

City of HRADEC KRÁLOVÉ Czech Republic

INTEGRATED ACTION PLAN

ACTIVE CITIZENS

A NETWORK OF CITIES FOR PARTICIPATORY DEMOCRACY

City of Hradec Kralove, Czech Republic



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1 Why do we work on participatory democracy?

The City of Hradec Králové was one of the Czech pioneer cities which implemented the principles of the Agenda 21 and local Agenda 21 in the management of the city. The strategic plan was developed and implemented at the beginning of the 21st century and involved more than 2 thousand inhabitants, who directly participated in the strategic plan development stage. Unfortunately, the level of participation was struggling following years in the city.

Contemporary political representation has decided to improve the way of management of the development of the city. The main tool of the management of the city is the Strategic development plan and now it is undergoing the refreshment and actualization which is the ideal moment to involve all the stakeholders into the decision-making process. The Active Citizens project has been serving as a laboratory of participatory democracy.

The aim of the URBACT Project “Active Citizens” is to rethink the place of the citizens in local governance by finding a balance between representative democracy and participatory democracy. This Action Planning Network of European small and medium-sized cities, with the same expectations and the similar challenges takes into account, to do this, new digital tools while integrating the issue of citizens away or not comfortable with digital tools.

Our city joined this network mainly because it perceives communication with citizens as an important area to focus on. The city needs to put some effort into expanding its knowledge in this regard. Hradec Kralove as well as all other partners of the project already have some experience in the participatory field but we need more experience in using new tools and methods of citizens participation. More stakeholders should be involved in the decision-making process and in the process of preparing the projects of the city. By joining the Active Citizens network we would like to get inspired from the partner cities and their experience.



2 Where were we in 2019?

2.1 The City of Hradec Králové

Country = Czech Republic

Region = Hradec Králové Region

Area = 105,69 km²

Population = 92.742 hab

Population density = 877,5 hab/km²

Demographic profile (age, gender, ethnicity): stagnating population, average age - 44,3 years, 52 % female – 48 % male, 2,2 % of foreigners

Economy profile (per capita GDP, key local industry/employment sectors): GDP 9.740 mil. EUR (Hradec Králové Region), 9,6% poverty rate, mostly services - manufacture of medical devices – manufacture of pianos - engineering

Employment levels : 2,8 % unemployment

Functional Urban Area : Medium sized area

Political situation : Mayor : Alexandr Hrabalek (political party/affiliation : non-affiliated) since 2018 (first mandate)

2.2 Citizens' relation to governance

Compared to the other EU countries, Czech citizens' trust in government (local as well as national) is above the average, while the trust in local authorities is much higher than in national ones (European Quality of Life Survey, 2016). The national surveys show that the society's attitude towards local government is way more positive than towards regional and national levels. In September 2019 almost 65% of citizens trusted their local governments and mayors (45% regions, 44% national government). However, voter turnout is not massive at the local level. Only 43,5% of constituents used their right to vote for the local government in 2018. In terms of citizen engagement, there is a wide range of NGOs active in the Czech Republic. Indeed, during the communist era, citizens were involved in a large set of activities – from gardening to sports, etc. And many of these groups, clubs, associations, unions, NGOs, became later also active in community life. The velvet revolution in 1989 brought some change in the Czech society and in citizens' participation. It appears that 'people started to be more focused on their personal/individual activities than on social community life'. Still, many citizens-based organisations and NGOs are active at local level and are – or could be – considered as partners by the city authority (for example in city planning and city development processes). The city of Hradec Králové already works and collaborates with some of them but wishes to go beyond its 'classic' partners to reach a wider citizen participation/ involvement in the city governance.

2.3 Participatory democracy in the city

2.3.4 Local government commissions: a relaying platform between city administration and citizens

The city of Hradec Králové is composed of 25 Local Government Commissions (Komise místní samosprávy - KMS) which were created in the 1990s. These commissions are meant to act as an 'initiative & advisory body' for the city council. Citizens who join the KMS want to contribute to make their districts nice places to live in. 'But I wish we could have greater weight and power', says one KMS member, then adds 'because we want to have a say and fix things in our districts, the city has a tendency to sometimes consider us as 'pathological complainers' jokes one citizen.

The KMS really acts as a relaying platform between city authority and citizens but also what we could call a form of 'first citizen-level controller'.

Each Local Government Commission is headed by the Chairman, who is represented by a Vice-Chairman. Both are elected by the members of the Local Government Commission members and appointed by the City Council. Being a part of the KMS is more or less voluntary activity, because the Chairman receives a reward of only 2990 CZK (approx. 120 EUR) for their work per six months and a member of KMS receives 2500 CZK (approx. 100 EUR).

Each KMS has its own budget, which can be used, for example for the purchase of office supplies and materials for KMS activities, meeting space rental, catering at the meeting, maintenance of the public space and purchase of materials and services for organising or co-organizing cultural, sports and social events etc. The budget is approx. 1.040 EUR + 1 CZK (0,04 EUR) for each citizen living in the particular part of the city. Unused funds are transferred to the budget of the relevant LGC of the following year.

2.3.5 Training kids to become active citizens: the Eco-parliament

The city of Hradec Králové also develops a sense of active citizenship through its Eco-parliament in schools. Eco-parliaments were established in 2008 in Hradec Králové. Eco-parliaments are part of an international programme called Eco-Schools operated by the Foundation for Environmental Education and counts more than 59 000 schools around the world and more than 400 schools just in Czech Republic). Eco-parliaments are composed of kids carrying on sustainability activities. Each eco-parliament is composed of 2 kids per class, for a total of 30 kids. Their slogan is 'if you can influence the school, you can influence the world around you'.

Eco-parliaments also try to carry on projects, beyond the school, at city level around green architecture, waste management, biogas stations as well as transport and safety. Eco-parliaments present their recommendations to the city council with the deal that some proposals shall get through and be implemented.

Eco-parliaments appear as good platforms for training future generations of active citizens as long as their involvement is 'awarded' with concrete projects that make them proud and bring real change, even if a small one.

2.3.6 Current situation and future perspectives

Hradec Králové has developed several forms of citizen participation but have also, like the other Active Citizens' cities, experienced failures. In Hradec Králové, it is in urban planning projects that we faced the biggest difficulties in working – or rather dealing – with citizens. Therefore, Hradec Králové is a city

with plenty of room for further experimentations of greater citizen participation, either in city-making projects but also policy-making ones or public services.

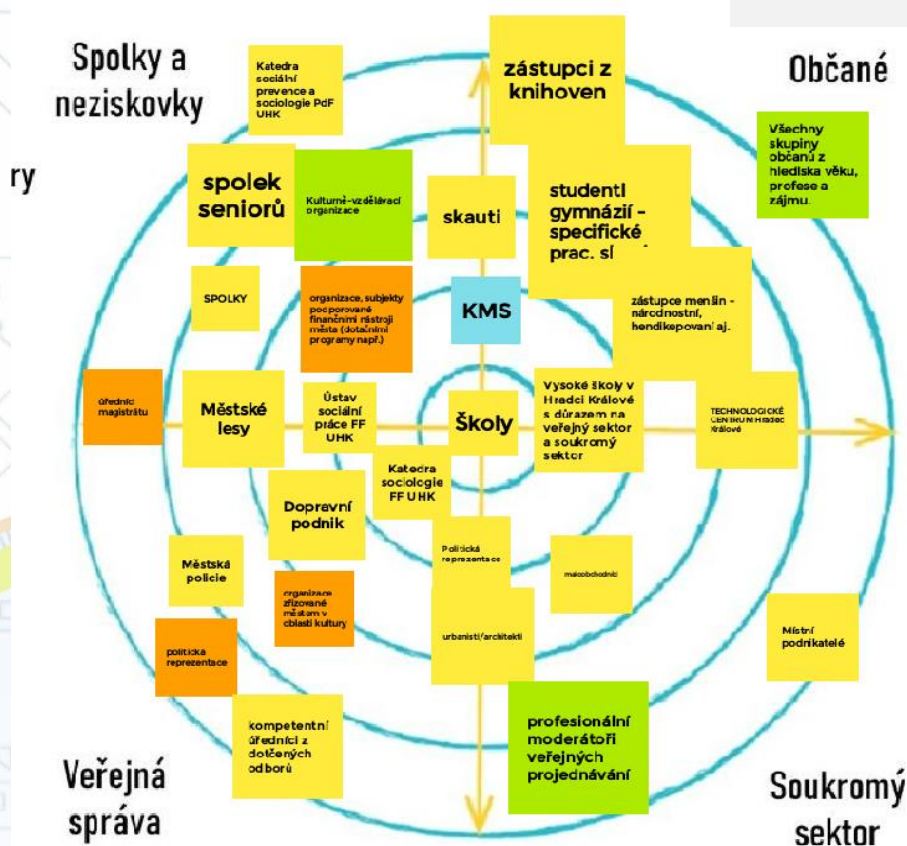


There were a lot of active citizens in the city. They are united in many sports-, cultural-, interests-, professional- and entrepreneurs-groups which randomly collaborate with different offices of the city hall. The identification of the key stakeholders was one of the first aims of the ULG Group which is described in chapter no. 4.

Citizens/Volunteers

- Students
- Representatives of minorities
- Active citizens
- Universities (specialized institutes)

- Association of seniors
- Cultural and educational organizations
- Organizations, entities supported by financial instruments of the city (eg. grant programs)
- Scouts
- Public libraries
- Social organizations
- Schools



- City police
- Municipal officers
- Organizations established by the city in the field of culture
- Organizations established by the city in the field of property of the city
- City forest management
- Political representatives
- City transportation company
- Local Government Commissions

- Facilitators
- Local businesses
- Retailers
- Technology Centre

4 Setting up an Urbact Local Group

The role of the Urbact Local Group (ULG) is to unite people from different field of interests into one group which would try to enhance the level of participation democracy in the city as well as ensure transfer of transnational exchange and learning (e.g. peer-review, possible transfer of good practice, bi-lateral exchanges, development of new common projects etc.).

After evaluating the activities of the Urbact Local Group, we would like this group to continue in its modified composition even after the end of the Active Citizens project and to work on the implementation of the planned events. Active Citizens partner cities also plan to meet in one of the cities and work on the evaluation and monitoring of implemented events of each partner city.

The stakeholders who participated in the ULG in the city of Hradec Králové were as follows:

- Elected members
- Department of the City Development
- Press Department/ Mayor's Office
- Department of the Chief Architect
- Hradec Kralove Region
- University of Hradec Kralove
- University of Pardubice
- Elementary school
- Information Centre of Hradec Kralove
- Local Government Commissions
- Bajkazył – NGO (cycling, bicycle rental, cultural events)
- Salinger – NGO (social sphere)
- NUUK - NGO (natural mobile sauna with access to the river, refreshments, cultural events)
- Technology Centre Hradec Kralove
- Centre of Artistic Activities
- Active citizens



5 Active Citizens; challenges & local challenges

Once the key stakeholders were identified and ULG established, they started the work on the Integrated action plan itself. The first step of the whole process was to analyse the key challenges in the field of the citizens' participation. Again, the outputs and experiences from the other URBACT projects.

