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Faculty of Regional Development and International Studies

Strategic development plan of the municipality Ochoz u Brna

Diploma thesis

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Abstract

The topic of diploma thesis is “Strategic development plan of the municipality Ochoz u Brna”. It is focused on strategic analysis and strategic plan for the municipality Ochoz u Brna. Its individual chapters point emerged functioning of the municipality or the lack of it at the base of which SWOT analysis was compiled. Strategic development plan of the municipality is focused on the weaknesses captured in opportunities. From defined opportunities the vision of the strategic plan is fixed. In order to fulfill the vision plan, the most problematic area of the village is summarized into four goals. Then the individual steps are defined and it is suggested the implementation of the strategic plan.

Key words: the municipality, strategic analysis, strategic plan, strategic management, implementation

Abstrakt

Diplomová práce na téma „Strategický rozvojový plán obce Ochoz u Brna“ je zaměřena na zpracování strategické analýzy a vypracování strategického plánu pro obec Ochoz u Brna. Podle charakteristiky jednotlivých kapitol byly zjištěny nedostatky obce na základě, kterých byla zpracována SWOT analýza. Strategický plán obce je zaměřen na nedostatky, jež jsou zachyceny v možných příležitostech. Z definovaných příležitostí plyne vize obce. Za účelem splnění plánu vize jsou nejproblematictější území obce shrnuta do čtyř cílů. Na základě získaných poznatků jsou následně definovány jednotlivé kroky a navržen postup implementace strategického plánu.

Klíčová slova: obec, strategická analýza, strategický plán, strategické řízení, implementace

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1 INTRODUCTION AND THE AIM OF DIPLOMA THESIS

Developing a strategic analysis of the community Ochoz u Brna is necessary because the strategy document for this village has not been created yet. It is important to determine the overall direction for the new community development and increase the ability of municipality to enforce Ochoz u Brna in comparison with the surrounding villages.

The main objective of this diploma thesis is to theoretically capture and subsequently propose an overall strategy for the development of the municipality. By analyzing the current situation of the territory everything that should be improved will be mapped. Those parts which are currently sufficient and are extremely convenient for the continued functioning of the administrative territorial unit and its further development should remain the same.

In order to achieve the main objective of this diploma thesis it is necessary to achieve the variety of:

- Theoretical definition of the strategic document processing procedure.
- Data and information collection for the following SWOT analysis.
- Implement and evaluate a survey regarding public satisfaction with life in the municipality Ochoz u Brna.
- A complete SWOT analysis of the territory which is to be improved.
- Designing strategic plan.
- Proposing the plan implementation process.

2 METHODOLOGY OF DIPLOMA THESIS

The diploma thesis is divided into two parts. Literature review explains the theoretical description of elaboration of the strategic document. The practical part includes an overall analysis of the physical environment of the municipality Ochoz u Brna, draft strategy to improve the situation and processes in the territorial administrative unit and its implementation.

An essential step for the development of the diploma thesis is a theoretical definition of the strategic plan and the collecting of individual information. From these bases underlying information draws a primarily situational analysis of the whole community. This analysis involves studying the underlying material such as municipal maps, photos, information gathered by observing etc.

The next step is to develop a SWOT analysis which arises through a situation analysis and survey among residents of the village Ochoz u Brna. SWOT analysis shows the strengths and weaknesses of the community, as well as potential opportunities and threats. They are based on the weaknesses and potential threats to the proposed development plan for the community Ochoz u Brna.

The main part of the strategic document is the implementation part, which includes defining the specifics of the various proposals for the strategic plan. There are individual measures assigned to the appropriate priority axes. There will be the name of the planned action, its length, the process of implementation, the expected result action and the proposal of possible resources for implementation.

The main scientific methods recovered through the process of this diploma thesis will be observation, analysis, synthesis and descriptive analysis.

Observation is defined as the process of discovering and documenting sensory reality without the active participation and observed without active interference of the observer in fact observed (Kozel, 2006). This method was used when creating a situational analysis of the village.

Analysis understands the gradual gathering information, sorting and evaluation, which are then interpreted. Distribution of various phenomena can contribute to a deeper

understanding of the whole. Conversely synthesis connects different parts of a whole and observes mutual respect. (Kozel, 2006)

In the discussion are discussed in more detail barriers to development and limiting factors, which are dependent on the human factor.

In conclusion are summarized the most important findings.

3 LITERATURE REVIEW

3.1 Theories of regional development

Regional development is about the geography of welfare and its evolution. It has played a central role in disciplines as economic geography, regional science and economic growth theory and regional economics. (Nijkamp and Abreu, 2009)

The effort to ensure a successful regional development is not short-term in any way but naturally there exists a very long time. Political power and its stability have always been largely dependent on whether particular rulers were able to provide the development and the economic prosperity within their territory. In history the regional development was driven rather intuitively while mainly the effort to apply mechanical successful models from developed countries was evident (for this reason the founding cities in the middle ages were exploited by locators and settlers from Germany).

In contrast, since the 18th century, in connection with the influence of the Enlightenment, there were gradual scientific methods in all spheres of the society and thus in the regional development as well. First truly “scientific” method of developed theory of the regional development meant many new and sophisticated theoretical concepts. Most of these theories are both trying to bring an explanation of why there are differences between successful and unsuccessful regions and also contains some suggestions on how and what instruments can help to achieve successful development of the less developed regions.

According to Blažek and Uhlíř (2011) regional development theories represent more or less coherent system that is explaining the effect of fundamental factors, entities, mechanisms and other related issues of regional development. Many specific theoretical concepts were created since the Enlightenment and often different theories contradicted one other and in some cases even emerge as clearly critical of one another. This ideological and intellectual fragmentation arises according to Peet and Hartwick (2009) mainly from the fact that specific regional development theory always reflects.

- Political attitudes of its creator.
- The place and time of its creation.
- Different philosophical bases.

- Different professional experiences and profiles of their founders (eg. economists, sociologists, anthropologists, historians, geographers, etc.). (Krejčí et al., 2010)

Theories of regional development are a large number of mutually differs even their starting principles are often contradictory. Although these theories can be classified in many ways depending on the adoption of numerous criteria, they are traditionally divided into two main groups - the theory of regional balance and imbalance. The authors of the theory of regional balance argue that the natural tendency is to balance regional development gap between regions. Proponents of the imbalance theory are confident that the development of inter-regional differences will be wider. (Blažek a Uhlíř, 2011)

According to Blažek and Uhlíř (2011) there are five main approaches to regional development.

- **Neoclassical approach** (1920 – 1940) – the prevailing theory of regional balance. It uses tools that increase labor mobility, because the basic draft is workers traveling to work.
- **Keynesian approach** (1950 – 1975) – the prevailing theory of regional imbalances. It uses tools supporting the influx of investment in troubled regions. The basic draft is called regional policy works for workers.
- **Neo-Marxist approach** (1970 – 1985) – here theory prevails the regional imbalances. This regional policy has been very effective in some socialist countries, but due to the deteriorated economic performance and external competitiveness of the entire country it did not succeed.
- **Neoliberal approach** (1975 –) – summarizes the theory of regional balance and imbalance as the new growth theory, new economic geography. Regional policy characterizes support for local initiatives, decentralization of responsibilities and deregulation measures.
- **Institutional approach** (1980 –) – characterizes predominately the theory of regional imbalances as a flexible specialization theory, theory of learning regions. Regional policy works especially in cooperation and dissemination of innovation, networking and gradual transformation of local institutions based on learning.

Currently there is an application of neoliberal and institutional approaches.

3.1.1 Neoliberal theory

To the neoliberal theories the theory of new economic geography and new growth theory belong.

New economic geography recognizes that the development of technology has positive as well as negative impact on the development of the region. Individual models emphasize the importance of individual initiative in regional development. The driving force behind the development of the regions is considered positive expectations which represent the existence of a positive creative atmosphere in the region and makes it easier to achieve other successes. (Blažek a Uhlíř, 2011)

According to Ševčíková (2010) new growth theory states that each region and country has a different state of equilibrium. It depends on the level of technology and behavioral characteristics. Models of this theory are working with human resources that represent significant development potential of region. Human resources and initiative of individuals allow rural region a better option than, for example, the development of technology (such as resource the resource that these theories are considered) that is more associated with urban areas (Ševčíková, 2010).

3.1.2 Institutional theory

Institutional theories emphasize the importance of resources for the development of the region, which are tied directly to its people, their knowledge, skills, institutions, culture, ability to create and collaboration within the business and citizen's networks. This approach to regional development enables the use of human development potential, which the residents of the area have. From the perspective of regional development, this approach is particularly positive in that it supports small and very small businesses which are the total number of enterprises in the country – involved much more than in the cities (Ševčíková, 2010).

Among institutional models include production districts theory, the theory of flexible specialization and the theory of learning programs, which was based on the development of industrial production of specialized small and medium size enterprises. One of the most important values which it was based on was the growth of the congregation of local communities, a sense of belonging to the local culture and

traditional values of local residents. Small companies use flexible technology enabling cheaper production and better ability to respond to rapidly changing market requirements (Blažek a Uhlíř, 2011).

According to the theory of flexible specialization there is a direction to the new global trend which has to be concentrated on increasing of the flexibility of the regional economy, thanks to the cooperation of small and medium-sized specialized companies. The basis for this functioning again are good business relations based on trust, cooperation and competitive advantages resulting from innovation and flexibility (Blažek a Uhlíř, 2011).

Theory of learning regions is working with key factors in the development of theory. It is the knowledge, the ability to learn and create a cultural climate that helps innovation. These factors normally become competitive advantages of regions because they are considered immobile (Blažek a Uhlíř, 2011).

Neoliberal and institutional theories of regional development have a big impact on the current regional policy. Here it is dominated by a variety of measures to stimulate local initiative, subject to the private and public sector and their mutual cooperation. Among recent regional policy instruments are networking and aftercare programs for foreign investors, supporting local initiatives and the dissemination of technological innovations and more (Blažek a Uhlíř, 2011).

3.2 The creation of regional development

The regional development – in today's sense of the term – is a relatively young scientific discipline. Its origins can be traced to the 30s of the 20th century. Coherent direction, which preceded the regional development, is the regionalism. By this term we describe efforts of dealing with cultural and ethnic emancipation in the early 20th century. Regionalism is often considered as a form of movement. It even went through a progression because the effort of cultural and more self-determination of smaller territorial units than states respectively certain groups of the population, was evident in the 19th century when strong activity of various associations was developing.

Regional development was more perceived from the beginning of the 30s of the 20th century in connection with efforts to respond to events and phenomena that had a significant impact practically on all over the world – the end of the First World War, the emergence of nation states, the economic crisis, and others.

After World War II – we can say that as a response to it – these began to be gradually formed a new form of regional development in Europe. Changing political climate and the need to solve the economic rise of regions devastated by the war shifted the interest of regional development to this direction. Economics and politics have over a longer time become a central issue of regional development.

Approximately from the 60s of the 20th century the importance of behavioral factors in regional development started – the regional development began to be seen more as a regional identification of people with the territory where they lived. Increasingly there started to formed regions for specific purposes, particularly in the area of public administration and regional planning. In the second half of the 20th century there was a gradual increase in the importance o regions. Anglo-Saxon countries in the 80s of the last century brought to the fore regions in virtually all disciplines related to space – e.g. geography, urban planning and public administration. (Krejčí et al., 2010)

Since the second half of the 90s of the 20th century the regional development problem and regional policy have gradually started to gain interest of politicians and experts from various professions in the Czech Republic.

Before I explain why strategic planning is an important element for the management of municipalities, in the context of regional development it is necessary to define the following terms - steering, organization, strategy, management, strategic plan.

Steering is subjective purposeful human activity, objectively necessary, resulting from ongoing phenomena and processes that identify and utilize objective laws of nature and society, which is to establish:

- Proper goals.
 - The most appropriate ways and means to achieve them.
 - Ways to secure and control the course of the activities defined as follows.
- (Kutscherauer, 2012)

Organization

Goal – oriented unit, where participants are interrelated and together achieve to the objectives of the unit (Kutscherauer, 2012).

Management

Definition of management summarizes and shows managerial job, already used by managers to meet the objectives of a specific organization. Management is not only managing people and controlling over their work, but it is a set of activities that lead to being a good manager and securing the functioning and objectives of the organization. Among the managerial functions are planning, organizing, selection and proper placement of collaborators, people management and also checking. (Vodáček a Vodáčková, 2009)

Strategy

The strategy is a long–term plan of activities aimed at achieving goals. The term strategy is derived from the Greek word strategos + agein. (Wokoun, 2008) It originally denoted a comprehensive idea of the future economic, social and environmental is development of the village.

The processing strategic plan is voluntary. The law does not need a strategic plan of the municipality. Each municipality has the ability to vary the use of various techniques to develop a strategic plan and make the original document. The final text of the strategic plan is approved by the municipal council. Strategic plans are focused on the future and looking for a long–term perspective but each planned changes should be implemented in the short–term (Wokoun, 2008).

Strategic planning is a process, whose aim is to plan and implement changes that will affect the current situation in a given area in a direction which is defined based on the needs and wishes of the entities existing in the territory. It is therefore a long – term and cyclical process, which includes the implementation of activities and projects planned

in the strategic plan development and evaluation of their impact on the territory. (Vozáb, 1999)

Development of strategic planning in the territory goes back to the period of the communist dictatorship. Although western European countries had this development tool its position in the country, after 1989, there was a decline of the socialist anachronism. (Rektořík a Šelešovský, 1999)

Yet in the middle 90 s and at the turn of the millennium formation occurs first in methodological handbooks based on current practice of Czech towns in the area and the in gradual expansion trend of strategic planning in local government. (Perlín a Bičík, 2006)

The overall focus of the strategic plan should be in the timeframe of 10 – 15 years, individual planned changes should take place during the period of 3 – 5 years. The length of the period, during which the planned execution of individual activities must be establish is with the regard to the realization of individual projects which must be relevant to the current situation. The basic long–term orientation is very important because it determines the arrangement of short–term activities, but the actual implementation is planned and implemented in a relatively short period. It is this long– term goals in combination with short–term activity which is the basic engine that provides continuous adaptation of the plan and its implementation outputs to the conditions of the contemporary world, which is relatively rapidly changing. (Kutscherauer, 2006)

3.3 Strategic management

When creating the development strategies of the region are utilized principles of strategic management.

“Strategic management is a complex interactive process involving a large professional demand on all of its stakeholders.” (Kutscherauer, 2012, p. 21)

The own process of defining the strategic management of its intention to implement in includes various activities that can be divided into three main phases:

- strategic analysis,
- draft strategy,

- implementation of the strategy.

Strategic analysis

Strategic analysis of reference knowledge is information that enables understanding of the issues of the strategy in the organization (municipality, region). The main purpose of strategic analysis is to describe the influences that worked and is still working on the development of the village and the options that are in terms of the environment and the skills available to the region.

Draft strategy

The proposal is a creative phase of the process. It consists of various steps, which belong to identifying the key characteristics of the strategic plan (where we are and where we want to go), setting the vision and global strategy goals, finding and creating possible pathways towards achieving global goals and strategies and evaluating the options and selecting options – setting strategic objectives and ways to achieve them.

Implementation (realization) of the strategy

Implementation converts strategy into practice. Implementation strategy must comprehensively determine the manner of implementation and procedures, the tasks to be performed, the way the information security process, staffing process, sourcing implementation of the entire strategy, realization of feedback and more. (Kutscherauer, 2012)

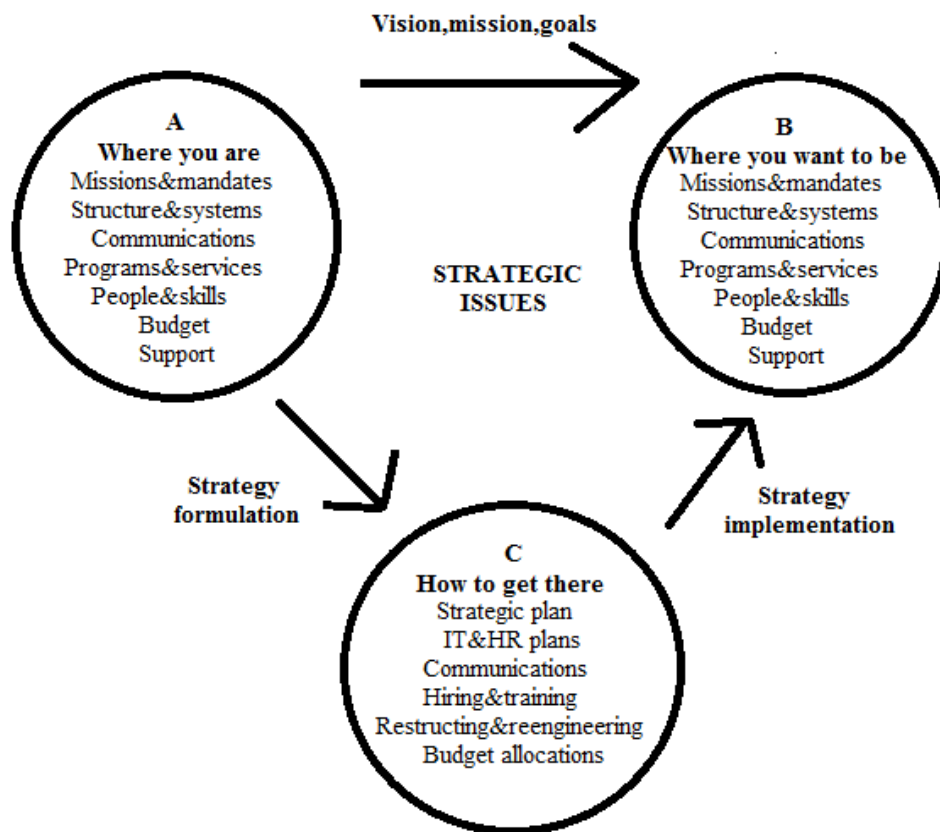
3.4 Strategic planning

To the basic understanding we could add as needed necessary richness and detail. The deliberative process in A is devising, where you are and the B reflects where you want to go. C shows how to get there. All process participants including leaders. come to understand A, B, C as they formulate, clarify and resolve strategic issues (challenges

the organization has to face or essential policy choices). The content of A and B represent the organization's existing or new mission, structure, communications systems, programs and services, people and skills, relationships, budgets, and other supports. "The content of C is the strategic plan, plans for various functions, ways to restructure, reengineer, reframe or repurpose" (Scharmer, 2009); budget allocations; and other strategies and means for change.

