition for ensuring the long-term functioning of the newly built road network.

### Car traffic in Prague (1990–2007)



1990 = 100%

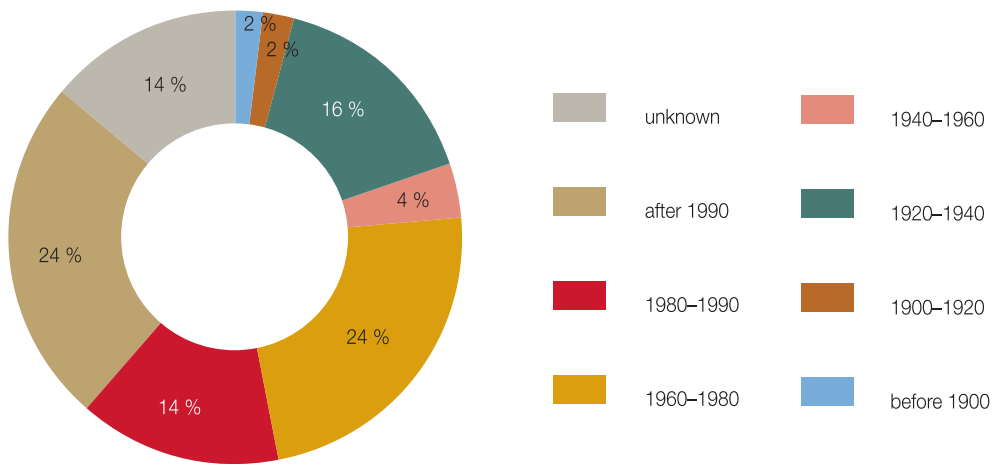
Source: ÚDI Praha, (from 2007) TSK HMP

## The healthy arteries of the city

The technical infrastructure is gradually being shown to be an effective means for improving the quality of life and the environment. The individual systems do not yet have comparable conditions to be able to have an optimum joint impact on the city and, to a varying extent, are dependent on solutions to sectoral problems on a supra-urban scale.

The supply of drinking water can be considered as sufficient in the day-to-day running of the service. Water consumption is falling each year; the amount of water produced and distributed today is more than a third lower than the maximum levels reached in the 1980s. The current focal point of interest is the unsuitable state of the water network as the main cause of regular breaks in supply, high levels of drinking water leakage and the loss of quality during delivery to the consumer.

## Age of the water network (2007)

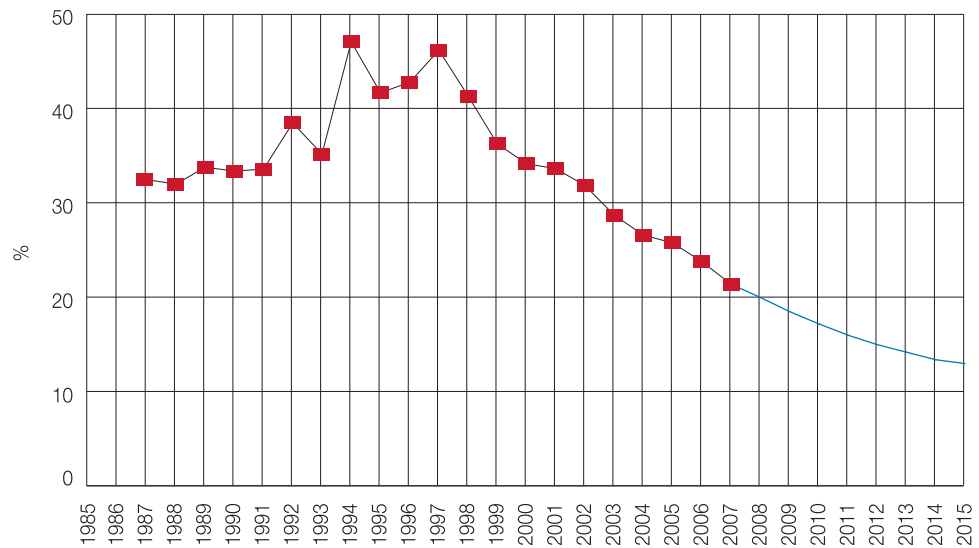


Source: PVK, a. s.

Wastewater in Prague is drained and disposed of mainly using a single sewer system, which carries most of the wastewater to a central wastewater treatment plant on Prague's Čísařský Island. A separate sewer system is used in part only for housing estates and outlying areas. Wastewater (including some rainwater) is treated in the central wastewater treatment plant or in local wastewater treatment plants. Currently, 5% of the total amount of wastewater in Prague is processed in small wastewater treatment plants. Much of the water from rainwater overflow chambers in the single sewer system and from settling tanks in the rainwater drainage system is conveyed to the River Vltava or to other waterways.

The city's new approach to drainage is based on ecological perspectives and the latest scientific findings. It is necessary to ensure that most wastewater in Prague is processed in a highly effective wastewater treatment plant with sufficient capacity, to optimize the function of the sewer network, to thoroughly treat polluted rainwater and to create the conditions for a well-functioning sewer network with flood channels. The central and local wastewater treatment plants, which will be in continual operation, must be equipped so as to meet the quality and time requirements governing the discharge of pollution in accordance with current Czech legislation and EU regulations.

## Drinking water leakage (1985–2007 with prognosis up to 2015)



Source: PVK, a.s.

The state of the infrastructure is gradually improving with regards to energy supply. Until now, all forms of fuel have been used, including solid fuel. The city is encouraging the changeover to better fuels by offering subsidies and is monitoring the development of the central heating supply. It also supports measures to make the production and distribution of energy more efficient and to reduce energy consumption. In addition, it promotes the environmentally friendly production of heat and electricity from renewable resources, which should be used more.

The city leaders support the development and use of information systems and databases for the city administration, the public and private sectors and residents. The reliability and functionality of these systems is particularly important in crisis situations. Frequent interventions in the city's utility networks – particularly as a result of breakdowns – impede the public and the environment. The city supports the construction of deep conduit tunnels for the placing of water, gas and heating pipes and of electricity and low-tension transfer networks.

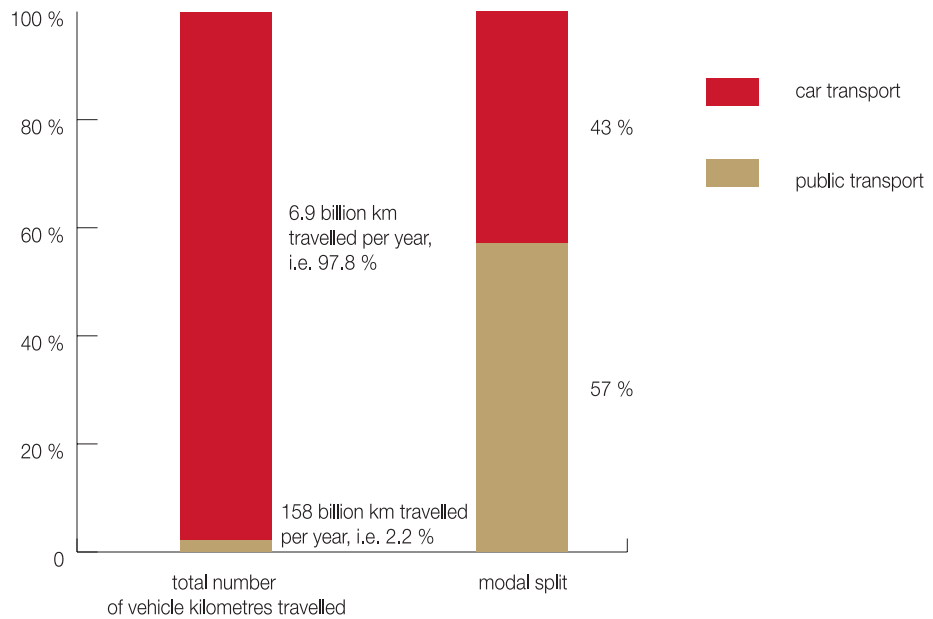




## STRATEGIC GOALS

<b>I 1</b>	<b>Attractive integrated public transport system</b>
I 1.1	Preference for public transport in operation, fares and investment
I 1.2	Promote the decisive role and importance of rail transport in an integrated system and strengthen interest in its use
<b>I 2</b>	<b>Management and reduction in car use</b>
I 2.1	Comprehensive and clear main road network with priority given to the ring roads
I 2.2	Reduce car use on the city streets with controls becoming stricter the nearer to the centre you get
I 2.3	Reduce the negative effects caused by truck traffic in the city
<b>I 3</b>	<b>Integration into the European transport networks</b>
I 3.1	Speedy, comfortable and reliable connections and transfers on inter-city and international links
I 3.2	Completion of construction and appropriate measures for integration into the European transport networks
I 3.3	Ensure that Prague's airport capacity develops in harmony with the environment and in accordance with local environmental restrictions along the approach roads and air corridors
<b>I 4</b>	<b>Favourable conditions for pedestrians and cyclists</b>
I 4.1	Safe and comfortable pedestrian movement in the city
I 4.2	Improve the conditions for cyclists and extend the network of cycle paths
<b>I 5</b>	<b>Reliable and effective supply of quality drinking water</b>
I 5.1	Improve the condition and running of the water management system
I 5.2	Reliable supply of quality drinking water during normal operations and crisis situations
I 5.3	Necessary level of back-up facilities for Želivka Reservoir; back-up provision by the water resources that supply the city
I 5.4	Improve water quality at Želivka Reservoir
<b>I 6</b>	<b>Environmentally acceptable drainage from the city – a complex sewer and wastewater treatment system</b>
I 6.1	Fundamental improvement in the condition and running of the sewer system, including wastewater treatment
I 6.2	Reliable and effective treatment of all wastewater drained from the city, including liquidation of sediment, and ensure compliance with EU limits
I 6.3	Reduce the amount of ballast water in the sewer network
<b>I 7</b>	<b>Economic and sustainable use of primary sources of energy and fuel</b>
I 7.1	Effective, rational and economic use of energy and fuel sources
<b>I 8</b>	<b>Information exchange to be brought up to European standards; laying of utility networks in deep conduit tunnels</b>
I 8.1	Reliable information exchange for securing the city's public interests
I 8.2	Access to quality information services
I 8.3	Increase the reliability and comfort of connections to the utility networks by constructing deep conduit tunnels

## Total numbers of motor vehicle kilometres travelled and share of travel on an average working day (2007)



Source: TSK HMP

## A RELIABLY FUNCTIONING CITY

### *I 1* AN ATTRACTIVE INTEGRATED PUBLIC TRANSPORT SYSTEM

Prague is a good example of a city with a high-quality and well thought-out public transport system, the development of which in the previous period was a key priority for the city in accordance with the strategic plan. Public transport receives substantial support from the city (currently about one third of the municipal budget), and the city still has reserves for its use of resources and its application of new management organization structures.

To date, construction in Prague has for the most part been sufficiently serviced by the public transport network, the backbone of which is rail transport – the subway and trams. Providing transport services for certain development areas must be resolved by building new transport networks or by extending existing ones. The public transport system has proved to be flexible, capable of dealing with difficult situations, such as the flood in 2002 when more use was made of the railway in the city. Despite the advanced integration of railway lines in the public transport system, the railway is not yet a full-scale component. One of the reasons for this is the neglect and poor facilities of the railway infrastructure, as well as the low level of co-operation between the railway owner/operator, the state, the region and the city in the sphere of investment.

Prague Integrated Transport, whose network has been fully stabilized, is responding flexibly to the increasing number of people living in suburban areas. Corresponding to this is the increase in transport services between Prague and its regional hinterland. This increase is supported by the increasing tourist appeal of the Prague area. Park and ride schemes are also an important part of the transport system, although their implementation is not proceeding at the necessary pace due to a lack of clarity about property relations pertaining to potential park and ride sites and to disapproval from the local residents of some of the affected areas.

## Selected activities and principles for the implementation of goals

### I 1.1 Preference for public transport in operation, fares and investment

- Ensure that public transport services cover all major areas of Prague and reduce car use on such routes. Pay special attention to the localities of new city centres and new residential areas with regard to their need for public transport services. Strengthen tangential relations (which will also help to relieve the overburdened city centre) by promoting railway use and, where possible, by introducing tangential bus services using the inner and outer ring roads (provided that conditions for their operation improve after the next ring road sections are completed). Provide appropriate public transport services for specific areas and facilities – e.g., the historic centre, villa districts, educational and health care facilities, commercial zones. Ensure the permanently high quality of public transport in the city (in line with European and Czech technical norms) to provide an alternative to individual car use.
- Optimize the Prague Integrated Transport system:  
Ensure reliability, convenient intervals between services and attractive fares. Complete transit fare and information integration in the public transport system. Further improve the technical level of the transit fare and information system. Introduce electronic payments in the public transport system. Improve the quality of transfer connections by optimizing existing transfer terminals and building new ones. Secure appropriate park and ride facilities with room for future development and expansion. Enhance the integration of the railway into the public transport system. Improve the quality of bus services in the suburbs. Optimize investment in public transport but not at the expense of quality levels. Introduce a more effective method of transport management and ensure that all costs are justifiable.
- Renew and modernize the fleet of public vehicles and tracks:  
Improve the technical level of the tracks and vehicles with the aim of improving reliability, safety and traffic flow, reduce energy demands and effects on the environment (use ecological types of fuel and new fuel systems, and reduce noise levels). Facilitate passenger orientation and provide easy access for the elderly and physically disabled (improve wheelchair access – particularly at subway stations – and increase the proportion of vehicles with low floor wheelchair access); wheelchair access will become more important as the population ages. Gradually introduce smaller types of buses on less busy routes. Improve urban planning to integrate stations and stops in the urban space.
- Further improve conditions for making surface public transport (trams and buses) preferable to private car use on the current road network – separate public transport lanes, priority at crossroads, protection of tracks, creation of priority tracks or sections.





- Open an integrated transport information centre using modern management and information technologies, and ensure that it is incorporated into the comprehensive visitor information system.
- Curb sociopathological phenomena in public transport areas, terminals and on platforms (fare dodging, homeless persons, criminal activity, public disorder, smells, etc.).
- Protect transport corridors for the development of public transport by including them in the land use plan or introducing a ban on issuing new building permits in these areas.
- Seek to obtain greater financial participation from the state for dealing with public transport problems in Prague, particularly with regard to the fact that Prague is the headquarters of state central bodies and institutions of national and regional importance. Make effective use of EU funds and private resources while creating the conditions for investments to further support public transport.