The 8 cities of the Active Citizens network have been asked to express explicitly what they concretely want to do when they say 'we want to develop participatory democracy'. A set of motivation cards were given to every city and each one of them had to read them, order them and prioritise which ones were corresponding to their own objectives (they could also create new ones from scratch).

Unfortunately, this step was the one that was the premiere one that the ULG had to do on-line because of the Coronavirus pandemic. With the support of the Urbact and effort of the whole ULG it was successfully done, and online work became a natural way of working.

1. **We want to develop a culture of participation and a sense of active citizenship** (7 votes)

Youth councils/forums contribute to convince young people of the societal impact that active citizenship may contribute to and proofs show that they remain active later on, but besides these councils we did not find any city which has developed a real culture of participation. For example, training in the field of citizen participation (either internal training of civil servants but also training for citizens) could not be found anywhere. Therefore, it appears that this objective is still not really answered to and remains interesting to tackle within the phase II of Active Citizens.

2. **We want to enlarge the diversity and number of active/ engaged citizens** (6 votes)

3. **We want citizens to co-create solutions** (ideas, plans, agendas, actions) with us, city administration (5 votes)

4. **We want to rebuild trust between citizens and the city administration** (4 votes)

All cities have done quite a lot in terms of transparency measures. Indeed, nearly all of them have live broadcasting of city councils, or at least, publicly available recordings, access to decisions which were taken, city budgets, etc. but transparency is not enough to build trust. Trust also comes with the actual common knowledge of citizens and city authority (incl. sometimes interpersonal relations). This is a field which can definitely be more investigated within Active Citizens.

5. **We want citizens to take an active part in urban planning projects and decisions** (4 votes)

This objective does not appear to be in the most important ones, probably because this is amongst the things that city authorities have slightly less difficulties to do. It's not easy but all the cities have done some citizens' consultations either through meetings, questionnaires, referendums, etc. Active Citizens will not investigate consultation techniques but cities will be able to exchange tips and tricks during phase II.

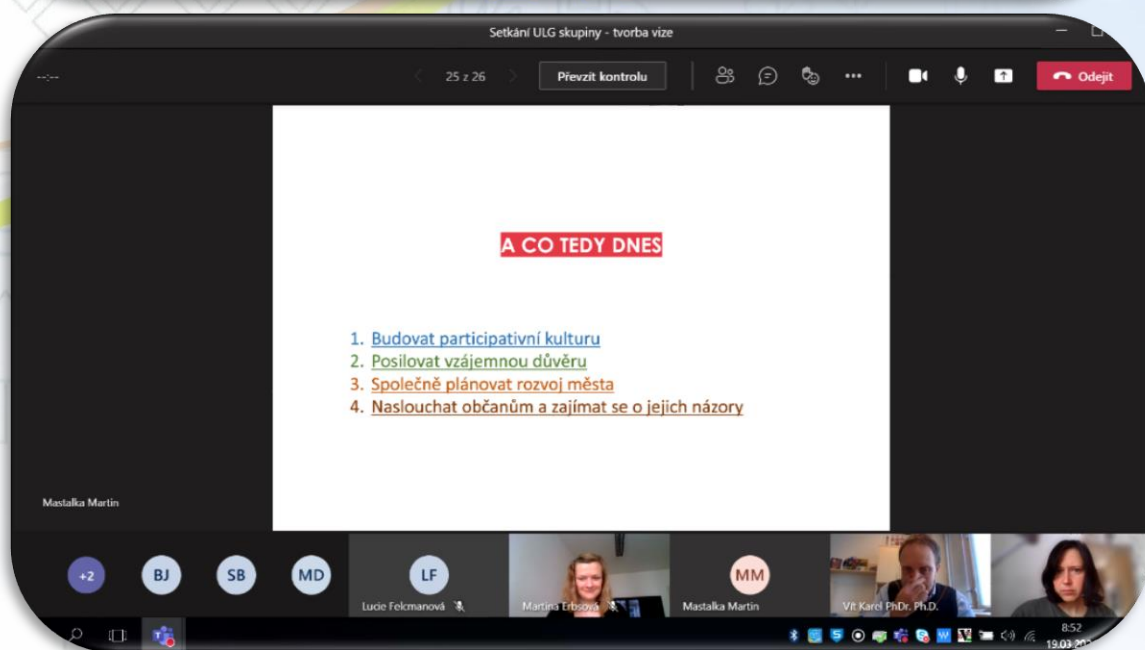
6. **We want to facilitate the dialogue between elected officials and citizens** (3 votes)

7. **We want to collect citizens' opinions and views on public matters or actions** (3 votes)

This sub-challenge is clearly touched upon in some cities, especially in Tartu municipality with its participatory budgeting but also in the city of Bistrita for example in which there is a public meeting

to validate the city budget. Still, many cities may be interested in exploring, in practice, how to do so, therefore this sub-challenge remains relevant to explore in Phase II.

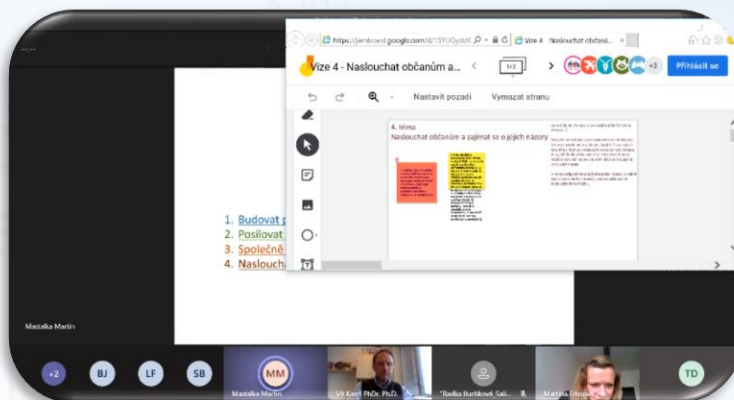
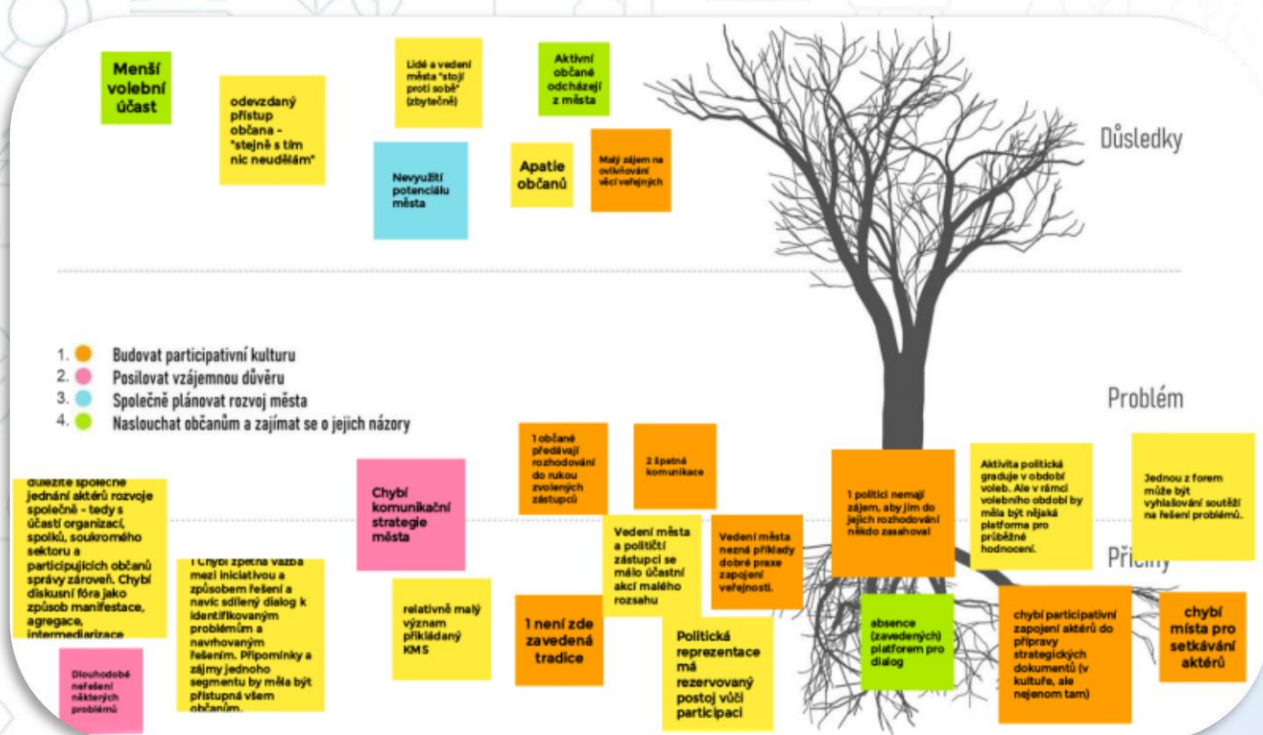
8. We want citizens to be active in the life of their neighbourhoods (3 votes)
9. We want citizens to be able to decide upon the financial investments and priorities for the city (3 votes)



6 Analysing problems

The next step of the IAP composition was to analyse the key problems that we identified before. The ULG had to recognize the roots of the problems and separate them from the impacts. Such an attitude ensures the effective way to solve the causes of the problems, not the outputs that they were generating.

The tool that was chosen was the problem tree analysis. It was done on-line using the Microsoft Teams and free Google Jamboard software.