To get from A to B there has to be a clarification of vision, mission, and goals. The process of strategy formulation represents the part - A to C and getting from B to C reflects strategy implementation. If the strategic planning should be well done, there is the need to figure out A, B and C and how they should be connected as we go along. This could be accomplishing primarily by understanding the issues that A, B, C and their interconnections have to be address effectively. The strategic planning is an approach, not a detailed, rigidly sequential, step by step, technocratic process. This means it requires effective deliberation and leadership and a variety concepts, activities, procedures, tools, and techniques that can contribute to its success. (Bryson, 2011)

Figure 1 The ABCs of Strategic Planning



Source: Bryson (2011)

3.4.1 Legal aspects and challenges

For the development of the community as efficient as possible and the avoidance of negative situations it is necessary to implement quality conceptual preparation. Municipal development program plays an important role in the further developments in this village and municipal politics. Efforts to prepare village development is an investment, which will be worth in the future. It is important that the community prepares a strategic plan to define objectives and then submits these goals and individual preparatory activities. Based on this approach, the village has a great chance to write better projects for obtaining grant programs and their implementation can then provide a positive economic and social well-being of whole municipality. The importance of the development of the village is the most important tool for preparing for community development. We can define it by the following points:

- Is the main foundation for the creation of argumentative basis for decision – making bodies in the village of fundamental development issues.
- Is an instruction of manual steps that lead to the activation of internal resources of the municipality and the implementation of activities for community development.
- It creates a system of preconditions for consolidating the villages in the region and strengthening its competitiveness.
- It is an important conceptual support for the disbursement of funds from domestic funding resources and the resources of the European Union. (Koncepční příprava rozvoje obcí: Publikace pro představitele obecních samospráv, 2011)

The municipal council is governed under the municipalities act no. 128/2000 Sb. and can:

- Approve the program of the development of the community.
- Establish temporary and permanent monetary funds of the municipality.
- Approve the municipal budget and final accounts of the village.
- Establish and dissolve contributory organizations and organization units and approve their foundation deed. (Wokoun, 2008)

Strategic plan of development for the municipality has several main points:

- Definition of the population, businesses and common interests in the municipality.
- Definition of local conditions for the realization of common interests.
- Optimalization of the conditions that are necessary for the development of housing and business in the village.
- Coordination of public investment spending in the village in terms of territorial and function with respect to the objectives and development needs of the private sector.
- Regulation of the intentional distribution of current public spending in order to create equilibrium conditions for residential and business.
- Definition of the long-term goals of economic, environmental and social policy of the municipality.

- Encouraging awareness of citizens of the municipality and businesses belonging to the community and responsibility for its development. (Wokoun, 2008)

3.5 Strategic management of the municipality

For different levels of management, such as the level of regions and municipalities, the application of basic theoretical and methodological bases of system of strategic management and planning is implemented. Regional and local level have important specifics.

The two most important specifics include:

I. COMMUNITY AS AN ENTITY

Municipality operates as a self-governing organization. Community gets into various decision-making situations and deal with direct and delegated powers. The management structure of the municipality leads to the formation of two managements.

- Management elected – management elected changes at four-year term. Individually elected members usually do not have training to perform their functions. Management elected decides on how the municipality achieves its goals for its development and other major decisions, such as the municipal budget. To elected management belong mayor, the municipal council and lord mayor.
- Management of professional management is professionally trained for their function. All administrative decisions are in the hands of professional management and it makes the independent decisions regarding the functioning of the municipality. To professional management belongs office of the municipality, director municipalities and head of unit.

II. APPLYING THE PRINCIPLE OF PARTNERSHIP IN THE MANAGEMENT OF MUNICIPALITY

It is important for the public interest in the administration of the municipality to grow in the future. It is necessary that the management of the village take into account the partnership in terms of political, economic and social decision-making. The decision making process is the most important and most effective when it engages those who can make individual decisions related to them and affect them.

3.6 The basic part of the process of strategic planning and development programs

The strategic planning process must adapt to reality, external influences and changing conditions and therefore there is a correlation between the phases of planning. The strategic planning process can be divided into four basic steps:

- Analytical part.
- Strategic part.
- Design part.
- Monitoring and evaluation.

3.6.1 Analytical part

In this first section I will summarize the information about the area, the city and its position. This section consists of several steps of which the most important are the description of the environment and SWOT analysis.

DESCRIPTION OF THE ENVIRONMENT

Description of the environment provides facts and statistics of the demographic, economic and social situation in the municipality.

SWOT ANALYSIS

The objective of the SWOT analysis is to organize knowledge that were obtained from various documents and a description of the relationship of the explanation of the information about the area. SWOT analysis evaluates the strengths and weaknesses and also focuses on the current and future market opportunities and threats. The strengths and weaknesses of the internal environment include internal analysis. External analysis focuses on the opportunities and threats in the external environment. SWOT analysis shows the figure 2. (Conduct a Situational Analysis, 2014)

Internal analysis

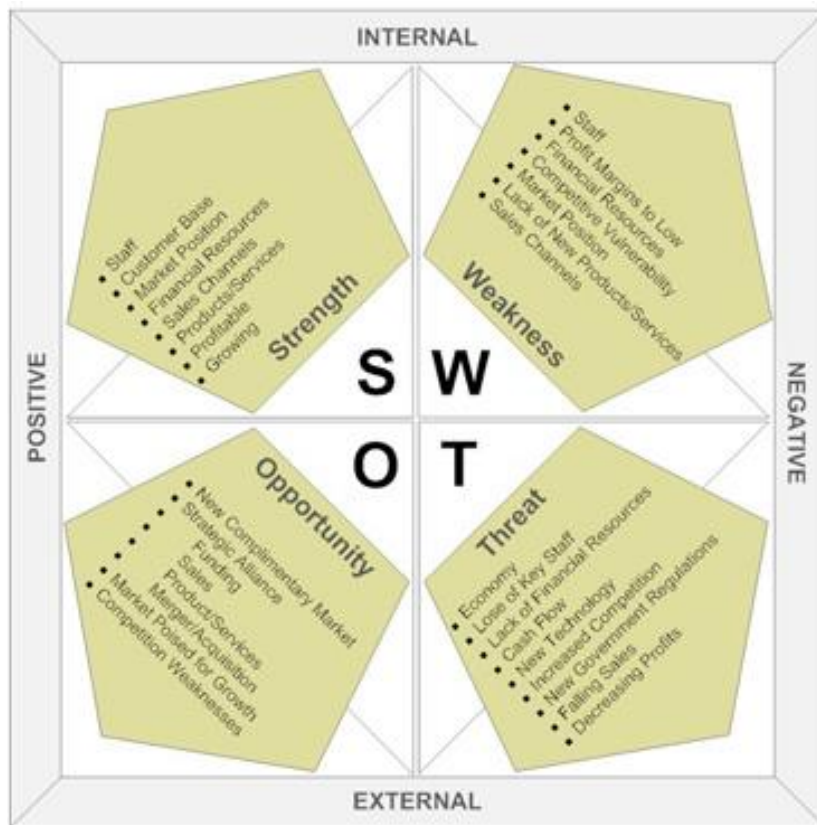
The main task of the internal analysis is to determine development opportunities for the use of the strengths and weaknesses. The strengths include competitive advantages for different types of development activities. Any circumstances which threaten these activities rank among the weaknesses. The analysis should also include culture and attractiveness of the territory, tourism, availability of land, transport, ecology, education, amenities, industry and services. (Labounková, Půček a Rohrerová, 2009)

External analysis

Opportunities and threats arising from the external environment can not affect the village. These factors should be taken into account:

- changes in law,
- economic changes at national and international level,
- social and political changes,
- demographic changes,
- infrastructure at national and international level.

Figure 2 SWOT Analysis



Source: http://trinitywebworks.com/wp-content/uploads/2011/02/SWOT_Analysis.jpg

Another important factor is the assessment of community leadership whose circumstances are important for the community and whether they require a response:

- relationship to the region,
- positive or negative effect,
- the possibility constructive responses villages. (Příprava, tvorba a realizace strategických plánů obcí a mikroregionů, 2006)

Municipalities that are not able to utilize the SWOT analysis for the creation of their strategic plans have very difficult conditions for development. (Rektořík a Šelešovský, 1999)

3.6.2 Strategic part

The strategic part is divided into several levels, which are quite different in content.

VISION

A first majority community provides a vision that sets ideals that the makers want to keep an umbrella and other targets on it. Vision is the central point of the strategic plan from which are derived next steps and objectives, priorities and precaution for achieving the objectives of the plan. (Armstrong a Stephens, 2008)

All the lower levels of the strategic plan should be considered as a contribution to fulfill and realize the vision.

At the base of respecting these signs should be determined vision itself:

- meaningfulness and attractiveness – must adopt subordinates and express some degree of urgency,
- reality – must be available,
- attraction – must be in the interests of all stakeholders,
- intelligibility, easy to remember – must be clear and easily formulated,
- high level of generality – must create some space for any changes and ensure flexibility in its delivery. (Veber, 2014)

OBJECTIVES

Objectives of the strategic plan are a continuation of the vision of the municipality. The relationship between the objectives is free, but should be oriented to achieve a state that has been described in the vision. Objectives intrinsic contain definitions and defining relations that determine the direction and degree options for further strategic plan – strategy.

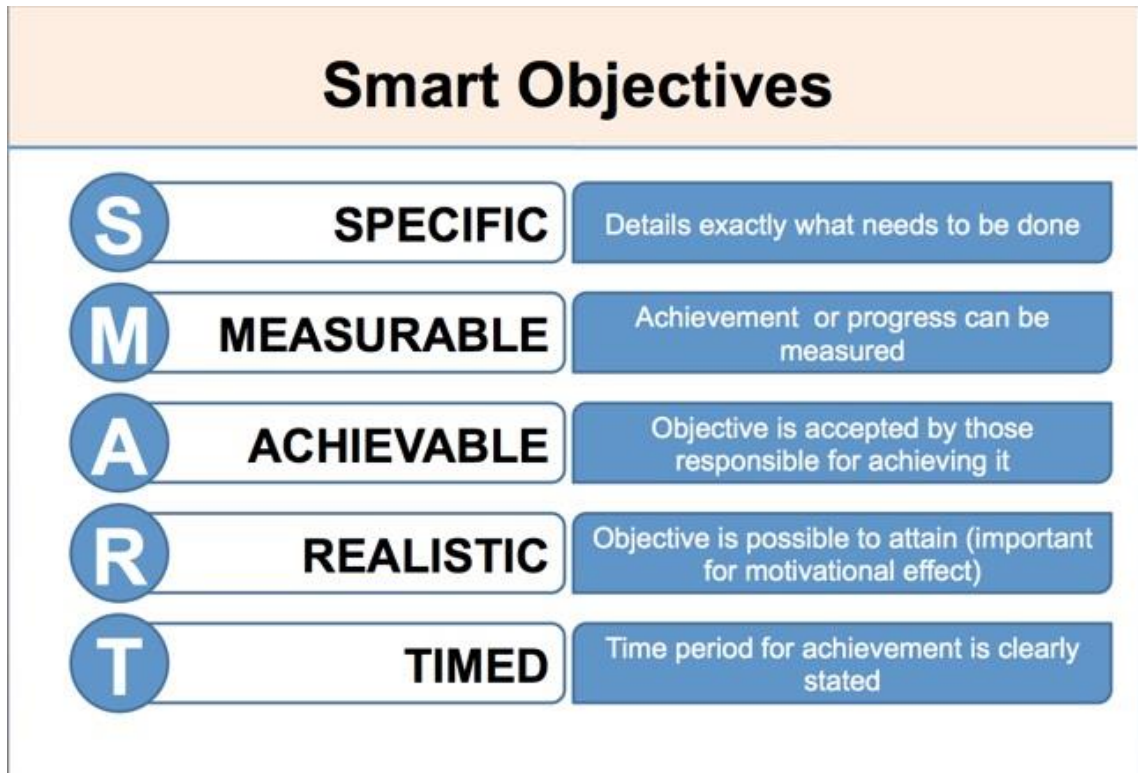
Goals should meet the SMART criteria inter alia:

- specific,
- measurable,

- agreed,
- realistic,
- trackable. (Veber, 2014)

The SMART criteria are more explained on the figure 3.

Figure 3 Smart Objectives



Source: <http://s3-eu-west-1.amazonaws.com/tutor2u-media/subjects/business/diagrams/marketing-smart-objectives.jpg?mtime=20150313144621>

PRIORITY

There are several ways we can achieve individual goals. These methods are normally called priorities. Priority can be competitive and non-competitive. In both cases the proposed competing priorities must be a strategic part in this stage of processing in several variants.

PRECAUTION

Individual priorities are implemented using several precautions. Measures are the lowest and most detailed form of strategic parts. As a rule, they tend to be formulated as complementary or as activities without direct horizontal relationship. The term measures can be understood as individual projects within the strategic parts that are typical for strategic urban planning or smaller territories. The second measure can be rendered as programs which define framework in which the projects will be implemented. This tool is used for large-scale strategic plans with a long time horizon. (Vozáb, 1999)

3.6.3 Design part

The implementation part consists of two main parts. The first part is referred to as a preparation for the implementation. In this first part other documents are prepared that precede the execution of the projects, for example, studies of environmental impact. The second part is the actual implementation of projects.

In connection with the implementation of the strategic planning we talk about action plans that explain the relationship between the project and the environment in which projects are to be implemented. The action plans are defined and estimated by the required inputs and outputs. Among the inputs we classify the project details, the resources required for the implementation of projects or planned activities and, at the same time, local and external resources that are available for project implementation. Among the outputs are defined desired outcomes projects – direct deliverable, wider impacts of projects in the area and their possible side effects. (Vozáb, 1999)

3.6.4 Monitoring and evaluation

Monitoring and evaluation part is the final phase of strategic planning. The main objective of this section is to monitor the progress of individual projects and evaluate the results of the strategic plan as a whole. This section controls if individual projects and programs are oriented in the same way as in the strategic parts. It acts as a control mechanism. Furthermore, environment and compliance activities implemented are

monitored depending on local conditions and their planned changes. The last step is to evaluate the effectiveness of individual projects. This is an assessment of the extent to which an individual project as a whole affects the local surroundings. The next step is to determine whether the planned activities lead to expected changes. In conclusion, we can say that monitoring and evaluation part evaluates the success of the strategic plan as a whole and represents the input information into a new cycle of strategic planning. (Vozáb, 1999)

3.7 Strategic development plan as a tool of strategic management

Strategic development plan of the village should be a key tool for strategic management of the village.

The decision to develop a strategic plan and planning the future development of the village is one of the most important discretionary powers of elected management. It should be the reason why the municipality draws up a strategic plan itself. Vision, goals, priorities and measures should be introduced to several municipality actors who are involved in drawing up the plan and council decisions. In the Czech Republic lot of municipalities delegate the creation of a strategic plan for the professional company. A professional counselor can help with organizational, methodological experiences but the community should be involved in the formation of a strategic plan with the help of its citizens. Strategic plan for community development should not be an isolated document. From the system point of view s a strategic plan for community development should be in the basic document of strategic management of regional and municipal development, which is gradually moving down from the level of the European Union through the levels and the Czech Republic and regions to municipal level. (Příprava, tvorba a realizace strategických plánů obcí a mikroregionů, 2006)

3.7.1 Dimension of the strategic plan of the village

Strategic plan for community development is a cornerstone of strategic management community and determines the long-term development objectives of the municipality, provides the primary ways to meet them and establishes the continuity of its development for 10 – 15 years.

There are three dimensions:

I. STRATEGIC – POLITICAL DIMENSION

The strategic plan is a general agreement with the citizens, which tells you where the municipality has progressed over the years.

II. SYSTEMIC DIMENSION

The strategic plan is a tool for strategic management of the municipality and is among the strategic and program documents in the territory of the Czech Republic.

III. SUBSTANTIVE DIMENSION

The strategic plan is a content focused on the basic problems of long-term development of the municipality. (Příprava, tvorba a realizace strategických plánů obcí a mikroregionů, 2006)

4 OCHOZ U BRNA

4.1 City profile

The municipality Ochoz u Brna is located in Drahan highlands on the border Protected Landscape Area Moravian Karst. Ochozský potok through the village. The community lies in the district Brno – country. There are 886 registered addresses and a population of approximately 1 300 inhabitants. The current Ochoz u Brna was established in 1947 by combining the old Ochoz and the neighboring municipality Obec. The community belongs to the municipality with extended powers. On the figure 6 is position of Ochoz u Brna given Brno

Municipal symbols

Since 3. 4. 1996 the village has been using sign and flag. The sign was awarded at the discretion of the Chairman of the Chamber of parliament for the Czech Republic. The sign and flag are below on the figure 4 and 5.