## I 1.2 Promote the decisive role and importance of rail transport in an integrated system and strengthen interest in its use

- Develop the subway and tram rail network. Ensure that the use of new subway sections corresponds to the high investment and operating costs. Make full use of subway terminals for connecting suburban transport services by building further transport terminals at subway stations, and close down problematic terminals (e.g., Vítězné náměstí, Hradčanská and Skalka). Pay attention to potential sites for connecting new subway sections with the railway network. Continue to enforce an “open end” policy allowing further extension of the subway network and, where appropriate, surface expansion. By raising the attraction of tram use, restore the role of trams as an impulse for city development and make use of its potential for adding suitable transport links in the city both in tangential and radial directions.
- Complete the public tram and subway system in the city centre – at selected stations, build a second vestibule and extend the tram network. Where appropriate, extend the tramlines into pedestrian zones.
- Support the modernization and development of railway infrastructure in the metropolitan region and encourage its greater connection with other urban transportation systems as a basic condition for reinforcing its effective position in urban and regional transport. Support the introduction of a partial “transfer-free model” for suburban and urban railway transport (at least to prevent the need to transfer from one railway line to another when travelling to the centre and through the city). In co-operation with the railway operator, explore the possibility of setting up a complete “transfer-free model” for all railway lines while maintaining direct contact between the suburban railway and the historic city centre. Consider the possibility of integrating the urban and suburban rail systems (e.g., tram and train) in terms of operation and technology. Support and jointly finance the installation of railway stops, which will significantly improve transport services in the city and provide attractive operating conditions for railway passengers.
- Co-operate with the state, railway operator and Central Bohemia in preparing and carrying out the modernization of the Prague–Kladno track (including a track to Ruzyně Airport – see also I 3.3), the Prague–Milovice–Mladá Boleslav track and the Prague–Vrané nad Vltavou track.
- Until a concept for railway transport in Prague has been elaborated, seek to prevent the sale of railway land that could be important for the implementation of new suburban and urban transport goals.
- In connection with optimizing Prague Integrated Transport, encourage and direct suburban railway to ensure competitiveness in the corridors of existing tracks when compared to car or bus transport, to increase the railway’s share in the overall volume of public transport travel by offering convenient intervals between services and improving the travel culture and technical standards.

## I.2 MANAGEMENT AND REDUCTION OF CAR USE

Individual car use has become the main source of air pollution and noise in the city. Cars take up valuable space originally set aside for residents and are a real physical threat to them. In addition, there has been a steady reduction in the flow of traffic. In order to stop this trend it is necessary to make changes to the current system and to regulate transport, thereby creating the conditions for an optimum level of car use, which will meet the city's needs and secure prosperity while improving the quality of the city's environment.

### Selected activities and principles for the implementation of goals

#### I.2.1 Comprehensive and clear main road network with priority given to the ring roads

- The Prague Outer Ring Road – a high-speed route that is intended to protect local roads in the city – could be in full operation by 2013, provided that circumstances are favourable. In light of the continuing increase in transit traffic (e.g., in connection with the position of the Czech Republic and Prague within the EU), it is necessary that the state, in co-operation with Prague and Central Bohemia, intensively seeks to complete the outer ring road within the optimal time frame. This would mean putting the south section (Slivenec–Lahovice–Jesenice–D1) into operation by about 2010 and would require that work on the north-west section (Ruzyně R7–Březiněves–D8) is not delayed. It is necessary to put the remaining sections of the outer ring road: the south-east (D1–Běchovice) and north-east (R10–D8) into operation by 2013 – see also I.3.2.
- In co-ordination with the Prague Outer Ring Road, gradually put into operation the Prague Inner Ring Road – a key element in the main road network for diverting a substantial portion of inner-city traffic around the perimeter of the centre. It is necessary to insist that this is integrated in the urban environment as well as possible (this particularly applies to interchanges).
- The radial roads in the main road network inside the outer ring road are not a priority when compared to the need for ring roads. More attention should be paid to the organization and management of radial relations in the current routes while taking into account the seriousness of transport problems and the duration of provisional measures. Raise safety awareness among all road users with the application of telematics.
- Co-operate with the state and Central Bohemia in preparing and working on the relaying of roads I/2 (in the direction of Kutná Hora and Pardubice), I/12 (in the direction of Kolín) and II/115 (in the direction of Poberouni).



- Protect transport corridors for the development of the main road network (by including them in the land use plan or introducing a ban on issuing new building permits in these areas).
- Carry out measures in the road network to reduce the number of traffic accidents.

## I 2.2 Reduce car use on the city streets with controls becoming stricter the nearer to the centre you get

- Pay more attention to regulatory and organizational measures that accompany and are related to the opening of the relevant sections of by-pass routes; push for unsuitable through routes to be discontinued. Implement a project to “humanize” the north-south Pankrác–Holešovice arterial road, transforming the area into an urban boulevard with considerably reduced traffic capacity. Promote elements that also reduce traffic when reconstructing roads.
- Optimize traffic in the current road network while giving preference to public transport and utilizing the scope of new management and information technologies.
- Connect information systems with those of Central Bohemia – provide traffic and parking information for drivers entering Prague from its neighbouring region.
- Examine the possibility of introducing a fee for motorists travelling within the city centre (congestion charge) while considering the effects on the road network outside the area covered by the charge and putting the regulation perspective before the financial. Convince the public about the effectiveness of such a system. Seek to bring about the necessary legislative changes – to apply road charges and to enforce compliance with the proposed charging scheme. A congestion charge should not be introduced on main roads that are intended to divert cars away from the local road network.
- Continue with the gradual introduction of paid parking in problematic areas in the city centre. Specify this procedure on the basis of detailed analyses. Support parking in buildings while defining the optimal recipients of such support, assess the extent and form of the city’s involvement in building the necessary and acceptable mass parking facilities (direct or indirect involvement of the city is necessary for dealing with this situation, particularly in the city centre, apart from purely commercial projects); insist on a corresponding reduction in surface parking.
- Pay attention to parking also in outlying areas of the city (in particular, reduce the lack of parking places in housing estates and continue to require sufficient parking places for new developments).
- Co-ordinate these regulatory measures and ensure that the use of modern technology is compatible on a citywide or, preferably, national and European level – hence, the need for co-operation between the relevant state bodies.
- Carry out more effective awareness-raising activities (including co-operation with civic associations) to ensure that residents (and to some extent also visitors to Prague) make more use of public transport with the aim of reducing car use within (and to some extent also outside) the city.

## I 2.3 Reduce the negative effects caused by truck traffic in the city

- Encourage greater use of other forms of combined transportation to convey freight in the city by strengthening railway and water transport services in order to reduce road freight traffic. Support projects to link up and integrate the transport systems, create and initiate the securing of the economic means to encourage combined transportation and, where appropriate, demand the combined transportation of materials. Combined freight transport must be established, co-ordinated and organized in a way that does not lead to demands to reconstruct the waterways in the Prague Conservation Area. Seek to preserve railway sidings for the servicing of manufacturing, storage and other facilities.



- In connection with the construction of the ring roads (see I 2.1), reduce heavy freight traffic in the city – divert transit trucks to the outer ring road and exclude all freight vehicles from the inner ring road.
- Demand that all necessary supplies and loading to selected parts of the city centre be carried out at certain times of the day only using environmentally friendly vehicles.
- In co-operation with the state and Central Bohemia, seek to introduce a monitoring system for weighing freight vehicles (with the installation of stationary weigh stations) in order to prevent excessive strain on the city's roads which can cause serious damage to carriageways.

## I 3 INTEGRATION INTO THE EUROPEAN TRANSPORT NETWORKS

Prague is located along the IV multimodal corridor (Berlin–Prague–Bratislava) with branches connecting with the IV A Prague–Nuremberg route. There are ten railway lines leading into Prague and eight motorway type roads. Five internationally important roads go through the city, and international express trains to about 15 European destinations either stop or terminate in Prague. Since the Czech Republic joined the EU in 2004, there has been a rapid increase in the volume of transit truck traffic, which in turn has increased the need to complete the outer ring road. The rapidly developing air travel is based at Ruzyně Airport and provides direct flights to all major cities within Europe, as well as several world metropolises. The need for a rail connection between the airport and the city centre, as well as a connection between the airport and railway and inter-city bus routes, is becoming increasingly urgent. The standard of inter-city and international travel should contribute to making Prague an attractive destination for visitors and also a pleasant place to transit through.

### Selected activities and principles for the implementation of goals

#### I 3.1 Speedy, comfortable and reliable connections and transfers on inter-city and international links

- Encourage a solution that allows inter-city and international traffic interchange and transfer at acceptable distances, i.e., rail services at the main train station and bus services at Florenc bus station; make pedestrian transfer routes quicker and more attractive; in addition, maintain current inter-city transport terminals in the city centre in an attempt to retain good accessibility, for example to major public transport companies.
- Support appropriate goals for large stations to function also as social and business centres.
- Secure a high quality and comprehensive visitor information system.



### I 3.2 Completion of construction and appropriate measures for integration into the European transport networks

- Construct and rebuild the Czech rail transit corridors and connect them to the Prague Main Station.
- Expedite the construction of the outer ring road to link up all motorways and roads that lead to Prague (see also I 2.1).
- Co-operate with the state and Central Bohemia in preparing and constructing the new D3 motorway (in the direction of South Bohemia and Austria) and in completing the new R6 express road (in the direction of Karlovy Vary and Germany).
- Develop Ruzyně Airport with clear focus on origin and destination flights.
- Protect transport corridors (by including them in the land use plan or introducing a ban on issuing new building permits in these areas) for the future construction of high-speed rail tracks, whose parameters in Prague will be adjusted to meet the requirements of the city's environment.

### I 3.3 Ensure that Prague's airport capacity develops in harmony with the environment and in accordance with local environmental restrictions along the approach roads and air corridors

- Secure attractive transport connections from the city centre to Ruzyně Airport (i.e., low waiting times, speed transfer, reliability and comfort of service) by means of a public rail line integrated into the Prague transport network (see also I 1.2).
- Demand compliance with environmental limits when investing to increase the airport's capacity.

## I 4 FAVOURABLE CONDITIONS FOR PEDESTRIANS AND CYCLISTS

Pedestrian travel is concentrated in areas where there are crossroads, transport terminals, a high concentration of workplaces, public facilities and heritage sites, primarily in the city centre. In the last few years there has been an excessive amount of cars entering the city centre. This urban space should be rehabilitated and the streets should be adequately divided for pedestrians, public transport, cyclists and car users. Pedestrian zones and residential streets have recently been established to provide convenient and full use of the whole area. Similarly, the provision of cycle routes in Prague is gradually improving. Cycling in Prague and its surroundings is an increasingly popular leisure and recreational activity, and the city is also becoming a destination for cyclotourists from abroad. The general plan that has been formulated for cycle routes focuses on cycling as an alternative



form of transport and aims to integrate cycling in the city's transport system on both new and adapted streets and elsewhere. The last few years have seen an increase in the number of cyclists using cycle routes for regular trips to school and to work. However, the provision of safe routes on busy roads, particularly in the city centre, is still insufficient. Conditions for pedestrians and cyclists will significantly improve with the implementation of the goal set out in I 2 (Management and reduction of car use).

## Selected activities and principles for the implementation of goals

### I 4.1 Safe and comfortable pedestrian movement in the city

- Separate the main pedestrian routes from the heavy road traffic and create pleasant residential and pedestrian streets and zones; make these areas more attractive by adding greenery, benches and municipal furnishings, etc.
- Reduce car use on the city's roads (see I 2.2).
- For pedestrian safety, reduce car speeds in the city in a way that corresponds to the character and importance of the road (traffic signs, narrowing of traffic lanes, roundabouts, speed bumps, proposals to lower speed limits, etc.).
- Insist on quality disabled access and, where possible, direct pedestrian connections without steep gradients for new builds. At the same time, pay attention to access and entrances to public transport stations and stops.
- Reduce the effects of man-made barriers (linear structures such as roads, etc.) and natural barriers (such as the River Vltava) on pedestrians and cyclists travelling in the city area by building new footbridges, walkways, passageways and underpasses.
- Prepare a general plan for pedestrian movement and routes of city-wide importance in the city area as a basis for providing systematic support to improve conditions for pedestrians and as an impulse for the emergence of similar plans in the boroughs.

### I 4.2 Improve the conditions for cyclists and extend the network of cycle paths

- Improve the network of cycle routes in accordance with the general plan – primarily to build and mark safe cycle routes and to safely integrate cycling into the network of new and reconstructed roadways.
- Pay attention to expanding cycling infrastructure (cycle stands, information boards, maps, etc.).
- In co-operation with Central Bohemia, improve bicycle connections to the Prague area with a high-quality network of cycle routes and improve the quality of and access to international cycle routes.

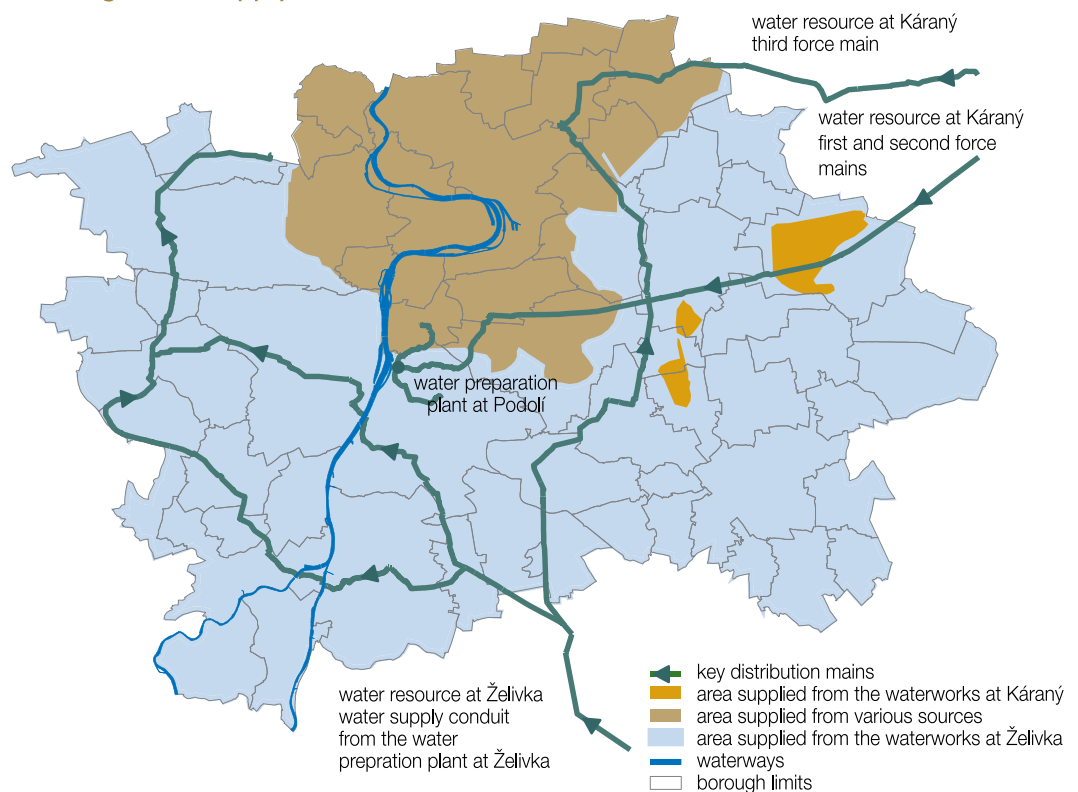




## 15 RELIABLE AND EFFECTIVE SUPPLY OF QUALITY DRINKING WATER

The city's water supply is provided by the waterworks at Želivka and Káraný. Due to the decline in the demand for drinking water, the waterworks at Prague–Podolí (Vltava) provides only a reserve capacity and is currently in operation for one month a year. The water network covers practically the whole of the Prague area and is mostly interconnected by the water mains. Key supplies are replenished from the mains, but full back-up is not yet possible within the whole supply area. Prague's water needs cannot be met by the Káraný or Podolí sources in the event of a supply failure at Želivka Reservoir, the water supply feeder or the main water tower in front of the city limits. Considering the need to reduce water losses and to maintain the quality of drinking water, the updating and modernizing of the city's water network and water towers is just as important a task and impacts the whole of Prague.

