

# BROWNFIELDS REGENERATION IN THE SOUTH MORAVIAN REGION CASE STUDIES



REGIONAL  
DEVELOPMENT  
AGENCY  
SOUTH MORAVIA



**BROWNFIELDS  
REGENERATION  
IN THE SOUTH  
MORAVIAN REGION  
CASE STUDIES**

OLD  
MALT  
HOUSE  
IN ČERNÁ HORA

MULTI-  
FUNCTIONAL  
BUILDING  
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# REVITALIZATION OF THE OLD MALT HOUSE IN ČERNÁ HORA TO A MULTIPURPOSE SERVICE CENTRE

BROWNFIELDS  
REGENERATION  
IN THE SOUTH  
MORAVIAN REGION  
CASE STUDIES

**SITE CHARACTERISTIC**

The Černá Hora brewery is an important business entity with continuous tradition since 1530. From the very beginning, the brewing of beer had been closely linked to public events in the region; the company was heavily involved in public life and contributed to the identification of people with the brewery and with the region.

In the 16<sup>th</sup> century the brewery in Černá Hora was in possession of the Lords of Černožorský of Boskovice residing in the chateau in Černá Hora. The historical building of the malt house, which is the subject of the project, dates from the 17<sup>th</sup> century, when – after

the events at White Mountain – the brewery became the property of the Liechtenstein family and was completely reconstructed.

Individual brewery buildings were gradually modernized several times; during that all historical architectural elements were preserved and the buildings were equipped with new technologies that made it possible to maintain the quality and competitiveness of the production program also for the future. During this process, the traditional technology of malt preparation was gradually abandoned, as it burdened the cost of production too much and prevented the use of the vacant building for other purposes.



SOCIAL EVENT APRÍLES  
ON THE PREMISES  
OF RENOVATED MALTHOUSE  
IN ČERNÁ HORA BREWERY

## REVITALIZATION OF THE OLD MALT HOUSE IN ČERNÁ HORA TO A MULTIPURPOSE SERVICE CENTRE

### ORIGINAL USE AND POSITION OF THE SITE

The Černá Hora village is located 25 km north of the City of Brno in the naturally diverse landscape of the Adamovská vrchovina Highlands. In terms of accessibility, the location of the project is very favourable; the village lies on the major road I/43 connecting Brno and Svítavy, used to travel between South Moravia and East Bohemia. Business activity in this area is underdeveloped, this part of the district served more as a labour supply for industrial plants in Blansko, Brno, and the Brno-Province District. Although natural conditions for tourism are very good, this area has not been discovered by tourists yet, even though nearby Moravian Kars is visited by tens of thousands of visitors every year.

In this environment, the operation of the Černá Hora brewery with 120 employees is an important stabilizing factor that influences the overall attractiveness of the village for housing, but also for maintaining other business activities; by this it contributes significantly to the retention of the rural population.

The brewery complex is located within the main square of a square shape, which forms a natural centre of the village. One of the sides of the square consists of the façade of the old malt house building. Before the reconstruction, the building of the malt house no longer served its original purpose. The structures were originally constructed as farm stables, stalls, workshops, storage rooms and garages.

### OWNERSHIP STRUCTURE AND ACTIVITIES OF OWNERS

An important point in the history of the project was the privatization of the Černá Hora brewery in 1996, after which it became a Joint-Stock Company Pivovar Černá Hora, a. s. Two years later, the newly established entity started an extensive program of modernization of production technology and at the same time began to significantly contribute to the cultural and social spheres; it also started to closely cooperate with municipalities in the micro-region. Most popular among the public is the "Beer Festival", which is always held in late

September; the average attendance is around 20 thousand people. A number of cultural and sporting activities run during the Beer Festival, as well as a traditional fair. Moreover, the complex is the venue for regular cycling races of high professional standard and traditional brewing dancing balls. All these activities are gaining general popularity, which translates into increasing interest and number of visitors. Linked to this is the absence of adequate facilities for visitors to these events and the increasing demand for the possibility of organizing social events in the attractive environment of the brewery. And since the company management is also involved in activities of the Czech Association of Small Independent Breweries, the project was designed as a pilot project in the framework of the construction of 'beer ways' in the Czech Republic.

All these reasons resulted in the intention to sensitively reconstruct the building of the old malt house for it to provide new, more dignified facilities to the visitors of the brewery and village, offering opportunities for cultural and social activities, and acquainting the visitors with the historical development of the brewery and of the whole region.

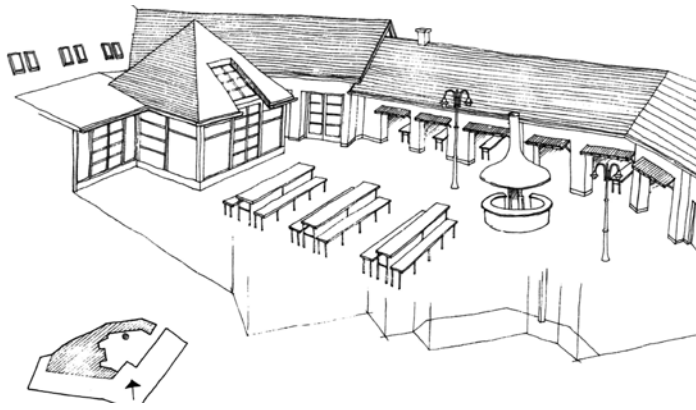
### BARRIERS TO REGENERATION

The site is not exposed to environmental loads and it was not necessary to carry out any environmental remediation. The project was not implemented in areas with increased sensitivity or vulnerability of the environment, so it affected or jeopardized neither the territorial systems of ecological stability, nor areas protected under the Law on the Protection of Nature and Landscape.

### INTENTION OF REGENERATION AND MAIN ACTORS

The initiator of the revitalization project was a promoter of the project and an owner of the malt house – Pivovar Černá Hora, a. s. – who was also an investor in the project. The multipurpose service centre was conceived as a separate business centre of Pivovar Černá Hora, a. s., offering a broad range of attractive services. Its activities are closely connected with the brewery, as one of the products offered is a tour of the brewery, an introduction to the history





COURTYARD DESIGN



AERIAL VIEW OF THE BREWERY PREMISES IN ČERNÁ HORA



COURTYARD OF THE CURRENT MULTIFUNCTIONAL CENTRE



CAPACITY OF THE OUTSIDE FACILITIES IS 300 PERSONS

## REVITALIZATION OF THE OLD MALT HOUSE IN ČERNÁ HORA TO A MULTIPURPOSE SERVICE CENTRE

and tasting of products. An attractive topic of brewing is therefore used as the main basis. In addition, other services are also offered, which have not been available in the region up to now. The main goal of the investor was to maximize the opportunities of utilizing the old, historically valuable industrial building for business activities, which would bring more visitors and other benefits in the form of retaining and increasing the number of jobs in the village and in the micro-region.

The result of revitalization is a multipurpose centre with a total capacity of up to 500 people (200 for internal and 300 for external areas of the buildings), which offers the following services to visitors: tourist information centre, an excursion to the brewery, historical exhibition, restaurant with a bar, bowling, gym, sauna and a summer stage with projection equipment and a sound system. The project envisaged the creation of 10 new jobs in these spheres of work.

The offer of services is oriented to two main target groups of customers. Firstly to the local customers, domestic population, which is expected to visit the centre and use its services more frequently, but is highly sensitive to the price of services. The second group includes the "transient" customers, who will not use the services so frequently, but are able to appreciate the high standards and the specific environment offered; by this the centre has become a major contributor to the development of tourism and business activities in general in this micro-region.

### IMPLEMENTATION AND FINANCING PROCESS

The project was implemented fully in accordance with the adopted strategy of the development of the Černá Hora region, with the support of all its member municipalities, which are also partners in the project.

The whole event received support of public administration at the municipal and regional level and was even supported at the international level by the IART (International Association of Rural Tourism Experts). In addition, it became a pilot project for the said 'beer ways' project.