The sign

The own sign community uses from April 3, 1990. It is based on the seals of both villages (Ochoz and Obec). Four wedges in head symbolize the four caves nearby Ochoz. Wry nawy and ax are the original character of the village Ochoz. The ploughshare is the main feature of the village Obec. These all weapons are silver.

Figure 4 The sign of the municipality Ochoz u Brna

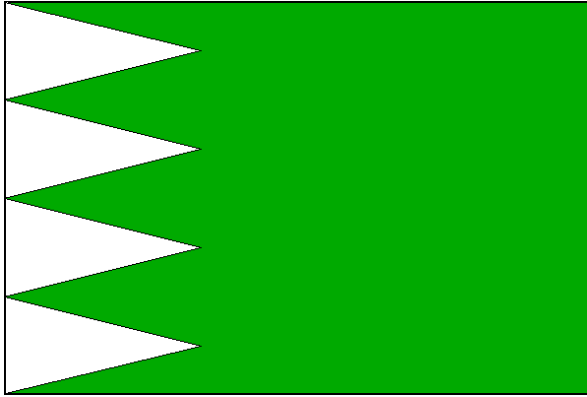


Source: <http://www.czregion.cz/files/images/ochoz.png>

The flag

The flag consists of a green leaf with four white wedges. These wedges go back to one – third of the leaf length. The ratio of width to length is 2:3.

Figure 5 The flag of the municipality Ochoz u Brna



Source: <http://www.risy.cz/Content/Images/obce/znakvlajka/037029.gif>

Cadastral municipality Ochoz u Brna lies at an altitude from 342 m to 464 m. The village is surrounded except of the west side beautiful and deep forests.

These are managed by three organizations:

- South Moravian state forests – forest race Bučovice.
- Agricultural University in Brno – school forest enterprise Křtiny.
- Technical and garden administration of the city of Brno – operation recreational forest.

Large parts of the forest in the municipality Ochoz u Brna is designed to produce high quality wood materials. For recreation and relaxation of the urban population are intended vacation forests of the city of Brno. School forest enterprise Křtiny are used for the economic challenges and also serves to ensure tasks of research and teaching. Due to the short distance from Brno in cultural, health and recreational tourism grows in importance of all forests in the territory cadastral Ochoz.

In the Protected Landscape Area of Moravian Karst is the inclusion of a large area Ochoz u Brna. Moravian Karst region is famous for unique natural and cultural phenomena. Village Ochoz u Brna is located in the southern part of Moravian Karst and it is attractive primarily due to river Říčky, which occupies about 13 km. The river Říčky is registered around fifty caves of which thirty are in the cadastral area Ochoz.

Among the most important cave belongs:

- Ochozská jeskyně,
- Švédský stůl,
- Netopýří jeskyně.

Another important element in the Protected Landscape Area of Moravian Karst is the state nature reserve. A human economic activity is very limited in this area. It is forbidden to walk outside the marked paths, prohibitions choppy plants, collection and collect animals.

State Nature Reserve near the village Ochoz u Brna:

- Hádecká planina,
- Pekárna,
- U brněnky,
- Hornek.

Water flow Říčka is the main watercourse flowing in the village. It rises southeast of Bukovina. The area of the river basin is 76 km². Most important is left tributary Hostěnický potok. The biggest right tributary stream is Ochoz stream, which rises near the village Březina and flows Ochoz.

Figure 6 Ochoz u Brna at the map



Source: <http://mapy.cz/zakladni?x=16.7190126&y=49.2166292&z=10>

4.2 History

The first written mention of the village Ochoz u Brna is dated to 1950. This community was created by merging two municipalities Ochoz and Obec. Negotiations on the merger of municipalities began to take place in 23.12. 1947. The new village was named Ochoz – Obec. At this meeting was attended by twenty five members of the two national committees. The chairman of the National Committee for Brno countryside was declared the disappearance of both municipalities. On this day, was responsible for the management of municipal administration Administrative Commission. The first meeting of the local administrative committee took place on 9.1.1948. On 7. 12. 1950, was confirmed by the decree of the Minister of the Interior a new name for the merged municipalities Ochoz u Brna. The name Ochoz u Brna uses community from 1. 1. 1951.

Among the most important buildings from the second half of the 20th century include the building of a former supermarket between Orlovna and Sokolovna. Building Svazarm or kindergarten, which were both built in action Z. (Hromek, 1987)

4.3 Environment

Environment can be distinguished by two essential components such as organic and inorganic. Climate, water, soil and rocks fall into inanimate inorganic segment and living organisms certainly into organic segment.

4.3.1 Climate

Ochoz u Brna is located close to city Brno and quality of climate is mainly influenced by that. Unfortunately, immediate proximity to such big city has impact to general pollution and we can say that it is the main source of. As a one of the most significant cause of linear pollution we can consider regional road II/373 which is daily fully operated. In this context we can monitor different issue of emission of pollutants across the village. While nearby road II/373 is detected an increased concentration of benzopyrene, particulate matter P10 and PM25, the problem as a whole is increased concentration of benzene and particulate matter PM10.

The village is situated at the end of warm and moderately warm climate with an average annual temperature of 7.7°C and prevailing north-westerly to northerly winds flow.

4.3.2 Water

There are three main water bodies which define area around Ochoz u Brna. First and the biggest one is brook Říčka with average flow rate 0.16 m³/s, the second is its right-sided tributary Ochozský potok which flows through the whole village. Inseparable part of the water scenery is pond Pod Hádkem with an area of 2.2 ha. With the total annual precipitation amount about 550-600 mm Ochoz belongs to moderately dry areas in Czech Republic.

4.3.3 Soil

In municipality of Ochoz u Brna there is as a main soil category called modal cambisol. It is ground with cambic brown horizon from medium-heavy and medium-light

substrates. If we want to define quality level of local land, we can say that most of the agriculture estates around the village rank among IV and V class of Agricultural Land Resources protection. Mainly soils with below average or very low production capabilities are in these categories.

4.3.4 Rock

At the first sight, most of the people wrongly believe that the subsoil of the village, which is located in Moravian Karst, is limestone. However limestone and dolomite are situated only in the eastern part of municipality and cover about half of its area. More types of subsoil such as Brno granodiorite massif, clay (sand, gravel), conglomerates and enclaves of loess and loamy sediments are typical for the western part and nearly the whole settled area of the village. Alluvial sediment is characteristic for subsoil of the water ways.

Limestone is part of the southern area of Moravian Karst with the biggest cave system Ochoz caves, which is constituted by well known floodwater level of Hostěnický brook. Cave Pekárna, Netopýrka, Malčina, Křížova, Adlerova, Švédův stůl are also very popular and some of them are highly valued archaeological location. To the north of the village there is limestone quarry Skalka, which represents the last mining working operation in Moravian Karst.

4.3.5 Flora

Almost from all sides, Ochoz u Brna is surrounded by forests, mainly deciduous. Characteristic vegetations of the southern part of the Moravian Karst are oak and hornbeam forests consisting of white oak, common oak and European hornbeam. We can often find there European beech, common maple, crane checkerberry and in some places lime.

4.3.6 Fauna

Characteristic species for thermophilic shrubs and grassland vegetation are European green lizard and Red-backed Shrike. From the larger mammals we can observe beech marten, European badger, fox, deer and wild boar. Moufflon and red deer can also rarely appear. From the smaller mammals dominate Yellow-necked Field Mouse and Long-tailed Field Mouse.

4.3.7 Protection of environment

In the municipality of village there are three main protected areas. The first and large one is Protected Landscape Area Moravian Karst (administration is covered by PLA Moravian Karst), the second is nature reserve Údolí říčky and parts of the other nature reserve Zadní Hády (covered by regional authority). In other areas, the nature conservation authority is Municipal Office Šlapanice. The map of Protected Landscape Area Moravian Karst is in the annex.

In the upcoming draft “Principles of territorial development of the South Moravian Region” only one mentioned which is Údolí říčky but very close whole village is surrounded by biocorridors.

4.4 Population

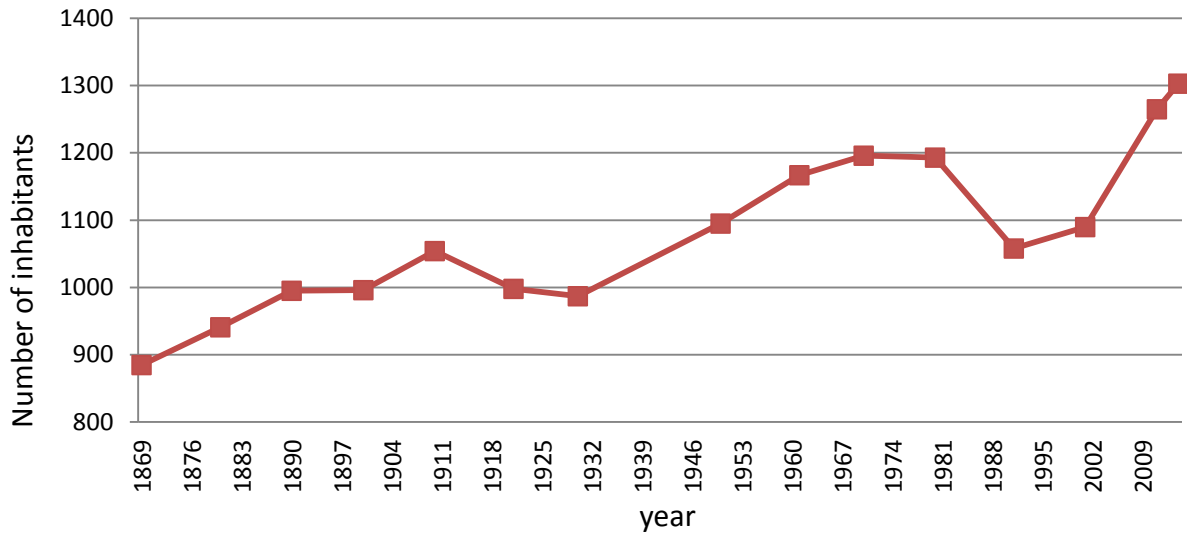
To date 17. 3. 2015 Ochoz u Brna had a population 1311. (Dokument o počtu obyvatel v obci Ochoz u Brna, 2015)

4.4.1 Demographic situation

Graph 1 summarizes the population development in Obec and Ochoz from 1869 until 2014. The overall trend is upward, but in some years there has been a slight decline in population. This first decrease is related to the casualties from the First World War and the First Republic. Furthermore, the departure of people to work in the newly build suburbs Brno also contributed to the drop. The second population decline took place in the eighties of the twentieth century. The exodus of the population from Ochoz u Brna is

associated with construction of the nearby settlements of Vinohrady and Líšeň. That meant a relocation of a lot of young families, due to cheaper housing.

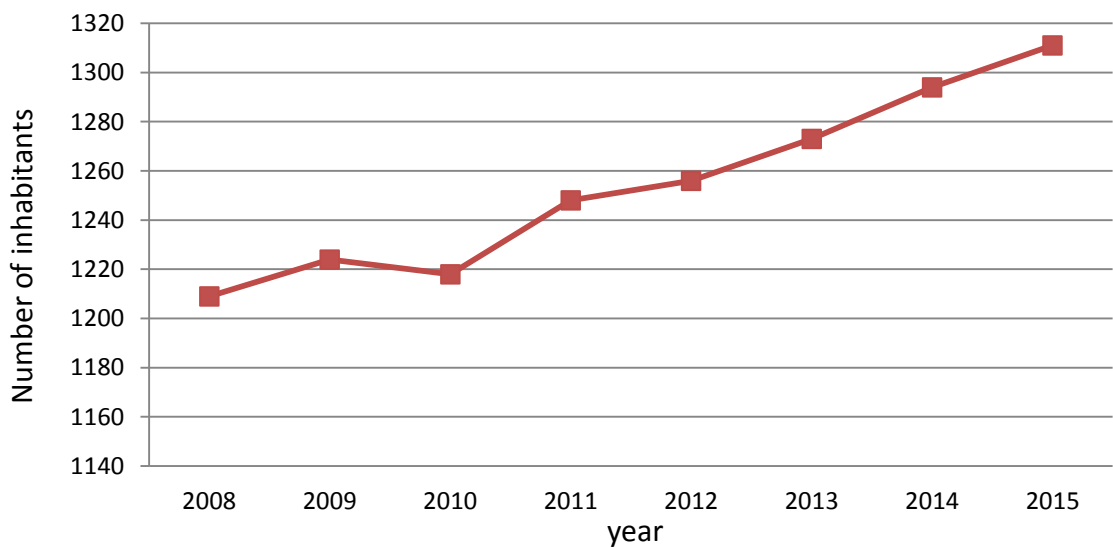
Graph 1 Population development in Obec and Ochoz from 1869-2014



Source: Own work (Dokument o počtu obyvatel v obci Ochoz u Brna)

Graph 2 shows the evolution of the number on inhabitants from the end of 2008. The population continues to increase with the exception of in 2010. In the period from 31.12 2008 to 17.3.2015 increased population of 8,44 %, which is about 102 people.

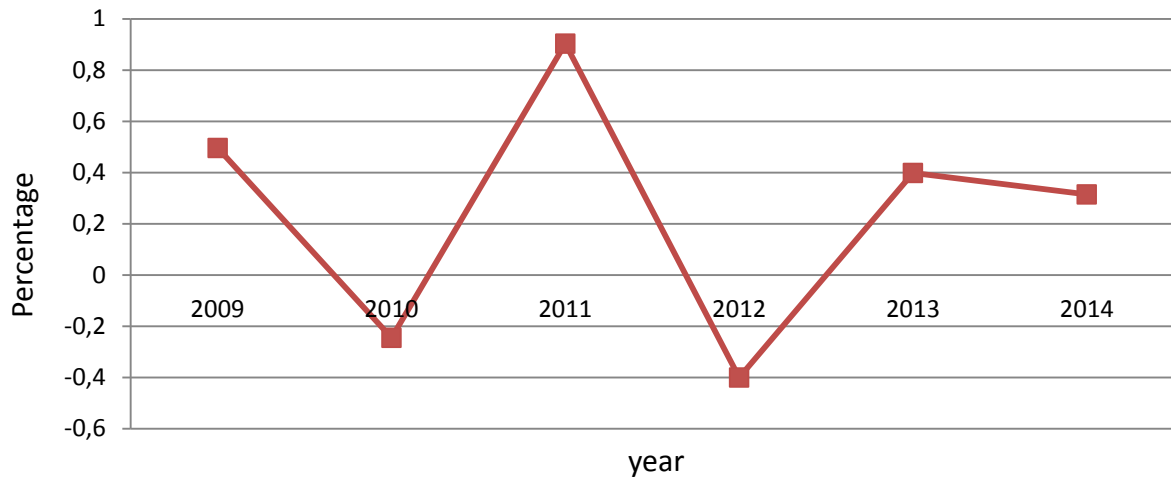
Graph 2 Population development from 2008 to 2015



Source: Own work (Dokument o počtu obyvatel v obci Ochoz u Brna)

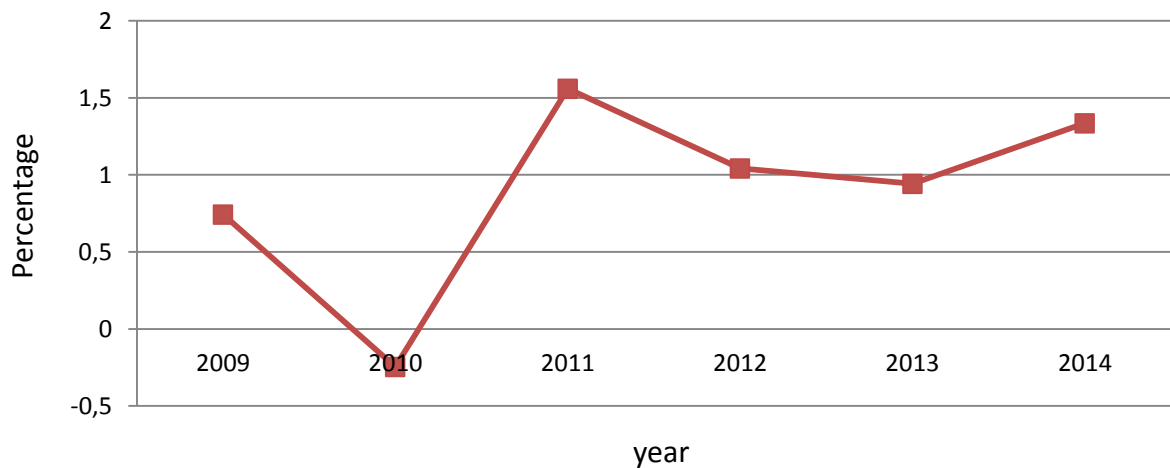
The largest share of population growth, migration, thanks to 83 immigrated people. Natural population growth in the municipality increased by 19 people in this period. It is evident from the graphs 3 and 4.

Graph 3 Natural population growth



Source: Own work (Dokument o počtu obyvatel v obci Ochoz u Brna)

Graph 4 Population migration



Source: Own work (Dokument o počtu obyvatel v obci Ochoz u Brna)

In the field Pod Skalkou there is an ongoing construction of houses, so it is assumed that population growth will continue to develop. Even with this increase of population migration patterns, there has been an improvement of natural growth average and that means positive values. This information should be used in particular for infrastructure planning and education, the municipality will be addressed in the future. If the speed of population remains the same, the village should have 1422 inhabitants in the year 2022. In the area Pod Skalkou, there should live of new 208 citizens, together with them by the population climbed to 1630 habitants.