6.1 Identified problems

As an output of the analysis the following effects were identified:

- Low voter turnout
- Handed over approach of citizens - "I will not do anything about it anyway,,
- Underuse of the potential of the city
- People and city management "stand against each other" (unnecessarily)
- Low interest in influencing public affairs
- Active citizens leaving the city
- Apathetic citizens

6.2 Identified causes

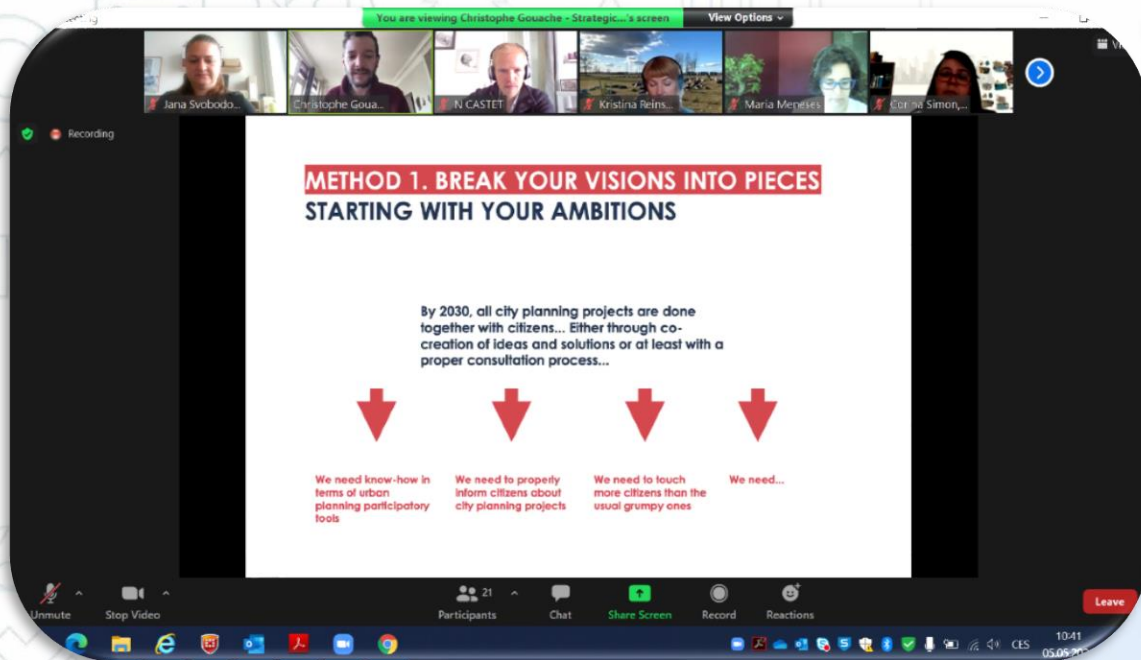
The causes of the listed problems were expressed as well:

- Long-term failure to solve some problems
- The communication strategy of the city is missing
- There is a lack of feedback between the initiative and the way of solving it, as well as a shared dialogue on the identified problems and proposed solutions. The comments and interests of one segment should be accessible to all citizens.
- The joint action of development actors together – i.e. with the participation of organisations, associations, the private sector and participating citizens of the administration at the same time - is probably important for management. There is a lack of discussion forums as a way of manifestation, aggregation, intermediation of interests.
- relatively little importance attached to Local Governance Commissions
- No tradition of participation
- City leaders and political representatives are not enough involved in small-scale actions
- The city management does not know examples of good practice in public involvement
- Political representation has a reserved attitude towards participation
- The absence of (established) platforms for dialogue
- There is a lack of participatory involvement of actors in the preparation of strategic documents (in culture, but not only there)
- Political activity graduates during the election period. But there should be a platform for ongoing evaluation during the election period
- Competitions solving selected problems are missing
- There is no place for stakeholders to meet

7 What do we want?

When we recognized the roots of the problems we had to think about the situation we wanted to achieve – we had to establish the vision. As there were different ways to formulate the vision and how to communicate it towards various stakeholders, we tried more of them. Therefore, the different style of the vision was designed for each of the challenges chosen in the previous step.

The styles of the visions were linked with the challenges as described on the following pages.



The vision was designed by citizens and their working groups led by the participants. The local government provided organizational support only. [illustrated by KT]

Create participative culture: The vision is formulated as the “contemporary” situation in the future (in 20-30 years).

Hradec Králové is still the „Salon of the Republic“

MARTIN MAŠTÁLKA, 02/03

This year's 820th anniversary of the first written mention of the founding of the city (in 1225) allows us to reflect on what we have reached at least in this millennium. The city's generous and long-term cooperation with citizens has paid off. The city has managed to bridge the gap between the political representation and the citizens. City leaders, officials and citizens have learned to communicate with each other, and not only to respect each other's views, but also to respect the results of mutual negotiations.

The form of participatory planning has inspired other groups, including investors and renowned architects. They also want to implement quality constructions, and therefore they have also decided to consult their intentions with citizens and the institutions concerned, and they also voluntarily announce competitions. Thanks to this approach, student life is rampant in Hradec. Thanks to new fields, the city attracts promising young people from all over the country. It is also recognizable in the boom of student clubs, pubs and other spaces. Despite the challenge posed, and still represents, by the aging of the population, the city has managed to remain a vibrant city, offering sufficient services to all age groups of its citizens.

Hradec Králové residents know how to live in a public space and enjoy it all the more because they have become involved in its design and implementation. From spring to autumn, the city is besieged by parks and waterfronts by people who come here to spend their free time. Artists can perform on public stages. The new mobility requirements that have emerged in the context of climate change and the possibilities of the digital age have also been a major challenge. However, the city, together with the citizens, found a way to eliminate the individual car transport in the city centre, while not limiting the transport service of the area.

Virtually every interest group will find its enjoyment, its space, in the "Salon of the Republic". Hradec Králové is the result of communication by a wide range of actors who together create new plans. At the same time, the impacts and outputs of all activities are regularly evaluated in terms of their contribution to the quality of life of the population. Citizens who see specific positive changes in their surroundings are thus positively motivated to become even more involved in community and public life. And so it is up to each of us to continue to engage in a debate on how to change lives together in our beautiful and thriving city

Enhance mutual trust: The vision is formulated as the advertisement that is posted in the future newspaper. It describes the situation in the city as an ideal place to live.

ADVERTISEMENT

Are you an active citizen?

Are you happy when your suggestions do not fall under the table, but are implemented?

Do you want to live in a city whose development is based on analysis and cooperation with the public?

Are you interested in what is happening in your environment and do you want to participate in its development yourself?

Then Hradec Králové is the right place for you. Come to us to live and participate in the further development of the city.



Come to live with us in Hradec Králové [illustrated by KT]

Planning the development of the city together: The future newspaper article that informs about the event, where the city representatives together with the civil servants inform about the participation event. The article mentions the doubts and obstacles that had been overcome to achieve the contemporary level of participative planning in the city.

Are we fulfilling our vision of participation?

JANA SVOBODOVÁ, 07/03

In 2021, the City Council approved a vision in the field of participatory culture. Take a look at the main points. Do you think the city has lived up to its plans?

The city of Hradec Králové is in 2040 a place where:

- when planning each project, the city organizes workshops and other events, where it asks citizens how they would imagine the implementation of the project and what they think would be the best solution;
- the city uses the instruments of its support in all areas transparently, lets the relevant actors speak into the creation of the subsidy policy, listens to the feedback;
- projects and tasks are regularly evaluated and the outputs of this evaluation are publicly presented;
- citizens know where to turn with an idea / vision / stimulus;
- people know their neighbours and their elected representatives in the place where they feel good and where they really enjoy living. People know who to turn to to solve problems and with whom to work, so that life in the place is pleasant, safe, interesting and dignified;
- public administration uses the possibilities of modern tools of communication and participation, while preventing its depersonalization.



Public discussion on the future of the city [photo by: KT]

Citizens have an opportunity to participate in planning the development and future of the city

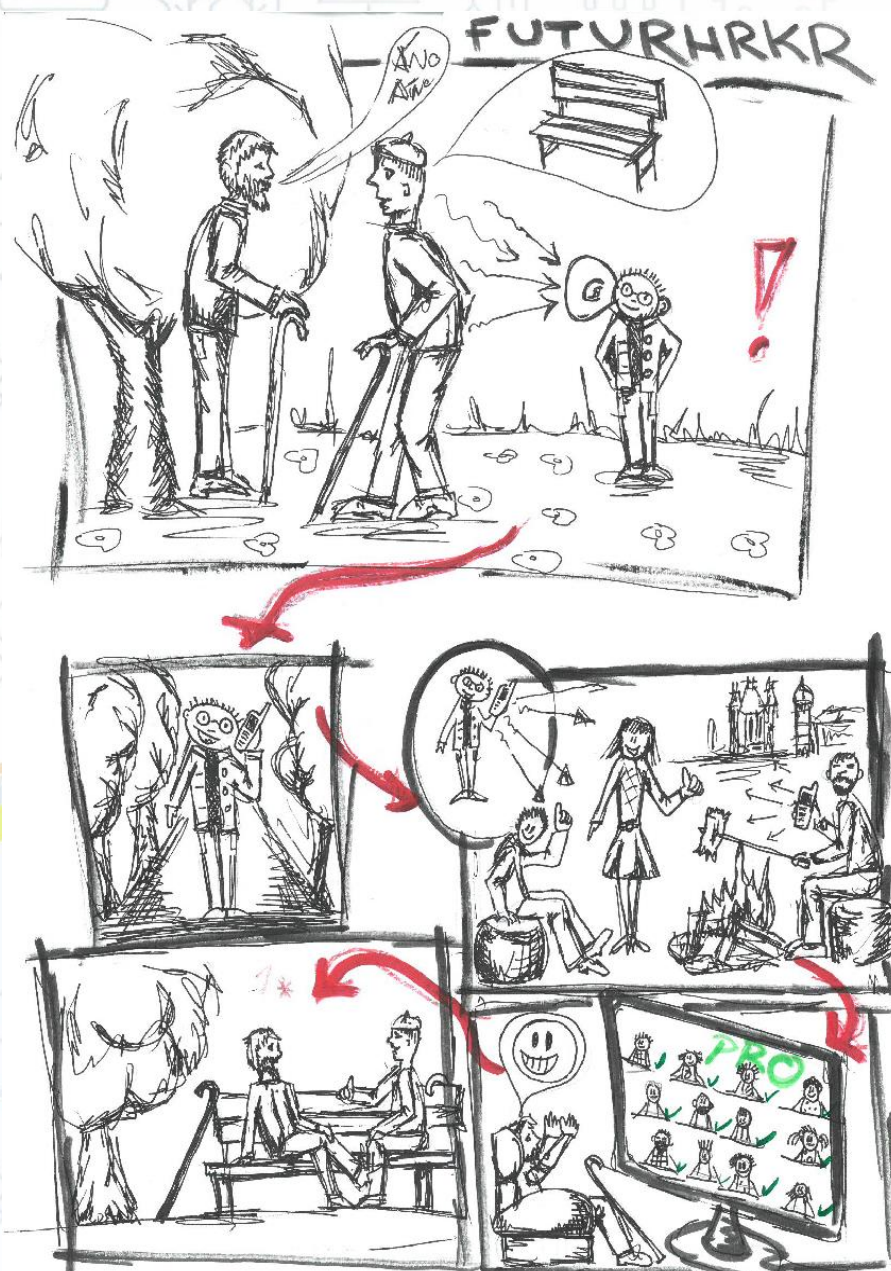
JANA SVOBODOVÁ, 11/03

The city is mainly people and the environment in which they live. How do different groups, sections of the population, perceive the city?

What is shown to them in the rear view mirror, in the present and with what visions do they associate their future life? Do we think only of ourselves or others? Participate in discussions, forums, public meetings and make suggestions, support ideas that appeal to you. Plan with us!

Listen to the citizens and be interested in their opinions: The last vision was presented as a comic-book story where the artist tried to express the ideal participation in the future city.

MONDAY COMIC BOOK STORY



8 A learning Journey: Action Planning Networks

Networking with other European cities within URBACT allow us to exchange and share our experiences, challenges, problems, and possible solutions with peers across Europe.