Project documentation for a building permit was issued in March 2002, i.e. in the year when the revitalization began. In terms of the approved planning documentation, this construction was not in conflict with the approved functional definition of the areas. In its initial stage, the project was fully founded by the investor, who paid CZK 19,842 thousand; then a grant from the SAPARD Programme was received, Measure 2.2., focusing on the development and diversification of economic activities ensuring variety of activities and alternative income sources. The grant was awarded in 2003 after meeting the conditions for the payment of the grant of CZK 9,921 thousand. For covering the remaining 50% of the cost, the investor chose a possibility of credit financing. Apart from this amount, it was necessary to spend another CZK 320 thousand for the preparation of the project and documentation for the SAPARD Programme application; further expenses for the start-up and launching the operation amounted to about 350 thousand.

The reconstruction took place within the existing building and required – from the point of view of the work performed – running costs for supplies of materials and energy; the budgetary costs for equipping the construction site amounted to about CZK 332 thousand.

The actual construction work included pulling down and removing the entire structure of workshops along with the adjoining extension. From the main building of the malt house, a concrete ramp was removed; the same applied to the longitudinal extension including the reinforced concrete load-bearing structure. Other key interventions included taking down complete original roof structures over the garages and warehouses, reinforcing outer load-bearing masonry and paving the courtyard area with stone pavement of granite blocks. Ceiling structures were largely preserved and exchanged only in the newly constructed restaurant, for which a beamed ceiling was designed with visible beams. All structures (except the east one, which is the existing office of warehouse staff) got a new roof.

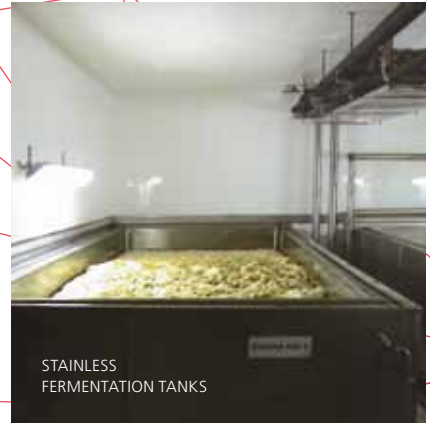
The actual project took place from autumn 2002 to spring 2003, so the activities of the centre could commence about a year after the application was submitted.

## BROWNFIELDS REGENERATION IN THE SOUTH MORAVIAN REGION CASE STUDIES

COURTYARD  
OF THE CURRENT  
MULTIFUNCTIONAL CENTRE



VIEW OF THE RENOVATED  
HISTORICAL BUILDING, YEAR 2002




STAINLESS  
FERMENTATION TANKS

### SUMMARY OF POSITIVE AND NEGATIVE EXPERIENCES

Thanks to the SAPARD Programme, it was possible to revitalize an unused industrial building in the central part of the village, which helped to improve the quality of living environment and increased the importance of tourism. Thanks to the activities of the brewery, the small town of Černá Hora has now become a traditional venue of events, attracting visitors from far afield. The experience with the implementation of the project with the involvement of the EU resources has prompted the owner to apply for grants from other programmes.

The negative experience to be mentioned is the uncertainty and changing conditions during the completion of the project connected with the fact that the project was taking place in the first round of the Programme. At that time, the implementation bodies had virtually no practical experience. In terms of the actual project implementation, the planned costs were exceeded due to the underestimation of the budget readiness and due to the shifting of the project implementation in time and consequent incorrect estimation of the price of construction works.



# MULTIFUNCTIONAL BUILDING MORAVAN / A FORMER TEXTILE FACTORY

BROWNFIELDS  
REGENERATION  
IN THE SOUTH  
MORAVIAN REGION  
CASE STUDIES

ING. ARCH.  
MARCELA DRKOŠOVÁ

### SITE CHARACTERISTIC

The subject of the area described is the site of a former textile factory Moravan, located in the City of Brno, on the corner of the Zábřdovická and Šámalova Streets. It is an example of successful revitalization of a manufacturing brownfield for residential and commercial purposes by the company MORAVAN DEVELOP, s. r. o.

### ORIGINAL USE AND POSITION OF THE SITE

The history of Brno Moravan began in the 80s

of the 19<sup>th</sup> century in Zábřdovice, where a factory was built for the production of straps and decorative blankets.

The building was divided into two parts: the older, five-storey part was built around 1880, and the newer part, oriented to the Šámalova Street, in the thirties of the 20<sup>th</sup> century. During World War I, production shifted to military blankets and straps. In the twenties and thirties, the production range was gradually extended to all types of carpets, furniture textiles, blankets and decorative and furnishing fabrics. Before World War II, Moravan in its factories in the City employed a total of 900 people. Most employees worked in the works



SOUTHERN SIDE, AFTER RENOVATION

## MULTIFUNCTIONAL BUILDING MORAVAN / A FORMER TEXTILE FACTORY

of the Zábřdovická Street. During air raids in 1945, factory buildings were considerably damaged, yet the production was soon restored. In the 60s and 70s, the operations underwent modernization and non-woven carpets were substituted by plush ones. But after the restructuring in the 90s following the formation of the Moravan Joint-Stock Company the production did not last for much longer; it was terminated in 1995. After this there was a period of several years of gradual deterioration.

A former production facility is located in the eastern part of town near the Svitava River, which is only about 10 minutes by tram from the centre of Brno. The building at Zábřdovická no. 16, in the Zábřdovice cadastral area, is part of lot no. 1178. The area of this lot of land including other nearby land owned by MORAVAN DEVELOP, s.r.o., covers 8,238 m<sup>2</sup>.

### OWNERSHIP STRUCTURE AND ACTIVITIES OF OWNERS

In May 1999, MORAVAN, Joint-Stock Company, declared bankruptcy. The property with land was bought from the bankruptcy trustee in January 2004 by MORAVAN DEVELOP, s.r.o.

### BARRIERS TO REGENERATION

Before drafting the project documentation, engineering, geological and environmental survey was made by an investor, during which no environmental burden was found. After the termination of the production until the beginning of overall reconstruction eight years later, the facility gradually fell into disrepair and was devastated, and became a seat of homeless people. Almost all original window panes, finely divided metal frames and all elements of wood including roof structures disappeared. Part of the building collapsed, some burned out, the courtyard became overgrown by self-seeding woody plants and gradually served as a waste dump. The total of CZK 2.2 million was paid for the disposal of waste including debris removal to landfill. The former factory was not listed; it is part of a historically established urban structure called industrial "posvitavská" zone, which started to be formed already at the end of the 18<sup>th</sup> century. The building falls within

the protection zone of Městská památková rezervace (Urban Conservation Area).

### INTENTION OF REGENERATION AND MAIN ACTORS

The initiator of the revitalization was the property owner, who had had the preliminary study of an architectural design of the reconstruction investment plan made already in 2002.

The architectural design was drafted by Ing. Arch. Tomáš Šenberger, who is dedicated to the saving and new applications of industrial architecture both theoretically and practically. All necessary design documentation was prepared by the design office GREBNER, spol. s r. o.

Apart from external walls, two staircases and a few columns, the old derelict textile factory was empty. For the ten-metre deep area of the floor of the older part of the building, a two-winged layout with atypical apartments was designed, illuminated on both sides, with commercial space on the ground floor. A new building was added to these structures in the location of the no-longer-usable wing. Always three large areas were designed for each floor of the newer part, with a reinforced concrete skeleton and large-sized window openings; they can be used as apartments, offices or studios. Part three is a new building in the location of the no-longer-usable wing. On the ground floors of all the parts there is space for shops or offices. The building has two new lifts: one is built inside, the other one is a glass exterior lift. The building is equipped with other necessary technical facilities.