Table 1 summarizes the number of inhabitants from 2008 to 17.3.2015. In table 2 is demographic development of population from 2009 to 2014.

Table 1 Population development in Ochoz u Brna (date to 31. 12. In that year 2015 to 17. 3.)

The year	2008	2009	2010	2011	2012	2013	2014	2015 (17. 3.)
Number of habitants	1209	1224	1218	1248	1256	1273	1294	1311

Source: Own work (Dokument o počtu obyvatel v obci Ochoz u Brna)

Table 2 Demographic development of population

The year	2009	2010	2011	2012	2013	2014
The number of births	15	12	19	5	13	18
The number of deaths	9	15	8	10	8	14
The number of immigrants	32	13	44	29	19	24
The number of moved	23	16	25	16	7	7

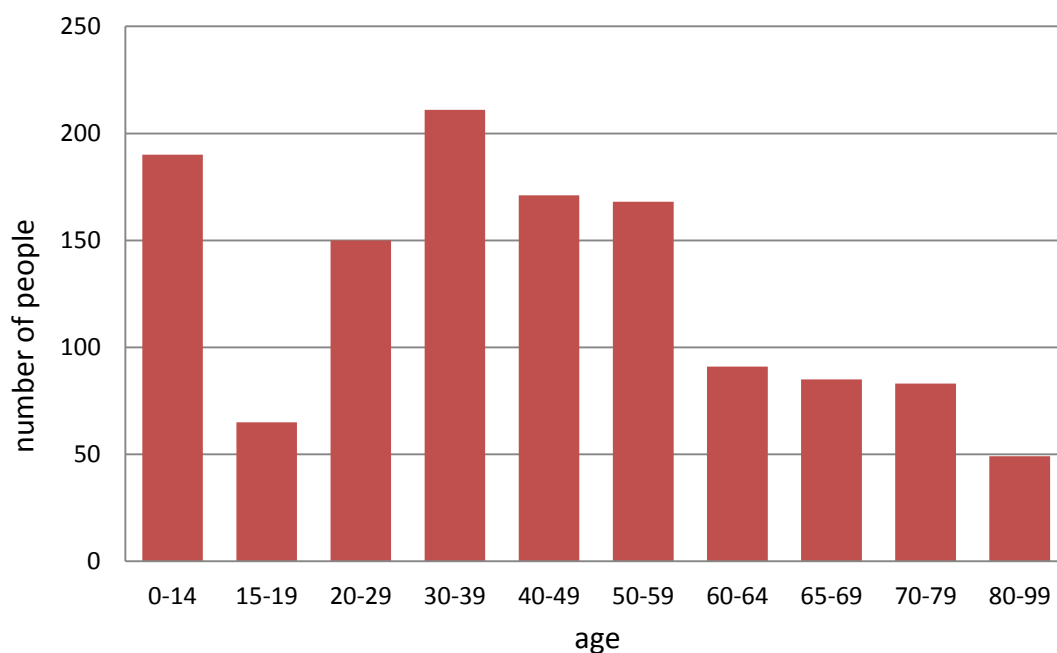
Source: Own work (Dokument o počtu obyvatel v obci Ochoz u Brna)

Detailed information about the population of the municipality Ochoz u Brna offers the results of summation of population, houses and flats. Results show that in January 1,

2012 there lived 1256 inhabitants in the village, of which 646 men and 619 women. The age distribution of the population is shown in Graph 5.

Most of the population lives in houses that are mostly privately owned. Minimum population lives in sublet. There is only one apartment building. To date 1. 1. 2011 417 houses were recorded in the village, of which 360 are inhabited.

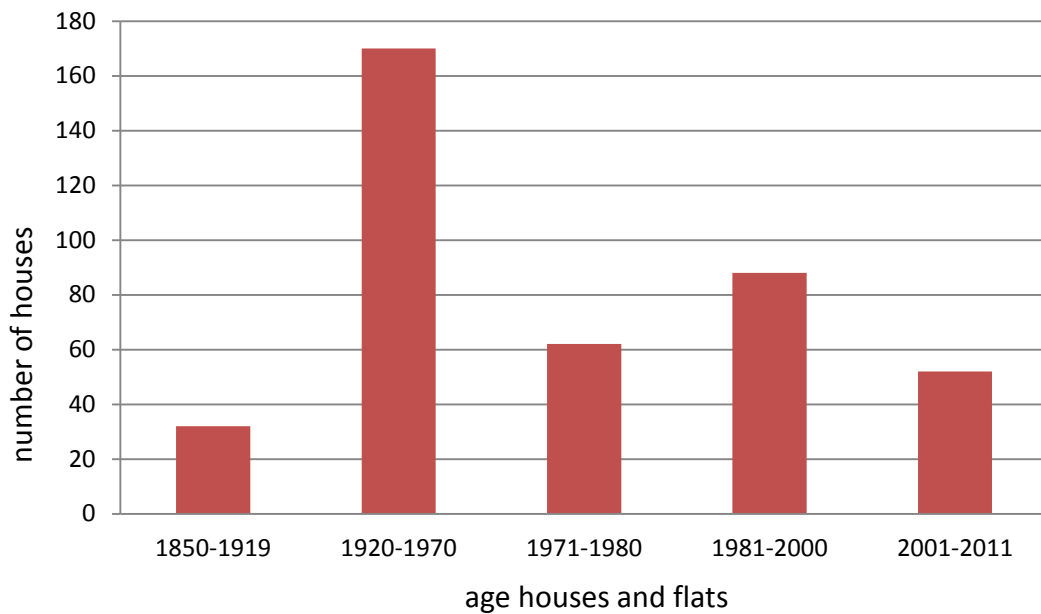
Graph 5 The age structure of population



Source: Own work (Dokument o počtu obyvatel v obci Ochoz u Brna)

The majority of inhabitants live in houses that are largely in private ownership, only in exceptional cases there are some rented houses. In the village there is only one residential house. To date 1.1. 2011 the number of houses in the village was 417 of which 360 inhabited. The age of the housing stock is shown in the graph 6.

Graph 6 The age houses and flats



Source: Own work (ČSÚ Obydlené byty podle období výstavby nebo rekonstrukce a podle druhu domu a typu bytu v obci)

4.4.2 Social situation

According to the summit of population, housing and flats, in the village there was 627 economically active population in 2011. Of this population was 433 employees, 33 employers, 87 worked on their own account, 27 working pensioners, 13 people stayed on maternity leave and 48 persons were unemployed. The unemployment rate was 7,66 %. Economically non active population was 590 in the year 2011, 276 non working population in retirement and 176 pupils, apprentices and students. Economic activity failed to determine in 48 subjects. There are few job opportunities and therefore most of the population works in Brno and the surrounding area. With the availability of Brno, the unemployment rate in the municipality holds at an acceptable level.

4.4.3 Ethnic and religious structure

Ethnic structure of the population of the village Ochoz u Brna, which was found in the last summit of population, houses and flats in 2011, shows the absolute share of

Czech and Moravian nationality of the total population. More detailed information are in the table 3.

Table 3 Ethnic composition

Nationality	Number of inhabitants
Czech	41,3 %
Moravian	30,9 %
Ukrainian	0,5 %
Slovak	0,2 %
Slovenian	0,1 %
German	0,1 %
Poland	0,1 %
Unknown	21,8 %

Source: Own work (ČSÚ Obyvatelstvo podle pohlaví a podle druhu pobytu, státního občanství, způsobu bydlení, národnosti a náboženské víry v obci)

From the table below, we can see the number of believers in the village Ochoz u Brna. The largest population of the village is unbelieving and it is 26,96 %. To belief was admitted by 21,66 % of habitants. 8,62 % are believers, but no religion.

Table 4 Religion and belief

Religion and belief	Number of believers
The Roman Catholic Church	19,4 %
The Evangelical Church	0,2 %
Orthodox Church of the Czech lands	0,1 %
Believers, but does not report to any church	8,6 %
No religion	27 %
Unknown	42,8 %

Source: Own work (ČSÚ Obyvatelstvo podle pohlaví a podle druhu pobytu, státního občanství, způsobu bydlení, národnosti a náboženské víry v obci)

4.5 Economic situation, labor market, agriculture, industry and tourism

4.5.1 Economic situation

To date 31.12.2014 368 businesses were registered in the municipality, most of these companies are in the service and the number of their employees is around 5 people per enterprise. (Obec Ochoz u Brna) The table below provides an overview of enterprises by principal economic activity.

Table 5 The number of enterprises by principal activity in municipality to 31.12.2014

The enterprises by principal activity	368
Agriculture, forestry, fisheries	15
Total industry	80
Building	31
Wholesale and retail trade, repair of motor vehicles	79
Transport and storage	13
Accommodation and food service activities	16
Information and communication	7
Finance and insurance	9
Real estate activities	8
Professional, scientific and technical activities	39
Administrative and support service activities	7
Public administration and defense; compulsory social security	2
Education	3
Health and social care	2
Arts, entertainment and recreation activities	7
Other activities	34
Undetected	16

Source: Own work (ČSÚ Vybrané statistické údaje za obec – Ochoz u Brna)

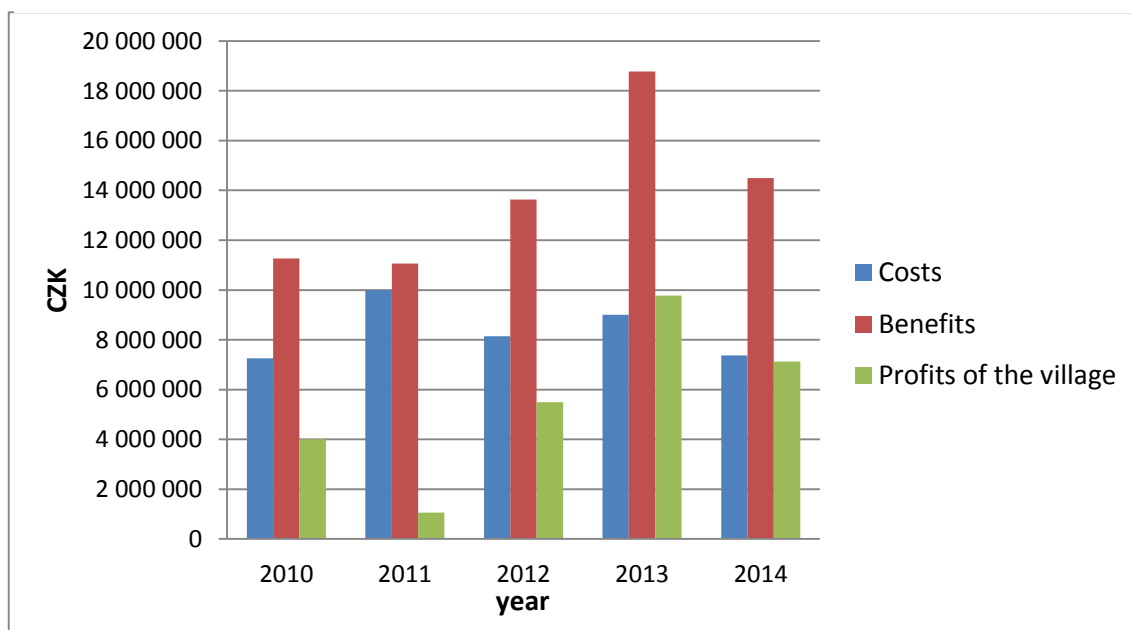
In 2014 the municipality started with a budget of 3,168,000 CZK. Thanks to the various budget adjustments, there was an increase in the municipal budget to 5,579,800 CZK. As a result of the financing of each of the adjustments that were planned during the year and made the day 31. 12. 2014, the balance of funds amounted to 188,128,94 CZK. (Závěrečný účet a hospodaření DSO Časnýř za rok 2014)

The municipal budget Ochoz u Brna for the year 2015 is balanced. Total revenue, including financing is estimated at 23,154,000 CZK. This amount is made up of tax revenues amounting to 12,840,000 CZK, non-tax revenues in the amount of 360,000 CZK and the amount of 9,954,000 CZK, being the excess loss at 31. 12. 2013.

Total expenditure amounts to 23,154,000 CZK. Breakdown of planned expenditure for 2015 is 21,644,712 CZK and to this these two more installments of bank loans should be attributed: 1,509,288 CZK (Rozpočet Obce Ochoz u Brna za rok 2015).

In the final sum of economy of the village is ratio costs and benefits positive outcome of the village. Since 2012 profit of the village is increasingly bigger. In 2011 and 2012 was ratio of costs and benefits different and profit of the village was small. Graph 7 shows the profit of the municipality Ochoz u Brna during the years 2010 – 2014.

Graph 7 Profit of the municipality Ochoz u Brna



Source: Own source (Monitor – státní pokladna 2010 – 2014)

To the total revenue of the community belongs Revenues from the income tax personal income from self-employment. The following table shows the revenues for the period between years 2008 – 2014.

Table 6 Revenues from the income tax personal income from self – employment during 2008 – 2014

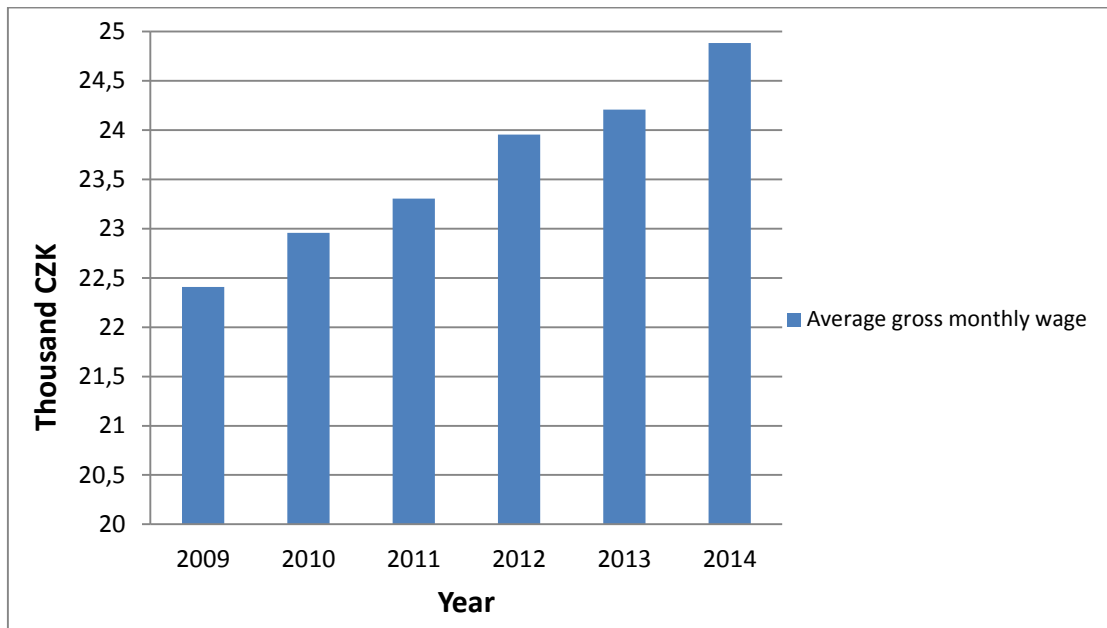
YEAR	INCOME
2008	328 032,00 CZK
2009	169 711,00 CZK
2010	336 789,00 CZK
2011	282 631,00 CZK
2012	409 086,00 CZK
2013	619 225,00 CZK
2014	461 306,00 CZK

Source: Own work (Účetnictví obce)

4.5.2 Labor market

Average gross monthly wage of population in South Moravian region is below on the graph 8. It is since 2009 higher about 2474 Czech crowns. At this time 67% of employed people haven't average gross monthly wage and cost of living rising every year.

Graph 8 Average gross monthly wage



Source: Own work (ČSÚ Průměrná hrubá měsíční mzda v Jihomoravském kraji)

The average wage in the South Moravian region, where it belongs Ochoz u Brna is 25,281 CZK. (Průměrné hrubé měsíční mzdy zaměstnanců podle hlavních tříd klasifikace zaměstnání CZ-ISCO v krajích)

The unemployment rate in Brno-country in recent years has risen slightly. It is proven even numbers in the following table.

Table 7 Percentage of unemployment people in Brno – country in 2006 – 2014

YEAR	Percentage of unemployment people
2006	4,30
2007	3,24
2008	3,22
2009	6,06
2010	6,42
2011	5,64
2012	6,28
2013	7,07
2014	6,38

Source: Own work (ČSÚ Vybrané ukazatele za okres Brno – venkov)

The rate of unemployed people in the village declined in recent years. It ranges from 3,4 to 9,2 %. The table 8 shows job seekers details for the period 2008 – 2013.

Table 8 Job seekers in the selected area

Year	The number of job seekers	The number of job seekers - graduates	The unemployment rate
2008	19	0	3,4 %
2009	49	5	9,3 %
2010	39	2	7,4 %
2011	47	3	8,0 %
2012	50	3	6,1 %
2013	53	2	6,2 %

Source: Own work (Zaměstnanost a nezaměstnanost obce)

4.5.3 Agriculture

Currently, there is no village in the agricultural cooperative. According to data from the Czech Statistical Office is 20,46 % of the area recorded as agricultural land. Below in the table is a more detailed breakdown of soil.