### Drinking water supply



Source: PVK, a. s.

## Selected activities and principles for the implementation of goals

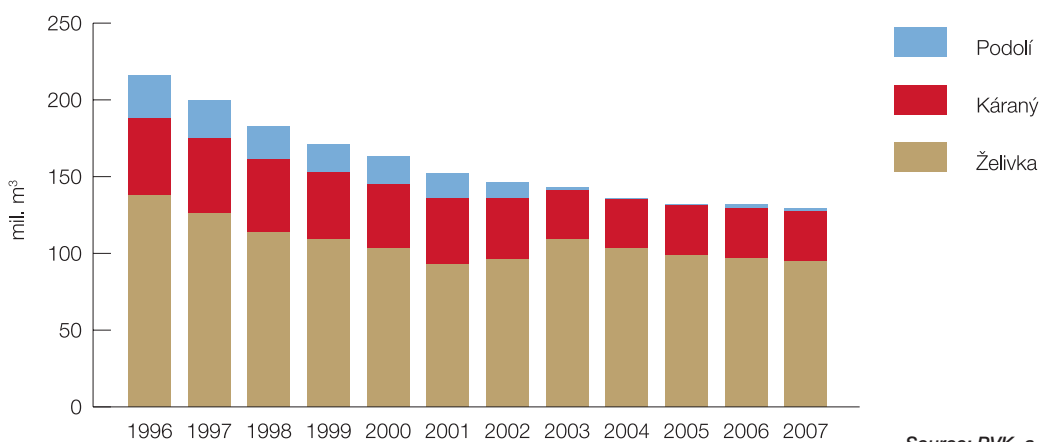
### I 5.1 Improve the condition and running of the water management system

- Work the conceptual model for Prague's water distribution system into the detailed phase of the Water Supply Plan; make use of this general plan for preparing investments and regularly update it.
- Secure the construction and modernization of the waterworks facilities with the aim of raising the technical standard of current operations.

## I 5.2 Reliable supply of quality drinking water during normal operations and crisis situations

- Continue the systematic updating and development of the water management networks and sites (including the equipping of control systems, regulation, monitoring and completion of missing components of the system); co-ordinate on the updating of communications, the sewer system and other utility networks.
- Secure the quality of drinking water.
- Continue with the placing of water mains in deep conduit tunnels as they are being constructed, particularly in the city centre. Technically and organizationally secure emergency supplies of drinking water (in accordance with the Single Security System for Prague).

### Production of drinking water (1996–2007)



Source: PVK, a. s.

## I 5.3 Necessary level of back-up facilities for Želivka Reservoir; back-up provision by the sources that supply the city with water

- Preserve the concept of having three available sources of drinking water.
- Give preference to investment in the renewal of the obsolete and poor quality networks and in the securing of back-up sources of drinking water.
- Check out the possibility of greater co-operation between the waterworks systems of Prague and Central Bohemia.



## I 5.4 Improve water quality at Želivka Reservoir

- Secure the preparation and implementation of a long-term programme for improving water quality at Želivka Reservoir by means of comprehensive biotechnical measures in the catchment area.
- Collaborate with agricultural firms, waterworks companies, municipal and regional authorities in the catchment area of Želivka Reservoir; using appropriate means, push for long-term co-operation agreements between water suppliers and farmers.

## I 6 ENVIRONMENTALLY ACCEPTABLE DRAINAGE FROM THE CITY – A COMPLEX SEWER AND WASTEWATER TREATMENT SYSTEM

A perspective-based approach to water drainage is based on the separate drainage of polluted and non-polluted water, thorough water purification, an environmentally appropriate use of non-polluted water in the city area and the optimal use of waterways. This is why the city's drainage system is being gradually updated. It will be particularly difficult to achieve a target solution for wastewater purification, i.e., a prioritizing of central water treatment supplemented by local treatment at small municipal treatment plants that are selected according to assessments of waterways based on emission criteria.

Projects that fulfil this strategic goal must be accompanied by the projects associated with the goals set out in P 1.2 (“Improve surface and ground water quality while fully rehabilitating the role of water in the landscape”) and P 3.2 (“Support the stability of the urban and suburban landscapes”).

## Selected activities and principles for the implementation of goals

### I 6.1 Fundamental improvement in the condition and running of the sewer system, including wastewater treatment

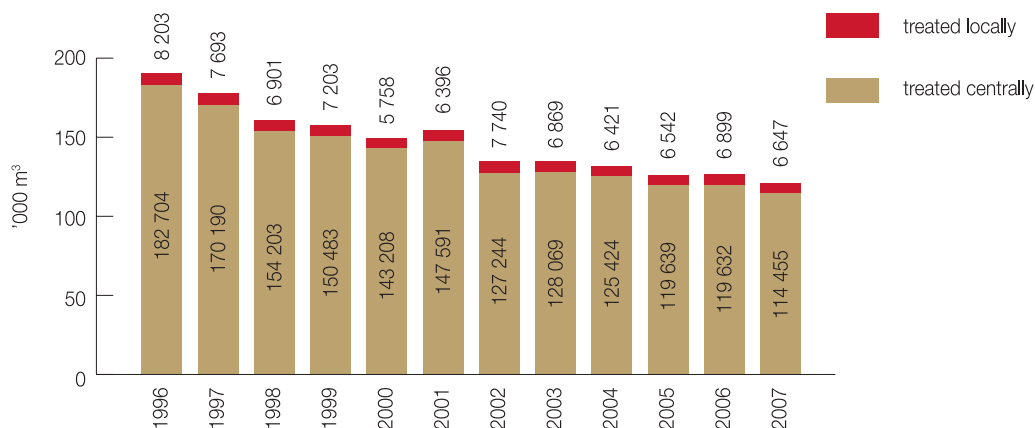
- Develop the conceptual part of the General Plan for Drainage in Prague; make use of this when preparing investments and continually update it.
- Equip the sewer system with state-of-the-art technology, including anti-flood facilities.
- Carry out the renewal and completion of missing portions of the sewer system (including equipment to monitor the rate of flow and the condition of the sewers, rebuilding of overflow chambers); co-ordinate the approach to the updating of the communications, waterways and other utility networks.
- Prevent accidents (systematic research into the state of the sewers and the geological surroundings of the main sewers).

### I 6.2 Reliable and effective treatment of all wastewater drained from the city, including liquidation of sediment, and ensure compliance with EU limits

- Undertake the complete rebuilding and expansion of the central wastewater treatment plant on Císařský Island; this includes increasing the capacity of the slurry management system.
- Select wastewater treatment plants to carry out a target solution for wastewater treatment.
- Ensure the quality of water treatment at still operational local wastewater treatment plants in line with EU limits; gradually switch over selected local wastewater treatment plants to the central sewer system.
- Secure the treatment of extremely polluted rain water runoff (in particular, storm water runoff).



## Treated wastewater in Prague (1996–2007)



Source: PVK, a. s.

### I 6.3 Reduce the amount of ballast water in the sewer network

- Fully separate polluted rain water from the clean water.
- Prevent the inflow of ballast water in the sewer network.
- Co-ordinate development activity and water management measures in outlying parts of Prague with Central Bohemia.

## I 7 ECONOMIC AND SUSTAINABLE USE OF PRIMARY SOURCES OF ENERGY AND FUEL

Prague must be ready in time for the changes associated with the development and use of energy supplies and in connection with the development of the gas and electricity markets. The city authorities will aim to conserve as much energy and fuel as possible and will make current facilities more effective while using renewable and reusable energy resources.

### Selected activities and principles for the implementation of goals

#### I 7.1 Effective, rational and economic use of energy and fuel sources

- Orientate the city's energy policy towards energy savings and improving air quality to comply with legal norms; support the effective use of energy, particularly for heating buildings.
- Support the use of renewable energy resources in appropriate areas for the installation of the relevant facilities (intended mainly for heating).
- Introduce suitable technology for the effective use of energy from waste.
- Raise the output of the centralized heating supply.
- Support projects that aim to provide greater autonomy to the city in supplying electricity.
- Secure the cogenerational production of heat and electricity in appropriate areas.
- Support a reduction in the use of solid fuel and monitor air pollution in line with EU requirements.

## *I 8* INFORMATION EXCHANGE TO BE BROUGHT UP TO EUROPEAN STANDARDS AND LAYING OF UTILITY NETWORKS IN DEEP CONDUIT TUNNELS

The basis for a well-functioning information system is its integration and teamwork in its day-to-day running, as well as during crisis situations. In order to deal with this, it is vital to ensure their compatibility with other higher level systems that extend into the city's hinterland. To secure high standards and quality of service, it is essential to provide adequate levels of openness and accessibility to the public and private sectors, and to residents and visitors alike.

Deep conduit tunnels have proved to be effective, particularly in the exposed city centre; they enable storage, repairs, renewal and regular maintenance of water, gas, heat, electricity and telecommunications systems, all without the need for excavation or digging.

### Selected activities and principles for the implementation of goals

#### I 8.1 Reliable information exchange for securing the city's public interests

- Secure the expansion and modernization of a reliable and accessible telecommunications network for the city's administration and management.
- Create the conditions for the use of information transfer systems to secure the safety of the city.
- Use the existing and new deep conduit tunnels for laying telecommunications networks.

#### I 8.2 Access to quality information services

- Create the conditions for completing a high capacity telecommunications network in Prague; support the greater provision of information and data services for residents and visitors.

#### I 8.3 Increase the reliability and comfort of connections to the utility networks by constructing deep conduit tunnels

- Secure the construction of deep conduit tunnels for laying utility networks in the centre of Prague.
- Give preference to the laying of utility networks (apart from the sewer network) in deep conduit tunnels, for example by means of legislative measures.











# SAFETY AND SECURITY

## A SAFE CITY

Prague wants to provide a safe environment for its residents and visitors, both in everyday life and in exceptional circumstances. It wants to successfully resolve crisis situations such as natural disasters, transport crises and industrial accidents. It wants to support long-term programmes aimed at social and situational crime prevention.

To realize this strategic vision the city administration (local government, authorities and city organizations) in co-operation with the public and private sectors and the people of Prague will do the following:

- reduce the level of crime by improving the standards of police service performance and enhancing police communication with residents and visitors,
- promote an effective crime prevention system with particular focus on hidden forms of crime and international elements,
- develop a public safety and security system,
- implement and maintain anti-flood measures.

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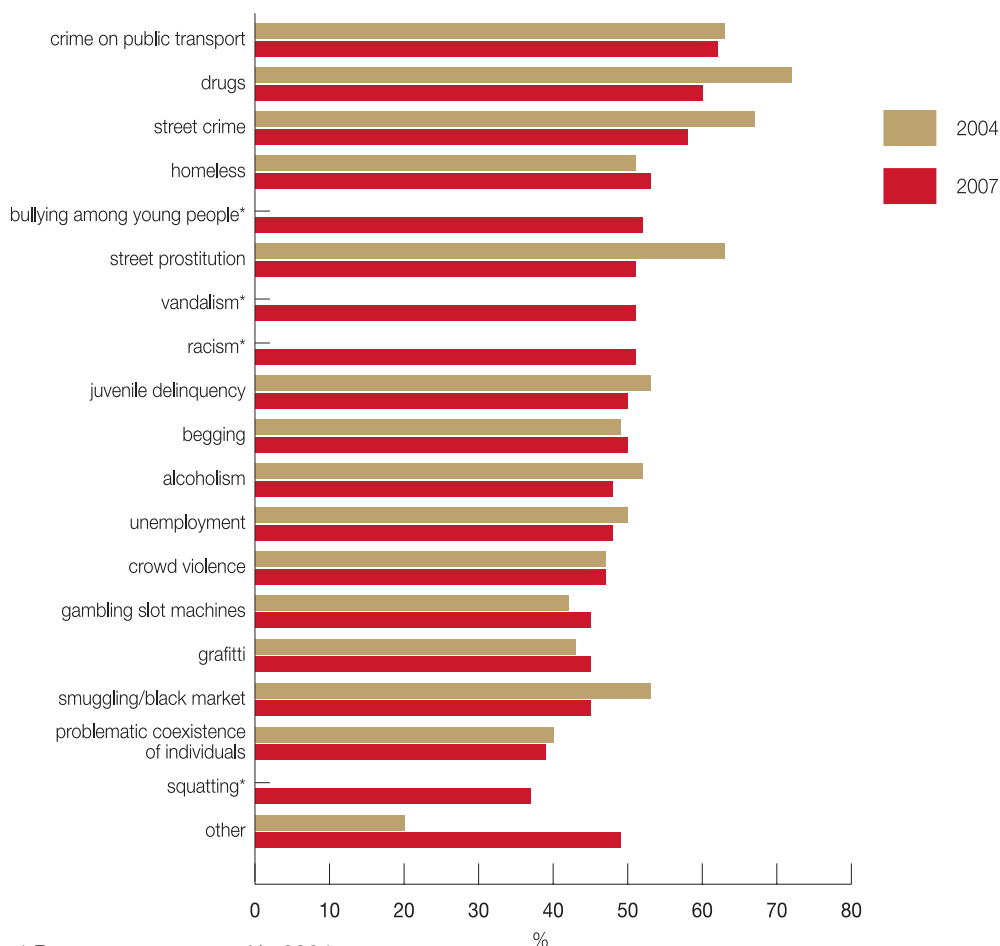
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## CRIME AND SECURITY IN THE CITY

Similar to other comparable European cities, Prague is a place where crime, including organized crime, is concentrated. Illegal activities can easily be concealed in a metropolitan area with a high population density and high levels of anonymity among residents and tourists. Criminality in the city is influenced by the specific character of the historic centre, the urban layout and the social characteristics of certain housing estates, Prague's position as an international crossroads and its attraction for organized crime.

Research confirms that residents of Prague have great concerns about crime. Among the most serious problems are crime on public transport, drugs and street crime. The most feared crimes are pick pocketing, house burglary, break-ins and car theft. This is also why people in Prague would be glad to see more police officers on the beat in their neighbourhood.