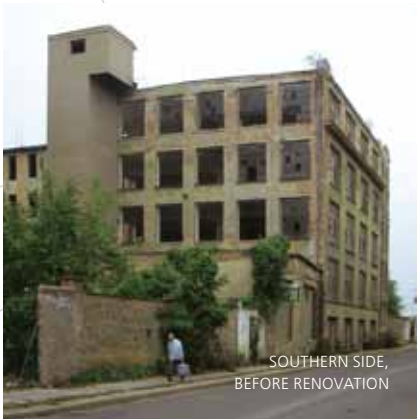
Both the architect and the investor were convinced from the beginning that the magic of industrial architecture must continue to be perceived even after the reconstruction. They agreed on the preservation of the original building character and keeping of a number of authentic construction elements.

### IMPLEMENTATION AND FINANCING PROCESS

An important step in planning the preparation of this project was its assessment in accordance with the master plan of the City of Brno (Územní plán města Brna – ÚPmB).



STATUS IN OCTOBER 2004



SOUTHERN SIDE,  
BEFORE RENOVATION



SOUTHERN SIDE,  
COURTYARD AFTER RENOVATION



SOUTHERN SIDE, VIEW FROM THE  
TERRACE

MULTIFUNCTIONAL  
BUILDING  
MORAVAN /  
A FORMER TEXTILE  
FACTORY

The plan of the building reconstruction for residential and commercial purposes was submitted to the Department of Planning and Development (Odbor územního plánování a rozvoje – OÚPR) of the Brno City Municipality for this assessment to be made. To ensure the compliance of the future utilization of the building after the reconstruction with the master plan, the Department of Planning and Development – following the application of the Building Authority of the Brno-Židenice District – made an adjustment in September 2003 to a directive part of the master plan consisting of the correction of a functional type from the mixed type of production and services to the mixed type of trade and services.

Preparatory work comprising the elaboration of project documentation, obtaining a building permit and raising a loan was completed in May 2004. Construction work was terminated in May 2005, and in June the renovated building started to serve a new purpose. Today there are eight commercial spaces, six offices, thirty-two classic apartments and nine one-space lofts, which are popular especially among young people. In the side wing there are two apartments accessible also by wheelchairs through a covered gallery. In spite of all furnishings of the new apartments corresponding to the state-of-the-art standards in the new interiors, it is obvious that we are in a building built over a hundred years ago.

From the total floor area of 7,500 m<sup>2</sup> of the building (including corridors and stairways), about 2,540 m<sup>2</sup> serves for residential purposes and 1,740 m<sup>2</sup> for shops and offices.

The total cost of reconstruction rose to 85 million CZK. Twenty percent of the construction cost was financed by the investor's own funds and 80% by a loan from Česká spořitelna (Czech Savings Bank). According to the investor, securing the loan was the most difficult part of the project. The main contractor for rebuilding was the company Průmyslové stavitelství Brno.

**SUMMARY OF POSITIVE  
AND NEGATIVE EXPERIENCES**

Despite a radical change in function of the building, one of the most important positives is the saving of the building and

preserving the original magic of industrial architecture, which will continue to remind future generations of a part of the City's industrial history. The building expression was maintained particularly by the characteristic division of the façade and windows, respecting the original features of the façade. The courtyard is paved with original granite cobblestones, which the investor discovered only during the final work on the reconstruction of external surfaces, as they were – for years – hidden under a layer of asphalt.

Thanks to the courage of the investor, the example of the Moravan building gave us practical evidence that many dilapidated factory buildings could be utilized even in our conditions, even though they are not listed. New architectural interventions were subject to the spirit of the original building, they are modest and unpretentious, and used the simplest and best quality materials.

The main purpose of converting Moravan was the use and preservation of traces of the original atmosphere, which – in spite of considerable dilapidation – had been still present in the building. This especially included sizes of the rooms, ceiling heights, unusual shapes and sizes of windows, and also the original staircase, or exposed areas of masonry and load-bearing structures, which are hard to achieve in new buildings. A popular way of using old factories for living has been successfully implemented for many years across Europe. In the City of Brno, this is the first example of using loft living, which constitutes a model for future uses of other abandoned factory buildings. The project was presented in several professional journals and on TV.

Another plus is the fact that we managed to remove an unsightly dilapidating building from the busy street and replace it with an architecturally balanced multipurpose building, which turned this part of town back to life. The site which was previously used for gathering homeless people, drug addicts and vandals, was converted into a place with shops and offices, which serve customers throughout the day. In evenings and on weekends the former factory lives a normal life of a dwelling house.



NORTHERN SIDE,  
BEFORE RENOVATION



MORAVAN, VIEW FROM  
ZABRDOVICKÁ STREET



NORTHERN SIDE, AFTER RENOVATION

As one of the very negative experiences in this project it is necessary to mention the absolute unwillingness of banks to participate in the revitalization of an unused building. Finally the most enlightened bank was Česká spořitelna (Czech Savings Bank).

The reconstruction of the textile factory also brought a number of technical problems. For example an entire courtyard wing and part of ceiling structures in the front part of the building were collapsed, so it was not possible to carry out survey in these

places. In the same area the building was ill founded, and the original foundations had to be removed and new ones built. In another part of the building, it was necessary to make an in-built steel reinforcing structure, which would not have been necessary but for the destructive activities of vandals and homeless people. Complete isolation of the oldest part of the structure eventually showed as useful. Great deal of work was costly and unpredictable.



# PREMISES OF THE FORMER MUNICIPAL SLAUGHTERHOUSE IN THE MASNÁ STREET IN BRNO

BROWNFIELDS  
REGENERATION  
IN THE SOUTH  
MORAVIAN REGION  
CASE STUDIES

FRANTIŠEK DOBEŠ

**SITE CHARACTERISTIC**

The Brno City slaughterhouse was built in the late 19 century as part of the industrial zone in the southern part of town. The premises were located on the right bank of the Svitava River in undeveloped areas of town, along the newly formed Masná Street.

Other buildings of the meat industry facility were built later on the opposite side of the Masná Street, including Fuchs Masná burza Meat Exchange.

**ORIGINAL USE AND POSITION OF THE SITE**

The premises of the former municipal slaughterhouse, the subject of the brownfield regeneration, were still in operation in the mid nineties of the last century. Their location is between the Masná Street, the Svitava River embankment and the railway viaduct beyond the Hladíkova Street. Nowadays the premises also include the public road in the Porážka Street.

The original urban concept of the area is still evident even today. After the removal of additionally built large



ADMINISTRATIVE BUILDING,  
YEAR 2007

## PREMISES OF THE FORMER MUNICIPAL SLAUGHTERHOUSE IN THE MASNÁ STREET IN BRNO

buildings and extensions, it is visible again. The architecture and urban planning concept corresponds to the historical concept quite often used for contemporary industrial and technical structures.

The area is characterized by a strong central axis – formerly lined by trees – along which individual buildings are oriented. After the revitalization, some trees were re-planted. The original buildings were constructed as symmetrical halls with facades marked by decorative details, made in two colours of facing brickwork and plaster. The older part of the built-up area housed the original main production complex along the Masná Street and office-type buildings along the Porážka Street.

The buildings in the eastern part of the complex along the waterfront of the Svitava River date from a later period. They mainly include the most distinctive building of the whole complex – a large market hall – which is interesting especially for its vertically divided space and load-bearing steel structure of the roof illuminated by large glazed skylights. In the past the complex also included a railway siding connected to the existing railway line Brno–Přerov, but its major part has been removed.

The main production complex consisted of the building with a continuous roofed passage, on one side with adjacent regularly divided buildings of former cold rooms along the Masná Street. On the other side, three- and five-bay production halls were perpendicularly attached to the building and oriented inward the premises; they had a transport connection with other roads within the complex.

Originally, the structures had very ornamental facades made of two-colour facing masonry, but later they were partly degraded by built-ins and modifications.