Table 9 Land use

	Acreage (ha)	Share
Farmland	297,6	20,46 %
Woodland	1058,3	72,77 %
Built-up areas	20,1	1,38 %
Others	68,6	4,71 %
Water area	9,7	0,67 %
Total	1454,3	100 %

Source: Own work (ČSÚ Vybrané statistické údaje za obec – Ochoz u Brna)

4.5.4 Industry

Character of the village is not adapted to the creation of an industrial zone, because from the past till today it has not been undertaken by any industrial company.

4.5.5 Tourism

Ochoz u Brna has a very good potential for tourism development due to the fact that it lies in the Moravian Karst. Karst region, forests and limestone formations are a tourist attraction for all. Important hiking and cycling trails run through the valley of the stream, where caves line both banks. Another tourist attraction is Hádek pond, where you can sit with friends in a comfortable Srub pod Hádkem. Major tourist attractions can be various cultural events held throughout the year in Ochoz u Brna.

4.6 Education

The municipality Ochoz u Brna is the promoter of the organization of primary and nursery school.

The elementary school has currently small classes. Pupils are taught from the first to the fifth class here. School is attended by 59 pupils, the capacity of school is for 75 pupils. Subsequently children commute to schools in the area – to the greatest extent it is Brno and the neighboring village Kanice. Given the demographic situation and the increase in the number of children throughout the municipality, the municipality will have to decide whether to extend it to nine years. Ochoz school is enriched by offers from Jedovnice art school, which has a branch here, and children can learn how to play various musical instruments. Each year, this option has been used by more than 30 children of Ochoz school. The elementary school has five professional teachers headed by the headmaster. There are also two lady educator and one assistant teacher.

Kindergarten has a capacity of 60 children. It is attended by children aged 3 – 7 years. In the village Ochoz u Brna there are two mixed classes. Capacity is also inadequate and it is necessary to seek the possibility of expanding the capacity of the school.

The original building of primary and nursery schools should be reconstructed in the near future. Elementary school lacks the gym of the necessary dimensions (12 x 24 m), facilities for school clubs or any premises for the teachers' needs, computer room, ceramic workroom, gymnastic tool, sport areal. The current school gym is a former teaching class. The hinterland for sports facilities is not very good, although the school management tries to make up this deficit as much as possible. Currently they are focusing on the design, furnishing of a new gym with facilities in the school yard. This would release the class, which is currently used as a gym. For this reconstruction, the municipality will seek extra-budgetary funds.

4.7 Culture and sport

The village has associations: Athletic association, Junák – boy and girl scouts in the Czech Republic, Czech gardening union, Association volunteer firefighters, Association multifunction basic organizations, Civic association for Ochoz u Brna, Theatre association, Organizace Orel, Ostatkový výbor, Senior Club, Ochozská chasa and Ochozské ženy a děti, Tělovýchovná jednota (TJ), Český svaz včelařů, Občanské sdružení pro Ochoz.

4.7.1 Culture

The cultural life in the municipality is rich. The municipality held a regular cultural events, such as St. Wenceslas feast, traditional remains, old wives feast, children' s day, burning witches, theatricals and live Bethlehem at Christmas. Other major events are classified organizing a Spring Fair, organized by the Ochozské ženy.

Ochozská chasa

Ochozská chasa was established in 2012. The main reason was to organize feast. Another reason was to make a reconstruction of the folk costume belonging to the municipality Ochoz u Brna. The whole reconstruction took 2 years. The most important thing was find document and photos how the folk costume looked like and to write an application for a grant from the European Union to sew folk costumes. In September 2013

15 pairs of folk costumes were reconstructed and it was the first St. Wenceslas feast in new folk costumes after reconstruction. How the new folk costumes look like is in the annex.

To 1. 4. 2015 there are 35 members in this organization. The main activities are organizing fest on St.Wenceslas at the municipality, there is also performance made by the local members with the dulcimer music or visits another feast in the other village.

4.7.2 Sport

TJ Ochoz u Brna

TJ Ochoz u Brna is voluntary and politically independent association of citizens. The main activity of this association is to provide extensive support to the development of physical education, sports and other sporting activities. Furthermore, the association should create conditions for the activities of its members in individual sports branches and divisions. The membership base consists of more than 300 members, 200 members actively playing sports. TJ is a member of Tělovýchovná unie Brno, which methodically manages activities and sport clubs within the Brno – country and organization is incorporated in the Czech Sports Association. TJ cooperates with other organizations in the community such as Organizace Orel, Scout or with the municipal council and develop cooperation with the local elementary school.

TJ is organized in three sections:

- football club,
- section tennis,
- section essential and recreational physical education.

Football club has team of old masters, team adults and pupils. Teams adults and pupils are in football competitions within OFS Brno – country

Figure 7 TJ Ochoz u Brna



Source: <http://fotbalochoz.klubova-stranka.cz/img/obrazky/37f7c71efdcf083cee6b21bc96cb2db9.jpg>

Section essential and recreational physical education organizes individual exercises during the week in local Sokolovna. In summer months, the section holds going for walks, trips or outdoor exercises.

Organizace Orel

Organization Orel has currently about 49 active members. History of Orel in our community dates since 1910. Organization Orel is one of the oldest organizations in the village. Orlovna building was built in the years 1927-1930 and was officially opened on August 31 st in 1930. Activity of Orel organization and other Catholic associations were completed in 1948 by the communist regime. In 1993, the organization Orel was restored. In 2001 – 2003 there was a recent renovation of the building. This was a large roof repair and sanitary facilities.

In this time Orlovna is also used for holding various social events such as balls, theatrical performances, throws and other actions carried out in the village. Furthermore, the organization supports Orel amateur league floorball players or table tennis, most of whom are members of unity.

Organizace Sokol

This organization has existed for many years in the village. During the course of one year sufficient number of members did not register and therefore municipal council was forced to buy the building and take care of it. At present there are various sport events in Sokolovna. However, the building is old and inadequate in its current form for cultural events.

The main problem of the village is that it does not own a suitable property for social events to take place in case of bad weather. Furthermore, there is no space for exhibitions, or various anniversary celebrations in honor of the village. The current cultural center is owned by Unity Eagle. In the future it will be necessary to reconstruct it or build something more for social activities.

4.8 Amenities and services

4.8.1 Health

For residents of the village and adjacent communities the standard of health care is very low. The doctor is always two days in the village and another two days in the neighboring village Babice nad Svitavou. In the neighboring village Kanice is a dental clinic where people can commute from the Ochoz u Brna. For citizens of Ochoz u Brna, the advantage of good access to health services in near Brno.

4.8.2 Other services and facilities

The personalized service in the village has representation of hairdresser, beauty salon, massage and pedicure. To serve motor vehicle drivers there is one petrol station. To serve non-motor vehicles drivers in the village there is a bicycle service.

In the municipality there is a general store. The shop is open every day from 7 am to 6 pm, at the weekend from 8 am to 11 am. Shop employs nine vendors, most of whom are residents of the community. Catering facilities are in the village three, the foremost of them is on the figure 8.

Figure 8 Restaurant “Na Kovarne”



Source: http://restaurace-na-kovarne.cz/client_data/31/photogallery/2/15/500x500/img-8782.jpg

The village has not yet been established information center, but employees of the municipal office are able to provide basic information to local citizens as well as non-resident. Residents of the village can also get the necessary information on the official website of the municipality, through local radio reports, broadcast on local cable television, public message boards, community or individual societies in the village or thanks Ochozský zpravodaj, which is based on a quarterly basis.

4.9 Transport and technical infrastructure

4.9.1 Infrastructure

Traffic location is excellent. Ochoz u Brna lies in the district Brno – country, but to the city center can be reached by car or bus in half an hour.

There are three country roads through municipalities. These roads are managed SUS JMK:

- II/273 Chudobín – Konice – Jedovnice – Brno – Líšeň,

- II/383 Bílovice – Pozořice – Holubice,
- III/37368 Ochoz – spojka.

Major traffic event should be a II/273 road construction. This road is also a major access road to Brno. The road II/273 is in a very poor condition and causes a lot of noise. During rainy weather it is slippery. Terrain roughness is dangerous. This reconstruction could contribute to the improvement of the traffic situation to the outgoing and surrounding villages. Traffic intensity on this road is increasing. The road condition endangers the safety of all road users. The original plan for the reconstruction of this road was scheduled for 2013 but it was postponed until autumn 2015. Out of country roads in the village there are also several local roads that need repair in the near future. Integrated transport system for South Moravian Region ensures traffic village and its surroundings.

Bus transportation provides company IDOS – Integrated transport system. Integrated transport system provides transportation throughout the South Moravian. In the municipality of Ochoz u Brna there are three bus stops in the direction of Brno, four from the direction of the village Hostěnice. Municipalities pass through three bus lines:

- 201 (Brno – Jedovnice),
- 202 (Brno – Hostěnice),
- 210 (Bílovice nad Svitavou – Babice nad Svitavou – Ochoz u Brna).

In Bílovice nad Svitavou there is the nearest railway station, which is 8 km away from Ochoz u Brna.

4.9.2 Bicycle paths and cycling routes

The village has many safe cycle paths that citizens can benefit for active leisure time and also use as an alternative means of transport between different parts of the village. The maps of the some bicycle paths are in the annex.

4.9.3 Technical infrastructure

Water supply

Drinking water is watered to Ochoz u Brna by rivulets of water supply group. The village used drinking water supplied from local resources, most of which were damaged and hygienically harmful due to high amounts of calcium and iron. Construction of water supply system was completed in 2006. Contractor's water supply company is VHS Brno. It is now connected to the water mains in almost the entire city and is administered by the Association of Municipalities water and wastewater.

Power supply

Electricity is supplied to the village of 110/22 kV Brno. This distribution is from the overhead lines with a voltage of 22 kV and leads west from the currently built – up area. For this guidance there is a transformer 22/0,4 kV connected to each pole.

Low voltage is varied in the village. Reinforced concrete poles, hanging cables and wiring are used as the voltage distribution in the village. The overall state of the low voltage network is sufficient for the community.

Heat supply

In the village there is mainly used natural gas for heat supply. Most houses are connected to distribution through STL domestic regulators. If some homes do not have gas, they used solid fuel for home heating or heating oil and electricity.

Natural gas supply

The municipality does not have its own reservoir of natural gas. The pipeline is connected to the STL pipeline from the neighboring village Kanice. The network of leading natural gas in the village is a medium pressure.

Sewerage

The main wastewater treatment plant is located in the village Bílovice nad Svitavou. Here goes all the sewage water from sewer of Ochoz u Brna. The administrator of a sewer is an association of municipalities' Water supply and sewerage of Bílovicko. The municipality Ochoz u Brna is a member of course.

4.10 Municipal funding

The municipality is governed by a nine-member council. Currently community represents releases mayress, nonreleases vice-mayor and nonreleases deputy mayor.

In the municipality there are six other committees the Deputy Mayor is working with:

- Finance committee.
- Control committee.
- Transport and environmental committee.
- Social and education committee.
- Cultural committee.
- Sports committee.

Figure 9 The municipal office of the community Ochoz u Brna



Source: http://foto.turistika.cz/foto/11885/94000/lrg_img_8725.jpg

On the figure 9 is the municipal office of the municipality Ochoz u Brna where is a lady secretary and technical staff working, both are employees to full-time employment. Other persons are employed by the municipality on a contract for work or contracts for work. In particular, the editors of Ochoz's newsletters.

There are contributory organizations whose founder is the municipality.

- Primary and nursery school of Ochoz u Brna.
- Unit voluntary fire brigade of Ochoz u Brna.
- Municipal library of Ochoz u Brna.

Behalf of the municipality is the municipality Šlapanice u Brna.

4.11 Primary data obtaining

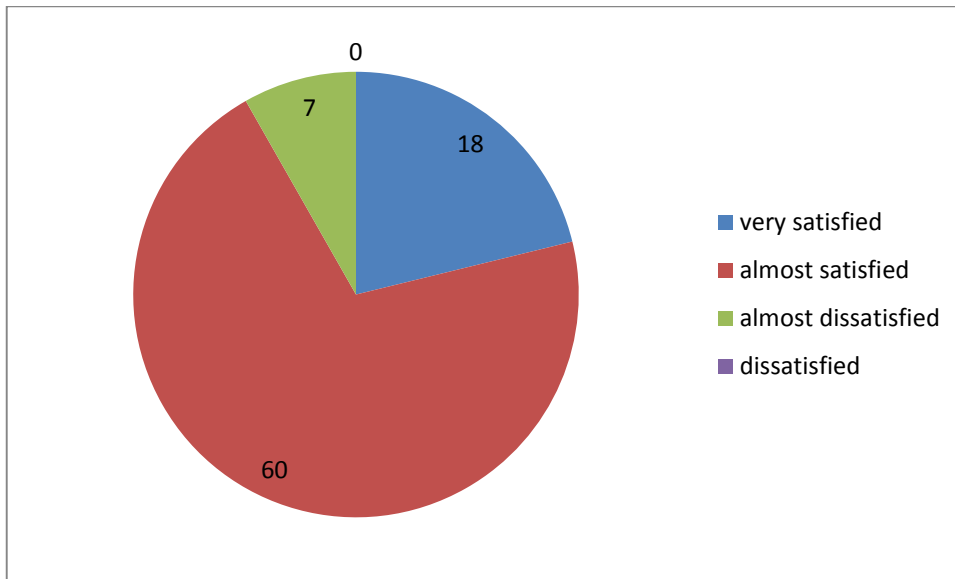
For obtaining inhabitants opinion there has been done a survey among residents of the village. It was created by an electronic questionnaire, which was distributed by e-mail and through social networks. Overall, the questionnaire has been filled in by 85 residents of the village, whose structure is shown at the end of the questionnaire. In the municipality is a population of approximately 1 300 inhabitants, it means that almost 6,5 % has been involved in the survey. Questions are closed with the opportunity of self-comment. Every citizen has the opportunity to put in the questionnaire his or her own comments and contribute to the future development of the municipality.

The following are evaluated using transparent graphs and view the answers of respondents by individual questions.

Question number 1: *How are you satisfied with the life in the village where you live?*

All respondents should evaluate by themselves their overall satisfaction with the life in the village. Almost all respondents are satisfied with the village where they live, Graph 9. 18 questioned (21%) are very satisfied and no one questioned habitant of the village chose the option dissatisfied. Almost satisfied are 60 respondents (71%) and just 7 (8%) chose the possibility almost dissatisfied.

Graph 9 Satisfaction with the life in the municipality Ochoz u Brna

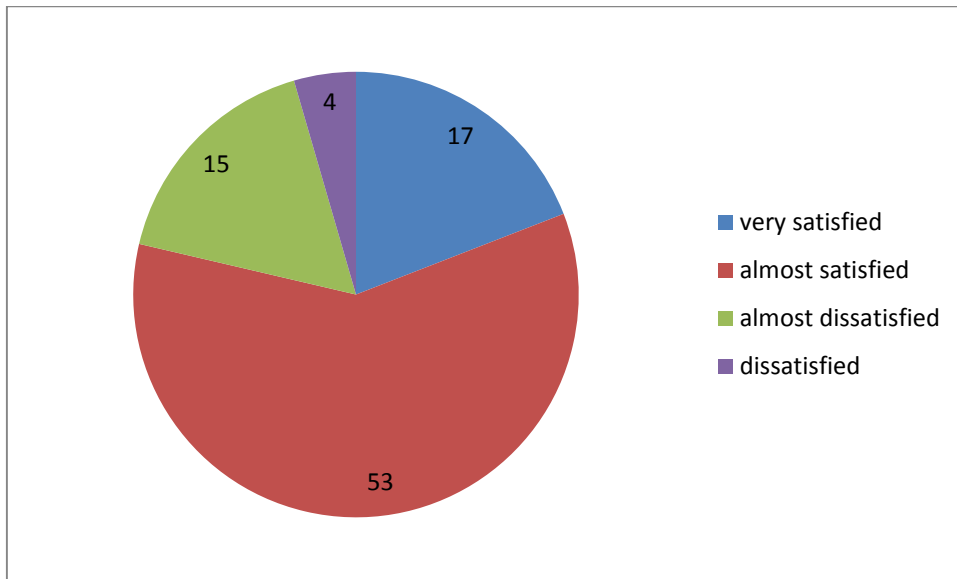


Source: Own work

Question number 2 : *How are you satisfied with the environment in terms of cleanliness? (maintained greenery, enough bins)*

In the second question respondents chose the level of satisfaction with the cleanliness of the municipality in which they live. Despite the predominance of satisfaction among the population, Graph 10, appeared negative comments regarding deficiencies bins, especially bags for dog excrement. Positively was evaluated maintenance of green areas and planting of new trees in the village.