### The most serious security problems in Prague (according to public opinion in 2004 and 2007)

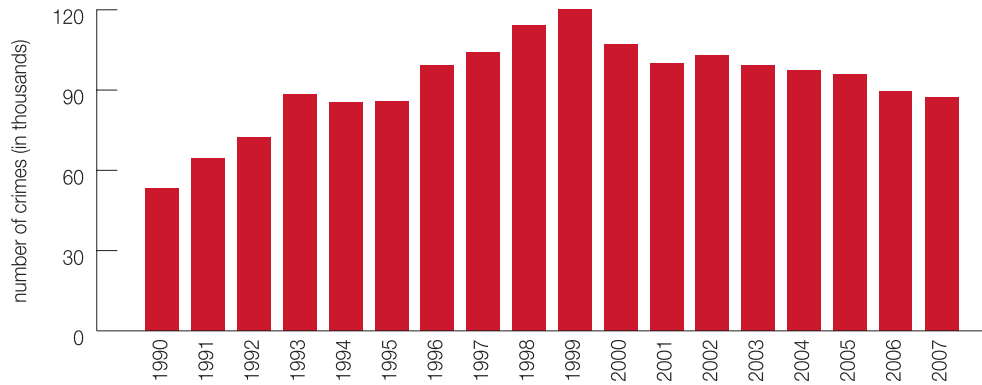


Notes: \* Parameters not tested in 2004.

Source: IBRS, 2007 analysis of people's feeling of security/safety

Prague is the riskiest city in the Czech Republic when it comes to security and safety. Although the total number of recorded crimes in the last few years has fallen to under 100,000 per year, more than a quarter of all crimes in the Czech Republic occur here. Prague has the lowest level of unemployment but the highest recorded number of murders, burglaries, break-ins and car thefts.

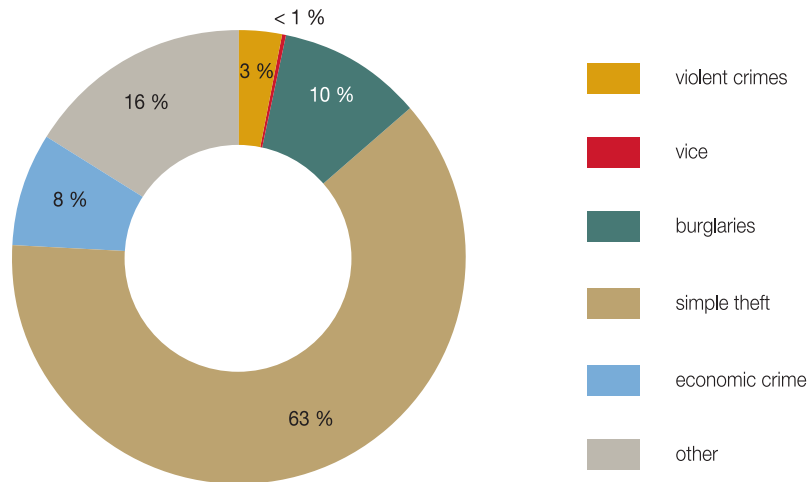
## Recorded crimes (1990–2007)



Source: MV ČR

Property crime accounts for most of the crime committed in the capital (80% of total crime). While property crime has been declining for a long time, there has been an increasing amount of organized property crime on a more professional level. Economic crime, violence and vice remain at a stable level; the seriousness of such acts consists in their greater levels of organization and links with corruption, blackmail, use of arms and illegal restraint.

## The structure of crime (2007)



Source: MV ČR

Organized crime constitutes a general security risk. Criminal organizations are established mainly on the basis of nationality or ethnicity. Their main activities include corruption, drug trafficking, human trafficking, illegal immigration, arms trafficking and credit card counterfeiting.

The use of drugs and other addictive substances in Prague has stabilized. The high proportion of children and young people among first-time drug users, however, is alarming. Young people's access to alcohol and tobacco is insufficiently restricted and access to illegal drugs is considered easy. The production and distribution of illegal drugs is becoming more organized and drug selling has for the most part moved from the streets to private places.

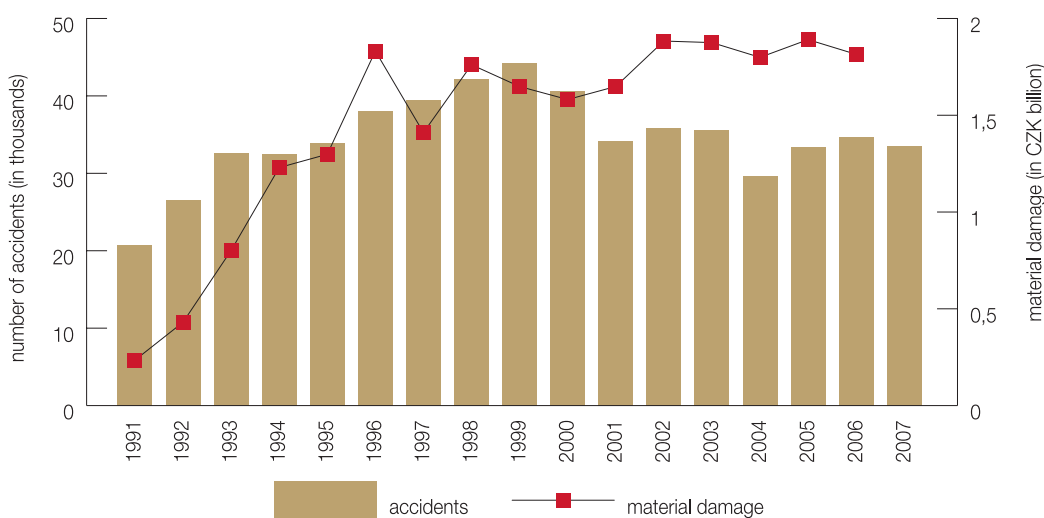


Crime with an extremist or racist subtext remains a serious problem. This includes illegal acts by rightwing and leftwing extremists, as well as by football hooligans, radical environmentalists and anti-globalists.

Terrorist acts organized by foreign nationals in response to international developments constitute a potential danger. The most exposed sites and buildings (such as embassies, the airport and the headquarters of Radio Free Europe) are protected by stringent security measures and the security situation is continually assessed at state level. Special attention is also paid to security at Jewish sites by strengthening the presence of police guards, installing new CCTV cameras and undertaking transport security measures.

There is a very low level of road safety in the city. The number of road accidents in Prague is the highest in the Czech Republic. Although drivers and pedestrians are both responsible, bad driving is the main cause of road accidents.

### Road accidents and material damage (1991–2007)



Source: ČSÚ

## PREVENTION

Crime prevention is an offensive strategy to combat crime. The effectiveness of crime prevention measures and the sustainability of their results depend on good preparation, quality planning and ongoing assessment. The aim of crime prevention is to minimize the risks and consequences associated with criminality, to increase people's feeling of safety and to strengthen their trust in the police and the institutions of the public administration. This involves social and situational crime prevention measures, informing the public about ways to protect against criminal activity and helping the victims of crimes. Attention is also paid to preventing property-related and violent crime and crime with a racist or extremist subtext, as well as to preventing xenophobia and corruption and to promoting road safety.

Social crime prevention involves supporting projects that focus on high-risk groups of children and young people and possible victims of crimes, particularly senior citizens and the disabled. Situational crime prevention entails the implementation of technical measures that are designed to reduce opportunities for committing crime, to increase the chances of catching perpetrators and to reduce the rewards of crime. Crime prevention also involves informing the public about effective means of defence against crime and encouraging citizens to engage more actively in protecting their own safety and the safety of their surroundings.

The aim of Prague's anti-drug policy is to reduce the demand for drugs, to protect against the negative consequences of drug use in all contexts and to support individual decisions to live without drugs. Drug

prevention consists of specific primary prevention (which also includes prevention of sociopathic phenomena), treatment and subsequent care, harm reduction programmes and penal repression.

Prevention of sociopathic phenomena among children and young people at school involves activities aimed at preventing drug addiction, alcoholism and smoking, crime and delinquency, virtual addictions (computer games, television and videos), pathological gambling, truancy, bullying, vandalism and other forms of violent behaviour, xenophobia, racism, intolerance and anti-Semitism. Activities focusing on the prevention of sociopathic phenomena are co-ordinated in the broader context of specific primary drug prevention with close co-operation between the city's crime and drug prevention departments and educational and social care bodies.

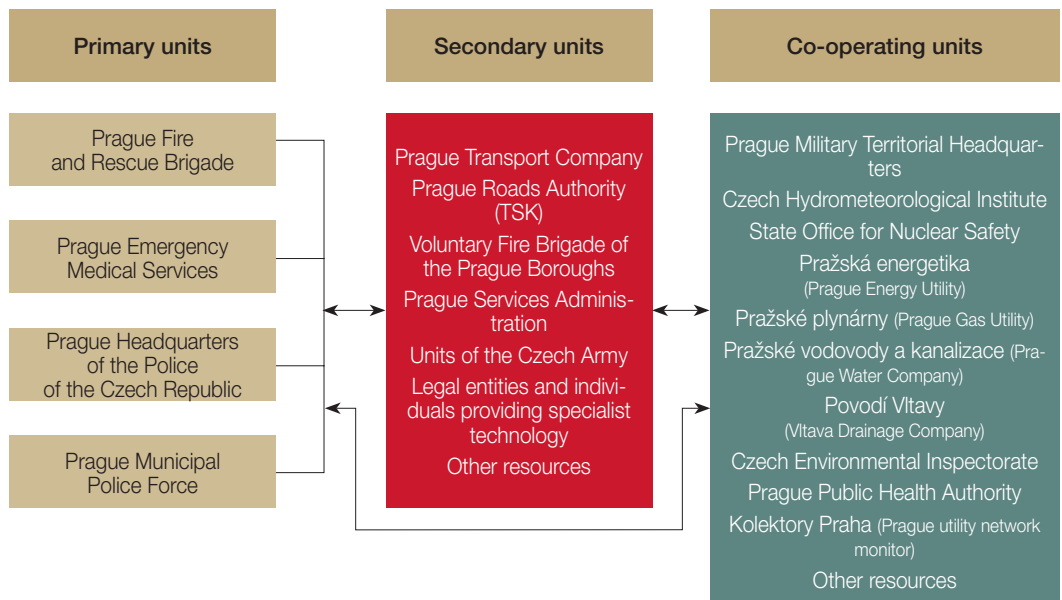
Road accident prevention and road safety programmes include education for road users about road safety issues, roads alterations and the monitoring by police officers (from the national and municipal police forces) of pedestrian crossings, dangerous crossing points, bus lanes, pedestrian zones and other critical areas.

## PRAGUE'S SAFETY AND SECURITY SYSTEM

Prague's safety and security system seeks to protect the local population in exceptional circumstances and crisis situations and to monitor and deal with their negative effects. Its main units are the Prague Fire and Rescue Brigade, Prague Emergency Medical Services, the Prague Headquarters of the Police of the Czech Republic, and the Prague Municipal Police. These units work closely with other organizations (including radio and television organizations) when saving lives and helping residents and visitors alike.

Crisis situations in Prague are dealt with centrally by the Prague Crisis Team. The crisis team's operational centre analyses potential security risks, provides public warning and mass notification systems and co-ordinates rescue and liquidation work.

### Prague's safety and security system



Source: MHMP

Telecommunications connections for the various safety and security authorities and for other organizations during exceptional circumstances and crisis situations are provided by the independent TETRA-based Prague Municipal Radio.

A toll-free call centre is provided for residents and visitors at times of need; in addition to an autonomous early warning system, this was used during the floods and the NATO meeting in 2002 and during the Hockey World Cup in 2004.

The EU telephone number for emergencies (112) is used in addition to the standard emergency telephone numbers (150, 155, 158 and 156).

### Emergency telephone numbers

112	150	155	156	158
EU emergency telephone numbers	Prague Fire and Rescue Brigade	Prague Emergency Medical Services	Prague Municipal Police	Police of the Czech Republic

Source: MHMP

Four hundred and twenty-one emergency warning sirens have been installed in Prague to warn the public of emergencies that are actually occurring or are imminent (e.g., natural disasters and serious accidents). Of these, 179 are municipal-owned electronic sirens which can broadcast voice messages about the nature and kind of imminent danger and about the protective measures to be taken.

## COMPREHENSIVE ANTI-FLOOD MEASURES

The flood that hit Prague in August 2002 showed how a natural disaster can devastate the city. High-water marks far exceeded the 100-year level. This situation necessitated the prompt updating of the city's spatial planning documents. The Prague flood model was adapted with a projected flow rate of 5,160 cubic metres per second, the largest increase of flooded areas being in the Holešovice district.

During the 2002 disaster, the Flood Commission of Prague and the Prague Crisis Team met in session and worked closely with the city's safety and security authorities, borough crisis teams and other co-operating bodies and organizations in order to carry out the Prague Flood Plan and to deal with the situation at hand.

Once the flood waters had subsided it was important to secure the functioning of the public transport system, to bring the affected areas back to normal and to enable evacuated residents to return home.





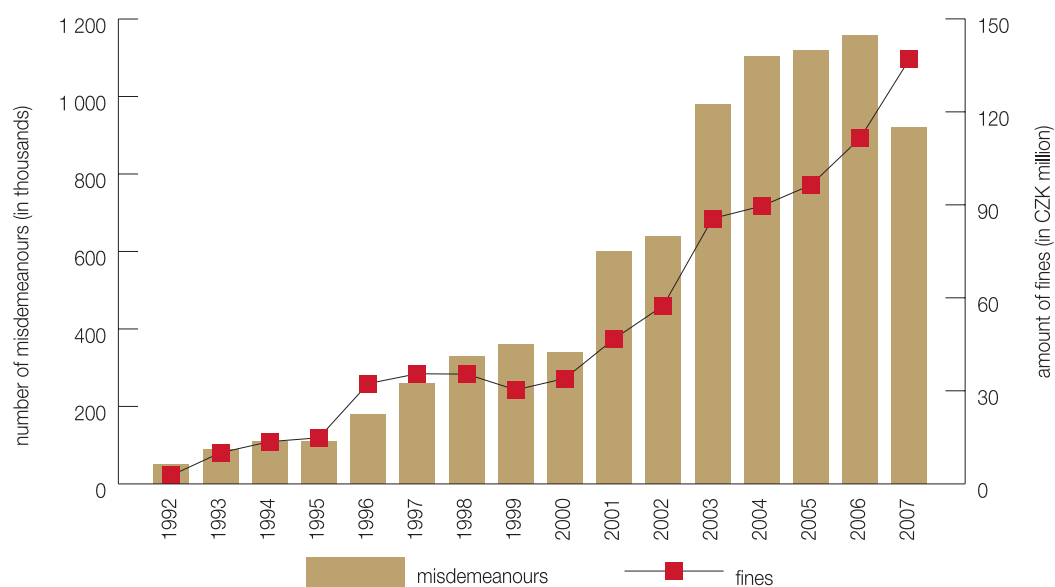
## STRATEGIC GOALS

<b>B 1</b>	<b>Create an image of Prague as a safe metropolis</b>
B 1.1	Raise civic responsibility for the security of housing areas
B 1.2	Prevent the emergence of focal points of crime
<b>B 2</b>	<b>Push for an effective crime prevention system</b>
B 2.1	Support crime prevention
B 2.2	Support drug prevention
B 2.3	Support social crime prevention
B 2.4	Support road accident prevention
<b>B 3</b>	<b>Develop the safety and security system</b>
B 3.1	Improve the quality of the safety and security system
B 3.2	Develop crisis management procedures
<b>B 4</b>	<b>Promote flood protection</b>
B 4.1	Implement flood protection measures

### *B 1* CREATE AN IMAGE OF PRAGUE AS A SAFE METROPOLIS

The only way to secure a long-lasting safe environment for Prague is by close co-operation between the public administration, the police and local citizens. The public should trust the bodies that oversee public order, communicate with them more often about local problems and actively help them to solve crimes and misdemeanours. The presence of police officers on the beat patrolling the streets of Prague improves feelings of safety among the public. Some of the officers can be contacted by citizens via mobile phone.