### OWNERSHIP STRUCTURE AND ACTIVITIES OF OWNERS

During the 20<sup>th</sup> century, gradual, often insensitive modernization of the slaughterhouse operations necessitated a considerable amount of reconstruction in the area, which – because so many buildings were added – reached almost

unbearable density. In the tangle of purpose-built buildings, extensions, in-built structures and new buildings, the original concept of the complex was completely diluted. Similarly, the construction of the railway siding on the waterfront of the Svitava River required the demolition of some buildings and even the removal of the eastern wall of the large market hall. The complex gradually became enclosed by other industrial enterprises (cold stores and starch factory), and the Masná Street changed into a closed road within the premises. The whole complex was isolated and stood totally out of the sphere of interest.

After unsuccessful privatization in the nineties, the activities of meat industry in Brno stopped. The complex of the former City slaughterhouse was first rented by Vietnamese traders as a warehouse for their goods without any technical maintenance of buildings or surrounding areas being carried out. All distribution technical networks both underground and on the surface became dysfunctional, causing emergency situations and malicious dismantling of buildings and cables.

Gradually the area was completely deserted. After several years of decay and devastation the complex was passed – by the decision of self-governing bodies of the City under whose ownership the land including the buildings had been transferred – to the municipal Joint-Stock Company, Brněnské komunikace (Brno Roads). The reason was that winter and summer road maintenance operations, which – until then – were located in the central part of the City in the Renneská Street, had to be moved.

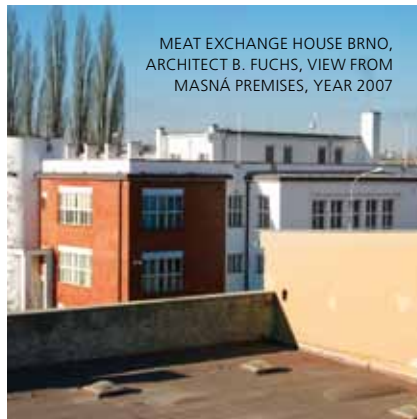
### BARRIERS TO REGENERATION

When converting the premises, some chemicals were found, which had been used for refrigeration and original production processes and left there without control. Sewers and sumps were completely dysfunctional, clogged with great quantities of animal fats and unknown substances.

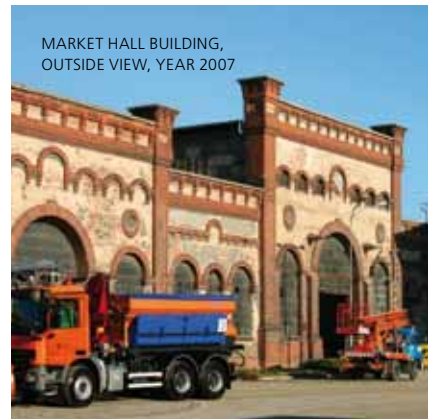
## BROWNFIELDS REGENERATION IN THE SOUTH MORAVIAN REGION CASE STUDIES



BUILDING 42,  
AFTER RENOVATION IN 2007



MEAT EXCHANGE HOUSE BRNO,  
ARCHITECT B. FUCHS, VIEW FROM  
MASNÁ PREMISES, YEAR 2007



MARKET HALL BUILDING,  
OUTSIDE VIEW, YEAR 2007



RENOVATED BUILDINGS  
OF SALT HALLS,  
YEAR 2007

## PREMISES OF THE FORMER MUNICIPAL SLAUGHTERHOUSE IN THE MASNA STREET IN BRNO

### INTENTION OF REGENERATION AND MAIN ACTORS

Gradual revitalization and conversion of the area began in 1998. With great support of the new owner, Brněnské komunikace, a. s. (Joint-stock Company), and the designer, Ing. Arch. Barbora Jenčková, the plan has been implemented, giving the area a new function, while recovering and supplementing the original urban plan.

In principle, this direction of development has respected the original concept and deployed the necessary functional content to the existing buildings according to the spatial possibilities they provided. The buildings have been modified especially in terms of their internal layout. In the majority of cases, all additional built-in structures have been removed to make the original system of the whole complex visible after the intervention.

### IMPLEMENTATION AND FINANCING PROCESS

The original central axis of the complex has been gradually restored. After the removal of later, non-original additions and extensions, original buildings have been revealed again, for the moment not always with finished external claddings and facades. This status is due to the fact that after the removal of additions, some buildings can be returned to their original state, but in some damage is irreversible, and a new expression must be sought for them in the complex.

The halls of original stables, slaughterhouses, and handling and cold storage facilities have been converted to storage halls of grit material (salt, sand and rubble) for winter maintenance of City roads. The original large market hall has been used as a garage for "gritting vehicles", other buildings as warehouses for mobile equipment for summer maintenance and as rooms for manufacturing and repair of vertical and horizontal road marking.

The buildings of original offices, service apartments and of the medical centre have been re-built for the purposes of business administration, staff changing rooms and of an emergency service and winter maintenance control room. The new layout and structure of outdoor road areas provide

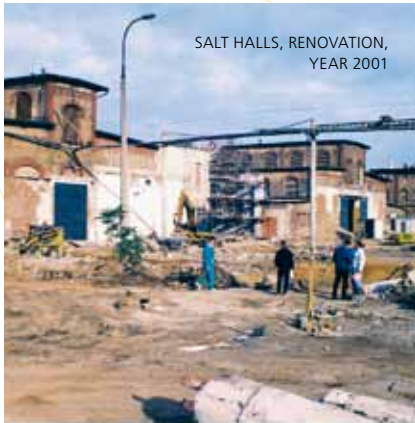
necessary facilities for handling heavy equipment, outdoor parking areas and free areas for storage of recyclable materials; there is also an opportunity for an unforgettable restoration of original trees and grassed areas.

The use of the site commenced at the beginning of 1999 by the official approval of the repaired "large market hall" and of the original office building. Gradually, in the second half of 2000, areas were created for storage of grit material as well as changing rooms and sanitary facilities for employees. In 2001, additional warehouses and workshops for the maintenance of roads were built; and then in 2002, garage parking areas for mobile equipment. Another hall for storage of road salt was then built in 2003 from the original completely dysfunctional space previously used for meat production. The storage facilities of grit material for winter maintenance of Brno roads were then, in 2004, followed by mechanical hoppers with conveyor belts controlled by a central desk, to ensure fast and operative departure of winter maintenance vehicles; a non-public filling station was also built.

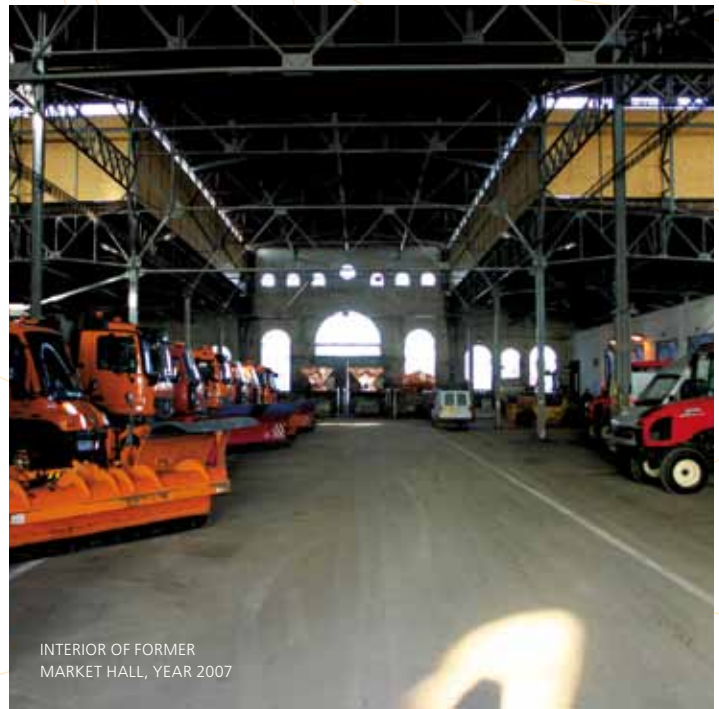
In 2004, office and storage facilities in the Porážka Street were reconstructed. This work included the restoration of facades – cleansing of original facing brickwork by sand, by which the buildings gained their original appearance after almost 100 years.