Graph 10 Satisfaction with the environment in the terms of cleanliness

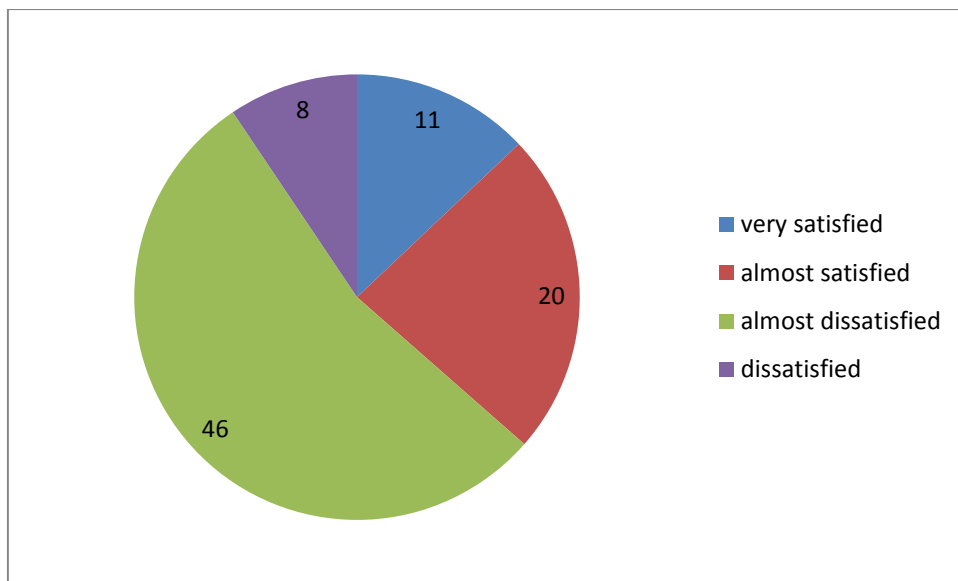


Source: Own work

Question number 3: *How would you rate the quality of the environment in the village in terms of roads, pavements and in terms of parking options?*

The level of quality of roads and sidewalks and parking is in the municipality dissatisfied, Graph 11. People complain about the practicability of some roads and the lack of sidewalks in some parts of the village. Another problem is the parking, especially in front of the elementary school, where there is no space to park. People often stand in the road and block other cars. It all comes out of suggestion, from respondents who commented on this issue substantive comments.

Graph 11 Satisfaction with the quality of the environment in the village in terms of roads, pavements and in terms of parking options

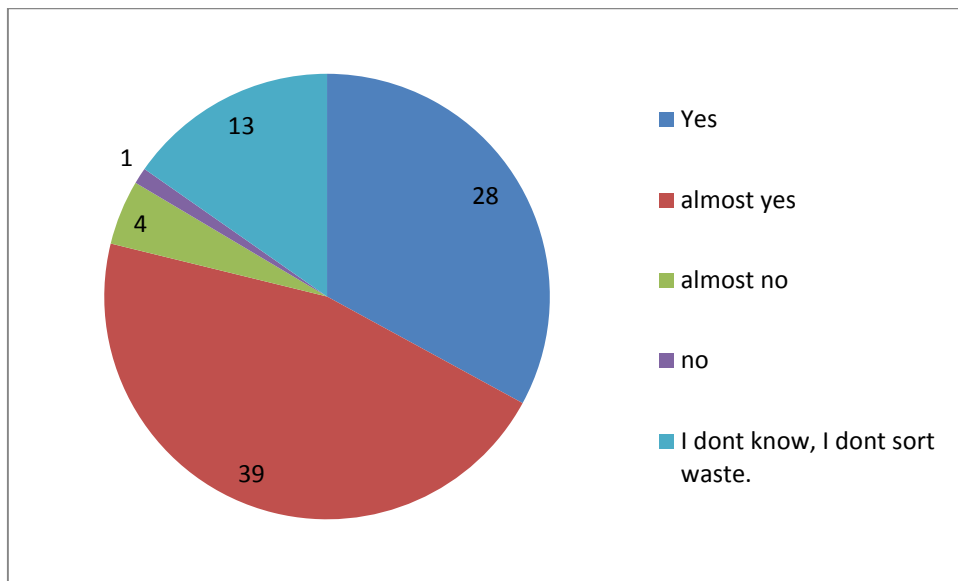


Source: Own work

Question number 4: *Are there enough containers in your community for sorted waste?*

In the opinion of the majority of surveyed residents in the village is the number of bins for recycling enough, Graph 12. 39 people (46%) chose option almost yes, but 13 people (15%) don't sort waste. Community leadership could look at this issue again highlight residents of the village, where they can find out special containers and remind them, how they should sort the waste. A lot of people might not know how to properly and why they should sort waste.

Graph 12 Satisfaction with the containers for sorted waste

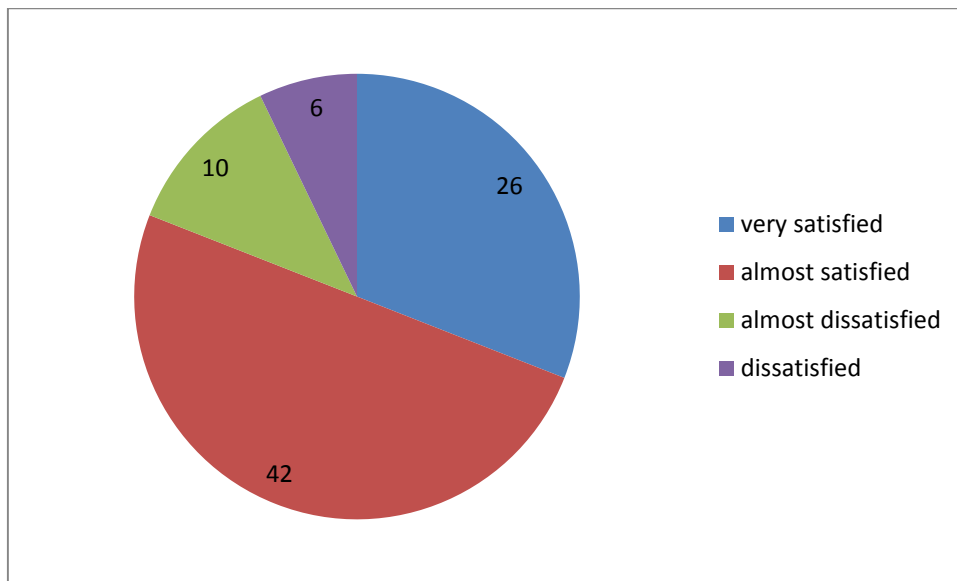


Source: Own work

Question number 5 : *How are you satisfied with the public security in the municipality where you live?*

Residents of village Ochoz u Brna feel safe in there. Through the whole village is public lighting. The municipality missing police station but all events regarding any dangerous people can know through radio, websites and local television. Also in the municipality work local volunteer firefighters, who are always ready to intervene when the treat of fire, high water and also they has had several trips to car accidents and other. Just 6 residents (7%) are dissatisfied with the safety in the municipality. 42 respondents (50%) chose the option almost satisfied and 26 people (31%) living in the municipality are very satisfied, in Graph 13.

Graph 13 Satisfaction with the safety in the municipality

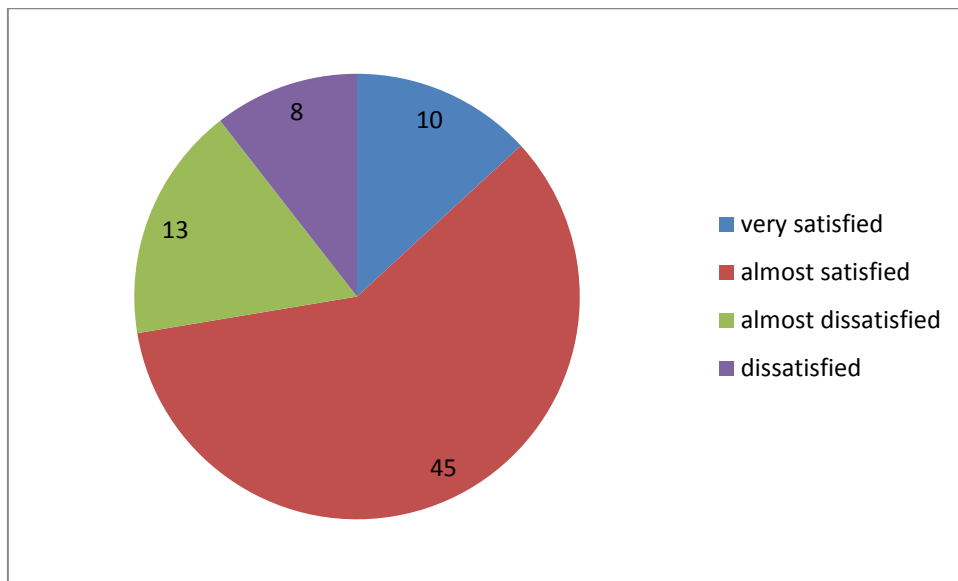


Source: Own work

Question number 6: *Are you satisfied with services and shops in the municipality?*

In Graph 14 more than half of the respondents are satisfied with the range of services and shops in the municipality Ochoz u Brna. In the municipality there is hairdresser, beauty salon, massage and pedicure. There is a petrol station at the edge of the village. For non-motor vehicles drivers there is a bicycle service store in the centre of the municipality. Ochoz u Brna has one local shop, which is open every day. Services which residents miss can be found in Brno, which is easily accessible. The residents of Ochoz u Brna don't feel deprived because of a lack of services and shops. 10 people (13%) are very satisfied, 13 habitants (17%) are almost dissatisfied and just 8 people (11%) are dissatisfied.

Graph 14 Satisfaction with services and shops

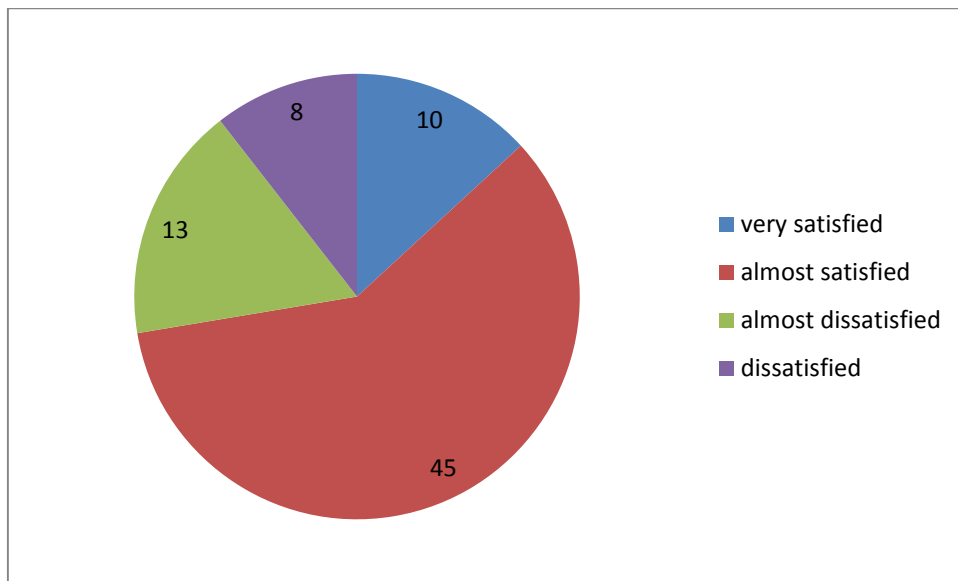


Source: Own work

Question number 7: *How are you satisfied with the frequency of transport in the municipality?*

More than half of the respondents are satisfied with the transport frequency, Graph 15. Bus transportation provides company Integrated transport system. There are three bus lines. During the week bus runs every half hour and in peak times every 10 minutes. Last bus comes from Brno before 23:00 and from Ochoz u Brna goes last bus at 21:30. On Friday and Saturday there is new transport in 1 o'clock in the morning from Brno and before midnight is last transport from the municipality. These buses appreciate especially younger people. During weekend is every hour one bus, which stop on three bus stops, which are in the village. 13 questioned (17%) chose the option almost dissatisfied and 8 (11%) are dissatisfied. Dissatisfaction with the transport is maybe affected by lot of people in the bus, sometimes night bus, which is not go during village and people have to travel by car or on foot, but it too at least one hour to get to the Líšeň, where is nearest bus transport.

Graph 15 Satisfaction with the frequency of transport

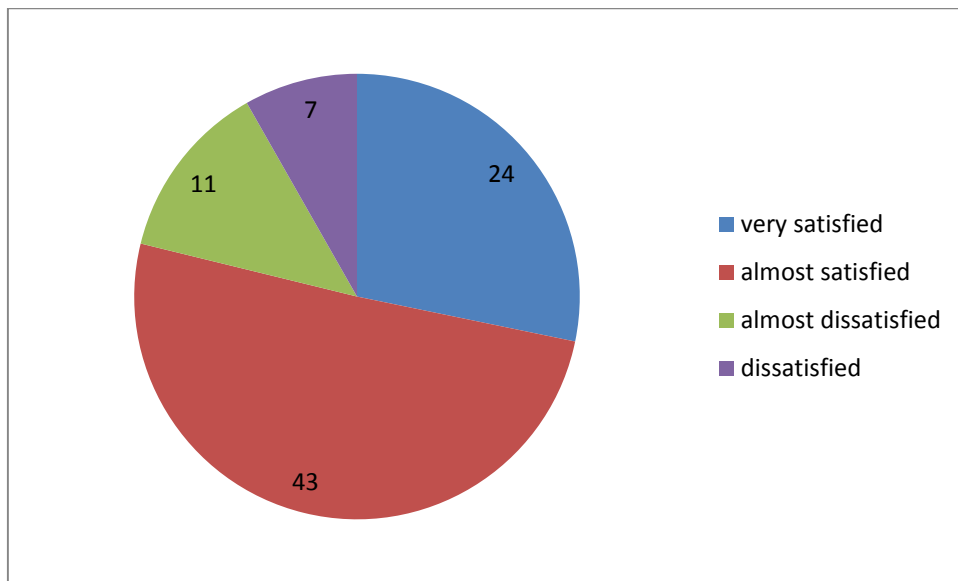


Source: Own work

Question number 8: *Are you satisfied with the cultural life in your village?*

Cultural life in the village is varied and the residents are satisfied with it, Graph 16. There are various balls, traditional remains, old wives feast, St. Wenceslas feast and amateur theater. People also can visit children's day, burning witches, theatricals and live Bethlehem at Christmas. Other major events are classified organizing a Spring Fair. Although the majority of respondents satisfied with cultural life in the municipality, 11 people (13%) are almost dissatisfied with cultural life and 7 (8%) are very dissatisfied. The answers were found out comments regarding the lack of space, where events especially balls, amateur theater and traditional feast are taking place.

Graph 16 Satisfaction with the cultural life



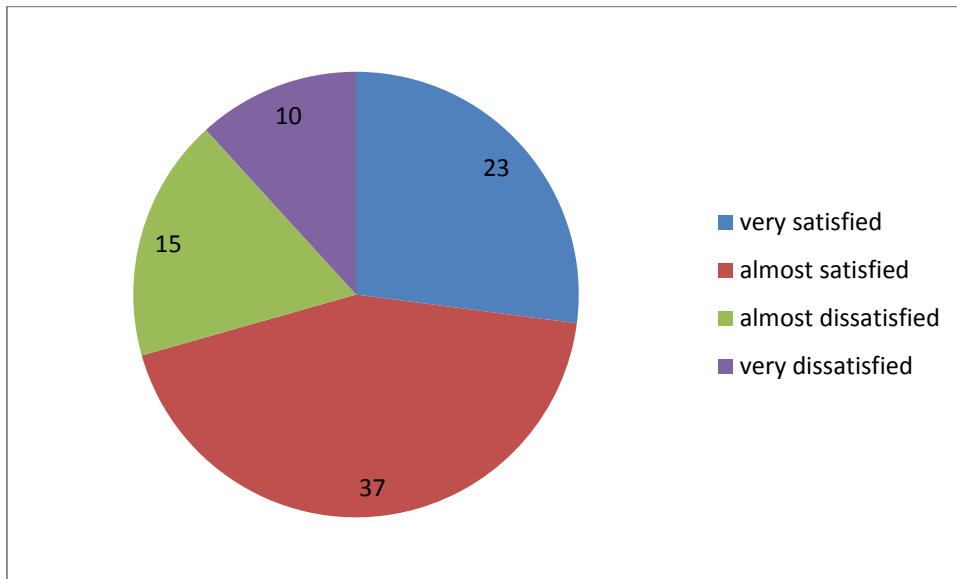
Source: Own work

Question number 9 : *Are you satisfied with the sport life in your village?*

Graph 17 shows that people, which live in the village Ochoz u Brna are satisfied with the sport life. The village is rich of sport life. Organization TJ Ochoz u Brna has football club, which has team of old masters, team adults and pupils. From March till November is every weekend some match. The village has tennis court. Almost every day are some exercises on Sokolovna as aerobic, pilates and other activities for everyone.

15 people are almost dissatisfied and 10 questioned (12%) are dissatisfied. Negative comments are from residents, which they would like to welcome the bike path to ride on roller skates. There were also views the construction of a multipurpose sports hall. In the village they run various exercises and there are also sporting organizations that would have welcome the possibility.

Graph 17 Satisfaction with the sport life

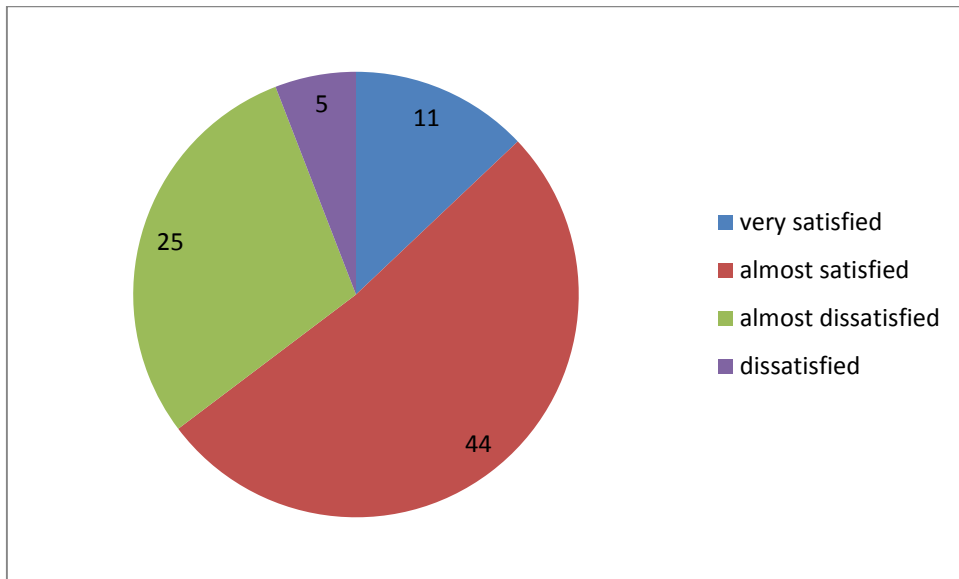


Source: Own work

Question number 10: *Are you satisfied with the health and social care in your village?*

Graph 18 evaluates the level of satisfaction in the health and social care field. 44 respondents (52%) of those surveyed are more satisfied, 25 habitants (29%) are more dissatisfied. 11 people (13%) chose the option very satisfied and 5 (6%) chose the option dissatisfied. People lack the village pharmacy. The nearest pharmacy is in the Brno. The local doctor is always two days in the village and another two days in the neighboring village. In the another neighboring village is dental clinic. People can get there by local bus. For citizens of Ochoz u Brna, the advantage of good access to health services in near Brno.