#### Misdemeanours dealt with by Prague's Municipal Police (1992–2007)



Source: Prague Municipal Police

It is necessary to strive harder to find places with high security risks and to reduce their negative impact on the local community and environment. The situation in the city's public transport areas – where there are large numbers of pickpockets, fare dodgers, people wearing soiled clothing, etc. – is a problematic issue. A long-term problem is that of vandalism and illegal graffiti, which is done mainly by young people at night when there is minimal monitoring. The safety and security system authorities are preparing for threats from terrorist acts.

A specific problem is the high number of dogs, which can pose safety risks in the city. Dogs are now required for to have a permanent ID chip or tattoo to enable identification of them and their owners.

## Selected activities and principles for the implementation of goals

### B 1.1 Raise civic responsibility for the security of housing areas

- Create a feeling of public trust in the security services and support community policing.
- Involve the public in securing their own safety in both everyday and exceptional situations.
- Support the presence of police officers on the streets and provide them with appropriate equipment.
- Regulate the movement of dogs in public areas.

### B 1.2 Prevent the emergence of focal points of crime

- Chart high-risk areas and strengthen their staffing and technical support.
- Increase the levels of safety and standards for users of public transport.
- Improve measures against vandalism.
- Prepare to deal with the consequences of terrorist attacks, primarily by joint exercises of the safety and security system authorities.

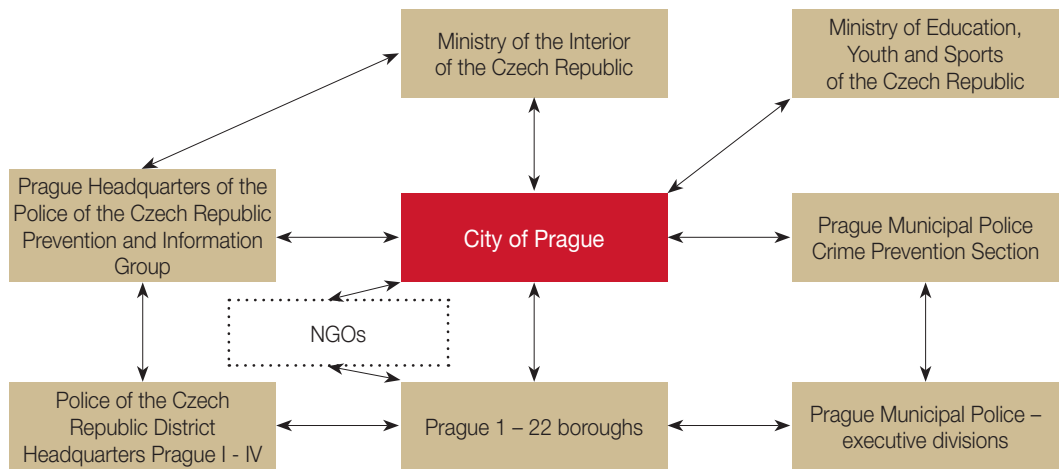
## *B 2* PUSH FOR AN EFFECTIVE CRIME PREVENTION SYSTEM

The City of Prague awards annual grants to support crime prevention, anti-drug policy (including prevention of sociopathic phenomena at schools), social and ethnic minorities, leisure activities for children and young people, physical education and sport. Prague was involved in the state-run “Local Level Crime Prevention” programme between 1996 and 2008, when it was replaced by the “Regional Programme for Crime Prevention”.

In the area of situational crime prevention, use is being made of various technical measures, such as installing the municipal CCTV system, connecting sites to a central protection desk, installing security lighting at high-risk sites and fencing off car parks and children's playgrounds. Urban planning can also help increase public feelings of safety and limit crime opportunities.

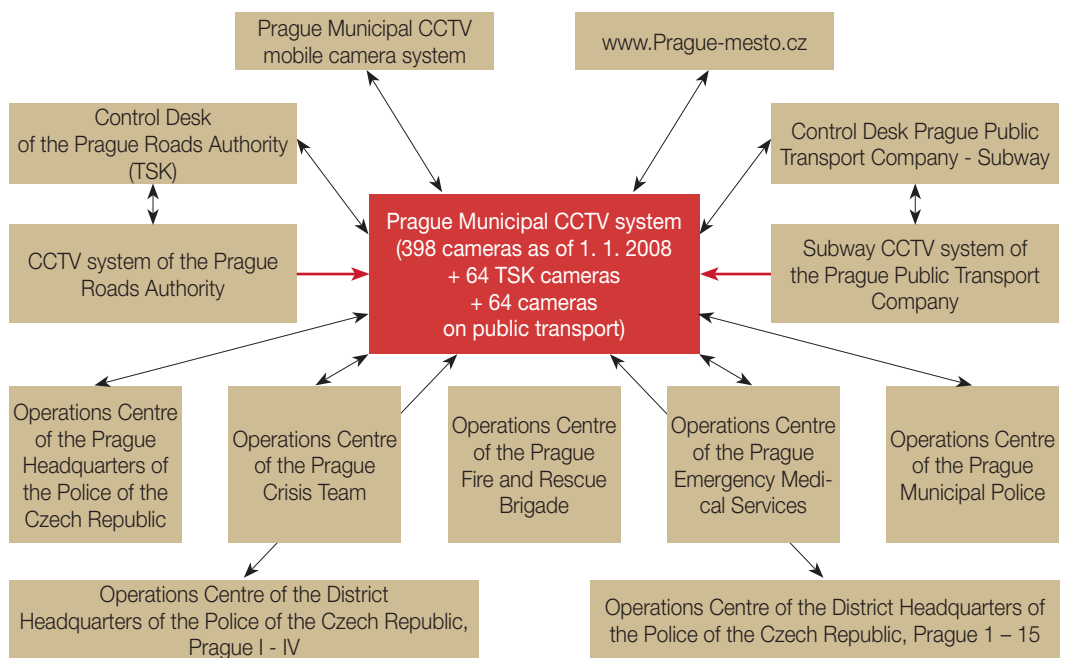
Prague's municipal CCTV system (currently comprising 398 cameras) has been one of the most effective means of situational crime prevention since 1998. This system not only assists in the detection of crime and disorder but also helps to prevent or mitigate interruptions to traffic flow. It is linked to the CCTV system of the Prague Roads Authority (64 cameras) and the subway CCTV system of the Prague Public Transport Company (64 cameras).

## Crime prevention



Source: MHMP

## CCTV system (2008)



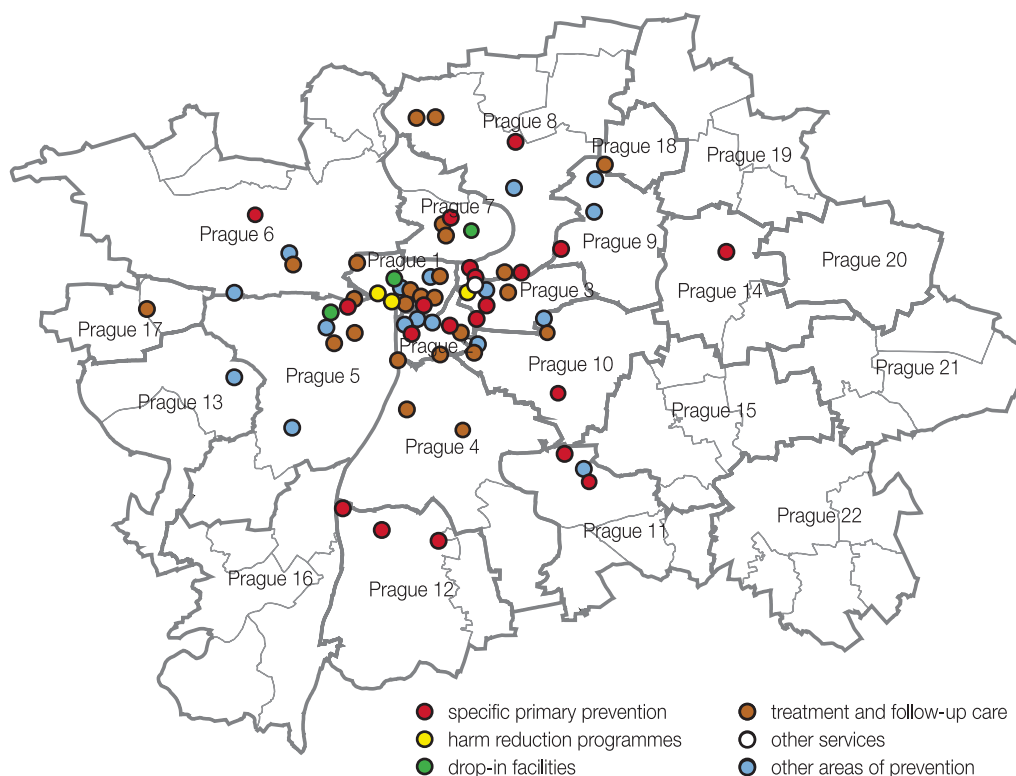
Source: MHMP

Drug prevention in Prague is secured by a whole network of services, including organizations that provide specific primary prevention (and prevention of sociopathic phenomena), out- and in-patient treatment facilities, advice centres, follow-up care services (e.g., after-treatment centres), social agencies and sheltered housing schemes with protected workshops. On-the-ground services include harm reduction programmes and drop-in centres. Penal repression falls within the purview of police units, customs authorities, the prison administration and agencies involved in crime management. The chief priority here is to cut the supply of drugs.



In order to achieve the main goal of the city's anti-drug policy, it is necessary to maintain and develop the above network of services, support innovative quality programmes and monitor the quality and comprehensiveness of the services provided. An important aspect is the co-ordination of activities and co-operation between the various entities involved in the implementation of anti-drug policy.

### Drug prevention network (2008)

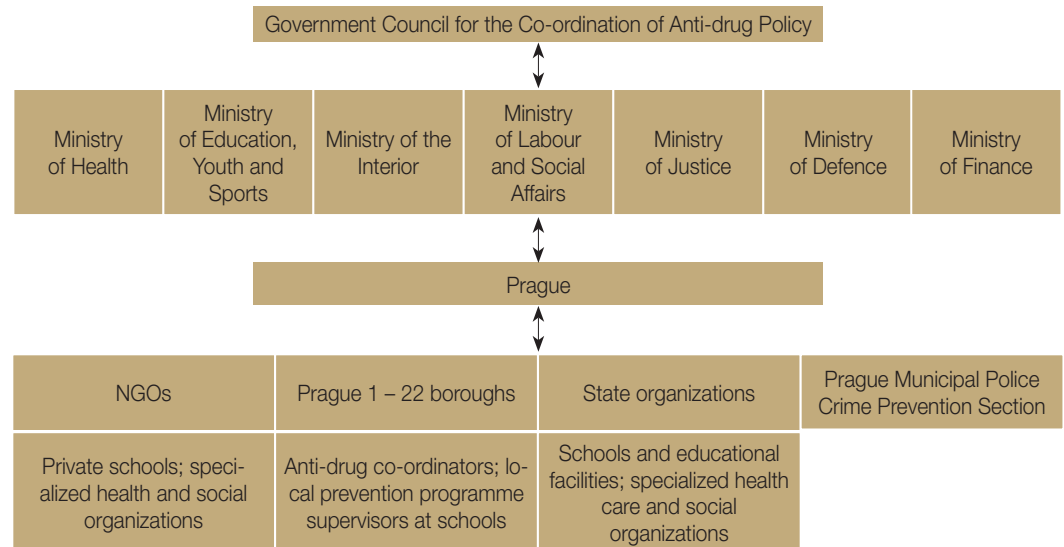


Source: MHMP

Homelessness is one of the most visible manifestations of social exclusion. This is the condition of people who are unable to get permanent housing and lack the resources to lead an ordinary life. Homeless people tend to congregate in specific locations of the city, such as the areas around subway stations and train stations. It is estimated on the basis of surveys that there are more than 3,000 homeless people from all over the country in Prague and that about two-thirds of these are registered as living outside the capital. These people are usually dependent on the services provided by organizations set up by the city or run by NGOs. The situation is worse in the winter, although the city provides a winter hostel, in addition to a boat hostel for the homeless which is open all year.

Transport safety checks are an appropriate means of reducing traffic accidents and increasing safety awareness among drivers and pedestrian road users, particularly in high-risk areas on main roads. The most effective means of preventing road accidents is to teach road safety to children and young people during school lessons and as part of leisure activities. There is little co-ordination of such measures, however, and the level of public involvement is low.

## Drug prevention



Source: MHMP

## Selected activities and principles for the implementation of goals

### B 2.1 Support crime prevention

- Focus on crime prevention among children and young people.
- Raise public awareness of safe behaviour and the need to safeguard property.
- Promote racial and cultural tolerance.
- Develop the municipal CCTV system.

### B 2.2 Support drug prevention

- Develop quality primary prevention programmes at schools.
- Maintain and develop a network of specific drug prevention services while taking current needs into account.
- Develop the city's Primary Prevention Centre with focus on methodological work, co-ordination and prevention development.
- Support the emergence of a supervised injecting centre for injecting drug users.
- Support anti-drug policy programmes involving co-ordination, methodology, research and information.

### B 2.3 Support social crime prevention

- Create a network of social services and secure activity co-ordination and greater co-operation between the individual units.
- Focus on social work with at-risk families and support the victims of domestic violence.
- Help people leaving institutional facilities become integrated into society.
- Deal with the prostitution problem.
- Deal with the problem of homelessness and begging; set up a homeless assistance centre.