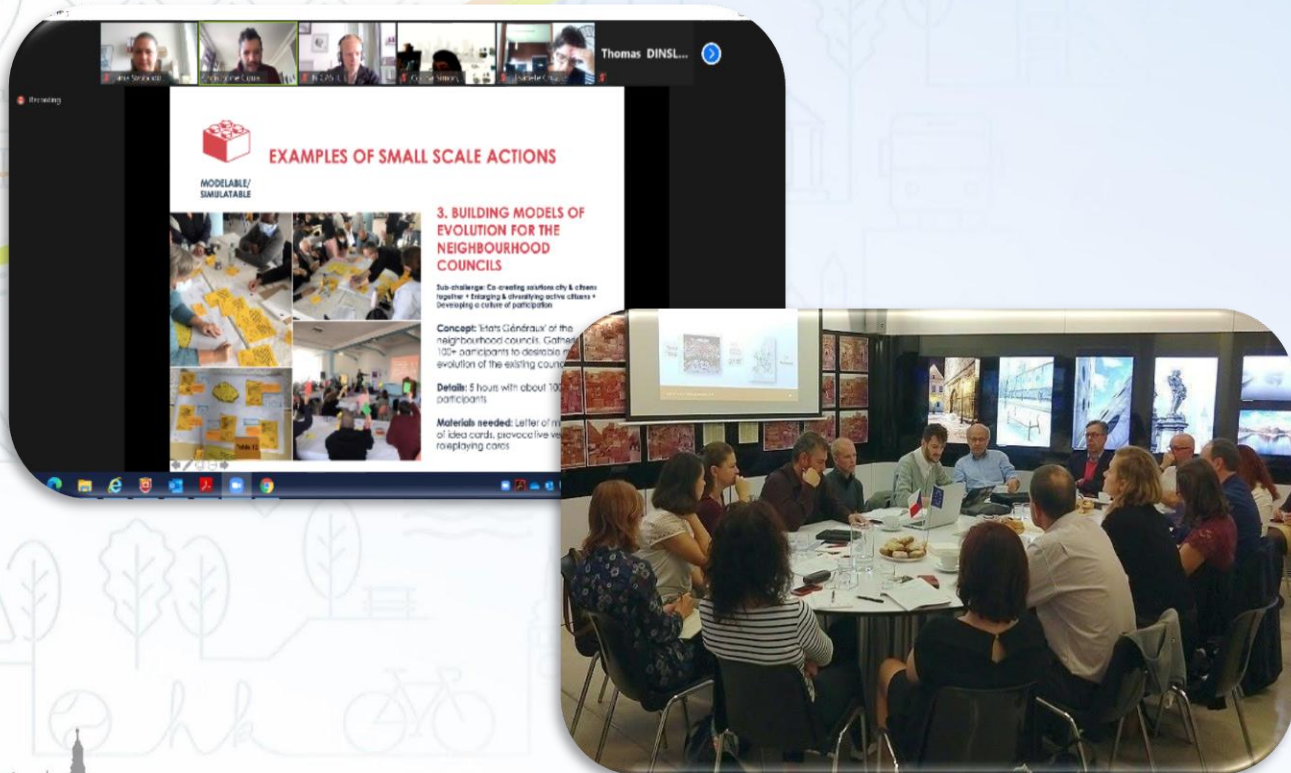
The requirement that all partnerships shall be balanced with partners from Less Developed and More Developed Regions breaks up the usual networking patterns and widens the scope of shared experiences and approaches. In URBACT II (2007- 2013) more than 500 cities from 28 Member and Partner States have actively been involved.

Transnational exchange and learning seminars include site visits during which partner have the opportunity to learn how other cities are concretely dealing with their local challenges and problems. While exchanging with the host city and questioning their approach, partner cities are also led to reconsider their own approaches to similar issues they may be confronted with.

By participating in the transnational seminars organised by the networks, we also have the opportunity to benefit from the thematic inputs provided by European urban experts, academics and researchers as well as policy and decision makers at different levels.

Through peer review and co-design activities with peers across Europe, with different experiences and backgrounds, we generate new ideas for your own city as well as support other local authorities in building better solutions to their local challenges (Urbact, 2015)

Hradec Králové actively participated in the Urbact II network. The positive experience together with the will of improvement of the participation democracy in the city led to the high interest to join the Active Citizens network within Urbact III programme as well.



9 Integrated Action Plan roadmap

An Integrated Action Plan (IAP) is a policy instrument that can be used to respond in a concrete way to a policy challenge. Each IAP is unique, in terms of local context, theme and coverage. There is no set template. • Drafting an IAP is not an administrative exercise. It should be a concrete and useful tool to provide an answer to the policy challenge addressed. • The IAP is not an end point in itself: using the partnership and stakeholders to make it happen is important; therefore it is recommended to embed the drafting of an Integrated Action Plan within a period of 12-14 months of launching the project that will address the policy challenge. • There is no 'one size fits all' approach to an IAP. The content and format will vary depending on the policy challenge or process being addressed, the territorial coverage and the local context in which it is proposed to be implemented. However, the URBACT Programme provides some guidelines, examples and ideas on what could and should be included within an Integrated Action Plan being produced as part of an URBACT network. (Urbact, 2017)

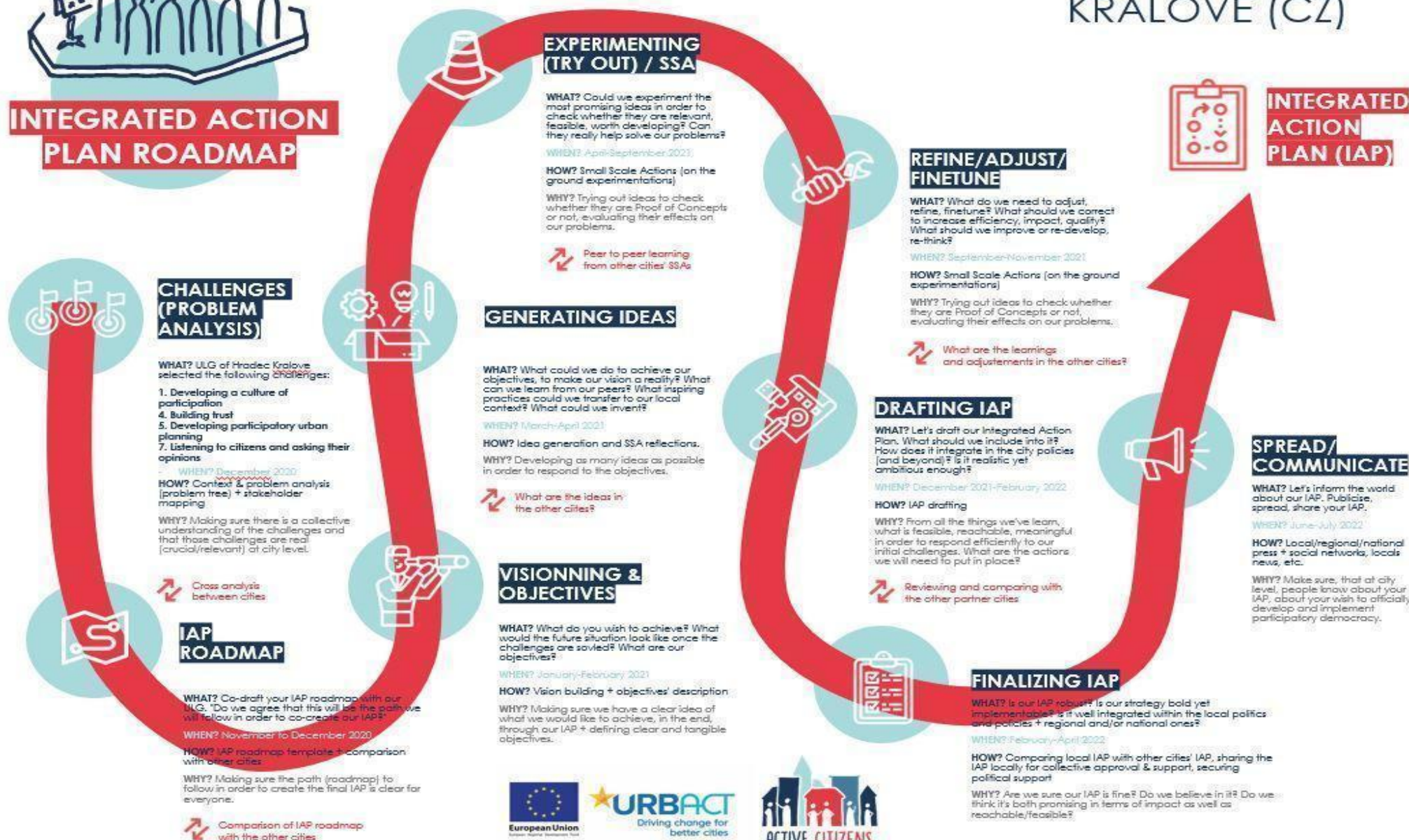
A shared road map would allow URBACT Local Support Group members to know what stage they are at in any given moment, enhancing their ownership of the project, and allowing them to plan the time they need to fulfil specific tasks. A roadmap might, for example, include:

- brief introduction to URBACT and to the network,
- URBACT Local Support Group objectives and expected results/ outputs,
- definition of the policy challenge to be addressed by the URBACT Local Support Group / in the Local Action Plan,
- timetable for meeting dates,
- transnational exchange dates and themes, and URBACT Local Support Group inputs,
- outline workplan for development of the Local Action Plan,
- consultation process on draft Local Action Plan and launch of Local Action Plan. (Urbact, 2013)



INTEGRATED ACTION PLAN ROADMAP

CITY OF HRADEC KRALOVE (CZ)



10 Action table

Listening to citizens and asking their opinion						
ACTION (describe your intended action)	CHALLENGE(S) (describe to which challenge your action contributes)	EXPECTED RESULTS IN TERMS OF PARTICIPATORY DEMOCRACY	LEADER OF THE ACTION (the organisation that will take the lead in implementing/piloting the action)	PARTNER(S) (list all the partners, stakeholders who will support, help, contribute to the implementation of the action)	FEASIBILITY/ASSETS (describe here your strengths and assets which will make your action feasible, implementable)	TIMEFRAME (describe here the expected duration, length of the action)
Informal Coffees with city representatives	Listening to citizens and asking their opinion	Improvement of the mutual trust between political representation and citizens.	Mayor's Office (Municipality of Hradec Kralove)	Mayor's Office, Department of the City Development, ULG members, City Council members, Local Government Commissions, citizens	Local elections in October 2022 might improve the attitude of the political representation to participatory actions.	Max. 4 hours approx. 1 – 2 times a year
Meetings/workshops with citizens and asking their opinion before creating strategic city documents	Listening to citizens and asking their opinion	Strengthening citizens' trust in the city management. Greater overview of citizens about planned projects and other activities of the municipality.	Department of the City Development, Department of Chief architect (Municipality)	Department of the City Development, Department of Chief architect, Local Government Commissions, citizens	The Active Citizens project as well as the participation activities used within the process of the design of SUMP and strategic plan have created demand for such actions	Time duration depends of the form of workshop or a meeting (meeting would last max. 2 hours)

Building trust						
ACTION (describe your intended action)	CHALLENGE(S) (describe to which challenge your action contributes)	EXPECTED RESULTS IN TERMS OF PARTICIPATORY DEMOCRACY	LEADER OF THE ACTION (the organisation that will take the lead in implementing/piloting the action)	PARTNER(S) (list all the partners, stakeholders who will support, help, contribute to the implementation of the action)	FEASIBILITY/ASSETS (describe here your strengths and assets which will make your action feasible, implementable)	TIMEFRAME (describe here the expected duration, length of the action)
Regular meetings of all the 25 Local Government Commissions members (LGC)	Building trust	Improvement of the horizontal communication among the LGC. Improvement of vertical communication between the city and the LGC.	Municipality in cooperation with the LGC and the ULG members	Mayor's Office, LGCs, ULG	LGCs' demand to meet with the other LGCs to communicate their issues	Once a year
Change in the format of LGC public meetings	Building trust, Listening to citizens and asking their opinion	Constructive meeting of the LGC, citizens and the city representatives using an independent mediator.	Mayor's Office	Mayor's Office, Department of the City Development, Local Government Commissions, ULG	The will of the LGC's to communicate and to change the format of the meetings with citizens.	The new format of the meetings should start in the second half of 2022 or 2023.