Graph 18 Satisfaction with the health and social care

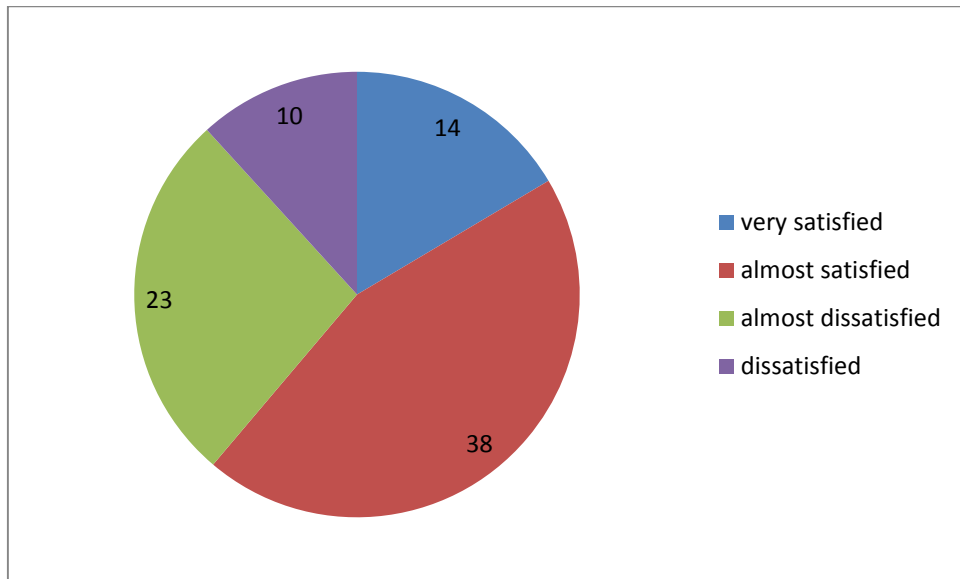


Source: Own work

Question number 11: *Are you satisfied with the offer of working opportunities?*

In question number 11 respondents rated the level of satisfaction with job opportunities in the community in which they live. More than half of respondents positively assessed the situation. 38 are almost satisfied and 14 questioned (16%) are satisfied. Almost dissatisfied are 23 (27%) and dissatisfied just 10 (12%) residents of the municipality Ochoz u Brna, Graph 19.

Graph 19 Satisfaction with the offer of working opportunities

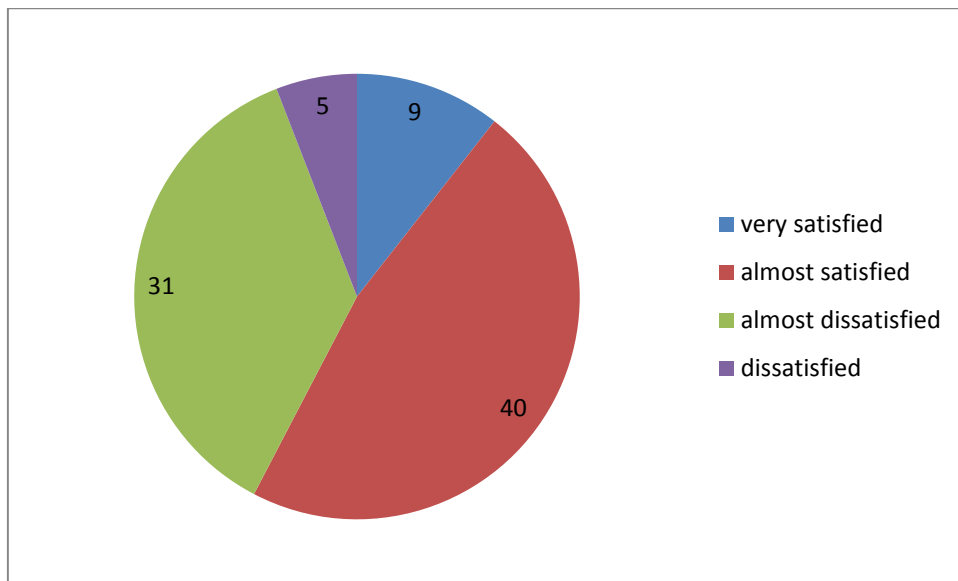


Source: Own work

Question number 12: *How are you satisfied with the condition of the elementary school?*

The condition of the elementary school is for the population living in the village Ochoz u Brna contradictory, in Graph 20. The negative comment is connecting with the problem of missing gym, old looking building, old equipment. 31 questioned (36%) are almost dissatisfied, 5 people (6%) are dissatisfied. Almost satisfied are 40 questioned (47%) and 9 respondents (11%) don't see any problem with the condition of the elementary school. People also use the possibility nearest Brno and sent children to any elementary school there.

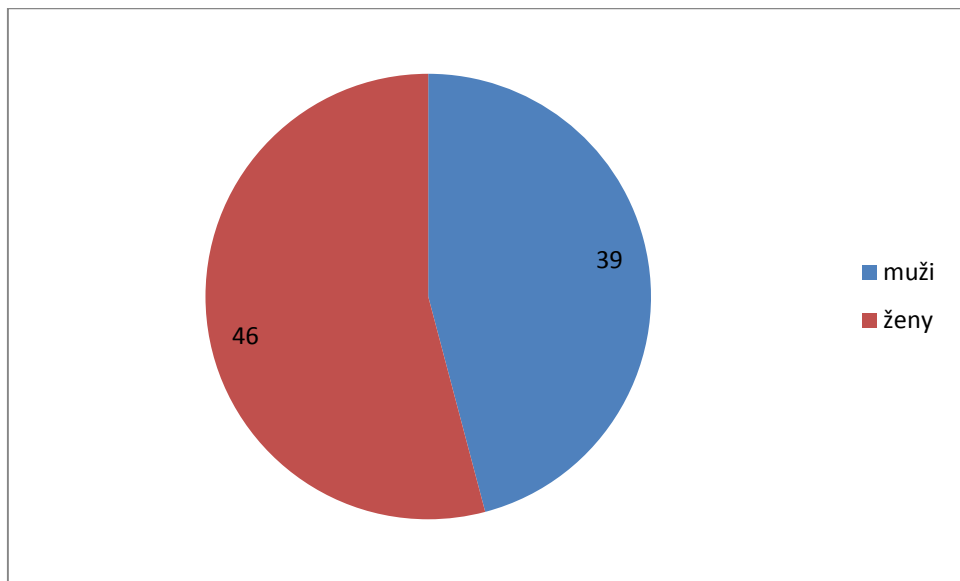
Graph 20 Satisfaction with the condition of the elementary school



Source: Own work

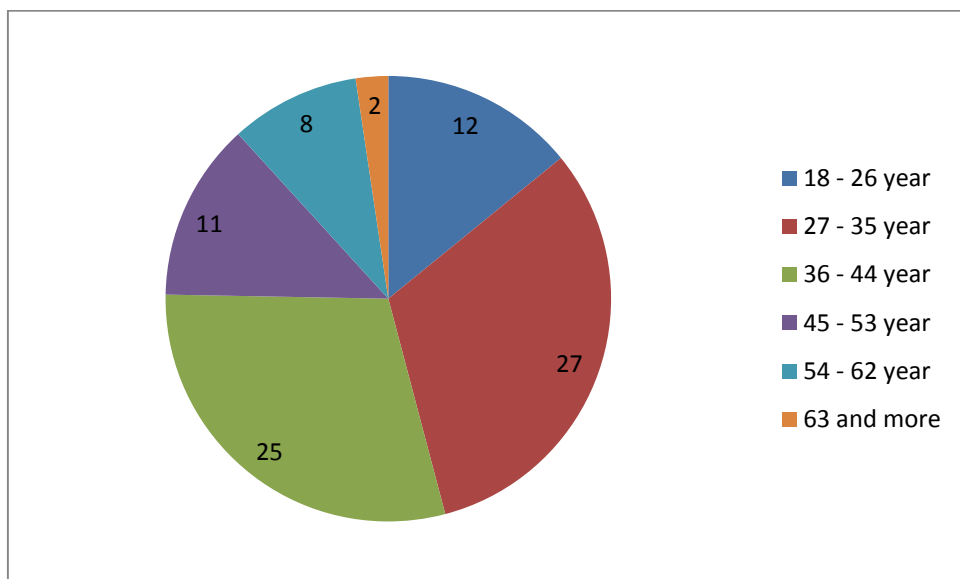
In the end there were two identification questions. Graph 21 shows the total number of respondents, 39 men (46%) and 46 women (54%). Graph 22 shows the age structure of respondents municipality Ochoz u Brna. The difference between the responses younger and older population was particularly in healthcare, where people under 45 years do not see such a big problem in the health sector particularly in the absence of a pharmacy in the village. Most of them are in Brno every day, so they can buy the necessary things. After the senior citizens of the village, it has complications, they have to travel by bus for medicaments or beg someone to pick up it for them. Another difference was the question concerning sport and cultural life. Seniors do not interested in this sector too much, they are rather passive spectators when events are held, so they don't see any problem with missing big hall. Young people see the problem of lack of space for events, as well as the lack of space for sports activities especially in winter.

Graph 21 Ratio of men and women



Source: Own work

Graph 22 Age structure of respondents



Source: Own work

4.12 SWOT Analysis

Based on the development of situational analysis, assessment of the current situation and evaluation of the questionnaire is compiled SWOT analysis. There is warning on possible threats, pointed to individual opportunities for the municipality.

STRENGTHS	WEAKNESSES
increasing population	insufficient capacity of primary school
bike trial	insufficient capacity of kindergartens
demand for housing in the village	lack of sport facilities and sports arenas
easy availability of jobs and services near Brno	missing sidewalks in some part of the village, a narrow road with poor surface and heavy traffic
predominantly woodland	lack of outpatient care in the community
Protected landscape area Moravian Karst	absence of homes for the elderly
leisure and sporting associations	disinterest of some residents in events in the community
population awareness about events in the municipality	the poor condition of some roads
the existence of a large number of associations and their rich activities (organizing a large number of events)	lack of social space for rehearsal and cultural associations for organizing larger events
there is not located any excessive pollution source	
OPPORTUNITIES	THREATS
promotion and construction of cultural facilities	any increase in population will lead to greater accumulation of traffic on the production of flue gas and thus worsening air quality
expand of the network of cycling routes	slow progress in the repair and construction of new roads
support tourism and recreation	disinterest of citizens in organized events
construction of social facilities for the elderly	the collapse of the sewerage network
existence of financial support from the EU Structural Funds	traffic growth
capacity expansion kindergartens and elementary school	
construction of gym	

Table 10 SWOT Analysis
Source: Own work

4.13 Strategic plan

The strategic plan is made based on partial analysis, analysis of secondary data and analysis of primary data from residents of the municipality Ochoz u Brna.

4.13.1 Strategic plan - vision

Processing of information identified in the SWOT analysis recognized problem areas which need to be specifically targeted for remedial measures and provide the ultimate vision of municipal development Ochoz u Brna. The village itself has to benefit from what is unique and attractive in it.

The global aim municipality Ochoz u Brna is also to ensure conditions for leisure time and develop social services in the community.

The vision of the municipality Ochoz u Brna is to remain friendly, cultural and educated community which offers a beautiful scenery with opportunities for active recreation in nature. A place where interpersonal relationships encourage people in the community, its visitors and companies to live a peaceful and safe life.

4.13.2 Strategic goals

Based on the SWOT analysis and in relation to the overall vision of the municipality Ochoz u Brna is specified by 4 strategic goals:

- Strategic goal A: Education.
- Strategic goal B: Culture and sports.
- Strategic goal C: Amenities and services.
- Strategic goal D: Labor market.

4.13.3 Specifications priority axes and measures individual goals

To find the right measure of territorial development it necessary to define the measures that apply to individual files mentioned in the situation analysis of the community Ochoz u Brna.

Based on the development of particular areas in the municipality is possible development of the village Ochoz u Brna as a whole.

Strategic goal A: Education

Table 11 Strategic goal A: Education

PRIORITY AXIS	MEASURES
Education	initiating school reconstruction
	initiating reconstruction kindergartens
	construction of a new gym (12 x 24 m)
	improve conditions for sport and playing activities for children

Source: Own work

Strategic goal B: Culture and sports

Table 12 Strategic goal B: Culture and sports

PRIORITY AXIS	MEASURES
Culture and sports	cooperation with Sokol - reconstruction Sokolovna as a multifunctional space for cultural and social events
	the promotion of cultural life in the village (holding events, the preparation of the annual plan)
	support for local athletes
	the support leisure activities for children and youth

Source: Own work

Strategic goal C: Amenities and services

Table 13 Strategic goal C: Amenities and services

PRIORITY AXIS	MEASURES
Amenities and services	ensuring the availability of services for citizens
	build a home for the elderly and disabled
	improving access to health care

Source: Own work

Strategic goal D: Labor market

Table 14 Strategic goal D: Labor market

PRIORITY	MEASURES
Labor market	initiation expanding infrastructure business
	ensuring conditions for development of small and medium sized enterprises
	support business activities

Source: Own work

4.13.4 Specification of concrete goals

The development of the municipality Ochoz u Brna was divided into four strategic goals. These objectives and their subsequent implementation are designed to improve the overall situation in the community and provide comfortable living and leisure time.

Strategic goal A: Education

The village population increases, which brings also the higher need for increasing the capacity of local school pupils.

According to the analysis of education in the village Ochoz u Brna is insufficient for the pupils of the elementary school. The strategic goal for education is focused on the reconstruction of school buildings, especially the construction of a new gym of a sufficient size. Given that the current room where the physical education is inadequate, it

is necessary to address this situation. This building will be on school grounds but due to freeing up space in the existing gym, there is a new venue – a new class serving pupils who have to be in a mixed class. This solution will increase the capacity of the school where will be new areas for the needs of teachers and thus it will improve the overall quality of the environment not only for children but also for teachers.

Constructing of a new gym is important for this community. It will serve not only the pupils but also the school will be used by sports clubs in the community and its surrounding areas. Constructing of multifunctional gym indicates further possibilities for use of the leisure activities for adults and even for active seniors. So the elementary school will not have to finance the entire cost of the gym but other users will contribute to its operation. The importance of building a new gym is confirmed by the primary data obtaining, where people expressed their lack of space to exercise for both children and adults.

Kindergarten building was built it the so-called action Z. This building is old and needs renovation mainly from outside. The entire building must be warmer. It also needs to adjust the space in the school garden, which is shared with elementary school. Playground on school grounds needed to refixed. It is necessary to add new climbing equipment and swings for children. The same applies to the kindergarten facilities. It is necessary to buy new toys, art activities and offer possibilities for various interest groups.

Strategic goal B: Culture and sports

The aim is to develop a culture in the city and attract more visitors to various social events that take place in the village. In the survey, people expressed the village is not a suitable space for cultural events. 8 % questioned inhabitants is very dissatisfied with the cultural life in the village.

To achieve this goal it is necessary to provide greater comfort for future visitors in the place where the events take place. According to the analysis culture and sports in the community Ochoz u Brna there is the culture hall missing which would be owned by the community. Renovation of the building would serve for various ball organized by different associations in the village such as gardener, TJ or theatre associations.

The rehearsing of Ochozská chasa throws will also serve Sokolovna. The rehearsal dances and songs start six months before actual feast. Currently feast is held in Orlovna that is not owned by the municipality. Ochozská chasa pay rent and energy alliance to Orel. This is how the money received for the lease of the municipal budget and the village can be used to further enhancement of the cultural hall.

Ochoz feast, especially after the restoration of the original costumes, is also popular for the citizens of the surrounding villages. Unfortunately, the lack of space in the hall prevents the attendance of even a greater number of people.

The theatre association always rehearses theatre performance for local residents. They also have problems with the place where their individual rehearsals take place and where to hide the necessary props and costumes. Thanks to the reconstruction of Sokolovna and increase of its capacity will solve this space, the theatre will have greater comfort and performance could be seen more people.

Culture life in the village is really rich, so the construction of the house of culture, which would be owned by the municipality, will be a suitable investment.

Strategic goal C: Amenities and services

The municipality will support the existence of social facilities in the city and encourage the formation of non-profit organizations in the field of social welfare.

This action is achieved by building a home for the elderly because currently these people in retirement age continue to rise. As it was mentioned in the culture chapter, the village has the association of seniors which does not have a place to meet. In this home there will be done a place for these club members and they will create a program for its members and the residents of this house. The national action plan to support the aging community will therefore engage seniors. Jubilant can hold a meeting with a mayoress and financially assist the senior club to organize regular walks and cultural tours.