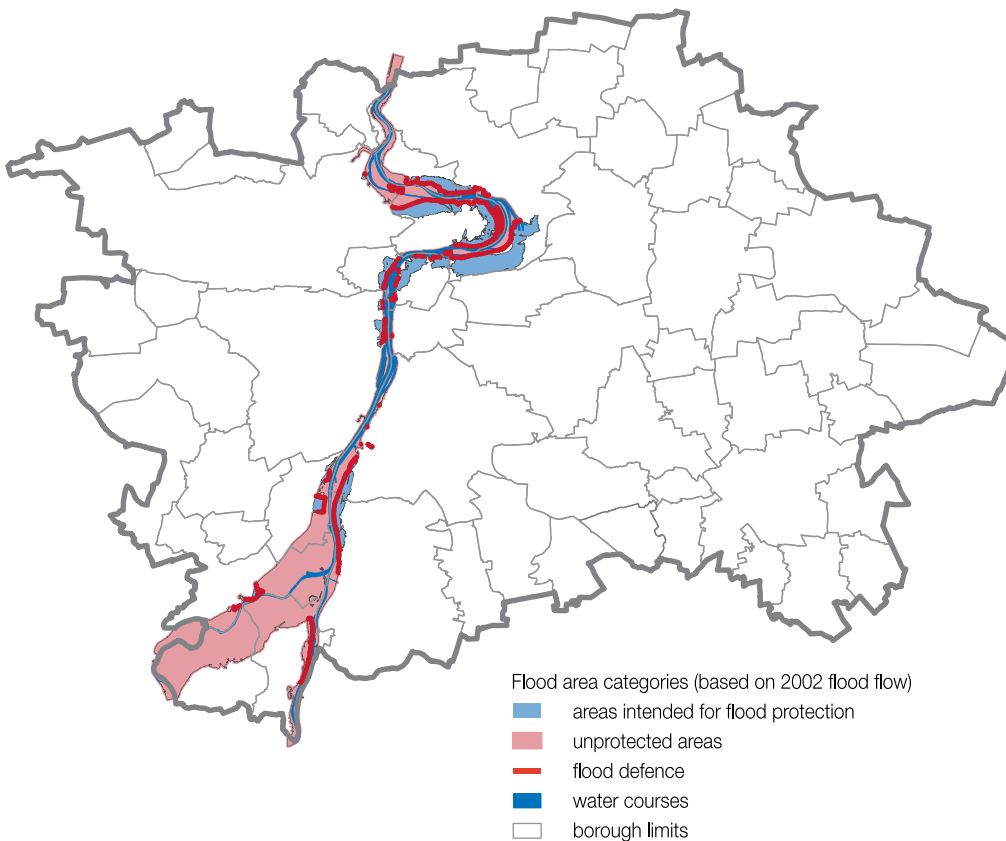
## B 2.4 Support road accident prevention

- Continue with road safety measures focused on reducing traffic accidents and increasing safety awareness among road users.
- Expand the traffic monitoring system at high-risk sections of main roads.
- Improve co-ordination to exert a preventative effect on road users.
- Support the teaching of road safety to children and young people during school lessons; develop road safety education with co-operation between the police (national and municipal) and schools.

## B 3 DEVELOP THE SAFETY AND SECURITY SYSTEM

To ensure that the various emergency situations are well dealt with by the safety and security system authorities, the latter's communications and data bases must be gradually modernized and harmonized by making use of up-to-date technology. It is also necessary to create the conditions for the separate running of the individual security units. In addition, a specific information system must be established to facilitate the effective use of crisis management data and information bases.

### Flood areas and anti-flood measures (2007)



Source: URM



## Selected activities and principles for the implementation of goals

### B 3.1 Improve the quality of the safety and security system

- Modernize the communications and data connections between the operational centres.
- Establish an administrative and technical base for Prague Emergency Medical Services.
- Equip the crisis team's operational centre with map databases and make these available to the other operational centres.

### B 3.2 Develop crisis management procedures

- Initiate legislative measures for a crisis management system.
- Modernize the operation of the autonomous early warning system.
- Complete the municipal radio system.
- Ensure back-up provision of public transport services; secure water and electricity supplies during crisis situations.

## *B 4* PROMOTE FLOOD PROTECTION

Anti-flood devices have been installed at the level reached in the 2002 flood with a reserve of 30 cm.

Among the important anti-flood devices are mobile steel-aluminium folding walls and other anti-flood features, such as pumps, barriers and substitute energy sources. Special anti-flood bags and ordinary sand bags are also used for flood control. How and where they are stored and transported to the required sites are part of the Prague Flood Plan. The city's flood protection measures also include newly built transport routes that provide a natural protection between the water flow and the area at risk of flooding.

Pre-flood measures are also currently being taken to safeguard the Prague subway system.

The city must improve the quality of its flood protection in co-operation with all the relevant bodies, and every year the flood management authorities must carry out practical exercises and checks on the city's anti-flood features to ensure that they are effective.

## Selected activities and principles for the implementation of goals

### B 4.1 Implement flood protection measures

- Complete the flood protection measures.
- Secure critical flood protection sites (particularly in the subway).
- Update and digitize flood plans.
- Ensure that mobile flood barriers and other anti-flood features are prepared.
- Carry out practical exercises every year using mobile flood protection devices.
- Work together when carrying out flood-reduction measures outside Prague.





9 30 Rozprava: Z-447 (Bém)

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\*Ak: Z-447 Přehled: Bém Začátek: 9:29:41   
 Návrh na určení rezervy pro městské části hlavního města Prahy   
 vytvořené v kap. 1016 rozpočtu hl.m. Prahy na rok 2008





# ADMINISTRATION AND MANAGEMENT

## A DYNAMIC AND WELCOMING CITY

Prague wants to be a city with a dynamic and welcoming administration, efficient in providing services and upholding public order. It wants to be effective in its co-operation with others based on partnership principles that will enable third parties to do business whilst also supporting public involvement in the management and development of the municipality.

To realize this strategic vision the city administration (local government, authorities and city organizations) in co-operation with the public and private sectors and the people of Prague will do the following:

see to it that the executive and administrative sections

of the capital permanently adapt to the city community's needs, ensure the city's stability, make optimum use of its human and capital resources and increase the city's competitiveness,

purposefully implement the city's strategic development programme and give preference to long-term and majority interests over short-term and partial ones,

rationalize the city's organization and improve its management and make better use of human resources and information technology,

work together to specify and improve the relationships between the city and the state, the city and Central Bohemia, and city and its individual boroughs.

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## ADMINISTRATIVE CHANGE IN THE CITY

The city administration has undergone crucial changes since 1989. Terms like municipality, mayor, councillor and local government, among others, have once again regained their importance for the first time in decades.

State administrative functions are performed by the City of Prague, the city's 22 administrative districts and all 57 boroughs (e.g., issuing and withdrawal of fishing permits). Independent local government functions are carried out by the City of Prague and by the individual boroughs (for each of their areas). Reform of the public administration in Prague was launched with the passing of the 2000 City of Prague Act, which regulates Prague's standing and competence as an independent body having the function of a municipality and a region. This law upholds the specifics of the city's administration and institutions and enables the city in part to decide on its administrative system.

A new generally binding ordinance – the Statute of the City of Prague – was adopted in connection with the new City of Prague Act. This ordinance defines the mutual relations between the city and boroughs, its competences and other particulars under which the city performs state administrative and independent local government functions. The discharge of delegated state administrative functions – for which the city's 22 administrative districts were established – underwent reform and some of the city's boroughs were renamed.

A new phase in the organizational development of the city's administration was launched with the adoption of another amendment to Prague City Hall's Rules of Organization, which came into force on 1 April 2005. These rules changed, inter alia, the organizational structure of City Hall with the purpose of making administrative activity more effective. This measure will also have the effect of reducing the oversized administrative apparatus.

Despite the administrative measures that have been adopted, the division of activities and responsibilities between politicians and officials is still not clearly defined or fully understandable to citizens, as a result of which the public often find it hard to distinguish between the administrative authority (City Hall), the local government body (Municipal Assembly) and the municipality (City of Prague).

Public administration has not been improved to the necessary level as a service to citizens. The submission of applications and other matters by individuals and companies – for which it is required by law (often unnecessarily) to have the approval of, or statements from, state administration bodies and departments within the same authority – are not dealt with effectively through mutual communication within the authority or with the need for the active involvement of the applicants (by adopting a “single door” or “single-submission” policy).

Prague has been classed as a region under constitutional law since 1 January 2000. Unlike the other Czech regions, whose structures came into being only after 2000, Prague can make use of the existing structure of its organizations and elected organs as well as develop new functions, including legislative initiatives.

In the Central Bohemia Region, Prague has found a previously absent partner for negotiations concerning joint development matters, and such co-operation has been given special importance by the city administration. So far, however, it has not been possible to create permanent structures for dealing with the development goals of both regions, which is why joint solutions are being prepared and implemented to a limited extent.

Public interest in city affairs declined after the post-revolution euphoria at the beginning of the 1990s had died down. The experiences of the former regime, when spontaneous civic activity was suppressed, still play a role in the current situation. Nevertheless, it is still possible to fall back on a large group of newly forged links; it is vital, however, to find a suitable system to expand and cultivate them. As yet there have been no advances in co-ordination or teamwork with the public and private sectors, which is so important for securing the city's social and economic development.

## STRATEGIC GOALS

<b>S 1</b>	<b>Strengthen Prague's position within the structure of the public administration of the Czech Republic</b>
S 1.1	Use Prague's position as a region to present and promote laws governing the city's administration and development
<b>S 2</b>	<b>Raise the efficiency and standards of the city's administration and secure public involvement in resolving public affairs</b>
S 2.1	Improve and make more effective the city authorities' discharge of administrative and executive duties
<b>S 3</b>	<b>Ensure productive use of quality information services</b>
S 3.1	Ensure the city's involvement in the development of the information society and adoption of modern information technology to improve the quality of the city management and administration
S 3.2	Effectively create a data and information base with access for the public and others

### *S 1* STRENGTHEN PRAGUE'S POSITION WITHIN THE STRUCTURE OF THE PUBLIC ADMINISTRATION OF THE CZECH REPUBLIC

The public administration has undergone major change since 1990 and this is an ongoing process. The city's legal position is defined in the new City of Prague Act, which was conceived with regard to Prague's specific function as the capital of the Czech Republic, a region and a municipality. Prague is becoming intensively involved in European Union issues and is acquiring new functions that ensue from its specification as a region.

#### Selected activities and principles for the implementation of goals

##### S 1.1 Use Prague's position as a region to present and promote laws governing the city's administration and development

- Seek to ensure that all legal norms under preparation that touch upon Prague's economy and administration should be consulted with the city's authorities at the draft proposal stage and that the specifics of Prague should be taken into consideration when drafting such proposals.



- Participate in the creation and amendment of other legal norms related to the City of Prague Act, such as laws governing property and municipal economy, local government budget regulations, more detailed specification of responsibilities and regional assets, etc. After evaluating the effectiveness and functioning of the new law concerning Prague, initiate further amendments and changes that may be necessary.
- Secure a process of institutional co-operation between Prague and Central Bohemia to co-ordinate development investment on projects that affect both regions.

## S 2 RAISE THE EFFICIENCY AND STANDARDS OF THE CITY'S ADMINISTRATION AND SECURE PUBLIC INVOLVEMENT IN RESOLVING PUBLIC AFFAIRS

The goals set out in the strategic plan can only be reached if the whole Prague community accept it and take it on board as their own. The principle of partnership must therefore become the basis of teamwork between the city and other bodies. The quality and efficiency of the city management and administration must also undergo great change. The city's political representatives and, in particular, the apparatuses of administrative bodies must move away from having a passive response to development projects and become actively involved in development policy. It is also important to pay attention to transparency in the performance of administrative functions and to the removal of bureaucratic procedures. Improving the quality of information services and adapting the structure and work of the local authorities to meet the needs and technical challenges of the 21st century will contribute to this.

### Selected activities and principles for the implementation of goals

#### S 2.1 Improve and make more effective the city authorities' discharge of administrative and executive duties

- Improve the quality and efficiency of the activities of Prague City Hall and of organizations and organizational sections set up by the city by adapting their structures to meet the city's needs.
- Simplify the administrative process when dealing with all matters.
- Create a standard structure for the city's authorities and boroughs and standardize approaches and forms of administrative work in order to boost public comprehensibility, compatibility and efficiency of mutual communication.
- Work out and introduce a set of rules for all employees of the city and borough authorities, setting out, in particular, standards of conduct, qualification requirements, a promotion scale and other principles governing practice which are not covered by generally binding legal regulations.
- Activate and efficiently carry out an internal audit control and take effective measures on the basis of its results. Make the results of the audit available to the public.
- Take effective measures against corrupt behaviour and thoroughly suppress all signs of corruption.
- Actively make use of the powers given by the Constitution of the Czech Republic within the city's independent and delegated functions to issue generally binding ordinances and decrees in accordance with the laws and the interests of the city and the public; demand their enforcement.
- Complete a system of responsibility concerning the delegated functions of the city and boroughs.
- Carry out thorough checks on the standards and honesty of services (e.g., restaurants, hotels, taxi



services) that have a substantial influence on the image of the city as perceived by residents and visitors. Also take effective measures against all activities that damage the city's reputation.

- Put together teams at the level of city administration to solve current problems.



## ENSURE PRODUCTIVE USE OF QUALITY INFORMATION SERVICES

Information technology now permeates all areas of life for individuals, the municipality and society as a whole. New information technology is facilitating communication between the city's authorities, public administration bodies and other entities both within and outside the city. This also enables the administration to keep the public informed about the city's development projects even at the draft proposal stage, thereby giving the public a much greater chance of being able to actively influence the process. The city authorities will give full attention to the use of information technology as one of the new elements in assuring quality in public administration and management.

### Selected activities and principles for the implementation of goals

#### S 3.1 Ensure the city's involvement in the development of the information society and adoption of modern information technology to improve the quality of the city management and administration.

- Implement the "Prague Information Strategy" as the basic concept document for the development of city's information technology.
- Make use of modern information technology, set out communication and data standards and introduce them into the city administration, local boroughs and city organizations.
- Work with European cities on the "digital community" projects, including participation in the telematic development programmes of the EU.

#### S 3.2 Effectively create a data and information base with access for the public and others

- Secure and co-ordinate the creation and gradual updating of a city-wide data and information base and set out the regulations for the provision of information to citizens and organizations, including the possibility of individual connection to the system.
- Set up a comprehensively equipped information centre that is compatible with higher level systems and other administrative facilities in public administration at the local level.
- Make the city management and administration open to public and private sector access via the media, regional television and the Internet.
- Implement a media policy for the city in relation to residents, organizations, visitors and potential investors from around the world using resources and means that correspond to the new quality of the information society. Set up a basic communication link between the individual sections of the administration, information centres and the media, etc.







# SPATIAL DEVELOPMENT

## A FUNCTIONALLY AND SPATIALLY BALANCED CITY

Prague wants to reach a position where it can alleviate the centre and make more balanced use of the entire city area. It also wants to improve the spatial structure and architecture in the city.

To realize this strategic vision the city administration (local government, authorities and city organizations) in co-operation with the public and private sectors and the people of Prague will do the following:

develop the areas of the expanded city-wide centre, important centres with a share of city-wide functions (i.e., residential/work/social facilities) and local centres so that they are easily accessible for people from all parts of the city and the regional hinterland,

seek to ensure that selected development areas and new centres become pleasant and attractive localities with a wide selection of job opportunities, services and public facilities,

make use of selected development areas and build new centres in order to relieve the pressure on the historic centre and to preserve its genius loci.