Developing Culture of participation						
ACTION (describe your intended action)	CHALLENGE(S) (describe to which challenge your action contributes)	EXPECTED RESULTS IN TERMS OF PARTICIPATORY DEMOCRACY	LEADER OF THE ACTION (the organisation that will take the lead in implementing/piloting the action)	PARTNER(S) (list all the partners, stakeholders who will support, help, contribute to the implementation of the action)	FEASIBILITY/ASSETS (describe here your strengths and assets which will make your action feasible, implementable)	TIMEFRAME (describe here the expected duration, length of the action)
Participatory budget of the city	Developing culture of participation	Chance for stakeholders and citizens in the city to implement their ideas for projects in the city.	Department of City Development/ Mayor's Office (Municipality)	Department of the City Development, Mayor's Office, Economic department (Municipality)	The idea of creating a participatory budget was mentioned several times during the working group meetings within the update of the strategic plan as a	Once a year, the process of collecting, evaluating and voting for the project could take approx. 9 months.
Participatory projects for the elementary schools	Developing culture of participation	Forming participatory culture at elementary schools among pupils, teachers and their parents	Department of Education and Leisure Activities for Children and Youth (Municipality)	Elementary schools, ULG, Department of the City Development	Active school directors as members of the ULG	Competition of the school projects once a school year
Make participative actions easier!	Developing culture of participation	Active citizen knows where to find a help to realise his/her participative action Creating a point for active citizens, where	Department of the City Development (Municipality)	Mayor's Office, Department of Informatics, Tourist information centre, LGC's, ULG	Some active LGC's and their experiences, active citizens in the ULG	Continuously

Developing Culture of participation						
ACTION (describe your intended action)	CHALLENGE(S) (describe to which challenge your action contributes)	EXPECTED RESULTS IN TERMS OF PARTICIPATORY DEMOCRACY	LEADER OF THE ACTION (the organisation that will take the lead in implementing/piloting the action)	PARTNER(S) (list all the partners, stakeholders who will support, help, contribute to the implementation of the action)	FEASIBILITY/ASSETS (describe here your strengths and assets which will make your action feasible, implementable)	TIMEFRAME (describe here the expected duration, length of the action)
		they can find help to realise their planned events.				
Establishment of the position of the Participation Coordinator	Developing culture of participation	The Participation Coordinator would help to include more citizens into the decision-making process in the spatial planning, strategic planning as well as the sectional strategies	Department of the City Development (Municipality)	Secretary of the Municipality, HR Department Management of the City, Mayor 's Office Dep. of the Municipality	There is the demand for the position in the city hall as well as from the funding offices/organisation Active political representation	2024

Developing participatory urban planning

ACTION (describe your intended action)	CHALLENGE(S) (describe to which challenge your action contributes)	EXPECTED RESULTS IN TERMS OF PARTICIPATORY DEMOCRACY	LEADER OF THE ACTION (the organisation that will take the lead in implementing/piloting the action)	PARTNER(S) (list all the partners, stakeholders who will support, help, contribute to the implementation of the action)	FEASIBILITY/ASSETS (describe here your strengths and assets which will make your action feasible, implementable)	TIMEFRAME (describe here the expected duration, length of the action)
In-situ introductory walks focused on planned projects of the city	Developing participatory urban planning	Opportunity to comment on the planned projects of the city. Improved citizens' overview of the city projects	Department of the City Development (Municipality)	LGCs, Department of Chief Architect, project architects	Project management system, willingness of the project architects to cooperate	Walk length approx. 2 hours, regularity depends on the planned projects)

ACTION Title: Informal Coffees with city representatives**ACTION Owner:** Mayor's Office (Municipality)**Short Description**

City representatives meet with citizens to have a coffee together in one of the restaurants in the city.

Stakeholders

Department of the City Development (Municipality)

ULG (URBACT Local Group) members

City Council members

Local Government Committees

Citizens

Links to Strategy**Finance & Resources**

The budget of the city – approx. 100 EUR/ year

ACTION Readiness**Risks**

Willingness of the city representatives to participate.
The event could be considered more as a political event and not a participative one.

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Invitation of city representatives to participate in this event	12/2022 – 02/2023	The (informal) agreement of participation of the representatives	Explaining the aims of the event	Busy schedule of the city representatives
Organization of the event	03/2023 – 04/2023	The event is ready to be held	Synchronization of the schedules, choosing the place for the event	Which place to choose? Busy schedule
The informal coffee with city representatives	05/2023 – 06/2023	The event – Informal Coffee with City representatives	Introduction of the event Advertisement Dissemination	Low interest from the side of the citizens

ACTION Title: Meetings/workshops with citizens and asking their opinion

ACTION Owner: Dep. Of City Development (Municipality)

Short Description

Meetings/ workshops with citizens and asking their opinion before creating strategic city documents

Stakeholders

Citizens
Department of the City Development (Municipality)
ULG (URBACT Local Group) members
Local Government Committees

Links to Strategy

Finance & Resources

The budget of the city – approx. 2000 EUR/ year

ACTION Readiness

Risks

Willingness of the strategies “owners” and developers to implement the principles of the participative democracy

ACTIVITIES Summary

ACTIVITY	<u>Dates</u>	OUTPUTS	<u>Related ACTIVITIES</u>	<u>Problems / Concerns</u>
Identification of strategies that are going to be created or updated and are suitable for the organization of meetings/workshops next year	11-12/2022	List of potential created and updated strategies	Communication with other city departments and city companies Convincing the “owners” and developers of the strategies about the necessity of citizens’ participation	No system coordinating the development of sectoral strategies have been set yet Not all strategy owners want to involve citizens into the strategy development process
Organization of the spring events	03/2023 – 06/2023	The event(s) is (are) ready to be held	Synchronization of the schedules, choosing the place for the event	Which place to choose? Busy schedule
Identification of the added value for strategies gathered by the citizens participation	09/2023	Identification of the added value for strategies gathered by the citizens participation	Presentation of the identified added value among the strategy “owners” and developers.	The level of acceptance of the participative democracy among <u>strat. developers</u> and “owners”
Organization of the autumn events	10-11/2023	The event(s) is (are) ready to be held	Synchronization of the schedules, choosing the place for the event	Which place to choose? Busy schedule
<i>the action repeats every year</i>				

ACTION Title: Local Government Commissions regular meetings

ACTION Owner: Mayor's office (municipality)

Short Description

Regular meetings of all 25 Local Government Commissions' members (LGC)

Stakeholders

Mayor's office dep. Of the municipality

Local Government Commissions

ULG group

Links to Strategy

Strategy is in progress

Finance & Resources

Approx.. 150 EUR/year, part of the city budget

Risks

Inactive LGCs

Misunderstanding between LGCs and city representatives

ACTION Readiness good
(ready to implementation)

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Invitation of representatives or LGCs to the meetings	01/2022-05/2022	First regular meeting of all LGCs.	Communication with LGCs Organization of the 1 st meetings	Some LGCs are not active, Schedule of some LGCs members
Regular meetings of the LGCs (1 - 2x per year)	2023 - ...	Regular LGCs meetings 1-2x per year.	Intensive communication with LGCs, organization meetings, implementation	Lack of willingness to the participate at the meetings
Evaluation	02/2023 – 03/2023	Survey of the LGCs meeting with improvement suggestions.	Creation of questionnaire spreading the survey. Defining suggestions.	Willingness to participate

ACTION Title: Change in the format of LGCs public meetings**ACTION Owner:** Mayor's Office (Municipality)**Short Description**

Constructive meetings of the LGCs, citizens and the city representatives using an independent mediator.

Stakeholders

Municipality departments
Political representatives
City Council members
Local Government Commissions

Links to Strategy**Finance & Resources**

ACTION Readiness

Already started

Risks

Communication
between key actors

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Survey of needs and wishes of the LGCs regarding their relationship to local citizens and companies	05/2022 – 10/2022	Short analysis of the current state defining the main goals and aim for the format of meetings	Meetings with LGCs representatives, consultations with the municipality departments, consultations with city board's members, city committees and city management	To choose new optimal format. Inactive LGCs
Design of the new format of LGCs public meetings	12/2022 – 01/2023	The design of the system, accepted by the LGCs, the city council and city board	The information campaign about the importance of the involvement of local citizens into the city management process. There will be synergy effects with other activities in the IAP	Communication between key actors (LGCs, city board, municipality departments, city management)
Pilot implementation of new format of LGC public meetings	02/2023 – 10/2023	Short report improving the newly designed format of LGCs public meetings.	Communication between key actors in the pilot stage.	Possible mistakes in the communication. Unfunctional new designed format
Design of the new format of LGCs public meetings	11/2023 – 03/2024	Practical implementation of new format.	Dissemination of outputs of new format of meetings	

ACTION Title: Participatory budget

ACTION Owner: Department of the city development
(Municipality)

Short Description

The aim is to design a system of participatory budget and its implementation.

Stakeholders

Municipality departments
Political representatives
City Council members
Local Government Commissions
NGO's
Citizens

Links to Strategy

Strategic plan of the city (update in progress)

Finance & Resources

The budget of the city – approx. 60.000 EUR/ year to finance the project

ACTION Readiness

Project idea

Risks

New economic challenges.
Political instability.
No agreement on basic principles, goals and rules of participatory budgeting in the city.

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Design of the system of participatory budget	10/2022 – 04/2023	The design of the system of participation, budgeting (conditions, rules, implementation)	Aims and goals definition. System design. Implementation design.	The will of the political representation. Agreement on goals and scope of the participatory budget.
Securing political support	10/2022 – 10/2023	The design of the system, accepted by the city council and city board	The city representatives are involved in the system design: participation in participation	The upcoming economic challenges. Political instability.
First year of the participatory budget implementation	03/2024 – 06/2024	The first year of the projects selections based on the designed system.reserved in the budget selection of projects. Transparency of the process.	Economic challenges. Possible mistakes in the selection process. Possible mistakes in the communication.
Implementation of the first projects and their evaluation	07/2024 – 12/2024	Practical implementation of selected projects and evaluation of the outputs.	Realization of the selected projects. Evaluation of the projects outputs and outcomes.	Rise of the costs (inflation). Regulatory challenges. Postponed deadlines.
Evaluation	10/2024 – 02/2025	Evaluation of the designed system and its improvement.	The report with suggestions for the improvements.	The political will. Economic challenges. Wrongly established indicators.