### SUMMARY OF POSITIVE AND NEGATIVE EXPERIENCES

The approach of the new owner and user of the premises needs to be appreciated; during the reconstruction and repair of buildings for the requested purpose, the new owner respected the value of original buildings despite the fact that the repair was not always easy. We should also highlight significant assistance of the Brno Chartered City, which contributed to the financing of the site repair, as well as the approach of conservationists of the Brno City Municipality and of the staff of the Brno-Jih (Brno-South) District Building Authority, who supported progressive steps leading to the revitalization of brownfield.



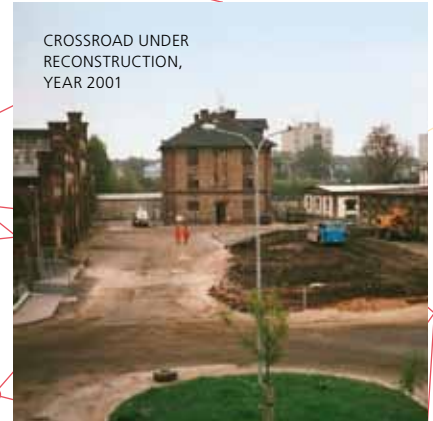
SALT HALLS, RENOVATION,  
YEAR 2001



INTERIOR OF FORMER  
MARKET HALL, YEAR 2007




CROSSROAD AFTER  
RECONSTRUCTION, YEAR  
2007



CROSSROAD UNDER  
RECONSTRUCTION,  
YEAR 2001

Revitalization of the Brno slaughterhouse is an example of substituting one way of industrial use by another, less intense. This project was not a typical regeneration of brownfield for residential purposes, public facilities or services. Fundamental is the change in the attitude to the value of the complex as such, with the awareness of historical and architectural value of the original buildings and their efficient use for the current needs of the City of Brno.

The negative aspect of the overall revitalization was a substantial devastation of buildings and adjacent areas, atypical structural elements, high moisture of load-bearing structures, statics of the buildings and major damage of existing utilities, which had a large impact on financial aspects and complexity of construction work.



# FORMER SUGAR FACTORY IN ŽIDLOCHOVICE

BROWNFIELDS  
REGENERATION  
IN THE SOUTH  
MORAVIAN REGION  
CASE STUDIES



FRANTIŠEK DOBEŠ

**SITE CHARACTERISTIC**

The Židlochovice sugar factory is one of the oldest facilities in Central Europe; Florent Robert was permitted its establishment in 1836, and it was put into operation in 1838. During its existence, it burned several times, was repeatedly extended, renovated and modernized, and linked to the railway.

After World War I, the sugar factory was confiscated as the property of Archduke Friedrich, and a Joint-Stock Company for Sugar Industry in Hodonín became its owner; in 1948, it was nationalized.

Even in the interwar and post-war periods the sugar factory was continually modernized (last modernization took place in 1970). The definitive abolition of production took place in 1991. In the framework of privatization, the sugar factory (non-functional and in a derelict condition) came into the possession of the town of Židlochovice.

**ORIGINAL USE AND POSITION OF THE SITE**

The sugar factory is situated in the south-eastern part of the town near the national



FORMER LOCKSMITH'S SHOPS,  
VIEW FROM THE SOUTH,  
YEAR 2006

## FORMER SUGAR FACTORY IN ŽIDLOCHOVICE

road II/416, which connects Pohořelice, Židlochovice and Slavkov. In this place, the national road is parallel with the Svatka River. In the direction from Hrušovany, there was once a railway siding leading to the sugar factory, connected to the railway track Brno–Břeclav; this siding is no longer operable.

The town centre is located approximately 200–250 m north-east of the sugar factory; it includes the bus station, municipal office, post office, secondary school, chateau and the bridge over the Svatka River, leading to the main square with a historical town hall. On the southern and south-eastern side, the sugar factory is linked with the municipal industrial zone and with the complex known as Robert's Villa, which the town uses for school activities. Today the impression of the entire area along the national road from the bridge in the direction of Žabčice towards the territorial border of Židlochovice is bleak, scrappy and non-urbanized. Only the stack and filter tower of the former sugar factory constitute visible landmarks of the town.

### OWNERSHIP STRUCTURE AND ACTIVITIES OF OWNERS

The town of Židlochovice, the owner of the site, has performed the conversion of this formerly derelict site to a new town quarter with several new streets (e.g. Zámecká, Robertova, Cukrovarská, Dezortova) and a modern commercial and social centre. Project management was established, composed of the members of town management, municipal office staff and a consulting company. The project management takes care of the processing of necessary project documentation for those parts of the project, which are financed by the funds of the town or by other public sources. A method of investment for the project was determined and approved by the town council; subsequently, a new technical infrastructure was built.

### BARRIERS TO REGENERATION

Abandoned industrial and military complexes always hide quite a real danger of visible or hidden environmental defects. Most often it is the contamination of land or buildings. Environmental defects pose a serious threat to further development of the project.

The total funds invested in this survey are not yet possible to estimate. In any case it will be an investment that will be necessary for smooth and safe development of the project.

### INTENTION OF REGENERATION AND MAIN ACTORS

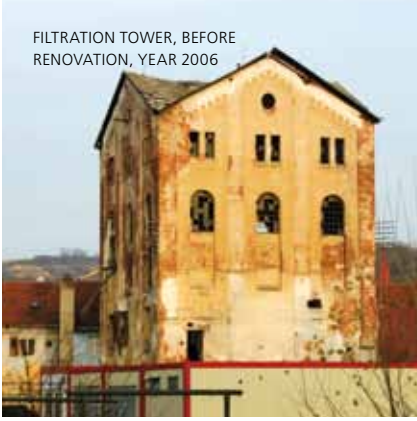
The entire area of the former sugar factory can be imagined as divided into three parts. According to the land-use plan, family houses are supposed to be built at the back. It is an attractive location in close proximity to a chateau park with lots of animals and birds. For the middle part consisting of the area of about 5,000 m<sup>2</sup>, construction of apartment buildings has been proposed; in the middle part near the Nádražní Street, the plan intends to build a commercial and social centre, which was already mentioned.

With regard to the financial burden of the planned investment (about CZK 150 million), it is necessary to perform a detailed economic evaluation of the alternatives, considering individual cases: where the municipality would be the investor, where the municipality would enter into a defined legal relationship with a private investor (developer), or where it would sell the complex to a private investor (developer).

To support the construction of family houses planned along the border of the chateau park in the rear part of the former sugar factory complex, the town of Židlochovice built technical infrastructure, all utilities and a road, assuming that their funding would be covered by the sale of land for the construction of about 50 family houses. The land for the construction of three apartment buildings of about 60 apartments in the central part of the sugar factory was sold by the town to a developer construction company.

Two alternatives of the development of the area in the front part of the site near the Nádražní Street were designed by the SAURA, s.r.o., Company. A crucial element of both alternatives is the location of the railway station platform in the context with the residential part and with the proposed commercial centre.

FILTRATION TOWER, BEFORE RENOVATION, YEAR 2006



FUTURE BACKGROUND OF ORLOVNA, YEAR 2006

SUGAR PLANT STACK, VIEW FROM THE NORTH



NEW APARTMENT HOUSES, YEAR 2010



**IMPLEMENTATION  
AND FINANCING PROCESS**

In the north-eastern part of the sugar factory built-up area, demolition of buildings took place, as they were either not acceptable because of their statics or their reconstruction would be unprofitable. After the completion of the demolition work, only the structures of the locksmith shops, filter tower, apartment building and sugar factory stack remained on the site. A modern extension was removed from the factory stack, and the original historical chimney shaft was reconstructed. But the preservation of the filter tower is still the subject of sharp controversy. The National Heritage Institute (Národní památkový ústav – NPU) applied to the Ministry of Culture for the registration of the filter tower building in the Central List of Cultural Monuments; this request was recommended and a suggestion made that also the factory stack be registered in the List along with the tower. It is therefore necessary to treat the tower and the stack as relics; all construction projects must be consulted with the NPU because of the position of the structures within the chateau protection zone.