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## BALANCED DEVELOPMENT

Prague has been able to preserve a comprehensive and diverse array of buildings and urban structures dating from various periods in the city's history of over a thousand years. This dynamic balance and, at the same time, joint tension between unity and variety, between the permanent and the changing, between the physical structure and on-going activities are the basis of Prague's *genius loci*. The quality of the city's spatial layout and architecture, particularly in the historic centre, must continue to be one of the keys to its development potential. Effective use of this potential requires a joint and clear general overview of city-wide spatial development and definite implementation policies.

This is because of the increasing demands being placed on the limited space of the current city-wide centre (the bulk of the historic centre, parts of the adjoining districts of Smíchov, Karlín and Vinohrady), which create pressure for change. If Prague succumbed to this pressure it would result in the devastation of cultural and historical values and consequential economic losses. Prague cannot, however, bring in stringent unilateral restrictions on the demand for development projects, as the city would then lose its attraction within the European region. The solution is to offer attractive locations for development outside the historic centre.

This is also a chance for a number of poorly equipped local boroughs to acquire a full range of facilities with a significant availability of job opportunities. In order to achieve this strategic goal, it will be necessary to balance public interest with the interest of private sector investors and to develop active co-operation between the public and private sector on the basis of partnership (PPP).

It is in the public interest to expand the new city-wide centre (to include Pankrác and the area around the Budějovická subway station, Bubny–Žatory and Karlín) and to develop current or new centres in localities that are well-served by public transport, mainly by the subway system. Any other location for these centres would lead to a marked increase in car use, which is at odds with the goals of the city's strategic plan. Investment activity should continue to focus on further strategic areas for development (e.g., Vysočany, Letňany–Kbely, Ruzyně–Drnovská, Západní Město). The area directly linked to the international airport at Ruzyně, in particular, has great potential to become an important administrative, commercial and service centre within Central Europe, as well as a dynamic stimulus to development for the entire Prague region.

The interest of major private investors has so far led mainly to the development of commercial and social centres of city-wide and regional importance. Such centres have emerged on the outskirts of Prague (e.g., Černý Most, Letňany, Zličín) and also beyond the city limits (e.g., Čestlice) but with inadequate public transport connections. Important centres with a share of city-wide functions are also being developed in Dejvice, Nové Butovice and Palmovka. Large-scale shopping and office facilities are also being built outside the development area anticipated in the land use plan, but often in a co-ordinated fashion and without regard to

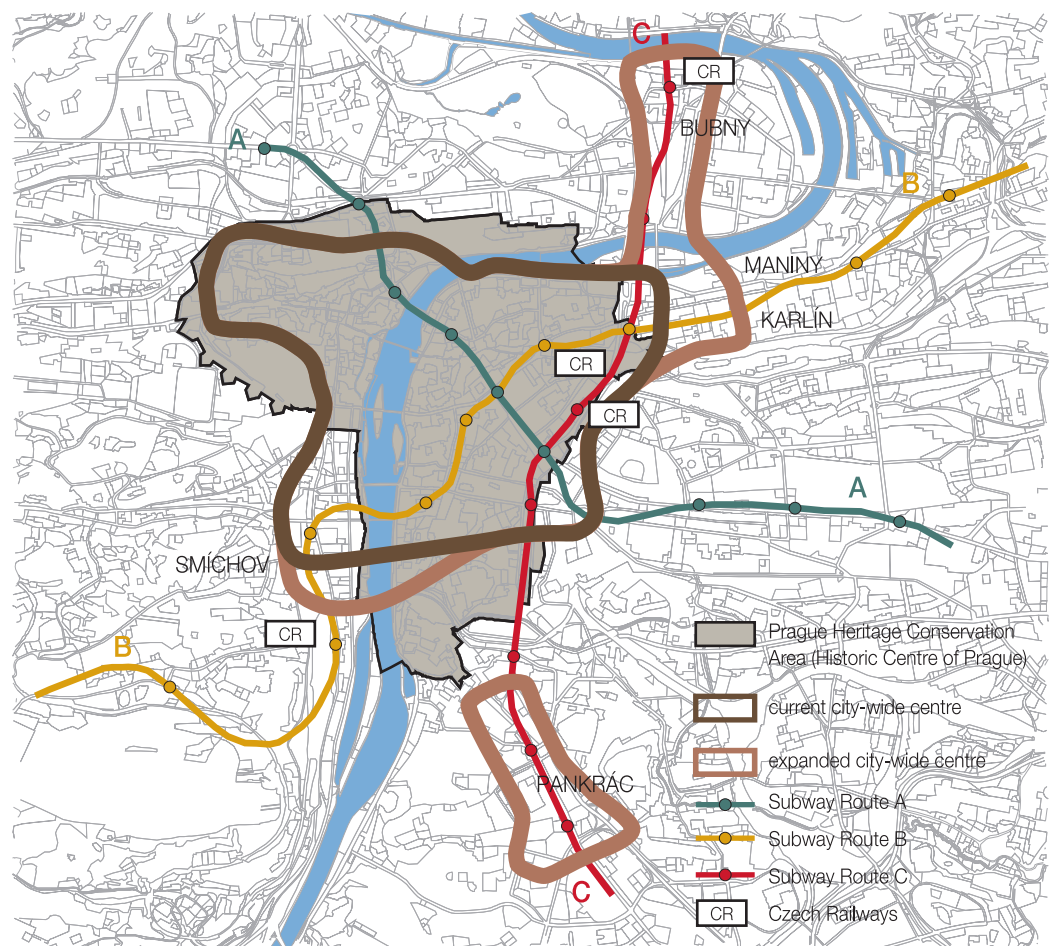


the surroundings. An alternative to this trend is to limit the capacity and development of such sites in favour of small-scale urban-type projects.

In terms of development, the Smíchov–Anděl district has so far gone the furthest to becoming a fully-fledged part of the city-wide centre (this area and its vicinity already include new housing and temporary accommodation facilities and a wide network of small-scale retail units, restaurants, cafés and leisure facilities). The riverfront areas of Holešovice, Libeň and Rohan Island are also being prepared for development. The attraction and growing popularity of large shopping centres on the outskirts of the city and the expansion of the city-wide centre, however, have impeded the development of other proposed local centres. These local centres could attract some activities of city-wide importance and should become fully functioning centres of large parts of the city and the boroughs. The whole process needs to be thoroughly assessed in terms of sustainable development (to deal with the threat of overcapacity and overburdening of individual areas, particularly by traffic) and with regard to environmental impacts on both a local and city-wide scale.

Assessing the possibility of Prague's candidacy to host the Summer Olympic Games presents, among other things, a challenge to promote sensitive solutions for blending new areas and buildings into the city's character and for having a positive influence on how it works.

### Expansion of the city-wide centre



Source: URM

## HARMONY OF THE URBAN AREA

The harmony of the urban area is dependent on the extent to which the city's spatial development goals and projects are linked to the strategic goals set out above.

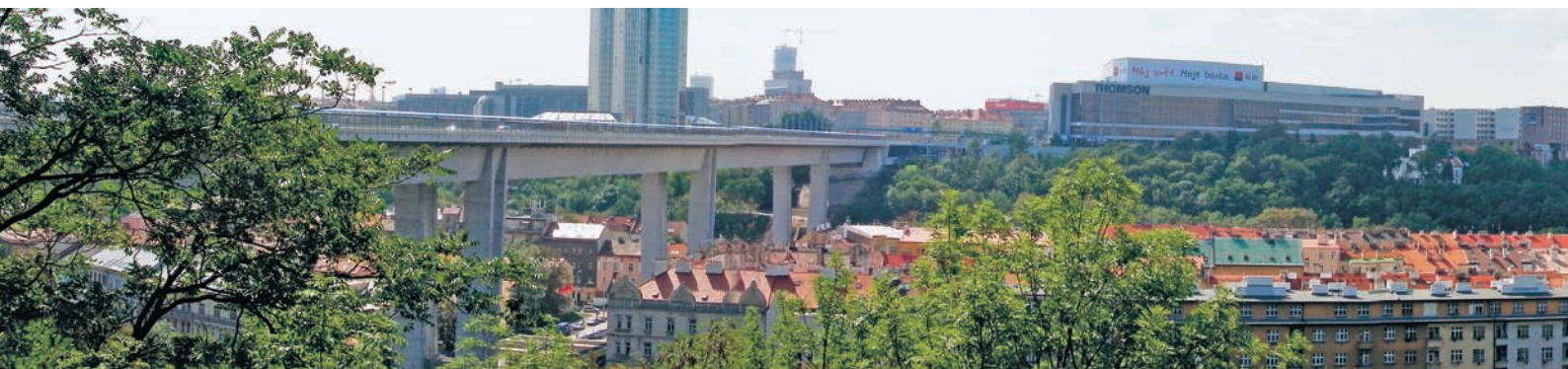
The basic strategic goal in the city's spatial development is to establish a balanced pattern of land use, both functionally and spatially. It is necessary to pay attention to the city areas outside the historic centre, the expanded city-wide centre, important centres with a share of city-wide functions, and local centres.

In order to secure a harmonious urban environment, it is necessary to pay heed to the inter-relationship of the area's functional and spatial layout. The basis for this is an urban concept founded on the balanced use and development of the city's three historically created spatial belts – the city-wide centre, the compact city and the outer belt.

The bulk of the heritage conservation area currently serves as a city-wide centre. The provision of attractive sites in the expanded city-wide centre is helping to gradually reduce the excessive demands made on the historic centre, which in turn is opening up new opportunities for the preservation and suitable use of its unique qualities. It will be possible to rehabilitate those public spaces that are currently overburdened by car traffic.

The compact city was demarcated by the extent of, firstly, the original Prague suburban areas consisting of housing blocks, secondly the garden cities dating from the period before the Second World War, and thirdly the post-war housing estates. There are no plans for extensive changes to the spatial layout of the original Prague suburbs, with the substantial exception of former manufacturing areas that have been vacated and abandoned railway land with great development potential. The development of these localities should be given most attention. By boosting both important centres with a share of city-wide functions and local centres in the compact city, it is possible to have a positive effect on the current disproportionate and inefficient use of predominantly monofunctional urban areas (housing, industry, facilities). The current situation, where there is a great distance between people's homes, workplaces and the centre, has substantially improved. This has resulted in a disproportionately high demand on transport with a negative impact on one-way rush-hour traffic. The changes being made to the city's current monofunctional structures should not be based on forced assimilation to the character of the city centre buildings, but on their own identity and spatial order.

The outer belt is dominated by the suburban landscape with its original rural neighbourhoods. All new construction should sensitively blend with the existing buildings. The unregulated and uncontrolled occupation of non-built-up land for the construction of satellite residential estates and of manufacturing, logistical and commercial zones – not based on the current specifications of the land use – is a threat to the harmonious development of this area. The outer belt provides the best conditions for the expansion and cultivation





of greenery and for completing the land use system of environmental stability by appropriately linking up selected greenery and water features. It is possible to achieve the objective of balanced and harmonious development of the outer belt only through effective co-operation between Prague and Central Bohemia.

The character of development along the city limits – in the city area and in Central Bohemia – will have an impact on the city's overall spatial and functional structure.

## STRATEGIC GOALS

<b>R 1</b>	<b>A more balanced use of urban space</b>
R 1.1	Spatial development of the expanded city-wide centre, important centres with a share of city-wide functions, local centres and other strategic development areas
<b>R 2</b>	<b>Develop the quality of the spatial layout and architecture in Prague</b>
R 2.1	Preserve and where necessary add to the character of individual parts of the city
R 2.2	Provide better access to public areas and make them more attractive
R 2.3	Strengthen the key values that determine the present quality of the city's spatial layout and architecture
R 2.4	Improve awareness and communication among all players in the spatial development process

### *R1* A MORE BALANCED USE OF URBAN SPACE

Providing job opportunities and public facilities in the new areas of the expanded city-wide centre will bring them closer to the main residential areas. This will make them more accessible and will improve the spatial layout of the city's individual functions. The development of the expanded city-wide centre (to include Pan-krác and the area around the Budějovická subway station, Bubny–Zátory and Karlín) and other strategic development areas (Vysočany, Letňany–Kbely, Ruzyně–Drnovská, Západní Město) result in a decentralization of commercial activity which, in turn, will reduce traffic congestion in the historic centre. These localities, together with the centres at Dejvice, Nové Butovice and Palmovka, should also take over some functions of city-wide and supra-urban importance.



## Selected activities and principles for the implementation of goals

### R 1.1 Spatial development of the expanded city-wide centre, important centres with a share of city-wide functions, local centres and other strategic development areas

- Support the locating of development projects of city-wide and supra-urban importance (city institutions and central state bodies, headquarters of multinational corporations, banking and commercial headquarters, shops, cultural, social and educational centres, suitable sporting facilities, etc.) in the expanded city-wide centre (Smíchov, Pankrác, Karlín, Bubny-Zátory) and other strategic development areas (Vysočany, Letňany-Kbely, Ruzyně-Drnovská, Západní Město).
- Where necessary or appropriate, also locate these facilities in important centres that have a share of city-wide functions and local centres.
- Ensure that supra-urban and city-wide functions are not undertaken at the expense of housing projects, but appropriately supplement them.
- Support organizational, legislative and property-right related measures to enable the development of selected areas on a scale comparable with the Smíchov-Anděl area within the time frame under review.
- Generally define the basic and vital functions that the expanded city-wide and other centres must fulfil.
- On the basis of public-private partnership, prepare and implement a pilot development project in a self-contained part of one of the selected areas of the expanded city-wide centre or local centres in need of completion.
- By using its legal powers and public investments, the city will direct development of the individual centres in such a way as to make the best possible use of these investments and to ensure that these centres will be run as effectively as possible from the point of view of the city's needs.
- Favour these centres by securing a good public transport service and connections (mainly subway). Enforce this principle also when relocating more frequently used services out of the city centre and encouraging the use of tram or local rail connections.

## R2 DEVELOP THE QUALITY OF THE SPATIAL LAYOUT AND ARCHITECTURE IN PRAGUE

Prague has traditionally paid great attention to town planning as a means of preserving and developing the qualities of the city's spatial layout. The city has made only little headway in this direction over the last few



years. There is a lack of comprehensive support for the city's development policy, communication with Central Bohemia is still ineffective and the city's public areas are overburdened by the increase in individual car traffic. These faults, stemming from the post-war development of the city's spatial structure, are difficult to eradicate and hinder the realization of new urban concepts. Furthermore, in the 1990s Prague was lacking a new land-use plan for the whole city area, especially for the use of areas suitable for development or completion of the individual localities with regard to the new commercial, political and social conditions that had emerged. The land use plan, along with the strategic plan, can be an effective linchpin for the city's active development policy.