ACTION Title: Participatory projects for the elementary schools

ACTION Owner: Municipality, Department of city development

Short Description

Participatory projects for the elementary schools

Stakeholders

Elementary schools

Pupils

Teachers

Municipality parents

Links to Strategy

Finance & Resources

2.400 EUR - budget for project financing

800 EUR - organization of the workshop

ACTION Readiness ready to implement

Risks

Willingness of school to join the participatory projects. Unexpected problems (Covid, children from Ukraine, ...)

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Defining participatory projects	September 2022, 2023	Selection of projects for implementation.	Brainstorming and gathering ideas for the right project	Lack of innovative ideas, inspiration
Defining schools to involve to the projects and addressing	November 2022, 2023	Selection of the schools to be involved.	Face to face contact with the school directors	Low interest of schools to participate
Participatory projects preparation	March 2023, 2024	Project to be implemented.		
Project implementation	May 2023, 2024	Participatory project	Realization of the chosen projects	

ACTION Title: Make participative actions easier**ACTION Owner:** Department of the city development
(Municipality)**Short Description**

Create guidelines for the organizers of the participative events.

Stakeholders

Mayor's office (Municipality)
Department of Informatics (Municipality)
Tourist Information Centre
Local Government Commissions

Links to Strategy

Strategic plan of the city (update in progress)

Finance & Resources

Not defined, yet

ACTION Readiness

Partly implemented

Risks

The guidelines would not cover all situations.

The guidelines would not be user-friendly enough.

The guidelines would not be up to date. budgeting in the city.

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Preparation of the guidelines for the Local Government Commissions.	10/2021 – 03/2022	Guidelines for the LGCs to help them organize various activities.	Summary of activities. Creation of guidelines.	To understand the problems the LGCs are facing. Inactive LGCs.
Web application of the guidelines for the LGCs on the webpages of the city of Hradec Kralove.	01/2022 – 03/2022	Web page of the guidelines for the LGCs on www.hradeckralove.org .	Implementation of the guidelines into the city webpages structure.	Rigid web editing system
Preparation of the guidelines for the active citizens – events' organizers	12/2022 – 05/2023	Guidelines for the different types of the events organized by active citizens (NGOs, LGCs,...)	Summary of events types. Summary of activities. Creation of guidelines.	To understand the problems the organizers of events are facing. Resistance of some departments of the municipality.
Web application of the guidelines for active citizens.	05/2023 – 09/2023	Web application of the guidelines for active citizens.	Implementation of the guidelines into the city web pages structure.	Rigid web editing system.
Evaluation	09/2023 – 02/2024	Guidelines updated in compliance of experiences of its users.	Getting feedback from the users.	Rigid web editing system. Willingness of the support receivers to criticize the guidelines.

ACTION Title: The position of the Participation Coordinator**ACTION Owner:** Department of the City Development**Short Description**

Establishment of the new position of the participation coordinator at the municipality of Hradec Králové.

Stakeholders

Secretary of the Municipality
HR Department
Management of the City
Mayor 's office Dep. of the Municipality

Links to Strategy

Organizational Rules of the City

Finance & Resources

Wage of the new employee – approx. 20.000 EUR per year
Budget for participative actions of the coordinator – approx. 20.000 EUR

Risks

Management of the city doesn't agree with establishing the new position within the Municipality.

ACTION Readiness

The action is in the phase of proposing a new position within the Municipality.

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Determination of the job description, salary classification and responsibilities of the coordinator.	04/2023 – 06/2023	Job description of the position of the participation coordinator.	Brainstorming with the Municipality departments about their needs in terms of participation.	Disagreement on the scope of activities performed by the Participation Coordinator.
Discussion with the secretary of the municipality and the city management about the inclusion of the new position in the organizational structure of the municipality.	11/2022 – 03/2023	Decision of establishing new position within the organizational structure of the Municipality.	Estimation of wage costs for the new position. Proposal for the inclusion of a new position in the structure of the municipality.	Lack of will and support to establish the new position of the participation coordinator from the side of the city management.
Determination of qualification requirements for the position of Participation Coordinator.	07/2023 – 08/2023	Qualification requirements	Gathering experience from other cities in the Czech Republic and abroad (Active Citizens network cities, partner cities, ...).	Different qualification requirements of individual departments of the municipality.
Selection process for the position of Participation Coordinator.	09/2023 – 11/2023	New participation coordinator of the city of Hradec Kralove	Publication of a vacancy in suitable places (e.g. city web pages, experts, ...)	No suitable candidate for the position of participation coordinator

ACTION Title: Introductory guided walks

ACTION Owner: Department of the City Development

Short Description

In-situ introductory guided walks explaining planned projects of the city

Stakeholders

Local Government Commissions
Department of the Chief Architect
Architects and designers of the city projects

Links to Strategy

Strategy is in progress

Finance & Resources

No extra finance needed

ACTION Readiness good
(ready to implement)

Risks

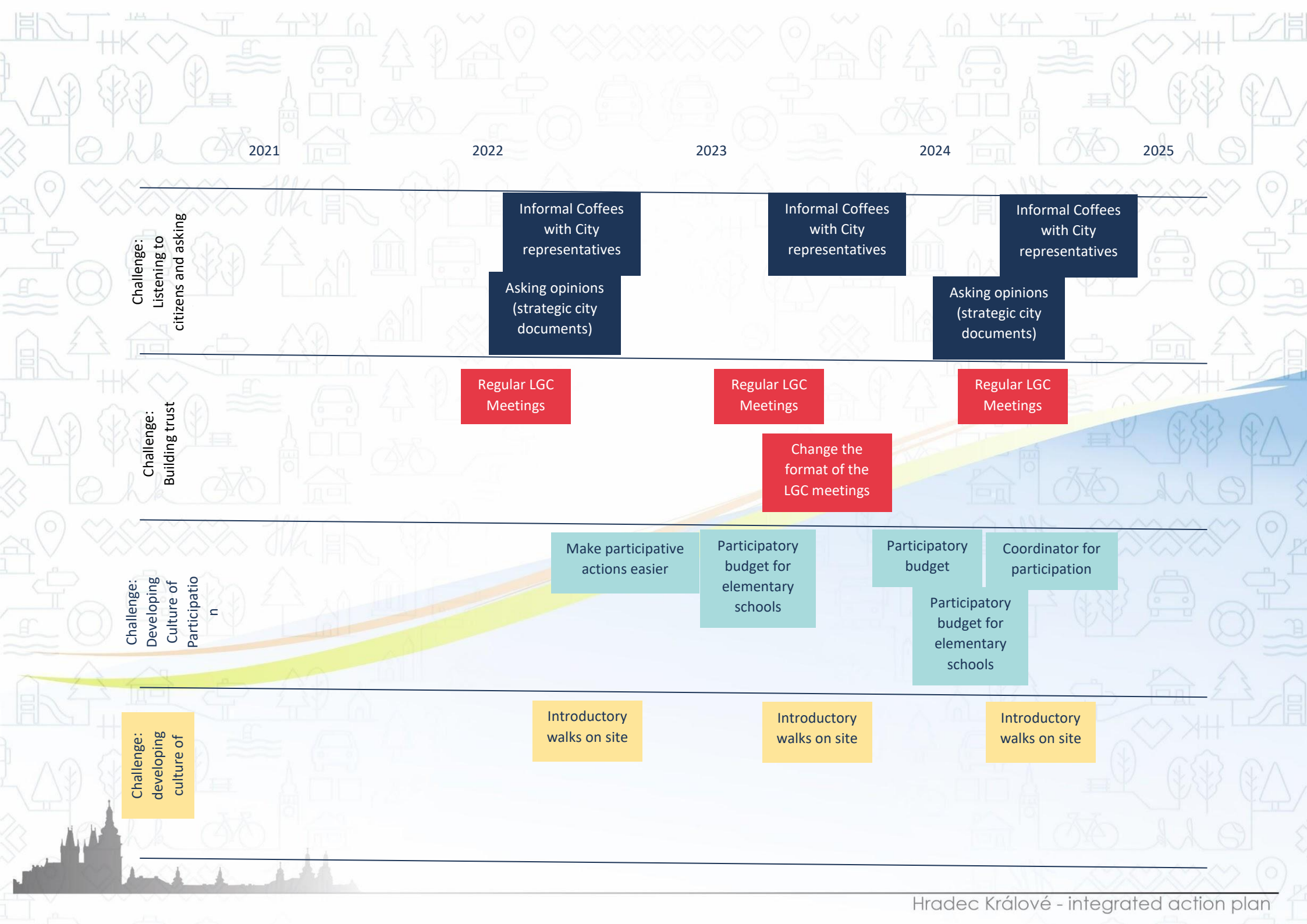
Political representation would not inform about projects in the preparation phase.

Willingness of architects to participate.

Weather

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Analysis of the project feasible to introduce to public	09/2021 – 12/2021	The list of introductory guided walks for the year 2022	Consultations with other departments, contacting architects	Lack of projects ready to be introduced
Preparation introductory guided walks	03-04/2022 09-10/2022	The introductory guided walks in the field	Agreements with arch. introductory guided walks	Schedule of architects
Analysis of the projects feasible to introduce to public	09-12/2022	The list of introductory guided walks for the year 2022	Consultations with other departments, contacting architects	Lack of projects ready to be introduced
Preparation of introductory guided walks	03-04/2023 09-10/2023	The introductory guided walks in the field	Agreements with arch. introductory guided walks	Schedule of architects



12 Small Scale Actions (SSA)

12.1 SMALL SCALE ACTION N°1

TITLE/NAME OF THE SSA: Big Square „on the blank sheet“

Active Citizens challenge: Developing culture of participation

What was done

Debates over the future use of the Large Square have been intertwined with the life of Hradec Králové for decades. Several studies have been prepared, however, there is no realisation in sight. First, we organised a walk through the history of the use of this public space with an architect from the Monument Care Department of the Municipality. After that citizens will have the opportunity to indicate "on blank sheet" their ideas about the further use of the Large Square through a workshop. There will also be a possibility for children and adults to build their own square with the paper boxes.

Expected outcomes/results

We would like to collect the citizens' ideas of the new square and use of the public space in the very city centre. We would like to provide representatives of the city with suggestions for further steps in the process of preparation for its reconstruction. We wanted to prove that asking people before preparing the reconstruction project would be very useful.

What were the effects produced by the SSA?

The main effect of the SSA was the acceptance of the SSA idea by the responsible politicians. They accepted the idea of inhabitants being a part of the decision-making process. The situation is not ideal but as a first step we consider it as a very important point.

Verbatims/quotes from people who took part in the Small Scale Action

How to organise it ?

Good theory but not so easy on the field.

Do we have more budget for that ?