The reconstruction of the building with locksmith workshops is just to be completed; it will serve as 'Orlovna' (sports facility) to the Orel Sports Association for sports that do not require much space (judo, gym, squash) and for refreshment.

The north-east part of the complex also includes newly-built or renovated buildings near the south-east border: the production hall of the Moudrý Company for manufacturing fly traps, and buildings of the Musil Joinery Production. But the border area adjacent to the chateau is still covered by a clutter of modern temporary structures (UNIMO and other units) and by a two-storey building serving the needs of the municipal office of quite a bad architectural and technical level. Further existence of the old municipal office building should be considered on the basis of a detailed structural and technical survey, economic comparison of the costs of renovation and demolition and on the basis of the actual need of office or warehouse spaces.

Demolitions in the central part of the sugar factory complex have been completed, and as already mentioned, transport and technical infrastructure has been built there. This part already includes low energy family houses (Hrma, s. r. o. Company); the construction of a complex of residential units (Komfort, a. s. Company) near the Židlochovice chateau has been also finished. According to the approved project documentation, three residential buildings with about sixty apartment units for about 150–200 people are being built in this area. An important step was the purchase of the part of the rehabilitated land by construction and developer companies: by the already-mentioned companies plus the Outulný, a. s., Company.

From the original buildings, only apartment building no. 234 with four residential units has been preserved, which – like house no. 236 – is affected by poor maintenance, damp walls and damaged plaster.

The dilapidated state of apartment building no. 236 with three housing units corresponds to the old age and poor maintenance, probably associated with its location in a dysfunctional area. The apartment building serves its purpose; during its reconstruction the extension of the housing function to the attic was considered.

Due to the location in relation to the town centre and gradual utilization of the rear and middle part of the complex (for the construction of family houses and rental apartment buildings), the front part of the sugar factory, addressed by this project, is destined for commercial use. We consider the construction of civil and commercial facilities; a department store project has been already implemented. The proposed use has expected financial returns in the time period of up to 10 years, which means that a possibility of co-financing from state sources (Ministry of Trade and Industry of the CR, Ministry of Regional Development of the CR) cannot be anticipated.

The conversion of former locksmith workshops to 'Orlovna' was resolved by transferring the ownership of the building to the Židlochovice Orel Sports Association, which has carried out gradual refurbishment of the dilapidated building into a modern gym facility using grants and its own funds.



CONSTRUCTION OF LOW-ENERGY  
FAMILY HOUSES, YEAR 2006



FILTRATION TOWER AFTER FAÇADE  
RENOVATION, YEAR 2010



CONSTRUCTION OF APARTMENT  
HOUSES, VIEW FROM THE NORTH,  
YEAR 2006

### SUMMARY OF POSITIVE AND NEGATIVE EXPERIENCES

The decisive factor for successful launching of the revitalization project of the former sugar factory complex was the decision of the town management to build a technical and road infrastructure, and subsequently sell building sites prepared in this way. This resulted in the withdrawal from the originally intended and for-several-years-attempted plans to pass the land for the construction of family houses and apartment buildings to a private construction company to build the necessary infrastructure, and their subsequent transfer to this company.

By using the whole area of the former sugar factory, a brand new town quarter in Židlochovice was created; it has the needed transport and technical infrastructure, a commercial centre and, in the future,

it will have newly designed transport links between the town with other villages (due to the shifting of the existing bus and train station to the position in front of the former sugar factory, close to the commercial and social centre).

Considering the interest in the construction expressed mainly by Židlochovice non-residents, it seems that according to conservative estimates, after the completion of the whole project, there could be a historically unprecedented increase in population of about 300–350 people in a relatively short period.

Negative responses so far have come mainly from local traders, who fear that the construction of new commercial facilities in the town will cause a decline in the numbers of customers visiting their existing premises situated mainly in the central part of the town.

The background features a complex network of thin lines and dots. A central, irregular polygon is highlighted in a vibrant red, while the rest of the network is rendered in a light, pale blue. The dots at the vertices of the polygons are also colored in red or light blue, creating a sense of depth and connectivity.

# LECHOVICE HORSE FARM

BROWNFIELDS  
REGENERATION  
IN THE SOUTH  
MORAVIAN REGION  
CASE STUDIES

JAROSLAV KROUTILÍK

### SITE CHARACTERISTIC

The HORSE FARM complex is located in the built-up area in the village Lechovice, about 10 km north-west of Znojmo, on the connecting I-class road I/53 (Znojmo–Pohořelice). Due to its location – south-west of the South-Moravian Region – the village belongs among renowned wine growing sites. The business activities in the HORSE FARM complex, however, have a rather agricultural focus.

Lechovice, in 2007 with 428 residents, has experienced very few as exceptional projects as this one. In terms of the territorial

significance of current business activities, this project is at least of regional importance.

### ORIGINAL USE AND POSITION OF THE SITE

HORSE FARM is a farmhouse with 100 ha of land and adequate housing. Since 1926, the Dlabkova family, now the Kroutilík family has farmed there, unfortunately with two enforced brakes. In 1938, the Dlabkova family was expelled by German occupiers, all its assets remained on the farm and throughout the war were used by the Germans.



MAIN RESIDENTIAL BUILDING,  
YEAR 1938

## LECHOVICE HORSE FARM

After the war, in May 1945, the Dlabkova family returned to their farm in Lechovice. They all exerted their best efforts in trying to restore the plundered farm, where – apart from a few machines – no livestock or any other stocks had remained. The restoring of the farming thrived and the family members worked with joy, regardless of time and effort. But freedom and joyful work ceased in 1948 and 1949 and was replaced by the period of psychological pressure, threats and harassment. Instead of compensation for war losses, the family was deprived again – not only of all its property, but also of life and health of some of its members. In 1949, 50 ha of land was seized, and immediately after that, after the so-called ‘Gottwald’s revision’ of the land reform, the family was deprived of another 25 ha of land together with half of the buildings. The plan was to evict the whole family. In the course of applying the so-called ‘super revision’, during gross coercion, Josef Dlabka got a stroke and died within a year. His son, František Dlabka, was taken by a police officer to Znojmo in April 1950 and never came back. He was sent to a forced labour camp and the property of the whole family was stolen again, without any compensation, this time for long 40 years.

The farmer on the farm was František Dlabka, who was removed from the farm with a pretext to seize the whole property. Josef Dlabka was sent a note, which read: “Since your son was taken to a forced labour camp and you yourself are unable to work, your farm is ordered to be force hired by the Lechovice United Agricultural Collective (JZD Lechovice)”. František Dlabka received a similar note: “Since you were taken to a forced labour camp and there is nobody to manage your farm, it is ordered for it to be force hired by the Lechovice United Agricultural Collective”. So comrades seized everything and did not bother about how the rest of the family would survive. When Josef Dlabka became unable to work, his wife was almost 70. The wife of František Dlabka was ill after the hardships of war. Their daughter was 17, but was not allowed to study, so she had to search for a job.

November 1989 raised hopes for the remaining members of the family that – finally – justice would come and both moral and tangible rehabilitation would take place.

Unfortunately, the structures of the totalitarian regime, particularly in the district of Znojmo, have retained their power. Forty years is long enough a period to consolidate power in the sphere of both economy and politics. For this reason, I believe that law and justice in our country is nothing, but an empty concept. That is why 20 years after the “Velvet Revolution”, the compensation for restitution and transformation has not been settled. Our family was robbed during one day, but the returning of the property and the compensation last years. Stealing was taking place without being supported by laws and regulations, and now regulations and laws are sought to avoid returning the stolen property. This condition is also caused by the judiciary and its dilatory approach. Also waiting for the property of different entities to be stolen by the so-called ‘tunnelling’ is taking place, so that there is nothing to be returned, as it was in the case of the United Agricultural Collective (JZD) Mír Práče.