Strategic goal D: Labor market

The aim is to promote business development in the municipality and create conditions for the arrival of entrepreneurs. Business development will also contribute to the creation of new jobs.

The municipality will provide the conditions for development of small-size businesses by improving business environment. To fulfill this measure defining free objects, surfaces and real estate, which would it can be used for business. Subsequently, these areas recorded in the land use of a city plan will create a database of these sites which will be accessible on the website of the municipality Ochoz u Brna. The community will participate in the construction of the technical infrastructure for these sites, thus improving business conditions which will results in greater interest in entrepreneurship. The municipality will support these entrepreneurs due to the discounted price for renting or renting hall for various corporate events for discounted censuses (Christmas parties, meetings, workshops).

4.13.5 Barriers to development

The most serious development barriers that hinder the rapid development and actual implementation of the strategic plan are as follows:

- Lack of funds inhabitants – easy accessibility of Brno complicates business activities in the village. Most residents commute to Brno every day and then use the availability of services in Brno. In this context, there is low demand for services in the village.
- Limiting the options for building houses and operation of certain types of production in protected landscape area – to preserve the Protected Landscape Area Moravian Karst which is restricted from housing to potential new residents. Options for the construction of new homes reduce the high percentage of forest and agricultural land. Furthermore, there are limits to the operation of certain types of productions. It affects business activities in the village.
- Complications of cooperation of citizens - some citizens boycott any effort the municipal council to improve the situation in the community.

4.14 Implementation

In the framework of the action plan for the development of the village in the years 2015 – 2022 defines the basic priorities of the development of the village for the next seven years. Their actual implementation depends on the sources of funding. That involves a combination of resources from the European Union Funds, from the regional budget, the country budget and municipal budget.

It is obvious that the need for funding for individual projects is beyond the capabilities of the municipal budget, so there cannot be implementation of all the proposed priorities and must be transferred to the next period. That is why the village and its representatives must make every effort to be proactive in seeking funding and be successful in meeting the conditions of each grant programs.

Table 15 Strategic goal A: Education – implementation

Name of activity	Dates	Costs	Sources of fundings
The construction multifunctional gym on the school grounds.	two years	5 000 000 – 6 000 000 CZK	regional grants, the municipality, Rural development program
Provide sufficient capacity classes for pupils.			the municipality
Adequately equipped, modern and interesting kindergarten.	regularly	minimum	grants, the municipality
<i>Comment: Kindergarten must offer a wide range of courses for children.</i>			
The reconstruction of building kindergarten and improving conditions for gaming activities for children.	five years	2 000 000 CZK	regional grants, the Ministry of regional development, the municipality
<i>Comment: Keep the playground in good conditions.</i>			

Source: Own work

Table 16 Strategic goal B: Culture and sports – implementation

Name of activity	Dates	Costs	Sources of fundings
The reconstruction of the Sokolovna building and its annex.	2018 – 2020	3 000 000 – 5 000 000 CZK	Rural development program, regional grants, the municipality
<i>Comment: Preserve cultural traditions in the village, theatrical performance and other social events that take place in the municipality.</i>			
The promotion of cultural life in the village.	regularly	200 000 CZK	grants, the municipality
<i>Comment: Holding events in the community, drawing up the annual plan of different action.</i>			
The reconstruction of the playground.	2018	1 500 000 CZK	grants, the municipality, the Ministry of regional development
<i>Comment: Repair playground with wooden play pieces on "Zákazanec" (centre of the village).</i>			

Source: Own work

Table 17 Strategic goal C: Amenities and services – implementation

Name of activity	Dates	Costs	Sources of fundings
Support for construction of home for the elderly.	2018 – 2022	0	the municipality
<i>Comment: Support planned activities through inclusion in the spatial plan and creating good conditions.</i>			
The construction of home for the elderly.	2022		a private sector
<i>Comment: Large family house with several apartments for a peaceful old age, including the provision of basic services.</i>			
The promoting actions for members of senior club.	regularly	0	the municipality, the national support for active aging
<i>Comment: To involve senior in the events in the village and allow them to active aging.</i>			

Source: Own work

Table 18 Strategic goal D: Labor market – implementation

Name of activity	Dates	Costs	Sources of fundings
The involvement of entrepreneurs in the development and activities of village.	regularly	0	
<i>Comment: Participation entrepreneurs to financially demanding events. Visibility of businessmen as sponsors of events, post it on the website, through the radio or the local newsletter.</i>			
To offer free places for rent at a discounted price.	regularly	0	Integrated Regional Operational Program, the municipality, regional grants
Inform them about funding programs. Include businessmen in applications for development programs on the importance of community development.	regularly	0	the municipality

Source: Own work

5 DISCUSSION

As mentioned above, the municipality Ochoz u Brna has several barriers to its development. At first sight the availability of Brno could appear as an advantage for local businesses but in fact it is basically a disadvantage. Most residents work and commute daily to Brno where they can use of city services which are more than sufficient. That is why this is a disadvantage for small businesses in the community Ochoz u Brna as demand for their goods is low.

Another limiting factor is the construction of houses and development of industrial zones in the municipality because it is located in Protected Landscape Are Moravian Karst where there is a limit to the construction of houses, which further restricts the development of the local agglomeration. Removing areas of agricultural land is a lengthy process, which reduces the possibilities for the construction of residential buildings. Moreover, the financial possibilities of the village are relatively low to be able to allow the community to get this highly expensive investment.

Towards the end of 2014 the head of the local council has been replaced by a new mayoress. Sudden change after several years of the previous past mayor complicated relationships in the population that refused to cooperate with the new management and took negatively any change made in the village. The functioning of the community and raising funds for the planned activities is primarily dependent on the human factor which is the ability of elected citizens (mayors, deputy mayors) to obtain the necessary financial resources. The proposed project for the reconstruction of houses would be good to draw on the national plan supporting positive aging. This program would like to be more involved in the everyday life of a pensioner. In the case of the municipality Ochoz u Brna the project is supposed to join the retired with the senior club, for example, which will conduct various lectures for children and adults to share their experiences, help in organizing cultural events of the village, go for walks or do sightseeing tours. To honor the anniversaries of the elderly could be done at the municipal office furniture with the mayoress. This is how the community could support their older residents. This program is not by far the only financial resource to which the community could be involved in. Other sources are possible grants from the country, the program for municipalities witch extended powers, the Ministry of regional development and rural development projects. There are also programs to support small and medium-size enterprises and more. This is

how the community will arrange the funds depending on the individual abilities and knowledge of each member working in the municipality council.

6 CONCLUSION

Diploma thesis on topic “Strategic development plan of the municipality Ochoz u Brna” was devoted to the methodological approach, theoretical patterns and practical application of strategic management. At the beginning of my diploma thesis, I set a goal – to draft a strategic plan for development of the municipality Ochoz u Brna.

In the practical part the current situation analysis of the municipality is described. It was conducted partial analysis and survey between the population living in the municipality Ochoz u Brna.

Its individual chapters point emerged functioning of the municipality or the lack of it at the base of which SWOT analysis was compiled. Strategic development plan of the municipality focused on the weaknesses captured in opportunities. From defined opportunities the vision of the strategic plan was fixed. In order to fulfill the vision plan, the most problematic area of the village summarized into four goals. These goals include education, culture and sport, amenities and services and labor market. Strategic goals were characterized in detail the priority axes and specific measures that the competent authorities should focus on.

In the goal of education, attention was focused on the construction of a new gym on school grounds, causing the release of the class, thanks to which the capacity of local school will increase. The next goal was defined by the problem of functional cultural center which was owned by the municipality. This house is actually owned by the municipality but its technical condition is not satisfactory and in honor of any organization of cultural events of the village it is not representativeness. The strategic objective of the amenities and services is focused mainly on the status of the home for the elderly, the involvement of older people in the community happenings and promotion of active aging. The goal involved the development of the business community and especially the support of current business by the municipality.

Before the implementation of the strategic plan were briefly defined the limiting factors for the development of the municipality.

The other part was devoted to the possibilities of implementation of strategic objectives which each goal was determined expectancy implementation, project costs and possible funding sources.

In the discussion it was mentioned possible limiting factors for development of the village and there was discussion of the question of possible funding sources, leading to the realization of individual goals.

In conclusion, despite the weaknesses identified in the SWOT analysis of the municipality is constantly developing. People like to live here and picturesque scenery and peaceful life in this village attracts visitors, therefore, should strive the community to keep its residents and it attracted more and it still had something to offer.

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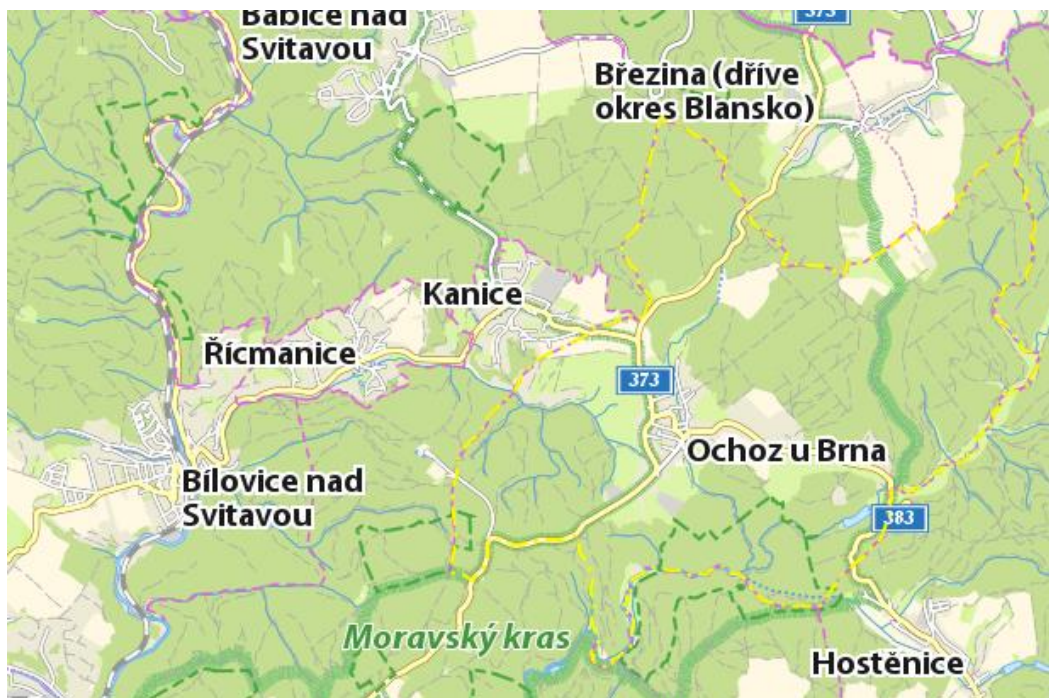
11 ANNEXES

Annex 1 Folk costume of Ochoz u Brna after reconstruction



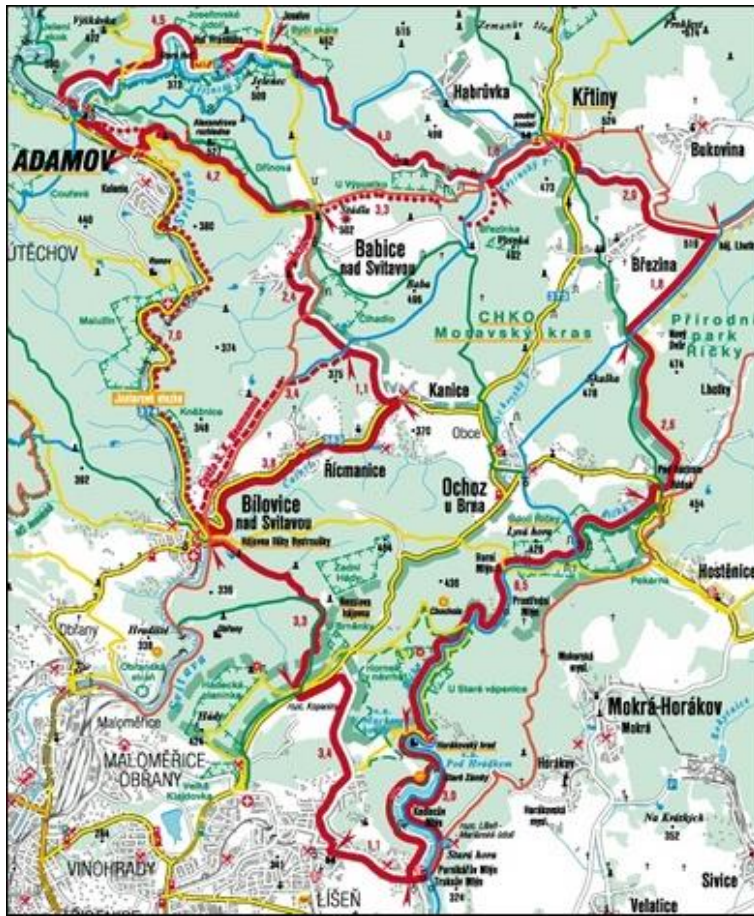
Source: Own

Annex 2 Ochoz u Brna and its surroundings



Source: <http://www.mapy.cz/turisticka?x=16.7352676&y=49.2539690&z=14&l=0>

Annex 3 Bike paths around the Ochoz u Brna



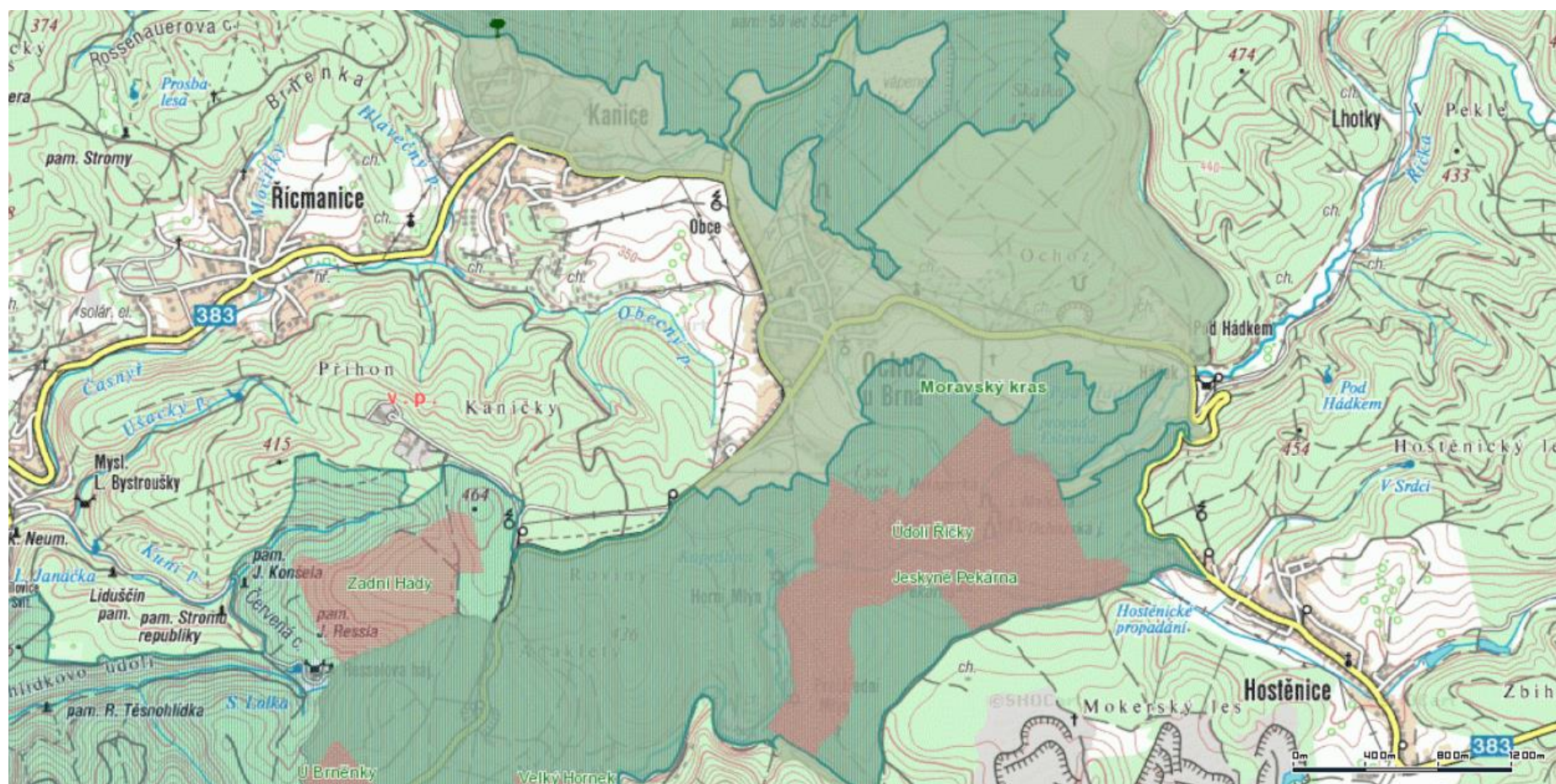
Source: http://krtiny.katolik.cz/turistika/img/rickou_na_krtiny.jpg

Annex 4 More detailed bike paths around the municipality



Source: http://krtiny.katolik.cz/turistika/img/cyklotrasy_detail.jpg

Annex 5 Protected landscape area Moravian Karst



Source: goo.gl/ta6XH6