12.2 SMALL SCALE ACTION N°2

TITLE/NAME OF THE SSA: *Panel discussion within the preparation of Sustainable Urban Mobility Plan (SUMP)*

Active Citizens challenge: Listening to citizens and asking their opinion, Building trust

What are expected outcomes/results

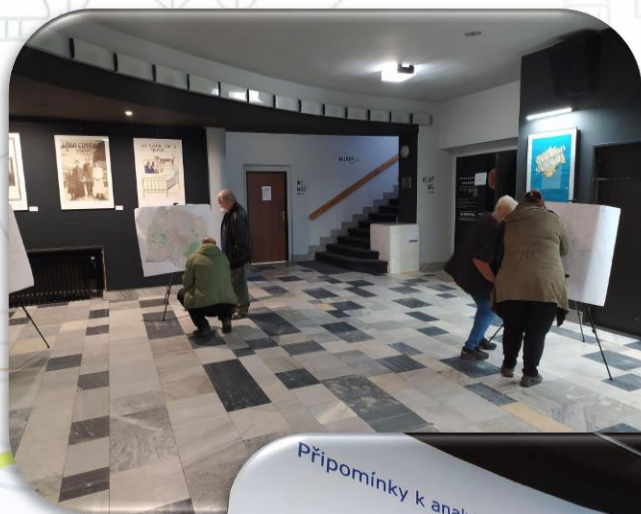
Participation of citizens is a very important part of the creation of the SUMP. During the panel discussion we would like to present the outputs from the emotional map, which was available for citizens on the city's mobility plan website (www.hradecjede.cz) and also discuss the vision of mobility in Hradec Kralové. Citizens will have the chance to ask the political representatives, officers from the municipality and experts from the mobility plan developer and also express their ideas and problems.

Expected outcomes/results

The panel discussion took place on October 19th, 2021 in the Bio Central cinema.

What were the effects produced by the SSA?

There was feedback from the public to the analytical part of the SUMP. Also the knowledge about the SUMP in the city has improved.



12.3 SMALL SCALE ACTION N°3

TITLE/NAME OF THE SSA: *Round tables within the update of the Strategic plan of the City Development*

Active Citizens challenge: Listening to citizens and asking their opinion, Building trust

What are expected outcomes/results

We prepared 4 table topics to be discussed within the preparation of the update of the Strategic Plan of the City Development, which is one of the key documents of the city.

4 table topics:

1. Competitive city
2. A healthy and cohesive city
3. A smart city with efficient infrastructure
4. City for life

Each table will have a facilitator who will lead the discussion and, if necessary, offer topics for discussion. We expect an active discussion on the 4 topics, especially about what the citizens and NGO's recognize as a problem and what is their vision of the city in 2040

Expected outcomes/results

The round tables took place on March 3rd, 2022. Approximately 70 citizens and NGOs decided to come. At each table there was a fruitful discussion on the four topics. Surprisingly, not many citizens who came to complain about specific problems, which is often a problem at similar events, did not take part in the discussion. Citizens could discuss and also write their suggestions on how to improve life in the city for the future. The output of this event will be processed and will be used within the update of the Strategic Plan of the City Development.

What were the effects produced by the SSA?

There were collected new ideas that will be implemented in the design of the strategic plan. We have also identified some challenges regarding the promotion and organization of the event.



12.4 SMALL SCALE ACTION N°4

TITLE/NAME OF THE SSA: Instructions for the Local Government Committees

Active Citizens challenge: Developing culture of participation

What do we prepare

In cooperation with other departments of the municipality, we will create a place on the webpages of the city, where the Local Government Committees could find instructions on how to proceed in different situations (e.g. repairs of the pavement, playground, waste problems, traffic, parking, maintenance of greenery, complaints, investments,...). The "LGC Requirements - What to Do When I Want to Change Something" section will be placed on the website.

What are expected outcomes/results

We would like to make it easier for the LGC's to organise their activities and maintain the locality.

What were the effects produced by the SSA?

The LGCs are mainly "volunteer" work for the locality. The active citizens participating in the LGCs appreciate as much help from the city government as possible. The easy and well-arranged system of the transfer of information would improve the mutual trust between the LGCs and the city office.

City and office

- Current operation of the municipality
- Contacts
- City Council
- city Council
- City council
- Local government commission
- City Hall
- Electronic office
- Decrees and regulations
- Public procurement and contracts
- Municipal organizations and organizational units
- Strategic documents of the city
- City zoning plan
- Career
- Lost and found

Local government commission

KMS requirements	List of KMS	Resolution
KMS priorities [PDF, 632 kB]	Where do I belong? KMS search by address	KMS border map KMS on the map
KMS maps maps to download	Legal norms guidelines for the operation of KMS	Contacts to the staff of the municipality for the KMS agenda

Share on Facebook Twitter
Visits: 24526

Local government commission

- KMS requirements
- List of KMS
- Resolution
- KMS priorities
- Where do I belong?
- KMS border map
- KMS maps
- Legal norms
- Contacts

KMS requirements

Related links

Repairs sidewalks, paths, playgrounds, nebulae	Waste black dumps, waste bins	Disorders public lighting, radio, radars
Maintenance of greenery and public spaces mowing, felling, planting, cleaning, disinfection, cleaning, deratization	Complaints dogs, noise, advertising, parking	Transport, security speed, cameras, patrols, transport
Investment roads, parking, public transport stops, crossings, playgrounds	In general	

12.5 SMALL SCALE ACTION N°5

TITLE/NAME OF THE SSA: *The on-site presentation of the project of the former barracks parterre reconstruction*

Active Citizens challenge: Building trust

What are expected outcomes/results

Walk guided by the designers of the reconstruction of the former barracks parterre in the central area of the city.

Expected outcomes/results

We try to introduce the project to the public through the eyes of the designer/civil engineer. He will explain the reasons for the selected solutions of the problems that appear in the locality.

What were the effects produced by the SSA?

The event pointed out the importance of informing citizens about what is planned in the particular area in the city. The citizens had an opportunity to discuss with the architects, the municipality officers and ask questions about the city development. The citizens are interested in more events of introducing the planned city projects and we would like to continue in this direction.



12.6 SMALL SCALE ACTION N°6

TITLE/NAME OF THE SSA: *Workshop on the topic of participatory democracy with University students*

Active Citizens challenge: Developing culture of participation

What do we prepare:

Workshop for the University students as a part of the event called „Society and its governance: society and democracy“ including a survey about participation.

What are expected outcomes/results

We would like to raise awareness of the topic of participation and open democracy, so the young people know what are their possibilities in changing their surroundings and the city.

What were the effects produced by the SSA?

Students had the opportunity to learn something about participation and its forms. We also had a fruitful discussion about their experience with participation of any kind.



12.7 SMALL SCALE ACTION N°7

TITLE/NAME OF THE SSA : *Workshop and survey for middle school and high school students within the Europe Day - 9th May, 2022*

Active Citizens challenge: Developing culture of participation

What do we prepare?

Workshop for the middle school and high school students on the square in Hradec Kralove. They will fill in a short survey regarding their experience with participation and after that they will show us on the map what would change in the surroundings of their school and we will talk about how to do it and what are the possibilities. The whole Europe Day is organised by the Hradec Kralove region and other organisations who have experience with cooperation within the European Union and the European funds.

What are expected outcomes/results

We would like to raise awareness of the topic of participation and open democracy, so the middle school and high school students learn what are their possibilities in changing their surroundings and the city.

What were the effects produced by the SSA?

Students, who stopped by at our stand received more information about participative democracy, about their experience with participation and they have a chance to write in idea of improvement in their school and place it on the map. Feeling maps are very good tool for asking people's opinion.



12.8 SMALL SCALE ACTION N°8

TITLE/NAME OF THE SSA: *Workshop and a competition for school pupils*

Active Citizens challenge: **Developing culture of participation**

What do we prepare

The school kids (7th or 8th grade) in the selected schools will attend a workshop to have a discussion about the public spaces in the city and their idea of the ideal public space using the Lego kit. After that we will offer the pupils to design their own project of small improvements in their school. The winning design will receive the money to implement the action.

What are expected outcomes/results

We would also like to make the kids, as well as their parents, think about their neighbourhood and public spaces. We also try to bring the idea of participatory budgeting into the practical life of the city. Unfortunately the participation budgeting is not used yet.

What were the effects produced by the SSA?

We contacted several active schools and, unfortunately, they all refused to cooperate and this planned workshop and a competition could not be implemented as an SSA within the APN Active Citizens.

Teachers are overwhelmed by catching up after the covid pandemic and schools must also take care of the education, and everything related to it, of incoming children from Ukraine.

Our plan is to wait and to contact the school with this idea again in the next school year.



13 Potential risks

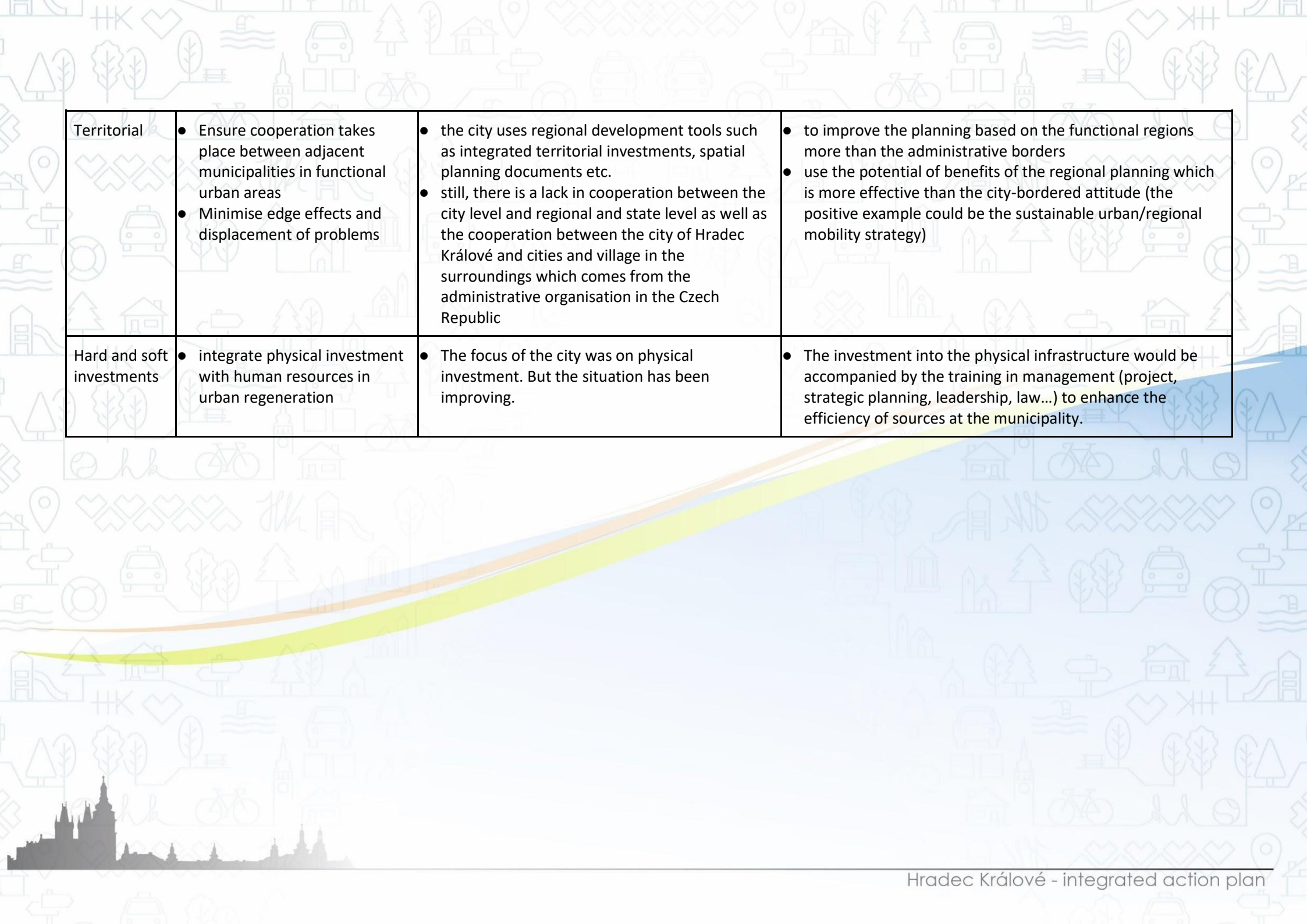
Risk factors have been identified based on the standardised risk analyses. The outputs are expressed in the following table:

Risk factors category	Events or Causes	Risk			Risk mitigation option	Risk response
		Probability	Impact	Total		
	City representatives are too busy to be in contact with citizens	0,6	0,8	0,52	The positive output of participative democracy is continuously explained to politicians as well as to public	City Hall City Development Department
	The will of city representatives to implement the tools of participative democracy	0,5	0,9	0,45	The positive output of participative democracy is continuously explained to politicians as well as to public	City Hall Mayor's Office
	Citizens are not interested in the local development	0,5	1	0,5	The concrete outputs of changes made upon the citizens' participation are presented to the public. Improvement of participation techniques.	City Hall Mayor's Office, City Development Department
	The LGC's haven't rehabilitated their position in the system of city management, maintenance, and development.	0,4	0,5	0,20	The city supports LGC's in their work based on the LGC's needs and requests.	City Hall Mayor's Office, City Dev. Dpt.

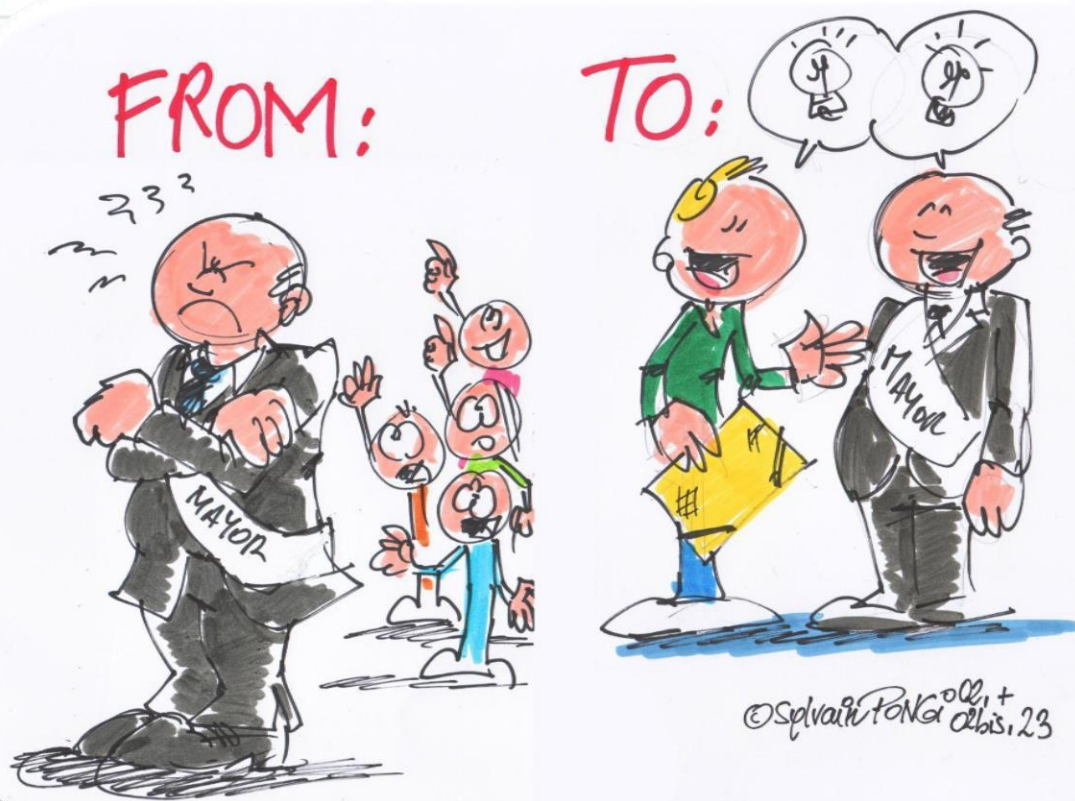
There is scale 0-1 used (1 – the highest probability/impact)

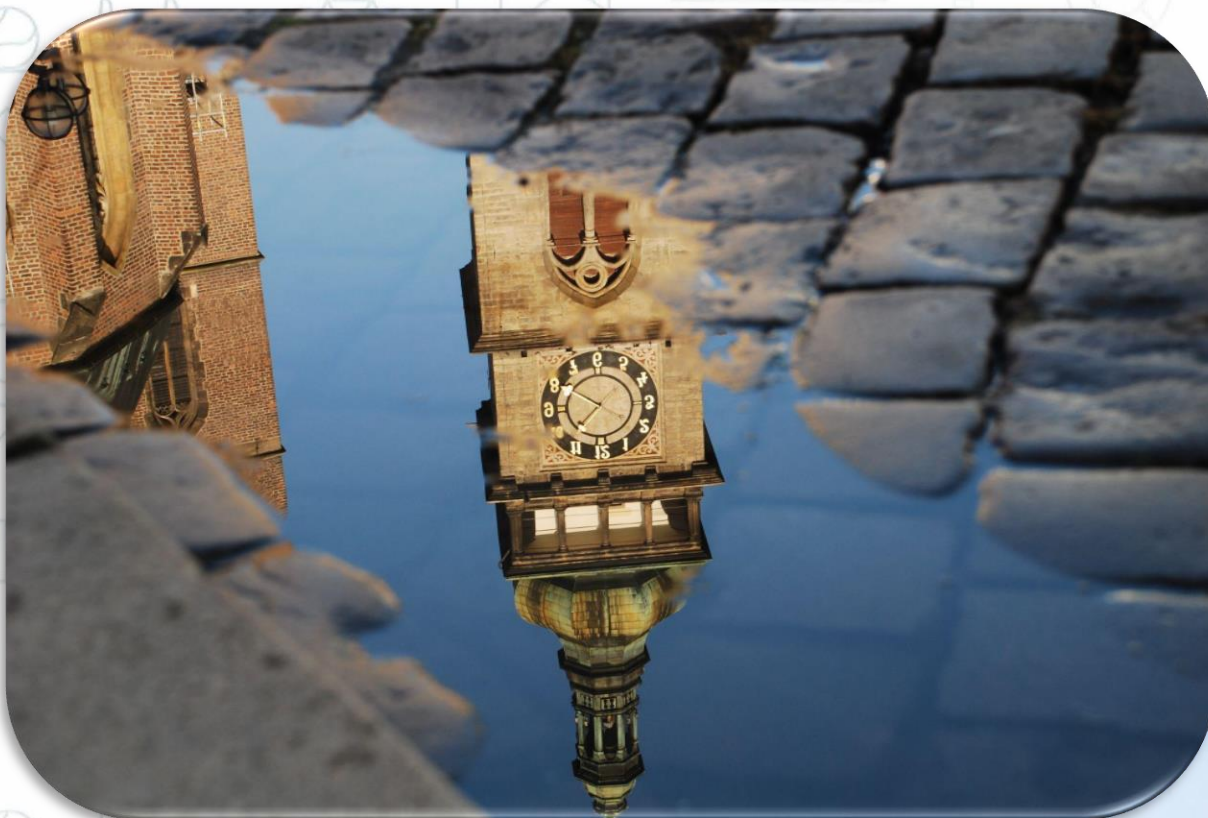
14 Integration level

Types of integration	Description	What is the current situation?	To what extent can progress be made?
Policy/Sector	<ul style="list-style-type: none"> Integrate economic social and environmental challenges Join up solutions and minimise the effects of negative externalities 	<ul style="list-style-type: none"> the reaction to the external issues is expected from the state/regional/local government the elected representatives are setting-up the topics as well as the goals of local development there is a lack of communication between elected representatives and citizens after the elections 	<ul style="list-style-type: none"> the impact of the designed projects and activities could be evaluated from the all three pillars of the sustainable development's point of view local citizens know the impact of negative externalities to community life. Therefore, they can suggest the minimalizing measures mutual communication can improve the social climate in the city
Horizontal	<ul style="list-style-type: none"> Develop partnership at local level Bring all of the main actors around at a challenge 	<ul style="list-style-type: none"> there were designed communication linkages between the city level and the local level in the past. Unfortunately they did not use all the potential. the main actors are involved randomly. There are no firm communication linkages between the city and the main actors. 	<ul style="list-style-type: none"> the communication platform has been created. It ensures the mutual cooperation between the LGC's as well as the communication between the city level and the LGC's, the support materials for the LGC's were created to support their work and local citizens' participation, there would be a key actors committee which would meet once a year and be informed about main city development projects and ideas. The Strategic Plan of the City Development would be a good platform.
Vertical	<ul style="list-style-type: none"> Align policies, interventions and funding upwards Vertical chain of governance Ensure coherence and build scale 	<ul style="list-style-type: none"> there is a linkage between the city development policy, regional level and state level 	<ul style="list-style-type: none"> to keep the coherence of the strategic planning goals of the city with the regional and state level



Territorial	<ul style="list-style-type: none"> • Ensure cooperation takes place between adjacent municipalities in functional urban areas • Minimise edge effects and displacement of problems 	<ul style="list-style-type: none"> • the city uses regional development tools such as integrated territorial investments, spatial planning documents etc. • still, there is a lack in cooperation between the city level and regional and state level as well as the cooperation between the city of Hradec Králové and cities and village in the surroundings which comes from the administrative organisation in the Czech Republic 	<ul style="list-style-type: none"> • to improve the planning based on the functional regions more than the administrative borders • use the potential of benefits of the regional planning which is more effective than the city-bordered attitude (the positive example could be the sustainable urban/regional mobility strategy)
Hard and soft investments	<ul style="list-style-type: none"> • integrate physical investment with human resources in urban regeneration 	<ul style="list-style-type: none"> • The focus of the city was on physical investment. But the situation has been improving. 	<ul style="list-style-type: none"> • The investment into the physical infrastructure would be accompanied by the training in management (project, strategic planning, leadership, law...) to enhance the efficiency of sources at the municipality.





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