## OWNERSHIP STRUCTURE AND ACTIVITIES OF OWNERS

Since 1990, the land and buildings – through succession and restitution, after difficult administrative processes – gradually began to switch to private ownership of the current owner. He had extensive experience with breeding and training race horses in the United Agricultural Collective (JZD) Slušovice – the former glory of racing in this country, and also brought valuable experience from his time in Canada. The love of horses, gained experience and the necessary background at the restituted farm with stables – all contributed to the project of one of the first regional private hippocentres.

When preparing a business plan, the owner considered to use his own resources, especially funds from restitution and transformation, for the renewal and modernization of buildings devastated after forty years of collective farm management. Although these funds were awarded twice by the court and supposed to be paid within 1 month (in June 1997 and then in March 2000), the owner has not been paid the compensation yet, and this fact considerably slowed down the implementation of the business plan and made it difficult.





AGRICULTURAL BUILDINGS AFTER  
THEIR HANDOVER BY JZD, YEAR 1989



YEAR 1938



AERIAL VIEW  
OF THE PREMISES



MAIN BUILDING  
AFTER RENOVATION,  
YEAR 2008

**BARRIERS TO REGENERATION**

The aim of the owner was, in the first stage, to give a new face to fragments of some original farm buildings, which remained after the years of devastation during the management by JZD Práče. Repairs, renovation and modernization of the buildings were carried out with regard to the requirements of Thoroughbred breeding, including ancillary buildings and acceptable facilities for visitors to the farm, including food and accommodation.

Extensive grounds are used to provide a feed basis for other horses and pigs and also for market production. To increase the profitability of the entire farm operations, the purchase of additional land was considered in the vicinity of the farm.

The main and only source of invention for implementing the business plan was the owner, Jaroslav Kroutlík, who had the necessary qualifications, and already in 1991 gained a business licence as an agricultural entrepreneur and businessman in livestock production.

**IMPLEMENTATION  
AND FINANCING PROCESS**

A necessary condition for the whole business plan was to reconstruct the devastated original residential buildings for the needs of a restaurant, offices and accommodation for visitors. The operating funds served for financing repairs of other buildings and constructions, auxiliary areas, fences and paddocks for horses. Land adjacent to the already-owned grounds was bought, which resulted in the ownership of a compact area of the farm and increasing the cultivated land to 110 ha.

Gradually, other buildings were purchased, which had not been part of the original farm. After their repair, they will become a workshop and garages for agricultural machinery. It is therefore not possible to speak about the completed revitalization process now; it started 18 years ago and is still underway. With regard to the nature and complexity of the business plan, it is likely that this process will never end.

From a financing point of view, the actual implementation posed extensive risks. It was impossible to get grants until the fixed EU terms were set. Because of a number of administrative barriers, it made no sense for agricultural businessmen to even ask for the grants. The intention was to fund the whole process of the complex revitalization by restitution funds, compensation funds from transformation and by funds from operations. Unfortunately, the owner has been waiting over 10 years for the funds that were legally confirmed (after the judgement came into force), and the project has been therefore funded by bank loans.

Despite all difficulties and obstructions of returning the property to the beneficiaries, including the compensation for restitution and transformation, we managed to build a well operating company with 12 employees, which meets current requirements for spending leisure time by hippotherapy with the possibility of utilizing additional services provided by the centre, as well as the demands of a modern agricultural farm with high potential of growth.

Despite intense agricultural activity, no major distortion of the purity of groundwater by contamination occurred during the operation. The complex is located in a flood zone of the Jevišovka watercourse, but occurring hundred-year floods do not reach their peak.

**SUMMARY OF POSITIVE  
AND NEGATIVE EXPERIENCES**

For the project site owner, an important finding during the implementation of the project was a total reliance on his own skills and knowledge, without any guarantee of success and without any public support (even through non-financial form of cooperation), moreover, in combination with indifference and envy of the neighbourhood. On the other hand, the daily physical and psychological exertion, which provided step-by-step results, is a good preparation for self-hardening.

INTERIOR PART OF THE FARM,  
RENOVATED FACILITIES FOR HORSES,  
FENCES, YEAR 2009



RENOVATED Paddock, YEAR 2009



RENOVATED Paddock, YEAR 2009



MAIN BUILDING AFTER RENOVATION,  
YEAR 2009

The work, which brings good results, provides personal enjoyment; this is enhanced – after passing on the experience – by the international success of the daughter, who was – as the first Czech and even as the first East-European female – chosen for the prestigious Darley Flying Start

programme. It is a two-year managerial programme of the Vice President and Prime Minister of the United Arab Emirates, Sheikh Mohammed bin Rashid Al Maktoum, which takes place in Ireland, Great Britain, Australia and Dubai.



# FORMER BARRACKS IN HODONÍN

BROWNFIELDS  
REGENERATION  
IN THE SOUTH  
MORAVIAN REGION  
CASE STUDIES

ING.  
JAROSLAV MALÁT

### SITE CHARACTERISTIC

The subject of the site described is former barracks located in the Hodonín cadastre. This border administrative centre with nearly 27,000 residents has faced many socio-economic problems that stem from the division of Czechoslovakia. The subsequent transformation of the former industrial base of the town caused that in terms of regional policy, Hodonín ranks among the economically weak regions. Reorganization of the Army of the Czech Republic and the decision to cancel military garrisons in the town did not help the current situation. The town of Hodonín, however,

tried to take advantage of the situation and turned it into an opportunity of possible development; it decided to take over the barracks. This decision concerned two areas: Dukelská kasárna Barracks and Velká kasárna Barracks.

### ORIGINAL USE AND POSITION OF THE SITE

From the very beginning the barracks in Hodonín served for army purposes, and their building structure corresponds to it. Available materials show that the barracks were founded in 1881. The first buildings



FORMER GUEST HOUSE AFTER  
RENOVATION – DUKELSKÁ KASÁRNA,  
YEAR 2008

## FORMER BARRACKS IN HODONÍN

with flats were then handed over to officers in the late 19<sup>th</sup> century. Most of the buildings were built during the Austro-Hungarian Empire. From their inception until 1936, the barracks served to cavalry, called 'dragoons'. Newer constructions then date from the late 20<sup>th</sup> century. They mainly included other hostels for troops, garages, fuel depots, open shelters for military equipment, repair workshops and technical structures of training grounds.

Not only for economic impacts, but also from the point of view of history the town council did not want to just watch as part of the town, which without a doubt had a significant cultural tradition, disappears. During 2003 and 2004, the town council decided to take over, free of charge, the premises of 4.5 ha of the Dukelská kasárna Barracks and the premises of 24 ha of the Velká kasárna Barracks. The current location of the barracks was no longer as eccentric to the town centre as during their formation. Both areas are now located deep in the town's built-up area. They are surrounded by buildings the vast majority of which have been used for residential purposes. For this reason, new ideas for the use of the buildings could not be of a purely manufacturing nature. On the contrary, today's position with links to technical infrastructure and transport links could be seen as an advantage.

### OWNERSHIP STRUCTURE AND ACTIVITIES OF OWNERS

The town of Hodonín had to address the question whether to take on the patronage over the new development of this area or whether to leave it to its fate and focus only on an economy basis; when doing so, it also checked the proprietary side of things. Another advantage was that the places were wholly owned by the state. It means that not only all buildings located within the barracks, but also the land beneath them and their surroundings constituted the subject of the transfer.

The condition of the technical infrastructure matched its age and it was clear that before any further development, the area would require major repair. Any additional property settlement would not only make the project more expensive, but also cause time complications.

The town of Hodonín addressed the project realistically and did not give a chance to the state to sell off individual buildings in an uncontrolled manner. By this, control was secured over new uses in accordance with economic, social, sporting and cultural needs and expectations of the town.