## Selected activities and principles for the implementation of goals

### R 2.1 Preserve and where necessary add to the character of individual parts of the city

- Strive to achieve more effective and co-ordinated teamwork with neighbouring Central Bohemian districts and municipalities in matters concerning spatial development. This involves, among other things, consulting on important decisions, working together when dealing with the development of the main transport corridors, co-ordinating the process of locating new shopping centres in an effort not to let demand for sites and services fall below critical limits in those localities where development is desirable from the perspective of Prague and Central Bohemia.
- Complete the character of parts of Prague in line with the city's strategic goals. Direct new projects to appropriate development areas according to their demands on available space.
- Assess the benefits and risks for the functional and spatial balance of the city when looking into the possibility of Prague's candidacy to host the Summer Olympic Games.
- Insist on an adequate increase in greenery levels when developing individual parts of the city and refuse permission for existing green areas to be used for other purposes without first establishing replacement greenery that is of the same scale and equally accessible.
- Strengthen the spatial structure by clearly establishing central public places and a network of attractive and pleasant walkways while emphasizing the original spatial concept.
- In the historical suburbs and inter-war housing blocks, respect and develop the network of city avenues with emphasis on development near subway stations.
- Respect and rehabilitate the original spatial concept when regenerating housing estates.
- Reduce the monofunctional nature of large housing estates by supporting investment that brings new functions and facilities to these areas.
- Avoid the introduction of large buildings or structures that would be out of place in the city's former rural estates.
- Support the transformation of extensive and inappropriately located manufacturing and warehousing sites into modern complexes that are used for different purposes (flats, public facilities, etc.). Prevent the emergence of oversized warehousing sites that are only used as international transfer points and that bring an excessive amount of truck traffic.

### R 2.2 Provide better access to public areas and make them more attractive

- Ensure that car use is appropriately reduced in public areas, depending on their location and attraction to residents and visitors alike.



- Regenerate, cultivate and complete attractive pedestrian routes and form them into a comprehensive network.
- Make the microclimate of public areas more pleasant by planting more greenery, making use of existing waterways and introducing new water features, and seek to rehabilitate these areas.
- Where appropriate, encourage multipurpose use of certain public areas (for occasional markets, fairs and public events, etc.).
- Regulate unsuitable use of public areas (by introducing charges, legal proceedings and legislative bans, etc.).
- Enforce more thoroughly a disability access policy in public areas.
- Seek to create attractive public areas in new development projects and especially when reconstructing streets and regenerating housing estates.

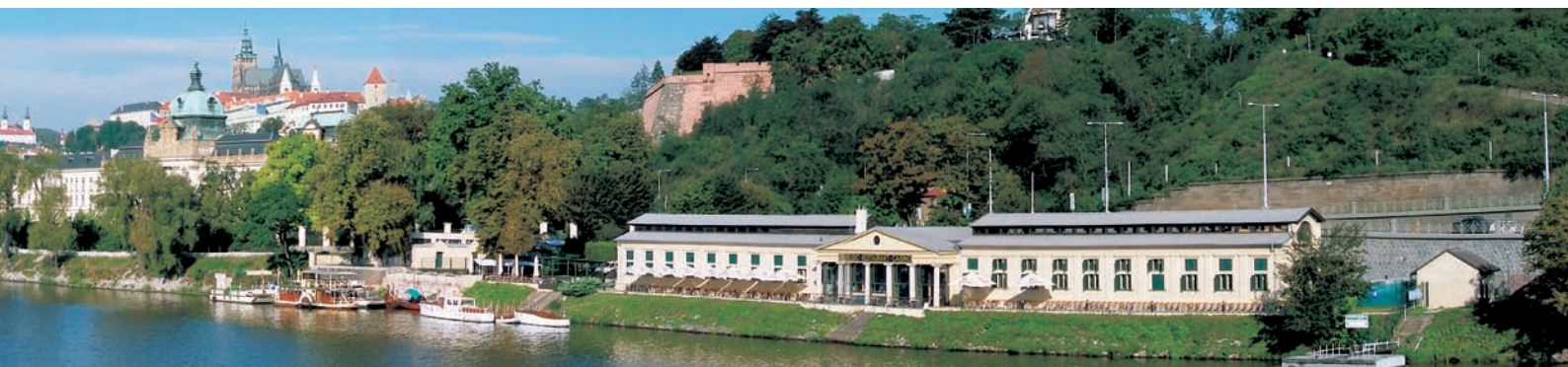
### R 2.3 Strengthen the key values that determine the present quality of the city's spatial layout and architecture

- Respect the visual quality of Prague's views and panoramas which are of importance to the overall character of the city.
- Strive to achieve full-scale development of the city in connection with the flood defence system that has been put in place.
- Transform the area between the river and the flood barriers into spaces of greenery where the city's residents can enjoy leisure activities.
- Secure effective conservation of the historic centre and of heritage sites lying outside this area in connection with projects that may disturb the character of protected sites and buildings due to their size, spatial layout, visual features or effects on traffic.
- Preserve the variety of functional uses that the historic centre has as a whole while appreciating the uniqueness and specific features of its individual parts.
- Avoid intensive building work on slopes or valleys, but cultivate the green areas and gradually integrate them into the related systems.
- Demand that new projects have high urban and architectural standards that are appropriate to the city's values.



## R 2.4 Improve awareness and communication among all players in the spatial development process

- Move from a passive stance towards developers' goals and projects to a more active development policy.
- Create an objective and operational system of information concerning spatial development opportunities, including economic feasibility studies, impact assessments of individual projects and co-ordination with a view to heritage conservation and nature protection, etc.
- In preparing major development projects, ensure that the public is involved in the review process through public presentations and discussions, etc.
- Present the public with a clear and pre-determined set of regulations governing land use planning and building preparation work.
- Use appropriate forms of partnership between the public and private sectors in connection with city development.
- Prepare and approve the plan for the protection and sustainable development of the World Heritage-listed Historic Centre of Prague ("Management Plan") while co-operating with the public and private sectors. This plan should, inter alia, regulate the conditions for the introduction of new development activities and the conduct of those active in the heritage conservation area (the historic centre of the city) and its protective zone.











## CHECKING AND EVALUATING THE IMPLEMENTATION OF THE STRATEGIC PLAN

Strategic planning is a long-term interactive process that constantly assesses the strategic goals that are set out in connection with ways of achieving desired changes and with the results obtained. Therefore, it is necessary not only to do as much as possible to implement the planned programmes, projects and other activities, but also to constantly assess the extent and rate at which the strategic plan is being carried out and where and why substantial deviations from the original goals are taking place.

## Experience so far in the implementation of the strategic plan

The Prague Strategic Plan has not been in existence long enough for an objective evaluation of its broader impact on development in the city, on the functioning of its institutions and on the attitudes of its residents. Nevertheless, certain points can already be made.

The strategic plan has brought a new approach to urban development management in Prague based on an agreement of all the key partners concerning its future, the development goals to be achieved and the immediate priorities and tasks to be accomplished. It has stepped up solutions to certain current problems and has pointed to the necessity to prepare purposefully for ways of dealing with situations that can be expected in the near future (e.g., by supporting innovations and efforts aimed at increasing competitiveness, despite the fact that Prague is a successfully and prosperous city at present).

Stability and continuity in key issues concerning the city's development are based on the fact that the strategic plan is a long-term strategy to be implemented over more than a single term of the local government. The policy statements of Prague's local authorities that were elected in the period after the adoption of the strategic plan have always emphasized that it is the will of the city leaders to carry out the goals of the strategic plan. The strategic plan is used not only by ruling party coalitions in the local government, but also by the political opposition as a means of checking the results that have been achieved in the city's development. The strategic plan is also relied upon by various civic associations and NGOs in Prague when advocating their views on urban development and demanding more active involvement in the assessment of the results obtained.

To date, insufficient use has been made of the possibility of involving people from the private sector in the implementation process. For entrepreneurs and investors, particularly from abroad, the strategic plan is primarily a source of information about the city's long-term and mid-term goals, as well as an offer of co-operation. The city's organizational structures still lack an institution that could purposefully involve private capital in the implementation of the strategic plan on the basis of a public private partnership. The Prague-based regional development agency, which the city authorities have been seeking to establish for a number of years in co-operation with the Prague Chamber of Commerce, could be such an institution. Insufficient state involvement in the implementation of the city's strategic goals is another weakness.

Implementation of the strategic plan has been assessed in the previous period by monitoring reports that deal with the programmes that were approved for 1999–2006. On the basis of hitherto experience with such assessments, a decision will be taken concerning the concept to be developed for the "Programme for implementing the city's strategic plan over the 2009–2015 period", and the procedure for monitoring the results of its implementation will be adjusted so that the strategic plan becomes a more effective instrument in urban development management.



Preparation of the strategic plan has also had considerable influence on the way that other Prague-based concepts are prepared. Workshops and round table discussions have become standard procedure for dealing with complicated and controversial issues in Prague.

## Feedback – checks and assessments

**Checks and assessments of the implementation of the strategic plan will be carried out mainly by:**

- assessing the prepared decisions on long-term matters of fundamental importance (proposals put forward to the City Council and Municipal Assembly) as compared with the strategic plan (evaluation of the prepared goals and decisions to see if they are in accordance with the adopted concepts and programmes for its implementation),
- preparing reports on implementation of the strategic plan in order to evaluate the achievements of the previous period, to highlight those parts of the strategic plan whose implementation is straying from the original aims or are taking too long, and to point to the need to respond to the changed conditions of urban development,
- assessing the strategic plan in conjunction with long-term concepts on an international level (regional and EU cohesion policy) and on a national level (national development plan, sectoral concepts and programmes, etc.) and with more detailed concepts from a sectoral perspective (Prague-based sectoral concepts) and in terms of land use (borough development strategies and similar documents) while striving to reach a balance between them.

**If there is a fundamental change to the conditions in which the Prague Strategic Plan came about, or if it is implemented in a way that substantially diverges from the goals that have been set out, then the plan will be updated again or reworked from scratch.**

**It is assumed that the second update of the strategic plan will be carried out 2011–2013 – after the election of new local government representatives in 2010, on the basis of an evaluation of the results of the 2010 Czech Census of Population and Dwellings, the development of the city's bid to host the Summer Olympic Games, and information regarding subsequent regional and EU cohesion policy after 2013.**

The City Development Authority Prague – Strategic Planning Department is responsible for the above activities in co-operation with Prague City Hall departments and organizations run the city. The city's governing bodies – the Prague City Council and Municipal Assembly – are responsible for monitoring and assessing implementation of the Prague Strategic Plan.

Completion of the goals set out in the strategic plan and the programme for implementing the strategic plan will be consulted on the basis of the partnership principle with the city's partners through the tried-and-tested method of workshops and public presentations.

In order to provide the information and data necessary for monitoring and checks, the city of Prague will have to set up and maintain appropriate databases and sources of information in co-operation with government ministries, the Czech Statistical Office and other institutions.









# PARTNERSHIPS FOR PRAGUE

With the strategic programme for city development, the Prague community declares that it will not leave the city's future fate to spontaneous development or to the effects of random phenomena and forces that are difficult to control. It is determined to fulfil the strategic vision of Prague as a successful, creative, harmonious and safe city and is ready to take well-thought out yet daring decisions and to implement them step by step.

A task so broad and extensive is beyond the powers of the city, its local administrations and administrative apparatus, the individual boroughs, business associations and companies. It is possible to implement the strategic plan only if the entire Prague community accepts it as its own. Successful strategic plans from other countries have always been based on partnerships and teamwork between the public and private sectors, citizens and their associations, businesspeople, politicians, city authorities and the state.

**This is why Prague is offering partnerships to all who want to share in its development – to the benefit of local people, the Prague region and the whole country.**

It is offering partnerships to all serious firms, business associations, the Prague Chamber of Commerce, NGOs and foreign investors to secure implementation of projects from which all parties will profit. The city anticipates understanding and a flexible stance from the state's political representatives and administrative bodies, a willingness on the part of Central Bohemia's representatives to work together on developing the Prague region, and an active approach and support from the general public.

"Partnerships for Prague" is the hope that the city's strategic goals will gradually become reality.

**You can also contribute to the preparation and implementation of the programmes set out in the Prague Strategic Plan.**

## SELECTED PRINCIPLES OF PARTICIPATION

- Develop partnerships as the most productive form of co-operation between the city and other bodies (especially the private sphere) and to strengthen the active, initiative and flexible role of the city management.
- Improve the marketing of the city, improve the quality of project management and increase public participation in the management of the city's development.
- Move from a passive response to investors' development goals/projects to an active city development policy.
- Create an objective and operational information system related to the possibilities of city development, especially economic feasibility studies and impact assessments of development projects.
- Make the preparation and implementation of development projects a public matter. Strive to ensure that the changes caused by the projects satisfy as many of the affected parties as possible and do not put any social group at a disadvantage.
- Ensure that all major projects and related expert opinions are made available for public scrutiny for a certain period of time before being discussed.
- Consult with the governing and expert bodies of Central Bohemia on all major decisions regarding the city's spatial development that may have a possible impact on its region.

The Prague Strategic Plan is available in printed form (in Czech and English) to all partners and the general public at the City Development Authority Prague, Prague City Hall and at borough information centres.





## ABBREVIATIONS USED

ASA	Waste management company
ATEM	Ecological Modelling Studio
AV ČR	Czech Academy of Sciences
CCTV	Closed-circuit television
CZK	Czech Koruna (currency of the Czech Republic)
ČHMÚ	Czech Hydrometeorological Institute
ČIŽP	Czech Inspectorate of the Environment
ČSÚ	Czech Statistical Office
ČÚZK	Czech Surveying and Cadastral Office
ENVIS	Environmental Information Service
EU	European Union
GDP	Gross domestic product
IBRS	International Business and Research Services
ISOH – VÚV	Waste Management Information System
MHMP	Prague City Hall
MV ČR	Czech Ministry of the Interior
NATO	North Atlantic Treaty Organization
NGOs	Non-governmental organizations
OKEČ	Sectoral classification of economic activities
PPP	Public-private partnership
PVK, a. s.	Prague Waterworks and Sewer Company
R&D	Research and development
STR URM	City Development Authority Prague, Strategic Planning Department
SWOT	Strengths, Weaknesses, Opportunities and Threats
TETRA	Terrestrial trunked radio
TSK HMP	Prague Roads Authority – Prague City Hall
ÚDI	Institute of Transport Engineering
ÚIV	Institute for Information on Education
UNESCO	United Nations Educational, Scientific and Cultural Organization
ÚZIS	Institute of Health Information and Statistics

The Prague Strategic Plan is the result of the joint work of many politicians, experts, representatives of the business community and city residents.

The Prague Municipal Assembly approved the original plan in 2000 and the current version in 2008.

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The strategic plan is a living document, which should adapt to the changing needs and requirements of the day. For this reason we welcome your ideas and comments concerning not only the strategic plan, but also the day-to-day running of the city.

**Please send your comments to**

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