### BARRIERS TO REGENERATION

If from the point of view of property ownership the territory was relatively prepared for further use, it was not the case in terms of environmental burdens. This information arose from the survey of the geological environment before the actual transfer. Based on the results of the field survey work, it was ascertained that there were several centres of pollution in the area of Velká kasárna Barracks. Mostly it was diesel and oil, which previously penetrated into the rock environment and groundwater. The total amount of funds provided so far for rehabilitation of areas affected by environmental burden has been CZK 23.4 million.

Even though many of the buildings preserved their original architectural value, not even in one case the law on preservation of monuments was applied.

### INTENTION OF REGENERATION AND MAIN ACTORS

Before the official acceptance of this property, the town of Hodonín had begun preparatory work on the surveys of the areas and subsequently on town-planning studies that addressed the space in several variants.

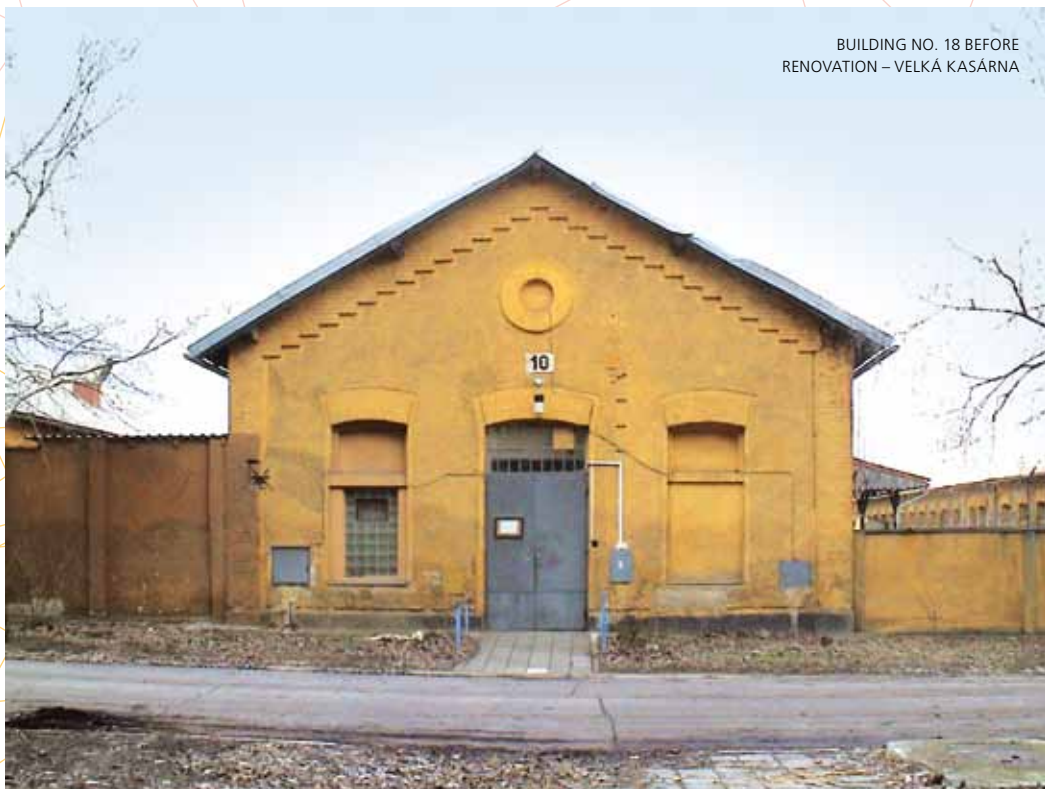
Since the barracks were already located in the built-up area, the primary objective was to find a concept of use which would not disturb the nearby housing development and at the same time comply with the considerations on improving the economic situation. With the involvement of the general public, individual proposals were eventually combined into a variant which was a compromise between individual parties. On the one side, ideas of a purely commercial nature prevailed, on the other side solutions were suggested starting with housing projects to preserving the space as a town park. Eventually a study won the project, which



BUILDING NO. 5002 BEFORE  
RENOVATION – VELKÁ KASÁRNA



BUILDING NO. 5002 AFTER  
RENOVATION – VELKÁ KASÁRNA



BUILDING NO. 18 BEFORE  
RENOVATION – VELKÁ KASÁRNA



BUILDING NO. 18 AFTER RENOVATION  
– VELKÁ KASÁRNA

## FORMER BARRACKS IN HODONÍN

created a mixed function of housing, sporting activities and of the commercial use. By this, a design was created, which represented an appropriate link between the town and its vicinity and the place sealed and isolated for many centuries, and which – at the same time – preserved the most valuable original buildings.

Despite the fact that at the beginning negative votes prevailed with regard to the plans of the town of Hodonín, the town council finally approved the prepared concept.

### IMPLEMENTATION AND FINANCING PROCESS

The concept of revitalization includes a very broad range of sectors and activities, which have been used to meet the goals set. At the Hodonín municipal office, a team was therefore established, whose task was to prepare individual conceptual steps. Associated technical and legal issues had been dealt with already from the actual transfer of the barracks to the town.

By a detailed survey and analysis of the area, by approving basic concepts of development and by parallel finding of a mechanism ensuring the occupation of the area by new functions, some values were created, which significantly contributed to the overall growth of the town. Joint efforts of the public and private sector gradually started the process of conversion, which is consistent with permanently sustainable development, with the ideas of a healthy spa town, and particularly with the support to regional employment.

Following the abandonment of the barracks by the army, the town published its intention to sell individual buildings. The initial hesitation of the private sector in relation to the town plans was overcome by the first investment implemented directly by Hodonín. The renovation of two buildings, which became the means of solving local housing issues, initiated an interest in other buildings, and during 18 months almost majority of local buildings were sold. By shifting these investments to a private sector, financial resources were created at the same time, needed for co-funding of new technical infrastructure. It was suggested to build it in individual stages according to the urgency of business plans, but no later than five years after the sale of the buildings in the area.

By immediate actions with regard to dealing with the issues, the town of Hodonín properly used the newly created state programme that provided grants for territories affected by the disappearance of military garrisons, and initiated – for example – the reconstruction of the buildings with designing 80 apartment units. Not all applications, however, which Hodonín submitted in relation to the grants, were successful, and it was therefore not always easy to search for reserves in the town budget. So far, however, solutions have been always found to maintain the course of the conversion on a good level, and in buildings sold a number of small- and medium-sized companies could initiate their activities. By this, mainly the business community was supported. In the sphere of leisure activities, for example, the functionality of the original horse-riding halls was recovered, and now a local equestrian club operates there.

### SUMMARY OF POSITIVE AND NEGATIVE EXPERIENCES

To successfully complete the project and achieve the final vision and objectives, a longer period of time is needed. We may, however, highlight some partial, concrete results, which can be evaluated very positively. They certainly include the conservation of the values that will, at least symbolically, remind future generations of a certain town history, although with a completely different function than it had when the garrison was in Hodonín. It is also beyond any doubt that the intention of Hodonín to use the existing site to support small- and medium-sized business has been successful, even though in the beginning the currently existing legislation seemed to be one of the biggest obstacles to starting this process.

All steps of conversion, of course, have been accompanied by an extensive expenditure of public funds. Although the results of the project were estimated in the red already in the beginning, the town of Hodonín launched the project. The reason was not the achieving of the objectives in the form of capital gains pursued by businesses, but an overriding effort to secure good quality conditions for further development of the town.





LAYOUT OF MILITARY PREMISES  
IN HODONÍN



HOUSING PROJECTS –  
VELKÁ KASÁRNA, YEAR 2006



HOUSING PROJECTS –  
VELKÁ KASÁRNA, YEAR 2006



RENOVATED TECHNICAL  
INFRASTRUCTURE  
– DUKELSKÁ KASÁRNA



PREPARED BY  
REGIONAL DEVELOPMENT AGENCY  
OF SOUTH MORAVIA,  
BRNO, APRIL 2011

ALSO AVAILABLE AT  
[HTTP://WWW.RRAJM.CZ/PUBLIKACE](http://www.rrajm.cz/publikace)





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